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Construction Management	The practice of professional management applied to the planning, design, and construction of projects, from inception to completion, for the purpose of controlling time, cost, and quality
Construction Contract Administration Objectives	To control: time, cost, quality, information flow and to satisfy the Owner's goals and objectives for the project
Design Bid Build Advantages	Widely applicable, understandable, owner retains control, owner "knows" the cost prior to the start of Construction
Design Bid Build Disadvantages	Relatively slow, owner is liable for the design, constructability issues, adversarial relationships fostered
Multiple Prime Advantages	Increased Owner control, work easily fast-tracked, save general contractor markups, some states require it

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CMAA Certified Construction Manager (CCM) Sample Questions (Q32-Q37):

NEW QUESTION # 32

When applying BIM to a project, which method checks for interferences by searching for intersecting volumes?

- A. Parametric Modeling
- B. Virtual Design and Construction (VDC)
- C. Clash Detection
- D. BIM Integration

Answer: C

Explanation:

In the BIM domain, clash detection is the process by which software analyses models to find geometric interferences—i.e. overlapping or intersecting volumes between different building elements or systems. This method helps reveal conflicts in the spatial design (for example, a pipe intersecting a beam) before construction, thus avoiding costly corrections in the field.

None of the other options specifically address the detection of intersecting volumes:

BIM Integration refers to the combining of different discipline models into a shared environment, not necessarily the conflict checking itself.

Parametric Modeling is a method of defining model geometry through parameters and rules, but does not inherently detect clashes. Virtual Design and Construction (VDC) is a broader process of using digital modeling and simulation across the design/construction lifecycle; clash detection is a component of it, but the specific method for interference checking is "clash detection."

NEW QUESTION # 33

When applying Business Intelligence (also known as data mining) to manage large volumes of construction project data, the source data must

- A. include outliers and missing data.
- B. first exist in digital format.
- C. first exist in hard copy format.
- D. include advanced algorithms.

Answer: B

Explanation:

In the CMAA Emerging Technologies Committee white paper "Explorations in Data Mining", CMAA states that the term source data in the context of business intelligence and data mining refers to digitized elements. It explains:

"Raw data exists in myriad forms. ... The first requirement of data mining, then, is to digitize that information. ... For the purposes of this white paper, the term 'source data' refers solely to digitized elements." Thus, before data mining or BI tools can operate effectively, the original project data (which may initially exist in paper, drawings, or other analog forms) must be converted into a machine-readable, electronic format.

Only digital data can be processed, queried, normalized, correlated, and analyzed by algorithms in a BI system.

NEW QUESTION # 34

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

Answer: D

Explanation:

TheCMAA 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 # 35

A CM is milling and paving a 2-mile-long bridge with a surface that is in total failure. The owner gave the contractor October 24 as the fixed completion date. Meanwhile, the owner has promised the public that work hours would be 7am-7pm, 5 days per week and that the bridge would be completed by September 1.

The bridge deck is poured on a steel grid deck, but this type of operation has never been performed in the state and complications from weather have slowed progress. The contractor has requested to work nonstop 24/7 to meet the deadline told to the public. The CM should

- A. meet with the contractor to go over realistic time frames and make a decision.
- B. discuss with the owner and tell the contractor to do only 1/2 of the bridge.
- **C. meet with the owner and contractor to vet all issues/options and make a decision.**
- D. tell the contractor they have until September 1 and can only work 7am-7pm

Answer: C

Explanation:

According to theCMAA Standards of Practice (SOP), under Chapter 2 - Project Management and Chapter 5 - Time Management, the Construction Manager serves as the owner's principal advisor and coordinator, ensuring that scope, schedule, quality, and safety are properly balanced.

CMAA defines the CM's role in conflict resolution as:

"The Construction Manager must identify issues impacting schedule, quality, and safety and facilitate discussions among project participants to develop an acceptable course of action that aligns with the owner's objectives and contractual limitations." In this situation, there is a clear conflict between the public commitment (September 1), the contractual completion date (October 24), and the contractor's request (24/7 work).

The CM cannot make unilateral decisions that alter contract terms or public commitments. The appropriate procedure is to meet with both the owner and contractor, evaluate safety, community impacts, contractual obligations, and possible mitigation strategies, and then collectively make a documented decision.

Therefore, the correct answer is C. meet with the owner and contractor to vet all issues/options and make a decision.

References:

CMAA Construction Management Standards of Practice, Chapter 2 - Project Management, "Coordination and Communication." CMAA CM Study Guide, Project Management Domain, Objective 2.4: "Facilitate resolution of issues among project participants."

NEW QUESTION # 36

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

Answer: D

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 # 37

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