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Construction Management	The practice of professional management applied to the planning, design, and construction of projects, from inception to completion, for the purpose of controlling time, cost, and quality
Construction Contract Administration Objectives	To control: time, cost, quality, information flow and to satisfy the Owner's goals and objectives for the project
Design Bid Build Advantages	Widely applicable, understandable, owner retains control, owner "knows" the cost prior to the start of Construction
Design Bid Build Disadvantages	Relatively slow, owner is liable for the design, constructability issues, adversarial relationships fostered
Multiple Prime Advantages	Increased Owner control, work easily fast-tracked, save general contractor markups, some states require it

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CMAA Certified Construction Manager (CCM) Sample Questions (Q26-Q31):

NEW QUESTION # 26

$$= P \times [(C + T + Q) + 3]$$

P is Probability

C is Cost

T is Time

Q is Quality

This equation best describes a(n)

- A. overall risk score.
- B. risk variable score.
- C. Monte Carlo simulation equation.
- D. cost time quality evaluation.

Answer: A

Explanation:

According to the CMAA Standards of Practice in the Risk Management section, risk quantification often uses formulas combining probability (P) and impact factors such as Cost (C), Time (T), and Quality (Q) to compute an overall risk score.

The CMAA explains:

"Risk scoring combines the likelihood (probability) of occurrence with the magnitude of its potential impact across cost, time, and quality metrics. The resultant value represents the overall risk score used for prioritization in the risk register." The given formula aligns directly with that concept - it mathematically expresses a weighted overall risk score, not a simulation or isolated variable measure. A Monte Carlo simulation is a separate probabilistic modeling technique, not a single-score formula.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 9 - Risk Management, Section: "Risk Identification and Quantification," pp. 85-87.

CMAA Study Guide, Risk Management Domain, Objective 9.3.

NEW QUESTION # 27

During the design review process for a rehabilitation of a corporate office headquarters, the CM should routinely review the designers' submissions, and the reviews will include

- A. constructability, schedule, and maintenance reviews.
- B. budget, schedule, and value engineering reviews.
- C. constructability, biddability, and operability reviews.
- D. scope, constructability, and biddability reviews.

Answer: C

Explanation:

According to CMAA's Quality Management section, the CM is responsible for performing thorough design phase reviews to improve quality and minimize design-related issues. These reviews must evaluate the project's constructability, biddability, and operability.

The SOP defines these as follows:

"Design reviews should be conducted for constructability, to ensure the design can be built efficiently; biddability, to ensure the design is clearly and competitively bid; and operability, to ensure the facility can be operated and maintained as intended." This three-part review ensures that the design not only supports quality construction but also long-term functionality.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Quality Management, Section: "Design Phase

Reviews," pp. 41-43.

CMAA Study Guide, Quality Management Domain, Objective 4.2.

NEW QUESTION # 28

An inexperienced client on a design-bid-build project states that they do not want the designer to assist in the review of submittals, respond to Requests for Information (RFIs), or conduct any site inspections during the construction phase. How should the CM respond to the client's request?

- A. Review the Project Management Plan (PMP) and proceed accordingly.
- **B. Review the Project Procedures Manual (PPM) and then discuss with the client why their approach may add more risk to the project.**
- C. Ignore the client and continue coordinating with the design professional to provide these necessary services as part of their contract.
- D. Agree with the client that this will save the project from unnecessary costs and report that the design documents should be error-free.

Answer: B

Explanation:

CMAA's Standards of Practice assert the importance of properly defining roles, responsibilities, and risk allocations in the early planning phases (in the Project Procedures Manual and/or Project Management Plan).

The CM's role includes advising the owner of risks associated with the chosen approach. The CM should use the PPM (or the procedures already established) to inform the owner that omitting design professional services during construction (submittals review, RFI responses, inspections) increases the owner's exposure to errors, claims, and omissions.

Choosing option A means referring back to the formal procedures already agreed upon, educating the client about added risks, and working collaboratively to preserve necessary design-phase involvement. Option B would be insubordinate to the client's direction, C is naively optimistic (design documents are rarely perfect), and D is too passive-it doesn't confront the risk issue effectively.

Thus, reviewing the PPM and discussing the risks with the client is the proper CM response.

NEW QUESTION # 29

Which of the following provides details about the front-end activities of the project during the pre-design and design phases, and highlights major project milestones such as substantial and final completion?

- A. Master Schedule
- **B. Milestone Schedule**
- C. As-Built Schedule
- D. Baseline Schedule

Answer: B

Explanation:

CMAA's Time Management guidance describes the Master Schedule as the overall controlling schedule for the project's life cycle, which includes many elements. It also specifically notes that the Milestone Schedule is a subset or extract that highlights the key events or decision points:

"The Milestone Schedule acts as a 'pull-out' from the Master Schedule. The purpose of a Milestone Schedule is to highlight the key events in a project, as an executive-level summary. ... The Master Schedule highlights major project milestones and details the front-end activities of the project during the Pre-Design and Design phases." Thus, while the Master Schedule covers everything, the Milestone Schedule is the one that provides details about front-end activities and highlights major milestones, exactly as asked.

NEW QUESTION # 30

Which delivery method, if not properly coordinated, introduces the strong possibility of work scope being duplicated or even omitted?

- A. CM at Risk (CMAR)
- B. Design-Bid-Build (DBB)
- C. Design Build (DB)
- **D. Multi-Prime**

Answer: D

Explanation:

The CMAA Standards of Practice explain that Multi-Prime delivery involves multiple contractors each working under separate contracts directly with the Owner. The absence of a single point of contractual coordination can result in scope overlaps or gaps if the CM or Owner does not maintain tight coordination among all primes.

As noted in the SOP:

"The potential for duplication or omission of work scope is greatest in a multi-prime contracting arrangement, where the responsibility for interfaces between contracts must be clearly defined and managed by the Construction Manager." This risk is unique to the Multi-Prime method because, unlike CMAR or Design-Build, there is no single entity responsible for all construction coordination.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section: "Project Delivery Methods," pp. 19-20.

CMAA Study Guide, Project Management Domain, Objective 2.1.

NEW QUESTION # 31

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