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### CMAA Certified Construction Manager (CCM) Sample Questions (Q28-Q33):

#### NEW QUESTION # 28

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

#### Answer: A

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 # 29

What are the basic responsibilities of an Agency CM related to safety on a construction project?

- A. To monitor the safety of the designer's personnel
- B. To execute safety requirements that are spelled out by the Agency CM's contract with the owner and statutes/laws
- C. To oversee the safety of the construction contractor's personnel
- D. To manage the safety of the construction contractor's personnel, the designer's personnel, and the Agency CM's personnel

#### Answer: B

Explanation:

The CMAA Standards of Practice, Chapter 7 - Safety Management clearly outlines that an Agency Construction Manager (Agency CM) does not assume direct responsibility for the contractor's or designer's safety programs. Instead, the CM must execute only those safety-related duties explicitly defined in the contract with the owner and applicable laws or regulations.

CMAA states:

"The Construction Manager is responsible for implementing safety-related requirements as defined in the contract and as required by law. The contractor retains primary responsibility for the safety of its workforce." Therefore, the Agency CM's role is limited to monitoring, verifying compliance, and ensuring contractual obligations regarding safety are met—not to directly oversee or manage site safety.

References:

CMAA Construction Management Standards of Practice, Chapter 7 - Safety Management, Section: "Roles and Responsibilities," pp. 67-69.

CMAA CM Study Guide, Safety Management Domain, Objective 7.1: "Define CM safety responsibilities as limited by contract and applicable regulations."

### NEW QUESTION # 30

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. Make the recommendation to the owner to reject all bids and re-advertise the project.
- B. Conduct a post-bid conference to see if all bidders included the cost of mitigating the site challenges in their bids.
- **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 # 31

An agency CM is assigned to a new construction project using the CMAA A-2 Standard Form of Agreement between owner and contractor. The project is experiencing concurrent critical path delays caused by the contractor and the architect. What is the BEST guidance the agency CM could give the owner for dealing with these events?

- **A. Direct both the architect and GC to mitigate each delay and have the agency CM perform a schedule impact analysis to allocate delay responsibility.**
- B. The architect and GC should be directed to add resources to mitigate each of their delays at no additional cost to the owner.
- C. The owner should charge the contractor daily liquidated damages.
- D. The owner should plan for delayed completion.

#### Answer: A

Explanation:

Under CMAA's Time Management and Risk Management domains, when concurrent delays arise from different responsible parties (e.g. architect and contractor), the CM should perform a schedule impact analysis to apportion responsibility and guide mitigation. The CM should instruct both parties to mitigate their individual delays within their responsibilities. This approach helps the owner understand cost/time consequences, negotiate or handle claims, and manage risk.

Option A is defeatist (accept delay without mitigation). Option C expects cost absorption by parties without analysis and may be unfair or contractually unsupported. Option D (liquidated damages) addresses contractor delay penalties but does not address architect-caused delay or concurrent delay complexities. The A-2 form is neutral; it does not automatically allow penalizing the contractor when both parties are at fault. The CM's best role is to analyze impacts and assist in allocation of responsibility—thus B is best.

### NEW QUESTION # 32

Bid contract documents have been prepared for LEED certification, but the owner has decided not to formally register for LEED certification. The owner still requires LEED equivalency. How does the CM proceed with the bid process?

- A. Notify bidders at prebid conference of changes in LEED registration.

- B. Inform owner that LEED process as specified in the specifications will not be implemented.
- C. Instruct architect to make changes to bid documents to reflect deletion of LEED registration.
- D. Issue bid instructions that owner will not register project for LEED certification but the contract terms remain unchanged.

**Answer: D**

Explanation:

The CMAA Standards of Practice, Chapter 9 - Sustainability and Environmental Stewardship, explains that when project sustainability requirements change, the Construction Manager must ensure that contractual obligations remain clear and enforceable. CMAA guidance provides:

"If the owner elects not to pursue formal LEED certification but retains the goal of equivalency, the CM should issue clarifying instructions to bidders maintaining the original sustainability requirements while noting the change in certification status." This ensures that all contractors understand that although formal LEED registration is not being pursued, the sustainability specifications remain contractually binding.

Therefore, the CM issues bid instructions indicating that the project will not be registered for certification, but contract terms remain unchanged.

References:

CMAA Construction Management Standards of Practice, Chapter 9 - Sustainability and Environmental Stewardship, Section: "Sustainable Design and Construction Requirements," pp. 90-92.

CMAA CM Study Guide, Sustainability Domain, Objective 9.3: "Manage sustainability goals consistent with owner's requirements and contract documents."

**NEW QUESTION # 33**

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