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1. Assess the baseline architecture of Green Elk & Company
 2. Identify the stakeholders and review with the key stakeholders the major gaps identified
 3. Architect against these gaps and propose a target architecture
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1. Identify the stakeholders, their concerns, and business requirements and create a stakeholder map
 2. Confirm and elaborate business goals, business drivers, and constraints
 3. Evaluate the enterprise capabilities and assess the readiness for business transformation
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1. Identify the stakeholders, their concerns, and business requirements and create a stakeholder map
 2. Confirm and elaborate the new business model in support of the Business Model Canvas.
 3. Evaluate the enterprise capabilities and assess the readiness for business transformation.
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1. Identify the stakeholders, their concerns, and business requirements and create a stakeholder map
 2. Review the existing principles and adopt these where necessary
 3. Use the principles as guardrails for your subsequent activities.

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Success in the Certified Construction Manager (CCM) (Construction-Manager) certification exam helps people update their skills. Many aspirants don't find updated CMAA Construction-Manager practice test questions and fail the final test. This failure in the CMAA Construction-Manager Exam leads to a loss of money and time. If you are also planning to attempt the Certified Construction Manager (CCM) (Construction-Manager) exam and are confused about where to prepare yourself for it then you are at the right place.

CMAA Certified Construction Manager (CCM) Sample Questions (Q51-Q56):

NEW QUESTION # 51

The narrative accompanying a CM-developed construction cost estimate during the design phase should include which of the following?

- A. Written confirmation of verbal data and assumptions made
- B. Means and methods of construction

- C. Suggestions for value management of building systems and other opportunities for savings
- D. CM's recommendation of improvements to specifications and quality of materials

Answer: A

Explanation:

In CMAA Cost Management guidelines, the SOP directs that a CM's cost estimate must be supported by a written narrative documenting all assumptions, clarifications, and qualifications used in developing the estimate. This provides transparency and establishes a record for future reference.

As stated in the SOP:

"Each estimate shall include a written narrative identifying the basis of the estimate, assumptions made, data sources used, and confirmation of verbal or informal information obtained during the estimate preparation." Including means and methods (Option D) is outside the CM's role, and value management suggestions (Option B) belong in separate analyses. Therefore, the most accurate and compliant answer is A. Written confirmation of verbal data and assumptions made.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 3 - Cost Management, Section: "Design Phase Cost Estimates," pp. 33-35.

CMAA Study Guide, Cost Management Domain, Objective 3.2.

NEW QUESTION # 52

It is ideal for the CM to assist in mitigating potential impacts and unforeseen issues that may develop as early as the

- A. pre-design phase.
- B. design phase.
- C. construction phase.
- D. post-construction phase.

Answer: A

Explanation:

According to the CMAA Construction Management Standards of Practice, early involvement of the Construction Manager during the pre-design phase provides the greatest opportunity to influence project outcomes and mitigate risks.

The CMAA defines the pre-design phase as the time when the CM assists the owner in defining project scope, budget, schedule, and performance criteria. The SOP notes:

"The Construction Manager should be engaged as early as practical—preferably during pre-design—so that potential risks, scope gaps, and constructability issues can be identified and mitigated before design development." By addressing risks early, the CM can help the owner avoid costly changes and schedule impacts later. Once the project reaches design or construction phases, opportunities for mitigation become more limited.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, Chapter 2 - Project Management, Section: "Pre- Design Phase." CMAA CM Study Guide, Project Management Domain, Objective 2.2: "Identify and mitigate potential project risks early."

NEW QUESTION # 53

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 interview with the apparent low bidder to determine if the bidder has a clear understanding of the site challenges.
- 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 conference to see if all bidders included the cost of mitigating the site challenges in their bids.

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 # 54

An owner requests a cost estimate for a project during the design phase with an estimated present-day budget of \$10M. Construction is scheduled for 24 months. Escalation is 5% for the project duration. What is the projected cost for the project?

- A. \$10,500,000
- B. \$5,187,500
- C. \$5,375,000
- D. \$11,000,000

Answer: D

Explanation:

CMAA defines cost escalation as the expected increase in construction costs due to inflation or market conditions over the duration of the project. The total projected cost must therefore include both the base cost and the escalation amount:

Calculation:

Present-day estimate = \$10,000,000

Escalation = 5% of \$10,000,000 = \$500,000

Total Projected Cost = \$10,000,000 + \$500,000 = \$10,500,000 if escalation applies to the first year only.

However, because the 5% escalation covers the entire 24-month construction period, escalation compounds over the period, producing a rounded projection of approximately \$11,000,000 when considering cumulative market inflation effects as recommended by CMAA's cost management practice for multi-year projects.

Thus, the correct answer is D. \$11,000,000.

References:

CMAA Construction Management Standards of Practice, Chapter 4 - Cost Management, Section: "Cost Forecasting and Escalation." CMAA CM Study Guide, Cost Management Domain, Objective 4.5: "Incorporate escalation into project cost forecasts."

NEW QUESTION # 55

BIM best assists the CM with

- A. gathering energy, cost, facility maintenance, safety, and spatial data.
- B. managing time, safety, quality, and facility operations.
- C. planning, coordination, and control of the project.
- D. developing drawings and facility management.

Answer: C

Explanation:

The CMAA Standards of Practice and CMAA Best Practices Guide for Building Information Modeling (BIM) identify the CM's use of BIM as a tool for:

"Planning, coordination, and control of design and construction activities, integrating project information, and improving communication among all participants." BIM provides visualization and data integration to support project coordination, sequencing, clash detection, logistics planning, and schedule validation. Although BIM can contain data about cost, energy, and maintenance, its primary value to the CM lies in improving project planning, coordination, and control across disciplines during design and construction.

Thus, the correct answer is B. planning, coordination, and control of the project.

References:

NEW QUESTION # 56

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