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CMAA Certified Construction Manager (CCM) Sample Questions (Q19-

Q24):

NEW QUESTION # 19

As the owner's rep, a CM is providing on-site construction management services to a municipality for their new design-build city mall project.

The state requires a 40-hour value engineering workshop for all projects over \$10 million. What are the key talking points about the VE process that the CM will highlight to the city's director of public works?

- A. Scope reduction will reduce overall project budget.
- B. Life cycle and maintenance costs should not be considered.
- C. Interface with the design-build team is not needed at this time.
- **D. A multi-discipline review on functions and alternate solutions.**

Answer: D

Explanation:

Value Engineering (VE) is intended to improve value by optimizing the relationship between function, cost, and life-cycle performance. The CM would emphasize that VE is a multi-discipline review of project functions and alternate design solutions to reduce cost without sacrificing essential performance. In a proper VE workshop, participants from multiple disciplines review function, identify alternatives, and propose changes.

The incorrect choices are:

A is wrong because life cycle and maintenance costs should be considered - VE should look beyond initial cost to long-term costs.

C is simplistic: while scope reduction is one possible result, VE is not merely scope cutting but exploring alternatives to maintain functionality at lower cost.

D is incorrect, because interfacing with the design-build team is essential - VE must involve the DB team to ensure proposed changes are implementable and integrated.

NEW QUESTION # 20

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

Answer: C

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 # 21

Program management includes the early participation of the program manager in developing and making which of the following types of decisions that become the basis of a capital improvement program?

- A. Jurisdictional
- B. Staffing
- C. Safety
- **D. Business**

Answer: D

Explanation:

According to CMAA's Standards of Practice (Program Management section), the program manager should participate early in the program definition stage by "developing and making the initial strategic, technical and business decisions that define and become the

basis for the capital improvement program." Among the options given, business decisions directly match that description. Safety, staffing, and jurisdictional decisions might be part of implementation, but the foundation-setting decisions include business choices (such as scope, funding, investment priorities).

NEW QUESTION # 22

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

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

Answer: C

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 # 23

When the CM assists the owner in prequalifying, evaluating, or screening potential contractors, especially as it relates to safety programs, the CM should evaluate the contractor's lost time frequency rate; lost time severity average; OSHA 200; OSHA 300; experience modification rate; and an up-to-date list of any OSHA citations issued to them in the last three years, including the disposition of each citation. This is important because:

- A. a contractor with a poor safety record is likely to be a low bidder.
- **B. a contractor with a poor safety record may increase the owner's risk and worker compensation costs.**
- C. contractors only monitor safety if they understand the owner's emphasis on safety.
- D. extensive documentation is required to demonstrate sufficient due diligence.

Answer: B

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 7 - Safety Management, one of the CM's critical responsibilities during contractor prequalification is to evaluate the safety performance history of potential contractors. This evaluation helps the owner identify qualified firms capable of maintaining safe jobsite conditions and minimizing exposure to both human and financial risk.

The CMAA states:

"When assisting the owner in the selection or prequalification of contractors, the CM should review safety performance data including the contractor's experience modification rate (EMR), OSHA recordable incidents, lost-time frequency and severity rates, and any OSHA citations over the preceding three years. These indicators provide insight into the contractor's safety culture and their potential to increase or decrease project risk." A contractor with a poor safety record not only presents a greater likelihood of jobsite accidents but also increases the owner's exposure to potential liability, schedule delays, and higher insurance and workers' compensation costs. Selecting contractors with proven, effective safety programs reduces these risks and supports compliance with regulatory and contractual requirements.

Therefore, the correct answer is:

A). a contractor with a poor safety record may increase the owner's risk and worker compensation costs.

References (CMAA Construction Manager Documents / Study Guide):

* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 7 - Safety Management, Section:

"Prequalification and Selection of Contractors," pp. 66-68.

* CMAA CM Study Guide, Safety Management Domain, Objective 7.3: "Evaluate contractor safety programs and performance to minimize owner risk and ensure compliance with safety standards."

NEW QUESTION # 24

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