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79. Question

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CMAA Certified Construction Manager (CCM) Sample Questions (Q51-Q56):

NEW QUESTION # 51

A CM is milling and paving a 2-mile-long bridge with a surface that is in total failure. The owner gave the contractor October 24 as the fixed completion date. Meanwhile, the owner has promised the public that work hours would be 7am-7pm, 5 days per week and that the bridge would be completed by September 1.

The bridge deck is poured on a steel grid deck, but this type of operation has never been performed in the state and complications from weather have slowed progress. The contractor has requested to work nonstop 24/7 to meet the deadline told to the public. The CM should

- A. discuss with the owner and tell the contractor to do only 1/2 of the bridge.
- **B. meet with the owner and contractor to vet all issues/options and make a decision.**
- C. meet with the contractor to go over realistic time frames and make a decision.
- D. tell the contractor they have until September 1 and can only work 7am-7pm.

Answer: B

Explanation:

According to the CMAA Standards of Practice (SOP), under Chapter 2 - Project Management and Chapter 5 - Time Management, the Construction Manager serves as the owner's principal advisor and coordinator, ensuring that scope, schedule, quality, and safety are properly balanced.

CMAA defines the CM's role in conflict resolution as:

"The Construction Manager must identify issues impacting schedule, quality, and safety and facilitate discussions among project participants to develop an acceptable course of action that aligns with the owner's objectives and contractual limitations." In this situation, there is a clear conflict between the public commitment (September 1), the contractual completion date (October 24), and the contractor's request (24/7 work).

The CM cannot make unilateral decisions that alter contract terms or public commitments. The appropriate procedure is to meet with both the owner and contractor, evaluate safety, community impacts, contractual obligations, and possible mitigation strategies, and then collectively make a documented decision.

Therefore, the correct answer is C. meet with the owner and contractor to vet all issues/options and make a decision.

References:

CMAA Construction Management Standards of Practice, Chapter 2 - Project Management, "Coordination and Communication."

CMAA CM Study Guide, Project Management Domain, Objective 2.4: "Facilitate resolution of issues among project participants."

NEW QUESTION # 52

An agency CM is representing the public owner of a large, complex project with numerous site challenges.

The owner has received numerous differing site condition claims on previous projects on this site. The agency CM has reviewed the bid documents and believes the site challenges are clearly and sufficiently detailed for bidders. This is a design-bid-build, lump sum procurement. The apparent low bid is more than 10% lower than the next lowest bid, and the owner is very concerned that the apparent low bidder has not included the cost of mitigating the site challenges in its bid. What should the agency CM do?

- A. Conduct a post-bid conference to see if all bidders included the cost of mitigating the site challenges in their bids.
- **B. Ask the designer to verify that the technical specifications describing the site challenges in sufficient detail.**
- C. Make the recommendation to the owner to reject all bids and re-advertise the project.
- D. Conduct a post-bid interview with the apparent low bidder to determine if the bidder has a clear understanding of the site challenges.

Answer: B

Explanation:

According to CMAA's recommended Owners Risk Reduction Techniques (when using a CM for owner's risk control), one of the CM's roles is to help the owner ensure clarity of site conditions and contract documents especially when prior history on the site includes claims for differing site conditions. The CM should engage the design team to verify whether the contract documents properly capture the known site risks in adequate detail before awarding a bid.

In a design-bid-build, lump sum contract, the contractors rely on the documents and specifications as the basis of their bids. If the apparent low bid is significantly below others (e.g., >10% lower), that discrepancy raises suspicion that the low bidder may have omitted or under-priced site risk mitigation. The CM should not directly interrogate bidders or conduct post-bid interviews that might create unfairness or violate procurement rules. Rather, the correct approach is for the CM to consult with the designer to confirm whether the bid documents adequately and clearly described the site challenges. If deficiencies or ambiguities are found, the owner may need to issue clarifications, addenda, or consider re-advertising.

Thus, the prudent and contract-compliant first step is: A. Ask the designer to verify that the technical specifications describing the site challenges in sufficient detail.

NEW QUESTION # 53

In what decade was the new occupation of "construction manager" created to fulfill an identified need?

- **A. 1970s**
- B. 1980s
- C. 1950s
- D. 1930s

Answer: A

Explanation:

The Construction Management Association of America (CMAA) identifies the 1970s as the decade when the professional discipline of Construction Management (CM) formally emerged in the United States.

The CMAA's historical overview explains:

"Construction Management became recognized as a distinct professional service in the 1970s, when owners began seeking specialized expertise to manage increasingly complex design and construction projects." During this period, large public and private sector projects required oversight separate from design and contracting roles, leading to the development of the CM profession and eventually to the founding of CMAA in 1982.

References:

CMAA Construction Management Standards of Practice, Introduction: "History and Evolution of Construction Management," pp. 1-3.

CMAA CM Study Guide, Professional Practice Domain, Objective 10.1: "Understand the origins and development of the construction management profession."

NEW QUESTION # 54

An agency CM is assigned to a new construction project using the CMAA A-2 Standard Form of Agreement between owner and contractor. The project is experiencing concurrent critical path delays caused by the contractor and the architect. What is the BEST guidance the agency CM could give the owner for dealing with these events?

- A. The owner should charge the contractor daily liquidated damages.
- **B. Direct both the architect and GC to mitigate each delay and have the agency CM perform a schedule impact analysis to allocate delay responsibility.**
- C. The architect and GC should be directed to add resources to mitigate each of their delays at no additional cost to the owner.
- D. The owner should plan for delayed completion.

Answer: B

Explanation:

Under CMAA's Time Management and Risk Management domains, when concurrent delays arise from different responsible parties (e.g. architect and contractor), the CM should perform a schedule impact analysis to apportion responsibility and guide mitigation. The CM should instruct both parties to mitigate their individual delays within their responsibilities. This approach helps the owner understand cost/time consequences, negotiate or handle claims, and manage risk.

Option A is defeatist (accept delay without mitigation). Option C expects cost absorption by parties without analysis and may be unfair or contractually unsupported. Option D (liquidated damages) addresses contractor delay penalties but does not address architect-caused delay or concurrent delay complexities. The A-2 form is neutral; it does not automatically allow penalizing the contractor when both parties are at fault. The CM's best role is to analyze impacts and assist in allocation of responsibility—thus B is best.

NEW QUESTION # 55

The narrative accompanying a CM-developed construction cost estimate during the design phase should include which of the following?

- **A. Written confirmation of verbal data and assumptions made**
- B. Means and methods of construction
- C. Suggestions for value management of building systems and other opportunities for savings
- D. CM's recommendation of improvements to specifications and quality of materials

Answer: A

Explanation:

In CMAA Cost Management guidelines, the SOP directs that a CM's cost estimate must be supported by a written narrative documenting all assumptions, clarifications, and qualifications used in developing the estimate. This provides transparency and establishes a record for future reference.

As stated in the SOP:

"Each estimate shall include a written narrative identifying the basis of the estimate, assumptions made, data sources used, and confirmation of verbal or informal information obtained during the estimate preparation." Including means and methods (Option D) is outside the CM's role, and value management suggestions (Option B) belong in separate analyses. Therefore, the most accurate and compliant answer is A. Written confirmation of verbal data and assumptions made.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 3 - Cost Management, Section: "Design Phase Cost Estimates," pp. 33-35.

NEW QUESTION # 56

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