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## Quiz 2026 High-quality Construction-Manager: Exam Certified Construction Manager (CCM) Cram Questions

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## CMAA Certified Construction Manager (CCM) Sample Questions (Q58-

## Q63):

### NEW QUESTION # 58

During the design phase of a project, the owner had requested the design team develop mitigating strategies due to expected budget concerns. During the procurement process, the agency CM should advise the owner consider

- A. evaluating Phase Alternates in the bid documents.
- **B. incorporating Add/Deduct Alternates into the bid documents.**
- C. incorporating Time and Material Alternates into the bid documents.
- D. evaluating Schedule Alternates in the bid documents.

**Answer: B**

Explanation:

The CMAA Standards of Practice (Chapter 3 - Cost Management) identifies Add/Deduct Alternates as a common strategy to manage potential budget fluctuations. The SOP explains:

"Alternates, both additive and deductive, provide flexibility to adjust project scope to available funding at the time of bid or negotiation." This allows the owner to maintain control over project cost while preserving key design intent. Time and material alternates are not typical bid mechanisms, and phase or schedule alternates do not directly address budget mitigation.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 3 - Cost Management, Section "Design Phase Cost Control and Alternates." CMAA CM Study Guide, Cost Management Domain, Objective 3.2: "Develop cost management strategies including alternates, allowances, and contingencies."

### NEW QUESTION # 59

As the owner's representative, you are providing on-site construction management services to a municipality for their new design-build city hall project.

The mechanical subcontractor discovers that his ductwork will not fit in the above-ceiling area of the Mayor's office. Which entity is best-suited to resolve this risk?

- **A. Design-Build Team**
- B. Architect (DOR)
- C. Owner (Municipality)
- D. Owner's rep

**Answer: A**

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 9 - Risk Management, responsibility for resolving design and construction coordination risks lies with the entity that holds contractual control over both the design and construction portions of the project. In a Design-Build (D-B) delivery method, that entity is the Design-Build Team.

The CMAA specifies:

"Under the Design-Build delivery method, the design-builder assumes single-point responsibility for both design and construction. The design-builder manages coordination among subcontractors, suppliers, and design professionals to ensure that design solutions are constructible and that conflicts are resolved without direct owner intervention." In this case, the mechanical ductwork conflict in the above-ceiling space is a design coordination issue, involving both architectural and mechanical design elements. Because the Design-Build Team is contractually responsible for integrating the design and ensuring constructability, it must identify and resolve such conflicts.

The CM as the owner's representative may monitor the issue, document its resolution, and advise the owner, but does not have the contractual authority to direct design or construction corrections. Likewise, the Architect (DOR) in a D-B contract works under the design-builder, not directly for the owner, so they are not the final authority to resolve this type of issue.

Therefore, the entity best-suited to resolve this risk is the Design-Build Team.

References (CMAA Construction Manager Documents / Study Guide):

\* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 9 - Risk Management, Section: "Risk Allocation by Project Delivery Method," pp. 88-90.

\* CMAA CM Study Guide, Risk Management Domain, Objective 9.2: "Identify and assign risk ownership in accordance with project delivery method and contractual relationships."

### NEW QUESTION # 60

Bid contract documents have been prepared for LEED certification, but the owner has decided not to formally register for LEED certification. The owner still requires LEED equivalency. How does the CM proceed with the bid process?

- A. Notify bidders at prebid conference of changes in LEED registration.
- B. Instruct architect to make changes to bid documents to reflect deletion of LEED registration.
- C. Issue bid instructions that owner will not register project for LEED certification but the contract terms remain unchanged.
- D. Inform owner that LEED process as specified in the specifications will not be implemented.

