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CMAA Certified Construction Manager (CCM) Sample Questions (Q31-Q36):

NEW QUESTION # 31

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

Answer: D

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 # 32

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. A multi-discipline review on functions and alternate solutions.
- D. Scope reduction will reduce overall project budget.

Answer: C

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 # 33

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

Answer: C

Explanation:

According to the CMAA 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 # 34

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. BIM Integration
- D. Clash Detection

Answer: D

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 # 35

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

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

Answer: C

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 C 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 # 36

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