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CMAA Certified Construction Manager (CCM) Sample Questions (Q41-Q46):

NEW QUESTION # 41

The joint between a cast-in-place wall and a cast-in-place roof slab contains a waterstop for a sub-grade structure. While installing roof beams, the waterstop became dislodged from the already-placed wall. A non-conformance report was issued. The engineer of record's repair detail showed to cut and remove the dislodged waterstop sections. The authority/agency re-approved the detail as the waterstop is part of a secondary waterproofing system and the primary system was deemed sufficient. The contractor did not comply with the detail and placed the concrete roof slab over the dislodged material. In this scenario, which of the following options represents the BEST course of action?

- A. The concrete should be chopped out, rebar dowels should be drilled into the new slab, and the repair detail should be implemented.
- B. The agency should accept as-is and rely on the primary system.
- C. All slab concrete should be removed.
- D. Based on the engineer of record's recommendation, the contractor should develop a repair detail and submit for approval.

Answer: D

Explanation:

Per CMAA Standards of Practice (Chapter 5 - Quality Management and Chapter 6 - Contract Administration), when non-conforming work is discovered and the contractor fails to comply with approved corrective instructions, the appropriate procedure is for the contractor to submit a proposed corrective action or repair detail for review and approval by the engineer of record and the owner.

The SOP emphasizes:

"The contractor is responsible for proposing a corrective action for nonconforming work. The CM shall ensure the proposal is reviewed and approved by the design professional and owner prior to implementation." Accepting the condition as-is (Option C) would be improper without formal approval, and unilateral removal or demolition (Options B or D) should only occur after the approved corrective process is completed.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Quality Management, Section "Nonconforming Work and Corrective Action." CMAA CM Study Guide, Quality Management Domain, Objective 5.4: "Coordinate the review and approval of corrective actions for nonconforming work."

NEW QUESTION # 42

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

Answer: B

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 # 43

The contract documents normally require which party/parties to coordinate the transfer of spare parts and warranties to the owner?

- A. CxA
- **B. CM**
- C. Regulatory agencies
- D. Designer

Answer: B

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), within Contract Administration and Project Closeout, the Construction Manager (CM) is responsible for coordinating all activities related to project turnover, including ensuring that spare parts, warranties, guarantees, and maintenance manuals are transferred properly to the owner.

CMAA states:

"The Construction Manager shall coordinate and verify that all deliverables required by the contract, including spare parts, warranties, record drawings, and operation and maintenance manuals, are received, reviewed, and transmitted to the Owner prior to project closeout." While the contractor is responsible for providing the spare parts and warranties per the contract, the CM is explicitly tasked with coordinating the transfer and verifying completion. Regulatory agencies do not perform this function, commissioning authorities (CxA) focus on system performance, and the designer's role is typically limited to verification or approval of submittals—not physical coordination.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Contract Administration, Section: "Project Closeout and Turnover." CMAA CM Study Guide, Contract Administration Domain, Objective 5.6: "Coordinate turnover, documentation, and warranties."

NEW QUESTION # 44

The CM is tasked with analyzing the schedule variance of a project on a regular basis. The contractor's recent payment application includes a dramatic increase in earned hours than what was budgeted for the project. This MOST likely indicates

- **A. the project is behind schedule.**
- B. the contractor will be submitting change orders.
- C. the project is ahead of schedule.
- D. the contractor is making more profit than anticipated.

Answer: A

Explanation:

In earned value or earned hours analysis, "earned hours" represent how much work has actually been completed (in units of schedule effort) compared to what was budgeted over time. If a contractor claims a significantly higher number of earned hours than budget expected at that point, that discrepancy often indicates the contractor is catching up for prior slippage or back-loading progress and may be masking a delay. In other words, the project is likely behind schedule: the contractor is accelerating or shifting resources to show a jump in performance, sometimes to avoid triggering delay claims or escalating scrutiny.

While CMAA's formal SOP does not provide a one-sentence treatment of this particular scenario, standard earned value (EV) and schedule variance (SV) theory (used in CMAA's time management domain) supports that an unexpected inflation in earned hours relative to budget can signal a retrospective correction for lagging progress, rather than true ahead-of-schedule condition.

NEW QUESTION # 45

During the design phase of a CM agency project, the designer submits several design options for the stakeholders to review and provide input on. Whose responsibility is it to ensure that the stakeholders are able to provide input on the designs?

- A. Owner
- B. Commissioning agent
- **C. CM**
- D. Designer

Answer: C

Explanation:

As defined in the CMAA Standards of Practice (Chapter 2 - Project Management), one of the CM's key duties during design is to act as the owner's representative and facilitator, ensuring stakeholder communication and coordination. The SOP notes:

"The CM coordinates design review meetings and facilitates communication between the designer, owner, and stakeholders to ensure that design input and decisions are documented and incorporated as required." While the designer produces the technical content, it is the CM's responsibility to manage the process so that all stakeholders can review and comment effectively within the project schedule.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section "Design Phase Activities and Stakeholder Coordination." CMAA CM Study Guide, Project Management Domain, Objective 2.3: "Facilitate owner and stakeholder input during design development."

NEW QUESTION # 46

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