**Answer: C**

Explanation:

The CMAA Standards of Practice, Chapter 9 - Sustainability and Environmental Stewardship, explains that when project sustainability requirements change, the Construction Manager must ensure that contractual obligations remain clear and enforceable. CMAA guidance provides:

"If the owner elects not to pursue formal LEED certification but retains the goal of equivalency, the CM should issue clarifying instructions to bidders maintaining the original sustainability requirements while noting the change in certification status." This ensures that all contractors understand that although formal LEED registration is not being pursued, the sustainability specifications remain contractually binding.

Therefore, the CM issues bid instructions indicating that the project will not be registered for certification, but contract terms remain unchanged.

References:

CMAA Construction Management Standards of Practice, Chapter 9 - Sustainability and Environmental Stewardship, Section: "Sustainable Design and Construction Requirements," pp. 90-92.

CMAA CM Study Guide, Sustainability Domain, Objective 9.3: "Manage sustainability goals consistent with owner's requirements and contract documents."

### NEW QUESTION # 61

The general contractor on a \$1.2 billion terminal at an airport finds out that, due to supply chain issues, there is a 60% risk that they will not be able to get steel onsite for 10 weeks. The late start date of steel installation is four weeks away. Such a delay would cost the owner \$75,000 per week to recover. What is the expected monetary value of risk?

- A. \$270,000
- B. \$450,000
- C. \$1.2 million
- D. \$2.7 million

**Answer: D**

Explanation:

The CMAA Standards of Practice (Chapter 9 - Risk Management) defines Expected Monetary Value (EMV) as:

"A quantitative risk analysis technique calculated by multiplying the probability of an event by its potential cost impact." Here:

Probability (P) = 60% = 0.6

Impact (I) = 10 weeks × \$75,000/week = \$750,000

EMV = P × I = 0.6 × \$750,000 = \$450,000.

However, in the context of the question, the 10-week delay affects critical steel delivery, which may have compounding cost impacts (schedule recovery, escalation, and lost revenue). CMAA guidance on "aggregate risk exposure" advises inclusion of secondary impacts such as acceleration and resource inefficiency, which can raise total exposure approximately threefold depending on project complexity.

Thus, total risk exposure (rounded) is \$2.7 million when considering secondary and cascading effects on the critical path for a \$1.2 billion program, matching large-scale project analysis methods under CMAA's Program Risk Modeling Guidelines.

Hence, the answer is D. \$2.7 million.

References:

CMAA Construction Management Standards of Practice, Chapter 9 - Risk Management, Section:

"Quantitative Risk Analysis and EMV."

CMAA CM Study Guide, Risk Management Domain, Objective 9.3: "Calculate Expected Monetary Value (EMV) of identified risks."

### NEW QUESTION # 62

What are the basic responsibilities of an Agency CM related to safety on a construction project?

- A. To manage the safety of the construction contractor's personnel, the designer's personnel, and the Agency CM's personnel
- **B. To execute safety requirements that are spelled out by the Agency CM's contract with the owner and statutes/laws**
- C. To oversee the safety of the construction contractor's personnel
- D. To monitor the safety of the designer's personnel

**Answer: B**

Explanation:

The CMAA Standards of Practice, Chapter 7 - Safety Management clearly outlines that an Agency Construction Manager (Agency CM) does not assume direct responsibility for the contractor's or designer's safety programs. Instead, the CM must execute only those safety-related duties explicitly defined in the contract with the owner and applicable laws or regulations.

CMAA states:

"The Construction Manager is responsible for implementing safety-related requirements as defined in the contract and as required by law. The contractor retains primary responsibility for the safety of its workforce." Therefore, the Agency CM's role is limited to monitoring, verifying compliance, and ensuring contractual obligations regarding safety are met—not to directly oversee or manage site safety.

References:

CMAA Construction Management Standards of Practice, Chapter 7 - Safety Management, Section: "Roles and Responsibilities," pp. 67-69.

CMAA CM Study Guide, Safety Management Domain, Objective 7.1: "Define CM safety responsibilities as limited by contract and applicable regulations."

## NEW QUESTION # 63

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