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Question: 1

BIM best assists the CM with

- A. managing time, safety, quality, and facility operations.
- B. planning, coordination, and control of the project.
- C. developing drawings and facility management.
- D. gathering energy, cost, facility maintenance, safety, and spatial data.

Answer: B

Explanation:

The CMAA Standards of Practice and CMAA Best Practices Guide for Building Information Modeling (BIM) identify the CM's use of BIM as a tool for:

“Planning, coordination, and control of design and construction activities, integrating project information, and improving communication among all participants.”

BIM provides visualization and data integration to support project coordination, sequencing, clash detection, logistics planning, and schedule validation. Although BIM can contain data about cost, energy, and maintenance, its primary value to the CM lies in improving project planning, coordination, and control across disciplines during design and construction.

Thus, the correct answer is B. planning, coordination, and control of the project.

[References:, CMAA Construction Management Standards of Practice, Chapter 2 – Project Management, Section: “Use of Technology and BIM.”, CMAA Best Practices Guide for Building Information Modeling, Sections 1.1–2.3.,]

Question: 2

Under the Brooks Act, professional services of architects and engineers on federal projects must be

- A. funded by public dollars.
- B. audited every six months.
- C. qualification-based rather than bid.
- D. contracted before GC services.

Answer: C

Explanation:

According to the Brooks Act (codified in U.S. law for federal procurement of architect/engineering services), agencies must select architectural and engineering (A/E) professional service firms based on qualifications rather than by competitive bidding on price. The firm is selected on the basis of demonstrated competence and qualifications, and then fees are negotiated.

This ensures that technical competency drives selection, not lowest cost. Options A and B are not requirements of the Brooks Act. Option D is not inherent in its provisions—there is no strict requirement that A/E services must be contracted before general contractor services, though design is typically procured first. Thus, the correct choice is C.

Question: 3

A dispute arises during construction after the contractor encounters what they feel is unsuitable material. The CM is not notified about the areas of concern, and the contractor hauls 10,000 cy of material offsite. Three months later, the contractor submits a claim for additional cost to haul the material off. The CM should advise the owner that

- A. the owner should pay for the haul.
- B. the claim is not valid because the contractor failed to provide timely notice.
- C. the owner should pay the claim due to lack of owner information.
- D. the owner should pay 50% of the haul since the contractor did not notify the CM first.

Answer: B

Explanation:

Under the CMAA Construction Management Standards of Practice, Chapter 6 – Contract Administration, claims must be evaluated based on compliance with contract notice and documentation requirements. CMAA guidance states:

“A contractor’s failure to provide timely written notice of differing site conditions or changes may invalidate the claim, as the owner and CM must have the opportunity to verify and mitigate the condition.”

Because the contractor did not notify the CM or owner at the time the unsuitable material was discovered, and instead acted unilaterally, the claim does not meet the contractual requirements for timely notice. Therefore, the CM should advise the owner that the claim is not valid due to the contractor’s failure to comply with notification procedures.

[References:, CMAA Construction Management Standards of Practice, Chapter 6 – Contract Administration, Section: “Claims and Disputes Management,” pp. 65–67., CMAA CM Study Guide, Contract Administration Domain, Objective 6.4: “Evaluate claims for compliance with notice and documentation requirements.”,]

Question: 4

An inexperienced client on a design-bid-build project states that they do not want the designer to assist in the review of submittals, respond to Requests for Information (RFIs), or conduct any site inspections during the construction phase. How should the CM respond to the client's request?

- A. Review the Project Procedures Manual (PPM) and then discuss with the client why their approach may add more risk to the project.
- B. Ignore the client and continue coordinating with the design professional to provide these necessary services as part of their contract.

- C. Agree with the client that this will save the project from unnecessary costs and report that the design documents should be error-free.
- D. Review the Project Management Plan (PMP) and proceed accordingly.

Answer: A

Explanation:

CMAA's Standards of Practice assert the importance of properly defining roles, responsibilities, and risk allocations in the early planning phases (in the Project Procedures Manual and/or Project Management Plan). The CM's role includes advising the owner of risks associated with the chosen approach. The CM should use the PPM (or the procedures already established) to inform the owner that omitting design professional services during construction (submittals review, RFI responses, inspections) increases the owner's exposure to errors, claims, and omissions.

Choosing option A means referring back to the formal procedures already agreed upon, educating the client about added risks, and working collaboratively to preserve necessary design-phase involvement. Option B would be insubordinate to the client's direction, C is naïvely optimistic (design documents are rarely perfect), and D is too passive—it doesn't confront the risk issue effectively.

Thus, reviewing the PPM and discussing the risks with the client is the proper CM response.

Question: 5

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. discuss the concerns with the owner.
- C. direct the contractor to correct the non-conforming work.
- 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.”

Question: 6

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:

Under CMAA’s Time Management and Risk Management domains, when concurrent delays arise from different responsible parties (e.g. architect and contractor), the CM should perform a schedule impact analysis to apportion responsibility and guide mitigation. The CM should instruct both parties to mitigate their individual delays within their responsibilities. This approach helps the owner understand cost/time consequences, negotiate or handle claims, and manage risk.

Option A is defeatist (accept delay without mitigation). Option C expects cost absorption by parties without analysis and may be unfair or contractually unsupported. Option D (liquidated damages) addresses contractor delay penalties but does not address architect-caused delay or concurrent delay complexities. The A-2 form is neutral; it does not automatically allow penalizing the contractor when both parties are at fault. The CM’s best role is to analyze impacts and assist in allocation of responsibility—thus B is best.

Question: 7

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. contract packaging.
- C. project phasing.
- D. project financing.

Answer: C

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.”,]

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