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CMAA Certified Construction Manager (CCM) Sample Questions (Q45-Q50):

NEW QUESTION # 45

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. project financing
- C. project phasing
- D. contract packaging

Answer: C

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 # 46

A relatively new general contractor has executed three projects. To date, their employees have worked a total of 35,000 hours and their three projects have recorded a total of 50 injuries. What is their recordable case rate?

- A. 0.0014
- B. 0
- C. 1
- D. 2

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 7 - Safety Management, the Recordable Incident Rate (RIR), also referred to as the Recordable Case Rate, is calculated using the OSHA standard formula:

Where:

* 200,000 represents the number of hours worked by 100 employees in one year (based on 40 hours/week × 50 weeks/year).

* The result reflects the number of recordable injuries and illnesses per 100 full-time workers per year.

Calculation:

When rounded to the nearest whole number, the Recordable Case Rate = 286.

However, in practical safety reporting, the CMAA SOP notes that extremely high values indicate unusually unsafe conditions. Among the provided options, D (700) would only result from a smaller denominator (e.g., fewer total hours worked). Since the given 35,000 hours yield approximately 286, the correct answer, verified by the formula, is C. 286.

References (CMAA Construction Manager Documents / Study Guide):

* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 7 - Safety Management, Section: "Safety Metrics and Performance Measurement," pp. 72-73.

* CMAA CM Study Guide, Safety Management Domain, Objective 7.4: "Calculate and interpret safety performance metrics (Recordable Incident Rate, Lost-Time Rate, and Severity Rate)."

NEW QUESTION # 47

During the design phase, the CM should perform which of the following tasks?

- A. Review staffing assignments, labor affidavits, and historical trust.
- **B. Review cost estimate, schematic design, and scheduling conferences with regulatory agencies.**
- C. Review plans, final Right-of-Way (ROW) documents, and as-built submittals.
- D. Review contract milestones, payment procedures, and communication procedures.

Answer: B

Explanation:

In the CMAA Project Management chapter, during the Design Phase, the CM's duties focus on evaluating design progress, cost control, and schedule integration.

The CMAA SOP specifies:

"During the design phase, the Construction Manager should review design submissions for compliance with budget, schedule, and program requirements; participate in cost estimating and design coordination meetings; and support permitting and regulatory agency coordination." Option B correctly reflects these core design-phase responsibilities: reviewing cost estimates, schematic design development, and attending scheduling or coordination conferences with agencies.

The other options refer to administrative, construction-phase, or post-construction tasks, not design-phase CM functions.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section: "Design Phase Services," pp. 23-26.

CMAA Study Guide, Project Management Domain, Objective 2.3.

NEW QUESTION # 48

$$= P \times [(C + T + Q) + 3]$$

P is Probability

C is Cost

T is Time

Q is Quality

This equation best describes a(n)

- A. risk variable score.
- B. cost time quality evaluation.
- C. Monte Carlo simulation equation.
- **D. overall risk score.**

Answer: D

Explanation:

According to the CMAA Standards of Practice in the Risk Management section, risk quantification often uses formulas combining probability (P) and impact factors such as Cost (C), Time (T), and Quality (Q) to compute an overall risk score.

The CMAA explains:

"Risk scoring combines the likelihood (probability) of occurrence with the magnitude of its potential impact across cost, time, and quality metrics. The resultant value represents the overall risk score used for prioritization in the risk register." The given formula aligns directly with that concept - it mathematically expresses a weighted overall risk score, not a simulation or isolated variable measure. A Monte Carlo simulation is a separate probabilistic modeling technique, not a single-score formula.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 9 - Risk Management, Section: "Risk Identification and Quantification," pp. 85-87.

CMAA Study Guide, Risk Management Domain, Objective 9.3.

NEW QUESTION # 49

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

Answer: A

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 # 50

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