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## CMAA Certified Construction Manager (CCM) Sample Questions (Q19-Q24):

### NEW QUESTION # 19

Owner's representation staff are managing the construction of a new water treatment plant. The owner has specific operational and sustainability goals they want met and are contracting the team for full commissioning services. The commissioning plan should include which of the following requirements for each party in the commissioning process?

- A. Sequencing, scheduling, documentation, verification procedures
- B. Budgeting, sequencing, scheduling, documentation
- C. Sequencing, scheduling, startup procedures, verification process
- D. Sequencing, scheduling, design review, verification procedures

**Answer: A**

**Explanation:**

According to the CMAA Construction Management Standards of Practice (SOP), Chapter 5 - Quality Management, commissioning is the process of verifying that all systems and components of a facility are designed, installed, tested, and maintained according to the owner's operational requirements.

The CMAA defines that:

"The commissioning plan must identify each party's responsibilities, including sequencing, scheduling, documentation, and verification procedures required to confirm that systems perform as intended." Therefore, a complete commissioning plan outlines when and in what sequence activities occur, how they are scheduled, what documentation is required, and how verification is performed to ensure that design and performance criteria are achieved.

References:

CMAA Construction Management Standards of Practice, Chapter 5 - Quality Management, Section:

"Commissioning and Quality Assurance," pp. 55-58.

CMAA CM Study Guide, Quality Management Domain, Objective 5.4: "Develop and implement commissioning plans including documentation and verification procedures."

### NEW QUESTION # 20

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 # 21

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

**Answer: B**

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 # 22

Which of the following is a key element of a safety culture?

- A. Maximizing profit
- **B. Ownership and management buy-in**
- C. Time is of the essence
- D. Prompt accident notification

**Answer: B**

Explanation:

In CMAA's Construction Management Standards of Practice (Safety Management chapter), a foundational principle for establishing a strong safety culture is management commitment and leadership. The Standards emphasize that safety culture requires "buy-in" from ownership and senior management, meaning that the highest levels of the organization visibly support, fund, and enforce safety initiatives. Without top-down support, safety programs are less effective.

While prompt accident notification is an important procedural action in safety management, it is not a core cultural element. "Time is of the essence" and "maximizing profit" are not safety culture traits. The distinguishing characteristic of a mature safety culture is that management and ownership demonstrate continuous commitment, accountability, and prioritize safety across all project levels.

### NEW QUESTION # 23

If it can be proven that there was discrimination based on gender during the hiring process, someone may lose their CCM credential due to a violation of the

- **A. CMAA Code of Professional Conduct.**
- B. CMAA Standards of Practice.
- C. owner's contract requirements.
- D. owner's diversity requirements.

**Answer: A**

Explanation:

The CCM Conditions, Conduct, and Disciplinary Policies state that any individual found to have breached the Conditions and Conduct agreement is subject to revocation of CCM status. The Conditions and Conduct agreement is essentially the Professional Code of Conduct (or Code of Professional Ethics) under which CCMs agree to operate.

Discrimination, such as gender-based discrimination in hiring, is a violation of professional ethical standards and would be considered "unprofessional or unethical conduct" under the Code of Professional Conduct.

### NEW QUESTION # 24

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