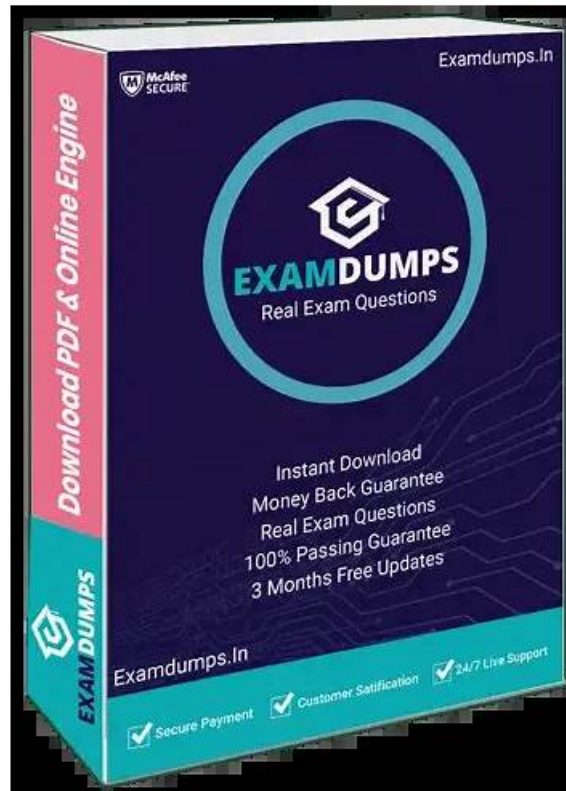


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## Guide

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### CMAA Certified Construction Manager (CCM) Sample Questions (Q14-Q19):

#### NEW QUESTION # 14

$$= P \times [(C + T + Q) + 3]$$

P is Probability

C is Cost

T is Time

Q is Quality

This equation best describes a(n)

- A. Monte Carlo simulation equation.
- **B. overall risk score.**
- C. cost time quality evaluation.
- D. risk variable score.

**Answer: B**

Explanation:

According to the CMAA Standards of Practice in the Risk Management section, risk quantification often uses formulas combining probability (P) and impact factors such as Cost (C), Time (T), and Quality (Q) to compute an overall risk score.

The CMAA explains:

"Risk scoring combines the likelihood (probability) of occurrence with the magnitude of its potential impact across cost, time, and quality metrics. The resultant value represents the overall risk score used for prioritization in the risk register." The given formula aligns directly with that concept - it mathematically expresses a weighted overall risk score, not a simulation or isolated variable measure. A Monte Carlo simulation is a separate probabilistic modeling technique, not a single-score formula.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 9 - Risk Management, Section: "Risk Identification and Quantification," pp. 85-87.

CMAA Study Guide, Risk Management Domain, Objective 9.3.

#### NEW QUESTION # 15

During the design review process for a rehabilitation of a corporate office headquarters, the CM should routinely review the designers' submissions, and the reviews will include

- A. scope, constructability, and biddability reviews.
- B. constructability, schedule, and maintenance reviews.
- C. budget, schedule, and value engineering reviews.
- **D. constructability, biddability, and operability reviews.**

**Answer: D**

Explanation:

According to CMAA's Quality Management section, the CM is responsible for performing thorough design phase reviews to improve quality and minimize design-related issues. These reviews must evaluate the project's constructability, biddability, and operability.

The SOP defines these as follows:

"Design reviews should be conducted for constructability, to ensure the design can be built efficiently; biddability, to ensure the design is clearly and competitively bid; and operability, to ensure the facility can be operated and maintained as intended." This three-part review ensures that the design not only supports quality construction but also long-term functionality.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Quality Management, Section: "Design Phase Reviews," pp. 41-43.

CMAA Study Guide, Quality Management Domain, Objective 4.2.

