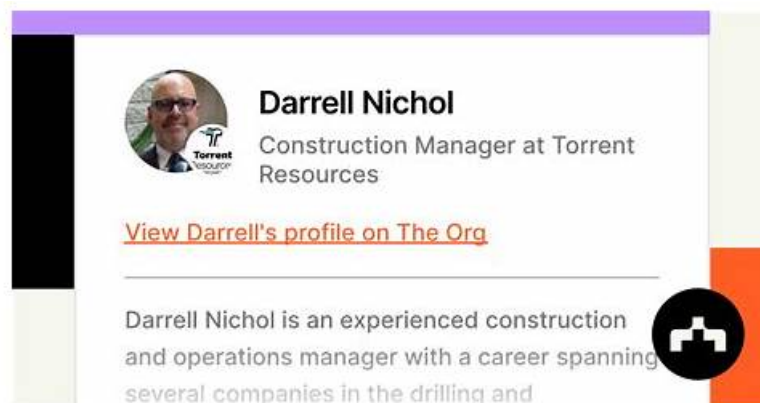


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## CMAA Certified Construction Manager (CCM) Sample Questions (Q20-Q25):

### NEW QUESTION # 20

A program management function that promotes the efficient use of completed projects and/or parts of completed projects to maximize the owner's return on investment is called

- A. resource-leveling.
- B. contract packaging.
- C. project financing.
- **D. project phasing.**

**Answer: D**

Explanation:

The CMAA Standards of Practice, Chapter 8 - Program Management, defines Project Phasing as a method used to coordinate the

sequence and timing of multiple related projects within a program to achieve efficiency and maximize the owner's investment.

CMAA states:

"Phasing is the process of organizing projects or portions of projects to take advantage of existing facilities, expedite beneficial use, or improve overall program efficiency." Project phasing can include early occupancy of completed sections, overlapping design and construction phases, or reusing completed infrastructure to support ongoing work. This strategy enhances financial performance and operational benefit for the owner.

References:

CMAA Construction Management Standards of Practice, Chapter 8 - Program Management, Section:

"Project Phasing and Sequencing," pp. 83-85.

CMAA CM Study Guide, Program Management Domain, Objective 8.2: "Implement phasing strategies to optimize program efficiency and ROI."

### NEW QUESTION # 21

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

**Answer: D**

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 # 22

A CM team on a new project which is in the pre-design phase is planning their climate resiliency strategy. Which of the following is the team's BEST first step in this process?

- A. Establish QA/QC specifications.
- **B. Collect relevant data and reports.**
- C. Establish a third-party certification.
- D. Hire a commissioning agent.

**Answer: B**

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 8 - Sustainability and Environmental Stewardship, early-phase sustainability and resiliency planning must begin with data collection and assessment. This step establishes the factual foundation for subsequent decision-making on design strategies, risk mitigation, and performance goals.

The CMAA states:

"During the planning and pre-design phases, the CM should assist the owner and design team by collecting and reviewing available data and reports on climate conditions, environmental risks, and site-specific factors.

These data inform the development of sustainable goals and resiliency measures integrated into the project scope." This initial effort typically includes gathering information such as:

- \* Local climate projections and floodplain data.
- \* Historical weather events and environmental impact studies.
- \* Site topography, soil, and hydrology reports.
- \* Utility availability, energy use profiles, and applicable regulatory requirements.

Only after a comprehensive understanding of environmental and site conditions has been established can the team properly evaluate certification pathways (e.g., LEED, Envision), develop quality specifications, or engage specialized consultants such as commissioning agents.

Therefore, the best first step for the CM team during the pre-design phase is to collect relevant data and reports that will serve as the basis for all subsequent climate resiliency and sustainability strategies.

References (CMAA Construction Manager Documents / Study Guide):

\* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 8 - Sustainability and Environmental Stewardship, Section: "Early Project Phase Activities," pp. 78-80.

\* CMAA CM Study Guide, Sustainability and Environmental Stewardship Domain, Objective 8.1:

"Support the collection and assessment of environmental data in the planning and pre-design phases to inform resiliency and sustainability strategies."

### NEW QUESTION # 23

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

- A. Design Build (DB)
- B. Design-Bid-Build (DBB)
- C. CM at Risk (CMAR)
- 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 # 24

Program management includes the early participation of the program manager in developing and making which of the following types of decisions that become the basis of a capital improvement program?

- A. Business
- B. Staffing
- C. Jurisdictional
- D. Safety

**Answer: A**

Explanation:

According to CMAA's Standards of Practice (Program Management section), the program manager should participate early in the program definition stage by "developing and making the initial strategic, technical and business decisions that define and become the basis for the capital improvement program." Among the options given, business decisions directly match that description. Safety, staffing, and jurisdictional decisions might be part of implementation, but the foundation-setting decisions include business choices (such as scope, funding, investment priorities).

## NEW QUESTION # 25

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