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Scrum PSPO-II Professional Scrum Product Owner II 1



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CMAA Certified Construction Manager (CCM) Sample Questions (Q65-Q70):

NEW QUESTION # 65

Who owns the float in a typical project critical path schedule?

- **A. Project**
- B. Construction manager
- C. Owner
- D. Contractor

Answer: A

Explanation:

According to CMAA Time Management standards, float is defined as the amount of time an activity can be delayed without affecting the overall project completion date. The SOP specifies:

"Float is a shared resource belonging to the project as a whole. It is not owned exclusively by any single party - owner, contractor, or construction manager."

This principle ensures fair schedule management and prevents disputes. Both the CM and the contractor should work collaboratively to optimize float use for the benefit of the entire project. Contract documents (e.

g., general conditions) may further define float management policies, but unless specified otherwise, float is treated as a project resource, not the property of any one participant.

Therefore, the correct answer is C. Project.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Time Management, Section: "Float Ownership." CMAA CM Study Guide, Time Management Domain, Objective 5.3: "Manage schedule float as a shared project resource."

NEW QUESTION # 66

During the design review process for a rehabilitation of a corporate office headquarters, the CM should routinely review the designers' submissions, and the reviews will include

- A. constructability, schedule, and maintenance reviews.
- **B. constructability, biddability, and operability reviews.**
- C. scope, constructability, and biddability reviews.
- D. budget, schedule, and value engineering reviews.

Answer: B

Explanation:

According to CMAA's Quality Management section, the CM is responsible for performing thorough design phase reviews to improve quality and minimize design-related issues. These reviews must evaluate the project's constructability, biddability, and operability.

The SOP defines these as follows:

"Design reviews should be conducted for constructability, to ensure the design can be built efficiently; biddability, to ensure the design is clearly and competitively bid; and operability, to ensure the facility can be operated and maintained as intended." This three-part review ensures that the design not only supports quality construction but also long-term functionality.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Quality Management, Section: "Design Phase Reviews," pp. 41-43.

CMAA Study Guide, Quality Management Domain, Objective 4.2.

NEW QUESTION # 67

The CM is tasked with analyzing the schedule variance of a project on a regular basis. The contractor's recent payment application

includes a dramatic increase in earned hours than what was budgeted for the project. This MOST likely indicates

- A. the contractor is making more profit than anticipated.
- B. the project is ahead of schedule.
- C. the contractor will be submitting change orders.
- **D. the project is behind schedule.**

Answer: D

Explanation:

In earned value or earned hours analysis, "earned hours" represent how much work has actually been completed (in units of schedule effort) compared to what was budgeted over time. If a contractor claims a significantly higher number of earned hours than budget expected at that point, that discrepancy often indicates the contractor is catching up for prior slippage or back-loading progress and may be masking a delay. In other words, the project is likely behind schedule: the contractor is accelerating or shifting resources to show a jump in performance, sometimes to avoid triggering delay claims or escalating scrutiny.

While CMAA's formal SOP does not provide a one-sentence treatment of this particular scenario, standard earned value (EV) and schedule variance (SV) theory (used in CMAA's time management domain) supports that an unexpected inflation in earned hours relative to budget can signal a retrospective correction for lagging progress, rather than true ahead-of-schedule condition.

NEW QUESTION # 68

Which delivery method, if not properly coordinated, introduces the strong possibility of work scope being duplicated or even omitted?

- A. Design-Bid-Build (DBB)
- B. CM at Risk (CMAR)
- C. Design Build (DB)
- **D. Multi-Prime**

Answer: D

Explanation:

The CMAA Standards of Practice explain that Multi-Prime delivery involves multiple contractors each working under separate contracts directly with the Owner. The absence of a single point of contractual coordination can result in scope overlaps or gaps if the CM or Owner does not maintain tight coordination among all primes.

As noted in the SOP:

"The potential for duplication or omission of work scope is greatest in a multi-prime contracting arrangement, where the responsibility for interfaces between contracts must be clearly defined and managed by the Construction Manager." This risk is unique to the Multi-Prime method because, unlike CMAR or Design-Build, there is no single entity responsible for all construction coordination.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section: "Project Delivery Methods," pp. 19-20.

CMAA Study Guide, Project Management Domain, Objective 2.1.

NEW QUESTION # 69

A CM is providing support on a \$150 million construction project. The agency has a well-developed safety program; however, the contractor is planning to use an innovative, high-risk method for constructing the project. To minimize the owner's risk, the CM should recommend that the owner

- **A. have the contractor submit a safety management plan for review and approval by the owner.**
- B. modify the CM contract to include safety management to protect the owner's interests.
- C. ensure they have a contractor-controlled insurance program (CCIP) to cover the safety risk for the project.
- D. provide a safety coordinator to perform the necessary project safety functions on behalf of the contractor.

Answer: A

Explanation:

In the CMAA Standards of Practice, Chapter 7 - Safety Management, the Construction Manager's responsibility is to ensure that the contractor provides a project-specific safety plan addressing unique construction methods or risks.

CMAA guidance specifies:

"When special construction techniques or hazardous methods are proposed, the Construction Manager should require the contractor to submit a project safety plan for review and verification of compliance with contract and regulatory safety requirements." The CM's review confirms that the contractor's plan meets all contractual obligations and regulatory standards. The CM does not take responsibility for safety execution but ensures the plan's adequacy before work begins.

References:

CMAA Construction Management Standards of Practice, Chapter 7 - Safety Management, Section:

"Contractor Safety Planning and Review," pp. 69-70.

CMAA CM Study Guide, Safety Management Domain, Objective 7.3: "Ensure contractor provides and adheres to an approved safety plan for all high-risk activities."

NEW QUESTION # 70

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