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CMAA Certified Construction Manager (CCM) Sample Questions (Q44-Q49):

NEW QUESTION # 44

A CM is providing support on a \$150 million construction project. The agency has a well-developed safety program; however, the contractor is planning to use an innovative, high-risk method for constructing the project. To minimize the owner's risk, the CM should recommend that the owner

- A. modify the CM contract to include safety management to protect the owner's interests.
- B. provide a safety coordinator to perform the necessary project safety functions on behalf of the contractor.
- **C. have the contractor submit a safety management plan for review and approval by the owner.**
- D. ensure they have a contractor-controlled insurance program (CCIP) to cover the safety risk for the project.

Answer: C

Explanation:

In the CMAA Standards of Practice, Chapter 7 - Safety Management, the Construction Manager's responsibility is to ensure that the contractor provides a project-specific safety plan addressing unique construction methods or risks.

CMAA guidance specifies:

"When special construction techniques or hazardous methods are proposed, the Construction Manager should require the contractor to submit a project safety plan for review and verification of compliance with contract and regulatory safety requirements." The CM's review confirms that the contractor's plan meets all contractual obligations and regulatory standards. The CM does not take responsibility for safety execution but ensures the plan's adequacy before work begins.

References:

CMAA Construction Management Standards of Practice, Chapter 7 - Safety Management, Section:

"Contractor Safety Planning and Review," pp. 69-70.

CMAA CM Study Guide, Safety Management Domain, Objective 7.3: "Ensure contractor provides and adheres to an approved safety plan for all high-risk activities."

NEW QUESTION # 45

It is ideal for the CM to assist in mitigating potential impacts and unforeseen issues that may develop as early as the

- A. design phase.
- B. post-construction phase.
- **C. pre-design phase.**
- D. construction phase.

Answer: C

Explanation:

According to the CMAA Construction Management Standards of Practice, early involvement of the Construction Manager during the pre-design phase provides the greatest opportunity to influence project outcomes and mitigate risks.

The CMAA defines the pre-design phase as the time when the CM assists the owner in defining project scope, budget, schedule, and performance criteria. The SOP notes:

"The Construction Manager should be engaged as early as practical—preferably during pre-design—so that potential risks, scope gaps, and constructability issues can be identified and mitigated before design development." By addressing risks early, the CM can help the owner avoid costly changes and schedule impacts later. Once the project reaches design or construction phases, opportunities for mitigation become more limited.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, Chapter 2 - Project Management, Section: "Pre- Design Phase." CMAA CM Study Guide, Project Management Domain, Objective 2.2: "Identify and mitigate potential project risks early."

NEW QUESTION # 46

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

Answer: A

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 # 47

Float, date, and duration are examples of

- A. logic elements.
- B. schedule elements.
- C. constraints.
- **D. schedule parameters.**

Answer: D

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 4 - Time Management, "schedule parameters" are quantitative data or attributes that define and control the time-based characteristics of project activities.

CMAA identifies parameters such as:

Dates (start and finish)

Durations (planned time to perform an activity)

Float or slack (available time flexibility within the schedule)

These are fundamental "parameters" because they define measurable scheduling characteristics rather than structural logic or relationships. In contrast, "logic elements" refer to the dependencies between activities, and

"constraints" impose limitations or conditions (such as "must finish by" or "start no earlier than").

Therefore, float, date, and duration are examples of schedule parameters.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Time Management, Section: "Scheduling Fundamentals." CMAA CM Study Guide, Time Management Domain, Objective 4.2: "Identify schedule elements and parameters."

NEW QUESTION # 48

A construction manager is responsible for the bid review and evaluation of an \$85 million high school project.

All bids must be submitted in person at the client's Purchasing Office by 1:00 PM EST and stamped by the CM's team. While preparing for the bid opening, the CM noticed that one of the contractor's bids was submitted a day earlier to a new clerk, but was date and time stamped after the bids were due. What should the CM do in this situation?

- A. Send the bid back to the contractor and apologize for the mishap.
- B. Include the unopened bid, since it clearly was an oversight.
- C. Put the contractor's unopened bid in tight security until the bid opening has been completed.
- **D. Inform the Owner and review the instructions to bidders for guidance on how to proceed.**

Answer: D

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), Chapter 6 - Contract Administration, the Construction Manager is responsible for ensuring that all bid procedures are handled in strict accordance with the procurement requirements and instructions to bidders.

CMAA guidance emphasizes:

"In the event of irregularities during the bidding or proposal submission process, the Construction Manager must immediately notify the Owner and refer to the procurement documents for direction before taking any independent action." The CM must maintain impartiality, protect the integrity of the bidding process, and avoid unilateral decisions that could imply bias or alter bid fairness. Since the bid in question was timestamped incorrectly, the proper step is to inform the Owner and review the bidding instructions to determine the correct procedural resolution.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, Chapter 6 - Contract Administration, Section:

"Procurement and Bidding Procedures," pp. 61-64.

CMAA CM Study Guide, Contract Administration Domain, Objective 6.1: "Ensure fairness, transparency, and compliance in the bid process."

NEW QUESTION # 49

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