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CMAA Certified Construction Manager (CCM) Sample Questions (Q20-Q25):

NEW QUESTION # 20

As the owner's representative, you are providing on-site construction management services to a municipality for their new design-build city hall project.

The mechanical subcontractor discovers that his ductwork will not fit in the above-ceiling area of the Mayor's office. Which entity is best-suited to resolve this risk?

- A. Owner (Municipality)
- **B. Design-Build Team**
- C. Owner's rep
- D. Architect (DOR)

Answer: B

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 9 - Risk Management, responsibility for resolving design and construction coordination risks lies with the entity that holds contractual control over both the design and construction portions of the project. In a Design-Build (D-B) delivery method, that entity is the Design-Build Team.

The CMAA specifies:

"Under the Design-Build delivery method, the design-builder assumes single-point responsibility for both design and construction. The design-builder manages coordination among subcontractors, suppliers, and design professionals to ensure that design solutions are constructible and that conflicts are resolved without direct owner intervention." In this case, the mechanical ductwork conflict in the above-ceiling space is a design coordination issue, involving both architectural and mechanical design elements. Because the Design-Build Team is contractually responsible for integrating the design and ensuring constructability, it must identify and resolve such conflicts.

The CM as the owner's representative may monitor the issue, document its resolution, and advise the owner, but does not have the contractual authority to direct design or construction corrections. Likewise, the Architect (DOR) in a D-B contract works under the design-builder, not directly for the owner, so they are not the final authority to resolve this type of issue.

Therefore, the entity best-suited to resolve this risk is the Design-Build Team.

References (CMAA Construction Manager Documents / Study Guide):

* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 9 - Risk Management, Section: "Risk Allocation by Project Delivery Method," pp. 88-90.

* CMAA CM Study Guide, Risk Management Domain, Objective 9.2: "Identify and assign risk ownership in accordance with project delivery method and contractual relationships."

NEW QUESTION # 21

A written safety program should include all applicable laws, codes, and regulations, and must

- A. be approved by the Owner.
- B. be a shared responsibility with the project team.
- C. be developed by the CM.
- **D. meet the contractual requirements.**

Answer: D

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), under Chapter 7 - Safety Management, the written safety program is a required component of every construction project to ensure compliance and accountability. The CMAA specifies that:

"The contractor's safety program shall contain all necessary elements to administer and manage the program in accordance with the contract requirements. It must, at a minimum, demonstrate compliance with all applicable laws, codes, rules, and regulations related to worker and public safety." This statement emphasizes that while safety compliance with statutory regulations is essential, the written program must also be consistent with and satisfy the terms established in the contract documents. The Construction Manager (CM) oversees and monitors safety performance but does not develop or approve the contractor's written safety program. The contractor bears the responsibility for implementing and maintaining the program according to contractual obligations.

Therefore, the correct answer is that the written safety program must meet the contractual requirements.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 7 - Safety Management, Section: "Written Safety Program," pp. 68-70.

CMAA CM Study Guide, Safety Management Domain, Objective 7.2: "Ensure compliance with all contractual and statutory safety requirements."

NEW QUESTION # 22

A construction manager is responsible for the bid review and evaluation of an \$85 million high school project.

All bids must be submitted in person at the client's Purchasing Office by 1:00 PM EST and stamped by the CM's team. While preparing for the bid opening, the CM noticed that one of the contractor's bids was submitted a day earlier to a new clerk, but was date and time stamped after the bids were due. What should the CM do in this situation?

- **A. Inform the Owner and review the instructions to bidders for guidance on how to proceed.**
- B. Send the bid back to the contractor and apologize for the mishap.
- C. Include the unopened bid, since it clearly was an oversight.
- D. Put the contractor's unopened bid in tight security until the bid opening has been completed.

Answer: A

Explanation:

According to the CMAA Construction Management Standards of Practice, under Contract Administration - Procurement Phase, the

CM must "review and verify bid compliance and take action consistent with the instructions to bidders." The CM is also responsible for maintaining integrity and fairness throughout the procurement process.

The SOP states:

"Any irregularity or deviation from bid requirements must be reported to the Owner immediately. The CM shall not make unilateral determinations on bid validity but should refer to the Owner's procurement policy or instructions to bidders for guidance." Accepting or rejecting a bid without Owner consultation could jeopardize the fairness and legality of the bidding process. Therefore, the CM should inform the Owner immediately and review the instructions to bidders for direction.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Contract Administration, Section:

"Procurement and Bidding," pp. 51-54.

CMAA Study Guide, Contract Administration Domain, Objective 5.3.

NEW QUESTION # 23

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

Answer: A

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 # 24

Which of the following is a key element of a safety culture?

- A. Prompt accident notification
- B. Maximizing profit
- C. Time is of the essence
- D. Ownership and management buy-in

Answer: D

Explanation:

In CMAA's Construction Management Standards of Practice (Safety Management chapter), a foundational principle for establishing a strong safety culture is management commitment and leadership. The Standards emphasize that safety culture requires "buy-in" from ownership and senior management, meaning that the highest levels of the organization visibly support, fund, and enforce safety initiatives. Without top-down support, safety programs are less effective.

While prompt accident notification is an important procedural action in safety management, it is not a core cultural element. "Time is of the essence" and "maximizing profit" are not safety culture traits. The distinguishing characteristic of a mature safety culture is that management and ownership demonstrate continuous commitment, accountability, and prioritize safety across all project levels.

NEW QUESTION # 25

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