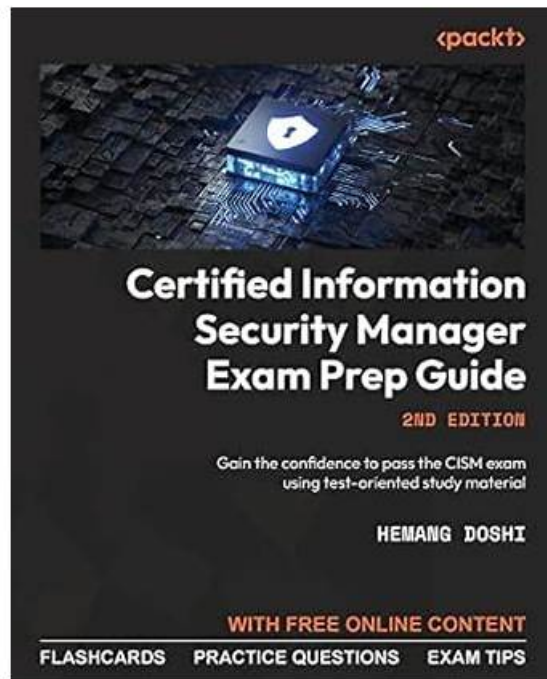


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CMAA Certified Construction Manager (CCM) Sample Questions (Q49-

Q54):

NEW QUESTION # 49

Which of the following statements BEST describes the recommended approach CMs should take with respect to building information modeling (BIM)?

- A. The CM should not discuss BIM unless requested by the owner.
- **B. The CM should assure the owner has considered using BIM.**
- C. The CM should not recommend the use of BIM.
- D. The CM should require the owner to use BIM.

Answer: B

Explanation:

In the latest versions of the CMAA Standards of Practice, technology management (including BIM) is recognized as part of the CM's advisory role. The CM should proactively assure the owner has considered BIM as a tool, evaluate its benefits and risks, and integrate it into planning if appropriate. But the CM should not unilaterally impose or require BIM use without the owner's acceptance, nor remain silent on its potential merits (i.e. D is too passive). Also, blanket rejection (B) is inconsistent with modern practice.

Hence the recommended stance is that the CM prompts the owner to consider BIM, educates on its advantages and limitations, and helps the owner decide whether and how to adopt it in that specific project context.

NEW QUESTION # 50

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

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

Answer: D

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 # 51

Which of the following provides details about the front-end activities of the project during the pre-design and design phases, and highlights major project milestones such as substantial and final completion?

- A. As-Built Schedule
- B. Baseline Schedule
- **C. Milestone Schedule**
- D. Master Schedule

Answer: C

Explanation:

CMAA's Time Management guidance describes the Master Schedule as the overall controlling schedule for the project's life cycle,

which includes many elements. It also specifically notes that the Milestone Schedule is a subset or extract that highlights the key events or decision points:

"The Milestone Schedule acts as a 'pull-out' from the Master Schedule. The purpose of a Milestone Schedule is to highlight the key events in a project, as an executive-level summary. ... The Master Schedule highlights major project milestones and details the front-end activities of the project during the Pre-Design and Design phases." Thus, while the Master Schedule covers everything, the Milestone Schedule is the one that provides details about front-end activities and highlights major milestones, exactly as asked.

NEW QUESTION # 52

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

Answer: B

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 # 53

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. Life cycle and maintenance costs should not be considered.
- B. Interface with the design-build team is not needed at this time.
- C. Scope reduction will reduce overall project budget.
- **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 # 54

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