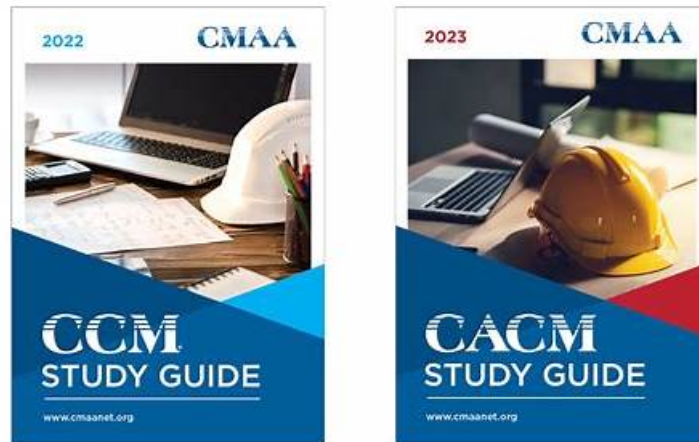


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CMAA Certified Construction Manager (CCM) Sample Questions (Q40-Q45):

NEW QUESTION # 40

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

Answer: C

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 # 41

During the design phase of a project, the owner had requested the design team develop mitigating strategies due to expected budget concerns. During the procurement process, the agency CM should advise the owner consider

- A. evaluating Phase Alternates in the bid documents.
- **B. incorporating Add/Deduct Alternates into the bid documents.**
- C. incorporating Time and Material Alternates into the bid documents.
- D. evaluating Schedule Alternates in the bid documents.

Answer: B

Explanation:

The CMAA Standards of Practice (Chapter 3 - Cost Management) identifies Add/Deduct Alternates as a common strategy to manage potential budget fluctuations. The SOP explains:

"Alternates, both additive and deductive, provide flexibility to adjust project scope to available funding at the time of bid or negotiation." This allows the owner to maintain control over project cost while preserving key design intent. Time and material alternates are not typical bid mechanisms, and phase or schedule alternates do not directly address budget mitigation.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 3 - Cost Management, Section "Design Phase Cost Control and Alternates." CMAA CM Study Guide, Cost Management Domain, Objective 3.2: "Develop cost management strategies including alternates, allowances, and contingencies."

NEW QUESTION # 42

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 it's ready to be advertised?

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

Answer: C

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 # 43

While conducting an inspection of the work in progress for a design-bid-build project, a CM notices that some of the completed work does not conform to the construction documents. The FIRST thing the CM should do is

- A. document the non-conforming work and distribute the documentation to the contractor, design professional, and client.
- B. discuss the concerns with the owner.
- C. direct the contractor to correct the non-conforming work.
- D. schedule a meeting with the design professionals and the client to discuss the issues.

Answer: A

Explanation:

According to the CMAA Standards of Practice (Chapter 5 - Quality Management), when non-conforming work is observed, the first action the CM must take is to document the condition accurately and notify the appropriate parties. The SOP states:

"When nonconforming work is discovered, the Construction Manager shall document the condition, identify the location and extent, and promptly notify the contractor, the owner, and the design professional." The CM does not have authority to direct corrective work (that authority lies with the owner or design professional). Proper documentation ensures an accurate record and initiates the formal resolution process.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Quality Management, Section "Nonconforming Work Identification and Documentation." CMAA CM Study Guide, Quality Management Domain, Objective 5.3: "Identify and document nonconforming work and notify appropriate parties."

NEW QUESTION # 44

At what stage of the design phase shall the CM conduct a constructability review?

- A. Throughout the design process including 100% design documents
- B. 30% design stage
- C. 90% design stage
- D. 60% design stage

Answer: A

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), constructability reviews are to be performed continuously throughout the design phase, rather than at a single fixed milestone. The SOP states:

"Constructability reviews should be conducted during all phases of design development - from conceptual design through completion of the 100 percent design documents - to ensure that the project can be built efficiently, safely, and economically." The CM's role is to provide feedback at each design milestone (conceptual, schematic, design development, and construction documents). Performing reviews only at one stage (e.g., 30%, 60%, or 90%) limits the CM's ability to identify and correct potential design or coordination issues early.

Therefore, the correct answer is C. Throughout the design process including 100% design documents.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 3 - Quality Management, Section:

"Constructability Review." CMAA CM Study Guide, Quality Management Domain, Objective 3.4: "Perform constructability reviews throughout design."

NEW QUESTION # 45

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