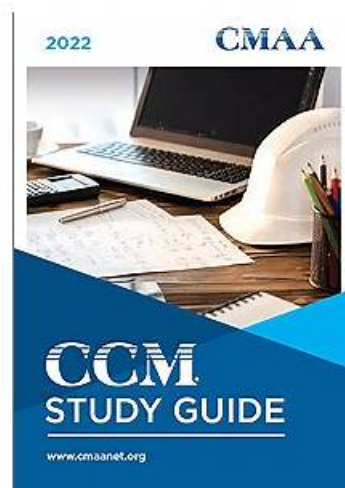


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CMAA Certified Construction Manager (CCM) Sample Questions (Q37-Q42):

NEW QUESTION # 37

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

Answer: A

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 # 38

Who owns the float in a typical project critical path schedule?

- A. Contractor
- B. Owner
- C. Project
- D. Construction manager

Answer: C

Explanation:

According to CMAA Time Management standards, float is defined as the amount of time an activity can be delayed without affecting the overall project completion date. The SOP specifies:

"Float is a shared resource belonging to the project as a whole. It is not owned exclusively by any single party - owner, contractor, or construction manager."

This principle ensures fair schedule management and prevents disputes. Both the CM and the contractor should work collaboratively to optimize float use for the benefit of the entire project. Contract documents (e.

g., general conditions) may further define float management policies, but unless specified otherwise, float is treated as a project resource, not the property of any one participant.

Therefore, the correct answer is C. Project.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Time Management, Section: "Float Ownership." CMAA CM Study Guide, Time Management Domain, Objective 5.3: "Manage schedule float as a shared project resource."

NEW QUESTION # 39

A project in schematic design with sustainability goals will soon begin a value engineering study. Which of the following would ensure that the value engineering study will not harm the project's sustainability?

- A. Establish clear sustainability functional requirements.
- B. Hold a partnering workshop first.
- C. Add a LEED Silver requirement.

- D. Add a LEED Platinum requirement.

Answer: A

Explanation:

CMAA's Sustainability and Environmental Stewardship guidance states that sustainable design objectives must be functionally defined and integrated before performing value engineering (VE). Merely setting a certification level (LEED Silver or Platinum) does not ensure that sustainability objectives are protected during cost evaluation.

The CMAA explains that:

"During value engineering, sustainability goals should be documented as functional requirements so that proposed alternatives maintain environmental performance while achieving cost efficiency." Thus, option B—establishing clear sustainability functional requirements—ensures that VE proposals respect the intended sustainability outcomes and do not degrade energy performance, materials reuse, or environmental targets.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, Chapter 8 - Sustainability and Environmental Stewardship.

CMAA CM Study Guide, Sustainability Domain, Objective 8.3: "Ensure sustainability requirements are maintained through design and value engineering."

NEW QUESTION # 40

A project manager is working on a new transit station project. This client has never used an agency CM before. The project manager wishes to engage the client in defining the scope, budget, schedule, environmental conditions, and basic systems to be utilized. Which of the following would be MOST useful in engaging the client and defining the project requirements?

- A. Quality Management Plan
- B. Kickoff Partnering Meeting
- **C. Project Management Plan**
- D. Project Procedures Manual

Answer: C

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 2 - Project Management, the Project Management Plan (PMP) is the foundational document that defines how the project will be executed, monitored, and controlled. It serves as the key management tool for the CM and owner to establish alignment on the project's scope, budget, schedule, quality expectations, and environmental and operational conditions.

The CMAA states:

"The Project Management Plan is the single, comprehensive document that defines the project's objectives, organizational structure, responsibilities, communication protocols, and the methods by which cost, schedule, quality, and scope will be managed. It is developed in collaboration with the owner and other project stakeholders." In this scenario, because the client is new to the CM process, the Project Management Plan provides the most effective framework for engaging the owner early, defining expectations, and establishing the basis for all project decisions.

* Option A (Quality Management Plan) focuses solely on procedures to maintain and verify quality standards, not the overall project definition.

* Option B (Project Procedures Manual) outlines detailed administrative and communication procedures but is secondary to the PMP.

* Option C (Kickoff Partnering Meeting) is valuable for relationship-building, but it is a single event— not a formal document defining scope, budget, or systems.

Therefore, the Project Management Plan (D) is the most useful tool for engaging the client and defining all foundational project requirements.

References (CMAA Construction Manager Documents / Study Guide):

* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section: "Project Management Plan (PMP)," pp. 21-23.

* CMAA CM Study Guide, Project Management Domain, Objective 2.1: "Develop and implement the Project Management Plan in coordination with the owner and stakeholders to define scope, schedule, cost, and quality parameters."

NEW QUESTION # 41

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

Answer: A

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."

NEW QUESTION # 42

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