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## CMAA Certified Construction Manager (CCM) Sample Questions (Q39-Q44):

### NEW QUESTION # 39

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

- A. Design Build (DB)
- **B. Multi-Prime**
- C. Design-Bid-Build (DBB)
- D. CM at Risk (CMAR)

**Answer: B**

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 # 40

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

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

**Answer: C**

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.

CMAA Study Guide, Cost Management Domain, Objective 3.2.

#### NEW QUESTION # 41

A project in schematic design with sustainability goals will soon begin a value engineering study. Which of the following would ensure that the value engineering study will not harm the project's sustainability?

- A. Hold a partnering workshop first.
- B. Add a LEED Silver requirement.
- C. Add a LEED Platinum requirement.
- D. Establish clear sustainability functional requirements.

**Answer: D**

Explanation:

CMAA's Sustainability and Environmental Stewardship guidance states that sustainable design objectives must be functionally defined and integrated before performing value engineering (VE). Merely setting a certification level (LEED Silver or Platinum) does not ensure that sustainability objectives are protected during cost evaluation.

The CMAA explains that:

"During value engineering, sustainability goals should be documented as functional requirements so that proposed alternatives maintain environmental performance while achieving cost efficiency." Thus, option B-establishing clear sustainability functional requirements-ensures that VE proposals respect the intended sustainability outcomes and do not degrade energy performance, materials reuse, or environmental targets.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, Chapter 8 - Sustainability and Environmental Stewardship.

CMAA CM Study Guide, Sustainability Domain, Objective 8.3: "Ensure sustainability requirements are maintained through design and value engineering."

#### **NEW QUESTION # 42**

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. Review the Project Procedures Manual (PPM) and then discuss with the client why their approach may add more risk to the project.
- 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. Ignore the client and continue coordinating with the design professional to provide these necessary services as part of their contract.

#### **Answer: A**

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 # 43**

The current construction market is extremely busy, and the trade/sub-contractors are being very selective in the projects they bid on. What options do owners have when the marketplace is vastly different from when their project was a concept to when its ready to be advertised?

- A. Consider the impacts of current market conditions and revise project strategy.
- B. Advertise the project and award to lowest bidder.
- C. Market conditions should not be a factor in when a project is advertised.
- D. Postpone advertising for one year.

#### **Answer: A**

Explanation:

CMAA encourages the CM and owner to respond adaptively to changing conditions in the market rather than rigidly follow plans that become unrealistic. The owner and CM should continuously monitor external factors, such as contractor availability, market pricing escalation, and risk, and adapt the procurement and strategy accordingly. In a wildly different market, proceeding blindly (as in A or C) could lead to failed bids or cost overruns. Postponement (option B) may be an option, but doing so for a fixed period (one year) is inflexible and risky. The prudent option, consistent with CMAA's advocacy for adaptable project management and risk mitigation, is to consider the impacts of current market conditions and revise the project strategy.

#### **NEW QUESTION # 44**

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