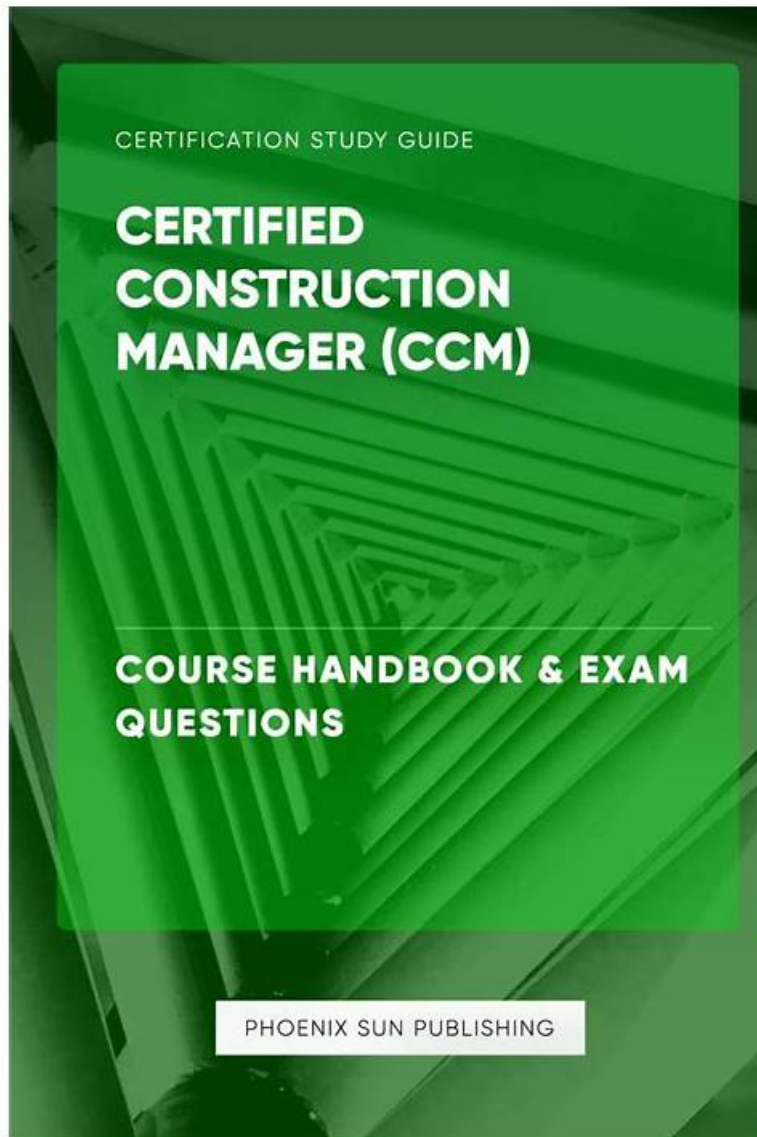


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CMAA Certified Construction Manager (CCM) Sample Questions (Q62-Q67):

NEW QUESTION # 62

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

- A. Review staffing assignments, labor affidavits, and historical trust.
- 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 contract milestones, payment procedures, and communication procedures.

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 B 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 # 63

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

Answer: C

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 # 64

While conducting an inspection of the work in progress for a design-bid-build project, a CM notices that some of the completed work does not conform to the construction documents. The FIRST thing the CM should do is

- A. document the non-conforming work and distribute the documentation to the contractor, design professional, and client.
- B. direct the contractor to correct the non-conforming work.
- C. discuss the concerns with the owner.
- D. schedule a meeting with the design professionals and the client to discuss the issues.

Answer: A

Explanation:

According to the CMAA Standards of Practice (Chapter 5 - Quality Management), when non-conforming work is observed, the first action the CM must take is to document the condition accurately and notify the appropriate parties. The SOP states:

"When nonconforming work is discovered, the Construction Manager shall document the condition, identify the location and extent, and promptly notify the contractor, the owner, and the design professional." The CM does not have authority to direct corrective work (that authority lies with the owner or design professional). Proper documentation ensures an accurate record and initiates the formal resolution process.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Quality Management, Section "Nonconforming Work Identification and Documentation." CMAA CM Study Guide, Quality Management Domain, Objective 5.3: "Identify and document nonconforming work and notify appropriate parties."

NEW QUESTION # 65

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

Answer: C

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), Chapter 6 - Contract Administration, the Construction Manager is responsible for ensuring that all bid procedures are handled in strict accordance with the procurement requirements and instructions to bidders.

CMAA guidance emphasizes:

"In the event of irregularities during the bidding or proposal submission process, the Construction Manager must immediately notify the Owner and refer to the procurement documents for direction before taking any independent action." The CM must maintain impartiality, protect the integrity of the bidding process, and avoid unilateral decisions that could imply bias or alter bid fairness. Since the bid in question was timestamped incorrectly, the proper step is to inform the Owner and review the bidding instructions to determine the correct procedural resolution.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, Chapter 6 - Contract Administration, Section:

"Procurement and Bidding Procedures," pp. 61-64.

CMAA CM Study Guide, Contract Administration Domain, Objective 6.1: "Ensure fairness, transparency, and compliance in the bid process."

NEW QUESTION # 66

A program management function that promotes the efficient use of completed projects and/or parts of completed projects to maximize the owner's return on investment is called

- A. resource-leveling.
- B. project phasing.
- C. project financing.

- D. contract packaging.

Answer: B

Explanation:

The CMAA Standards of Practice, Chapter 8 - Program Management, defines Project Phasing as a method used to coordinate the sequence and timing of multiple related projects within a program to achieve efficiency and maximize the owner's investment.

CMAA states:

"Phasing is the process of organizing projects or portions of projects to take advantage of existing facilities, expedite beneficial use, or improve overall program efficiency." Project phasing can include early occupancy of completed sections, overlapping design and construction phases, or reusing completed infrastructure to support ongoing work. This strategy enhances financial performance and operational benefit for the owner.

References:

CMAA Construction Management Standards of Practice, Chapter 8 - Program Management, Section:

"Project Phasing and Sequencing," pp. 83-85.

CMAA CM Study Guide, Program Management Domain, Objective 8.2: "Implement phasing strategies to optimize program efficiency and ROI."

NEW QUESTION # 67

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