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CMAA Certified Construction Manager (CCM) Sample Questions (Q60-Q65):

NEW QUESTION # 60

The narrative accompanying a CM-developed construction cost estimate during the design phase should include which of the following?

- A. Means and methods of construction
- B. Suggestions for value management of building systems and other opportunities for savings
- C. Written confirmation of verbal data and assumptions made
- D. CM's recommendation of improvements to specifications and quality of materials

Answer: C

Explanation:

In CMAA Cost Management guidelines, the SOP directs that a CM's cost estimate must be supported by a written narrative documenting all assumptions, clarifications, and qualifications used in developing the estimate. This provides transparency and establishes a record for future reference.

As stated in the SOP:

"Each estimate shall include a written narrative identifying the basis of the estimate, assumptions made, data sources used, and confirmation of verbal or informal information obtained during the estimate preparation." Including means and methods (Option D) is outside the CM's role, and value management suggestions (Option B) belong in separate analyses. Therefore, the most accurate and compliant answer is A. Written confirmation of verbal data and assumptions made.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 3 - Cost Management, Section: "Design Phase Cost Estimates," pp. 33-35.

CMAA Study Guide, Cost Management Domain, Objective 3.2.

NEW QUESTION # 61

A CM team on a new project which is in the pre-design phase is planning their climate resiliency strategy. Which of the following is the team's BEST first step in this process?

- A. Establish QA/QC specifications.
- B. Hire a commissioning agent.
- C. Establish a third-party certification.
- **D. Collect relevant data and reports.**

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 8 - Sustainability and Environmental Stewardship, early-phase sustainability and resiliency planning must begin with data collection and assessment. This step establishes the factual foundation for subsequent decision-making on design strategies, risk mitigation, and performance goals.

The CMAA states:

"During the planning and pre-design phases, the CM should assist the owner and design team by collecting and reviewing available data and reports on climate conditions, environmental risks, and site-specific factors.

These data inform the development of sustainable goals and resiliency measures integrated into the project scope." This initial effort typically includes gathering information such as:

- * Local climate projections and floodplain data.
- * Historical weather events and environmental impact studies.
- * Site topography, soil, and hydrology reports.
- * Utility availability, energy use profiles, and applicable regulatory requirements.

Only after a comprehensive understanding of environmental and site conditions has been established can the team properly evaluate certification pathways (e.g., LEED, Envision), develop quality specifications, or engage specialized consultants such as commissioning agents.

Therefore, the best first step for the CM team during the pre-design phase is to collect relevant data and reports that will serve as the basis for all subsequent climate resiliency and sustainability strategies.

References (CMAA Construction Manager Documents / Study Guide):

* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 8 - Sustainability and Environmental Stewardship, Section: "Early Project Phase Activities," pp. 78-80.

* CMAA CM Study Guide, Sustainability and Environmental Stewardship Domain, Objective 8.1:

"Support the collection and assessment of environmental data in the planning and pre-design phases to inform resiliency and sustainability strategies."

NEW QUESTION # 62

When applying Business Intelligence (also known as data mining) to manage large volumes of construction project data, the source data must

- **A. first exist in digital format.**
- B. first exist in hard copy format.

- C. include outliers and missing data.
- D. include advanced algorithms.

Answer: A

Explanation:

In the CMAA Emerging Technologies Committee white paper "Explorations in Data Mining", CMAA states that the term source data in the context of business intelligence and data mining refers to digitized elements. It explains:

"Raw data exists in myriad forms. ... The first requirement of data mining, then, is to digitize that information. ... For the purposes of this white paper, the term 'source data' refers solely to digitized elements." Thus, before data mining or BI tools can operate effectively, the original project data (which may initially exist in paper, drawings, or other analog forms) must be converted into a machine-readable, electronic format.

Only digital data can be processed, queried, normalized, correlated, and analyzed by algorithms in a BI system.

NEW QUESTION # 63

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. project phasing.
- B. contract packaging.
- C. resource-leveling.
- D. project financing.

Answer: A

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 # 64

Float, date, and duration are examples of

- A. schedule parameters.
- B. logic elements.
- C. schedule elements.
- D. constraints.

Answer: A

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 4 - Time Management, "schedule parameters" are quantitative data or attributes that define and control the time-based characteristics of project activities.

CMAA identifies parameters such as:

Dates (start and finish)

Durations (planned time to perform an activity)

Float or slack (available time flexibility within the schedule)

These are fundamental "parameters" because they define measurable scheduling characteristics rather than structural logic or relationships. In contrast, "logic elements" refer to the dependencies between activities, and

"constraints" impose limitations or conditions (such as "must finish by" or "start no earlier than").

Therefore, float, date, and duration are examples of schedule parameters.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Time Management, Section: "Scheduling Fundamentals." CMAA CM Study Guide, Time Management Domain, Objective 4.2: "Identify schedule elements and parameters."

NEW QUESTION # 65

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