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CMAA Construction-Manager

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Topic Break Down

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QUESTION NO: 1

During the design phase of a CM agency project, the designer submits several design options for the stakeholders to review and provide input on. Whose responsibility is it to ensure that the stakeholders are able to provide input on the designs?

- A. Owner
- B. Designer
- C. Commissioning agent
- D. CM

ANSWER: D

Explanation:

The CM is responsible for ensuring that stakeholders have an effective opportunity to review the design alternatives and provide input. In an agency CM delivery arrangement, the construction manager acts as the owner's professional adviser and administers the management processes that support informed, timely project decisions. During design, this includes establishing and maintaining the design-review process; identifying the appropriate stakeholders; scheduling and facilitating review meetings; distributing sufficient design information; tracking comments, decisions, and required follow-up; and coordinating communication among the owner, designer, and stakeholders. The CM also helps align the review process with the project schedule so stakeholder feedback can be evaluated and incorporated at the appropriate design milestone. This responsibility is fundamentally about managing communication, coordination, and decision-making—not producing the design itself. CMAA describes design-phase CM services as including design review, coordination, and support for owner decision-making. These activities ensure the owner and affected stakeholders can communicate their requirements in a structured manner while the designer develops the technical solution. See CMAA's overview of professional construction management at <https://www.cmaanet.org/what-is-cm/> and its standards and publications resources at <https://www.cmaanet.org/standards/>.

QUESTION NO: 2

The current construction market is extremely busy, and the trade/sub-contractors are being very selective in the projects they bid on. What options do owners have when the marketplace is vastly different from when their project was a concept to when its ready to be advertised?

- A. Market conditions should not be a factor in when a project is advertised.
- B. Postpone advertising for one year.
- C. Advertise the project and award to lowest bidder.
- D. Consider the impacts of current market conditions and revise project strategy.

ANSWER: D

Explanation:

Consider the impacts of current market conditions and revise project strategy. Construction-market conditions directly affect bidder interest, subcontractor capacity, material availability, pricing, schedule reliability, and the level of contingency needed for a successful procurement. When those conditions have changed substantially since initial project planning, the owner and construction manager should reassess the project's business case and procurement approach before advertising. This may include updating the cost estimate and escalation assumptions, reviewing scope priorities, revising the delivery method or bid-package strategy, adjusting the schedule to align with market capacity, improving bid documents to reduce uncertainty, or conducting outreach and market sounding with potential bidders and key trades. The appropriate response is therefore an informed, project-specific revision of strategy rather than treating the original plan as fixed. CMAA's Standards of Practice emphasize that construction managers provide continuous cost, schedule, risk, procurement, and project-control services throughout the project lifecycle; these services enable owners to make timely decisions as external conditions evolve. A disciplined reassessment helps preserve competition, improve budget and schedule credibility, and align the planned procurement with actual marketplace conditions. See [CMAA](#) and the [CMAA Standards of Practice](#).

QUESTION NO: 3

An agency CM is assigned to a new construction project using the CMAA A-2 Standard Form of Agreement between owner and contractor. The project is experiencing concurrent critical path delays caused by the contractor and the architect. What is the BEST guidance the agency CM could give the owner for dealing with these events?

- A. The owner should plan for delayed completion.
- B. Direct both the architect and GC to mitigate each delay and have the agency CM perform a schedule impact analysis to allocate delay responsibility.
- C. The architect and GC should be directed to add resources to mitigate each of their delays at no additional cost to the owner.
- D. The owner should charge the contractor daily liquidated damages.

ANSWER: B

Explanation:

Direct both the architect and GC to mitigate each delay and have the agency CM perform a schedule impact analysis to allocate delay responsibility. This is the best guidance because concurrent critical-path delays require a disciplined, fact-based evaluation before the owner makes decisions about time extensions, recovery actions, potential costs, or responsibility. The agency CM should promptly obtain current schedule information, identify the affected critical-path activities, evaluate the timing and extent of each event, and document the resulting impact on the contractual completion date. A schedule impact analysis provides the owner with a defensible basis for managing the events and for determining the appropriate contractual treatment of each party's delay. At the same time, directing the responsible project participants to take reasonable mitigation measures supports the CM's core responsibility to protect project time, cost, and quality objectives. The CM's analysis informs the owner's administration of the contract; it does not replace the owner's contractual decision-making authority. CMAA recognizes schedule management, risk management, and contract administration as central construction-management functions, including identifying schedule risks and helping owners make informed project decisions. See CMAA's [Standards of Practice](#) and its [CCM certification information](#).

