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CMAA Certified Construction Manager (CCM) Sample Questions (Q12-Q17):

NEW QUESTION # 12

As the owner's rep, a CM is providing on-site construction management services to a municipality for their new design-build city mall project.

The state requires a 40-hour value engineering workshop for all projects over \$10 million. What are the key talking points about the VE process that the CM will highlight to the city's director of public works?

- A. Scope reduction will reduce overall project budget.
- B. Life cycle and maintenance costs should not be considered.
- C. A multi-discipline review on functions and alternate solutions.

- D. Interface with the design-build team is not needed at this time.

Answer: C

Explanation:

Value Engineering (VE) is intended to improve value by optimizing the relationship between function, cost, and life-cycle performance. The CM would emphasize that VE is a multi-discipline review of project functions and alternate design solutions to reduce cost without sacrificing essential performance. In a proper VE workshop, participants from multiple disciplines review function, identify alternatives, and propose changes.

The incorrect choices are:

A is wrong because life cycle and maintenance costs should be considered - VE should look beyond initial cost to long-term costs.

C is simplistic: while scope reduction is one possible result, VE is not merely scope cutting but exploring alternatives to maintain functionality at lower cost.

D is incorrect, because interfacing with the design-build team is essential - VE must involve the DB team to ensure proposed changes are implementable and integrated.

NEW QUESTION # 13

A written safety program should include all applicable laws, codes, and regulations, and must

- A. meet the contractual requirements.
- B. be a shared responsibility with the project team.
- C. be developed by the CM.
- D. be approved by the Owner.

Answer: A

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), under Chapter 7 - Safety Management, the written safety program is a required component of every construction project to ensure compliance and accountability. The CMAA specifies that:

"The contractor's safety program shall contain all necessary elements to administer and manage the program in accordance with the contract requirements. It must, at a minimum, demonstrate compliance with all applicable laws, codes, rules, and regulations related to worker and public safety." This statement emphasizes that while safety compliance with statutory regulations is essential, the written program must also be consistent with and satisfy the terms established in the contract documents. The Construction Manager (CM) oversees and monitors safety performance but does not develop or approve the contractor's written safety program. The contractor bears the responsibility for implementing and maintaining the program according to contractual obligations.

Therefore, the correct answer is that the written safety program must meet the contractual requirements.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 7 - Safety Management, Section: "Written Safety Program," pp. 68-70.

CMAA CM Study Guide, Safety Management Domain, Objective 7.2: "Ensure compliance with all contractual and statutory safety requirements."

NEW QUESTION # 14

Industry best practice is to conduct a pre-bid conference. The intent of the pre-bid conference is to

- A. resolve any questions about contract requirements and scope of work.
- B. survey existing conditions and reveal unforeseen conditions.
- C. mitigate change orders and delays.
- D. limit the number of bidders on the project.

Answer: A

Explanation:

The CMAA Construction Management Standards of Practice (SOP) identifies the pre-bid (pre-proposal) conference as a key element of the procurement process. Its purpose is to clarify the scope of work, contract requirements, and bid instructions before bids are submitted.

CMAA states:

"A pre-bid conference provides prospective bidders with an opportunity to review the contract requirements, clarify ambiguities, and

receive consistent responses to questions regarding scope, schedule, and procedures." By ensuring that all bidders receive the same information, the CM helps promote fair competition, minimize post-award claims, and reduce misunderstandings about scope- thereby indirectly helping to mitigate change orders and delays. However, the primary intent is to resolve any questions about contract requirements and scope of work.

Option B describes a benefit, but not the immediate intent; Option A concerns site investigation, which is typically handled in separate pre-bid site visits; Option C is contrary to public procurement policy.

Therefore, the correct answer is D.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, Chapter 5 - Contract Administration, Section:

"Procurement and Pre-Bid Activities."

CMAA CM Study Guide, Contract Administration Domain, Objective 5.2: "Conduct pre-bid and pre- construction conferences to clarify contract requirements."

NEW QUESTION # 15

The CM is tasked with analyzing the schedule variance of a project on a regular basis. The contractor's recent payment application includes a dramatic increase in earned hours than what was budgeted for the project. This MOST likely indicates

- A. the project is behind schedule.
- B. the project is ahead of schedule.
- C. the contractor is making more profit than anticipated.
- D. the contractor will be submitting change orders.

Answer: A

Explanation:

In earned value or earned hours analysis, "earned hours" represent how much work has actually been completed (in units of schedule effort) compared to what was budgeted over time. If a contractor claims a significantly higher number of earned hours than budget expected at that point, that discrepancy often indicates the contractor is catching up for prior slippage or back-loading progress and may be masking a delay. In other words, the project is likely behind schedule: the contractor is accelerating or shifting resources to show a jump in performance, sometimes to avoid triggering delay claims or escalating scrutiny.

While CMAA's formal SOP does not provide a one-sentence treatment of this particular scenario, standard earned value (EV) and schedule variance (SV) theory (used in CMAA's time management domain) supports that an unexpected inflation in earned hours relative to budget can signal a retrospective correction for lagging progress, rather than true ahead-of-schedule condition.

NEW QUESTION # 16

Who owns the float in a typical project critical path schedule?

- A. Construction manager
- B. Contractor
- C. Owner
- D. Project

Answer: D

Explanation:

According to CMAA Time Management standards, float is defined as the amount of time an activity can be delayed without affecting the overall project completion date. The SOP specifies:

"Float is a shared resource belonging to the project as a whole. It is not owned exclusively by any single party - owner, contractor, or construction manager."

This principle ensures fair schedule management and prevents disputes. Both the CM and the contractor should work collaboratively to optimize float use for the benefit of the entire project. Contract documents (e.

g., general conditions) may further define float management policies, but unless specified otherwise, float is treated as a project resource, not the property of any one participant.

Therefore, the correct answer is C. Project.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Time Management, Section: "Float

Ownership." CMAA CM Study Guide, Time Management Domain, Objective 5.3: "Manage schedule float as a shared project resource."

NEW QUESTION # 17

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