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CMAA Certified Construction Manager (CCM) Sample Questions (Q19-Q24):

NEW QUESTION # 19

If it can be proven that there was discrimination based on gender during the hiring process, someone may lose their CCM credential due to a violation of the

- A. owner's diversity requirements.
- B. owner's contract requirements.
- **C. CMAA Code of Professional Conduct.**
- D. CMAA Standards of Practice.

Answer: C

Explanation:

The CCM Conditions, Conduct, and Disciplinary Policies state that any individual found to have breached the Conditions and Conduct agreement is subject to revocation of CCM status. The Conditions and Conduct agreement is essentially the Professional Code of Conduct (or Code of Professional Ethics) under which CCMs agree to operate.

Discrimination, such as gender-based discrimination in hiring, is a violation of professional ethical standards and would be considered "unprofessional or unethical conduct" under the Code of Professional Conduct.

NEW QUESTION # 20

A relatively new general contractor has executed three projects. To date, their employees have worked a total of 35,000 hours and their three projects have recorded a total of 50 injuries. What is their recordable case rate?

- A. 0
- B. 0.0014
- C. 1
- **D. 2**

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 7 - Safety Management, the Recordable Incident Rate (RIR), also referred to as the Recordable Case Rate, is calculated using the OSHA standard formula:

Where:

* 200,000 represents the number of hours worked by 100 employees in one year (based on 40 hours/week × 50 weeks/year).

* The result reflects the number of recordable injuries and illnesses per 100 full-time workers per year.

Calculation:

When rounded to the nearest whole number, the Recordable Case Rate = 286.

However, in practical safety reporting, the CMAA SOP notes that extremely high values indicate unusually unsafe conditions. Among the provided options, D (700) would only result from a smaller denominator (e.g., fewer total hours worked). Since the given 35,000 hours yield approximately 286, the correct answer, verified by the formula, is C. 286.

References (CMAA Construction Manager Documents / Study Guide):

* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 7 - Safety Management, Section: "Safety Metrics and Performance Measurement," pp. 72-73.

* CMAA CM Study Guide, Safety Management Domain, Objective 7.4: "Calculate and interpret safety performance metrics (Recordable Incident Rate, Lost-Time Rate, and Severity Rate)."

NEW QUESTION # 21

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

Answer: A

Explanation:

CMAA encourages the CM and owner to respond adaptively to changing conditions in the market rather than rigidly follow plans that become unrealistic. The owner and CM should continuously monitor external factors, such as contractor availability, market pricing escalation, and risk, and adapt the procurement and strategy accordingly. In a wildly different market, proceeding blindly (as in A or C) could lead to failed bids or cost overruns. Postponement (option B) may be an option, but doing so for a fixed period (one year) is inflexible and risky. The prudent option, consistent with CMAA's advocacy for adaptable project management and risk mitigation, is to consider the impacts of current market conditions and revise the project strategy.

NEW QUESTION # 22

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

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

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.

NEW QUESTION # 23

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 financing.
- D. project phasing.

Answer: D

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 # 24

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