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## CMAA Certified Construction Manager (CCM) Sample Questions (Q25-Q30):

### NEW QUESTION # 25

As the owner's rep, you are providing on-site construction management services to a municipality for their new design-build city mall project.

During your review of the design-build team's schedule update, you discover the project is five weeks behind schedule. What is your recommendation to the owner regarding the document needed from the design-build team to correct the situation?

- A. Short interval schedule
- **B. Recovery plan**
- C. Baseline schedule
- D. Contract modification

**Answer: B**

Explanation:

According to the CMAA Standards of Practice (Chapter 4 - Time Management), when a schedule update shows significant delay or variance, the CM should require the contractor or design-build team to prepare a recovery plan. The SOP explains:

"If schedule performance indicates delay or slippage beyond acceptable limits, the contractor shall prepare a recovery schedule or recovery plan demonstrating the specific actions to be taken to regain lost time and complete the project within the contract duration." The baseline schedule establishes the original plan; it is not revised to reflect recovery actions. A short interval schedule may assist with detailed weekly planning, but the required formal corrective document is the recovery plan.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Time Management, Section "Schedule Updates and Recovery Plans." CMAA CM Study Guide, Time Management Domain, Objective 4.3: "Evaluate schedule performance and develop recovery plans when required."

### NEW QUESTION # 26

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

**Answer: B**

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 # 27

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

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

**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 # 28

Owner's representation staff are managing the construction of a new water treatment plant. The owner has specific operational and sustainability goals they want met and are contracting the team for full commissioning services. The commissioning plan should include which of the following requirements for each party in the commissioning process?

- A. Sequencing, scheduling, design review, verification procedures
- B. Budgeting, sequencing, scheduling, documentation
- C. Sequencing, scheduling, documentation, verification procedures
- D. Sequencing, scheduling, startup procedures, verification process

**Answer: C**

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), Chapter 5 - Quality Management, commissioning is the process of verifying that all systems and components of a facility are designed, installed, tested, and maintained according to the owner's operational requirements.

The CMAA defines that:

"The commissioning plan must identify each party's responsibilities, including sequencing, scheduling, documentation, and verification procedures required to confirm that systems perform as intended." Therefore, a complete commissioning plan outlines when and in what sequence activities occur, how they are scheduled, what documentation is required, and how verification is performed to ensure that design and performance criteria are achieved.

References:

CMAA Construction Management Standards of Practice, Chapter 5 - Quality Management, Section:

"Commissioning and Quality Assurance," pp. 55-58.

CMAA CM Study Guide, Quality Management Domain, Objective 5.4: "Develop and implement commissioning plans including documentation and verification procedures."

### NEW QUESTION # 29

Which delivery method, if not properly coordinated, introduces the strong possibility of work scope being duplicated or even omitted?

- A. Design Build (DB)
- B. CM at Risk (CMAR)
- C. Multi-Prime
- D. Design-Bid-Build (DBB)

**Answer: C**

Explanation:

The CMAA Standards of Practice explain that Multi-Prime delivery involves multiple contractors each working under separate contracts directly with the Owner. The absence of a single point of contractual coordination can result in scope overlaps or gaps if the CM or Owner does not maintain tight coordination among all primes.

As noted in the SOP:

"The potential for duplication or omission of work scope is greatest in a multi-prime contracting arrangement, where the

responsibility for interfaces between contracts must be clearly defined and managed by the Construction Manager." This risk is unique to the Multi-Prime method because, unlike CMAR or Design-Build, there is no single entity responsible for all construction coordination.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section: "Project Delivery Methods," pp. 19-20.

CMAA Study Guide, Project Management Domain, Objective 2.1.

## NEW QUESTION # 30

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