QUESTION NO: 4

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. Architect (DOR)
- C. Owner's rep
- D. Design-Build Team

ANSWER: D

Explanation:

Design-Build Team is correct because a design-build delivery arrangement places single-point responsibility for integrating the project's design and construction with the design-builder. A ductwork fit problem above a finished ceiling is a constructability and multidisciplinary coordination issue: it requires an integrated solution among mechanical trade work, architectural ceiling requirements, structural conditions, and potentially other building systems. The design-build team is positioned contractually and operationally to lead that coordination, obtain necessary input from its designers and subcontractors, develop a compliant resolution, and implement the work.

As the owner's on-site representative, the construction manager should identify, document, monitor, and communicate the risk to the municipality, while ensuring that the design-builder's proposed resolution is evaluated through the project's

established review and change-management processes. However, risk ownership for completing coordinated design and construction remains with the design-builder under the design-build contract. This alignment of responsibility is a central feature of design-build delivery and supports timely resolution of field coordination conflicts. CMAA describes construction management roles and delivery-method considerations in its [Construction Management overview](#); the Design-Build Institute of America also explains the design-builder's single-source responsibility in its [What Is Design-Build?](#) resource.

QUESTION NO: 5

A CM is managing a rebranding program that includes 120 stores with a contract value of \$1,200,000. The program schedule plans the completion of 10 stores per month for a total of 12 months. At the end of month 10, the CM receives an application for payment indicating completion of 100 stores and a cumulative earned value of \$1.1 million.

Which statement most accurately portrays program status?

- A. On schedule, pay application accurately reflects percentage complete.
- B. Behind schedule, pay application exceeds percentage complete.
- C. Behind schedule, pay application accurately reflects percentage complete.
- D. On schedule, pay application exceeds percentage complete.

ANSWER: D

Explanation:

On schedule, pay application exceeds percentage complete. is correct because schedule status is measured against the approved time-phased plan. By the end of month 10, the baseline calls for 10 stores per month × 10 months, or 100 completed stores. The reported completion of 100 stores therefore matches the planned quantity, so the program is on schedule by its stated production metric.

For a \$1,200,000 program distributed across 120 stores, the proportional planned value after completing 100 stores is \$1,000,000: $100/120$, or 83.33%, of the total contract value. The application reports cumulative earned value of \$1,100,000, or 91.67% of the contract value. Thus, the payment value is greater than the proportion of total scope represented by 100 completed stores and greater than the proportional planned value at month 10. The CM should validate the schedule of values, completed-work documentation, and any approved unequal store pricing or front-loaded cost allocations before recommending payment. This comparison reflects the CMAA cost-control practice of assessing reported progress and payment requests against the approved budget, schedule, and measurable completed work. See CMAA's [Standards of Practice](#) and the U.S. Department of Energy's [Earned Value Management System](#) guidance.

QUESTION NO: 6

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. Design Build (DB)
- C. Multi-Prime
- D. CM at Risk (CMAR)

ANSWER: C

Explanation:

Multi-Prime is correct because the owner holds separate direct contracts with multiple prime contractors, commonly for distinct disciplines such as general construction, mechanical, electrical, and plumbing work. This structure creates numerous scope interfaces rather than placing comprehensive trade coordination under one prime contractor. To succeed, the project team must establish a clear responsibility matrix, align drawing and specification packages, coordinate schedules and site

logistics, and actively manage handoffs between contractors. Without disciplined coordination, an interface can be assigned by more than one prime contractor, producing duplicated work, or assumed to belong to another contractor, leaving necessary work unassigned and omitted. The construction manager's preconstruction review and continuing coordination are therefore particularly important in a multi-prime arrangement: they help define complete bid packages, identify gaps and overlaps at discipline boundaries, and maintain accountability as the work proceeds. This is consistent with CMAA's description of construction management as a professional service that coordinates a project's planning, design, and construction, and with GSA guidance describing multi-prime contracting as an approach involving separate prime contracts that requires strong owner-led management and coordination. See [CMAA: What Is Construction Management?](#) and [GSA: Project Delivery Methods](#).