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## CMAA Certified Construction Manager (CCM) Sample Questions (Q12-Q17):

**NEW QUESTION # 12**

Which of the following is a key element of a safety culture?

- A. Time is of the essence
- **B. Ownership and management buy-in**
- C. Maximizing profit
- D. Prompt accident notification

**Answer: B**

Explanation:

In CMAA's Construction Management Standards of Practice (Safety Management chapter), a foundational principle for establishing a strong safety culture is management commitment and leadership. The Standards emphasize that safety culture requires "buy-in" from ownership and senior management, meaning that the highest levels of the organization visibly support, fund, and enforce safety initiatives. Without top-down support, safety programs are less effective.

While prompt accident notification is an important procedural action in safety management, it is not a core cultural element. "Time is of the essence" and "maximizing profit" are not safety culture traits. The distinguishing characteristic of a mature safety culture is that management and ownership demonstrate continuous commitment, accountability, and prioritize safety across all project levels.

#### **NEW QUESTION # 13**

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

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

**Answer: A**

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 # 14**

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

**Answer: C**

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 # 15

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 hard copy format.
- B. include advanced algorithms.
- C. first exist in digital format.
- D. include outliers and missing data.

**Answer: C**

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 # 16

The joint between a cast-in-place wall and a cast-in-place roof slab contains a waterstop for a sub-grade structure. While installing roof beams, the waterstop became dislodged from the already-placed wall. A non-conformance report was issued. The engineer of record's repair detail showed to cut and remove the dislodged waterstop sections. The authority/agency re-approved the detail as the waterstop is part of a secondary waterproofing system and the primary system was deemed sufficient. The contractor did not comply with the detail and placed the concrete roof slab over the dislodged material. In this scenario, which of the following options represents the BEST course of action?

- A. All slab concrete should be removed.
- B. Based on the engineer of record's recommendation, the contractor should develop a repair detail and submit for approval.
- C. The agency should accept as-is and rely on the primary system.
- D. The concrete should be chopped out, rebar dowels should be drilled into the new slab, and the repair detail should be implemented.

**Answer: B**

Explanation:

Per CMAA Standards of Practice (Chapter 5 - Quality Management and Chapter 6 - Contract Administration), when non-conforming work is discovered and the contractor fails to comply with approved corrective instructions, the appropriate procedure is for the contractor to submit a proposed corrective action or repair detail for review and approval by the engineer of record and the owner.

The SOP emphasizes:

"The contractor is responsible for proposing a corrective action for nonconforming work. The CM shall ensure the proposal is reviewed and approved by the design professional and owner prior to implementation." Accepting the condition as-is (Option C) would be improper without formal approval, and unilateral removal or demolition (Options B or D) should only occur after the approved corrective process is completed.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Quality Management, Section "Nonconforming Work and Corrective Action." CMAA CM Study Guide, Quality Management Domain, Objective 5.4: "Coordinate the review and approval of corrective actions for nonconforming work."

### NEW QUESTION # 17

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