#### NEW QUESTION # 16

When the CM assists the owner in prequalifying, evaluating, or screening potential contractors, especially as it relates to safety programs, the CM should evaluate the contractor's lost time frequency rate; lost time severity average; OSHA 200; OSHA 300; experience modification rate; and an up-to-date list of any OSHA citations issued to them in the last three years, including the disposition of each citation. This is important because:

- A. a contractor with a poor safety record may increase the owner's risk and worker compensation costs.
- B. a contractor with a poor safety record is likely to be a low bidder.
- C. contractors only monitor safety if they understand the owner's emphasis on safety.
- D. extensive documentation is required to demonstrate sufficient due diligence.

**Answer: A**

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 7 - Safety Management, one of the CM's critical responsibilities during contractor prequalification is to evaluate the safety performance history of potential contractors. This evaluation helps the owner identify qualified firms capable of maintaining safe jobsite conditions and minimizing exposure to both human and financial risk.

The CMAA states:

"When assisting the owner in the selection or prequalification of contractors, the CM should review safety performance data including the contractor's experience modification rate (EMR), OSHA recordable incidents, lost-time frequency and severity rates, and any OSHA citations over the preceding three years. These indicators provide insight into the contractor's safety culture and their potential to increase or decrease project risk." A contractor with a poor safety record not only presents a greater likelihood of jobsite accidents but also increases the owner's exposure to potential liability, schedule delays, and higher insurance and workers' compensation costs. Selecting contractors with proven, effective safety programs reduces these risks and supports compliance with regulatory and contractual requirements.

Therefore, the correct answer is:

A). a contractor with a poor safety record may increase the owner's risk and worker compensation costs.

References (CMAA Construction Manager Documents / Study Guide):

\* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 7 - Safety Management, Section:

"Prequalification and Selection of Contractors," pp. 66-68.

\* CMAA CM Study Guide, Safety Management Domain, Objective 7.3: "Evaluate contractor safety programs and performance to minimize owner risk and ensure compliance with safety standards."

#### NEW QUESTION # 17

Which schedule process determines the earliest times that schedule activities can start and Finish, and the total project duration?

- A. Backward Pass
- B. Master Schedule Review
- C. Forward Pass
- D. Schedule Update

**Answer: C**

Explanation:

In the CMAA Construction Management Standards of Practice (SOP), under Chapter 4 - Time Management, the process known as the Forward Pass is defined as the method used in Critical Path Method (CPM) scheduling to determine the earliest possible start (ES) and earliest possible finish (EF) dates for all schedule activities. It also calculates the total project duration by progressing through the schedule network from the project start date to the project completion date.

The CMAA explains that:

"A Forward Pass calculates the earliest start and finish times for each activity in a schedule network diagram, thereby identifying the earliest date the project can be completed." This calculation is essential for establishing the critical path—the sequence of activities that determines the project's overall duration. The Forward Pass is always followed by the Backward Pass, which calculates the latest allowable start and finish times to identify float.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, Chapter 4 - Time Management, Section: "Schedule Development and Analysis," pp. 47-50.

CMAA CM Study Guide, Time Management Domain, Objective 4.3: "Perform forward and backward pass calculations to determine the critical path."

### NEW QUESTION # 18

The CM is tasked with analyzing the schedule variance of a project on a regular basis. The contractor's recent payment application includes a dramatic increase in earned hours than what was budgeted for the project. This MOST likely indicates

- A. the contractor will be submitting change orders.
- **B. the project is behind schedule.**
- C. the contractor is making more profit than anticipated.
- D. the project is ahead of schedule.

**Answer: B**

Explanation:

In earned value or earned hours analysis, "earned hours" represent how much work has actually been completed (in units of schedule effort) compared to what was budgeted over time. If a contractor claims a significantly higher number of earned hours than budget expected at that point, that discrepancy often indicates the contractor is catching up for prior slippage or back-loading progress and may be masking a delay. In other words, the project is likely behind schedule: the contractor is accelerating or shifting resources to show a jump in performance, sometimes to avoid triggering delay claims or escalating scrutiny.

While CMAA's formal SOP does not provide a one-sentence treatment of this particular scenario, standard earned value (EV) and schedule variance (SV) theory (used in CMAA's time management domain) supports that an unexpected inflation in earned hours relative to budget can signal a retrospective correction for lagging progress, rather than true ahead-of-schedule condition.

### NEW QUESTION # 19

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