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CMAA Certified Construction Manager (CCM) Sample Questions (Q27-Q32):

NEW QUESTION # 27

The chief estimator for a construction company is asked to provide an estimate based on known project characteristics, such as square footage and unit prices. The estimator will MOST likely be employing which technique?

- A. Analogous Estimating
- **B. Parametric Estimating**
- C. Bottom Up Estimating
- D. Conceptual Estimating

Answer: B

Explanation:

The CMAA Cost Management section defines parametric estimating as:

"A method of estimating in which the cost of a project or component is determined by applying cost parameters (such as cost per square foot, cost per unit, or cost per linear foot) to known quantities or measurable project characteristics." This approach is typically used during early design stages when only limited design information is available but project parameters (e.g., size, type, location) are known. It provides a reliable and repeatable estimating method for benchmarking or budgeting.

Conceptual estimating relies on very preliminary data or similar past projects, while bottom-up estimating requires detailed quantity takeoffs and is used at later design stages. Analogous estimating uses direct comparison with a completed project, not specific cost parameters.

Hence, the correct answer is B. Parametric Estimating.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Cost Management, Section: "Estimating Techniques." CMAA CM Study Guide, Cost Management Domain, Objective 4.2: "Apply parametric estimating techniques based on measurable parameters.

NEW QUESTION # 28

An agency CM is assigned to a new construction project using the CMAA A-2 Standard Form of Agreement between owner and contractor. The project is experiencing concurrent critical path delays caused by the contractor and the architect. What is the BEST guidance the agency CM could give the owner for dealing with these events?

- **A. Direct both the architect and GC to mitigate each delay and have the agency CM perform a schedule impact analysis to allocate delay responsibility.**
- B. The owner should plan for delayed completion.
- C. The owner should charge the contractor daily liquidated damages.
- D. The architect and GC should be directed to add resources to mitigate each of their delays at no additional cost to the owner.

Answer: A

Explanation:

Under CMAA's Time Management and Risk Management domains, when concurrent delays arise from different responsible parties (e.g. architect and contractor), the CM should perform a schedule impact analysis to apportion responsibility and guide mitigation. The CM should instruct both parties to mitigate their individual delays within their responsibilities. This approach helps the owner understand cost/time consequences, negotiate or handle claims, and manage risk.

Option A is defeatist (accept delay without mitigation). Option C expects cost absorption by parties without analysis and may be unfair or contractually unsupported. Option D (liquidated damages) addresses contractor delay penalties but does not address architect-caused delay or concurrent delay complexities. The A-2 form is neutral; it does not automatically allow penalizing the contractor when both parties are at fault. The CM's best role is to analyze impacts and assist in allocation of responsibility—thus B is best.

NEW QUESTION # 29

A relatively new general contractor has executed three projects. To date, their employees have worked a total of 35,000 hours and their three projects have recorded a total of 50 injuries. What is their recordable case rate?

- **A. 0**
- B. 1
- C. 0.0014
- D. 2

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, the Recordable Incident Rate (RIR), also referred to as the Recordable Case Rate, is calculated using the OSHA standard formula:

Where:

* 200,000 represents the number of hours worked by 100 employees in one year (based on 40 hours/week × 50 weeks/year).

* The result reflects the number of recordable injuries and illnesses per 100 full-time workers per year.

Calculation:

When rounded to the nearest whole number, the Recordable Case Rate = 286.

However, in practical safety reporting, the CMAA SOP notes that extremely high values indicate unusually unsafe conditions. Among the provided options, D (700) would only result from a smaller denominator (e.g., fewer total hours worked). Since the given 35,000 hours yield approximately 286, the correct answer, verified by the formula, is C. 286.

References (CMAA Construction Manager Documents / Study Guide):

* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 7 - Safety Management, Section: "Safety Metrics and Performance Measurement," pp. 72-73.

* CMAA CM Study Guide, Safety Management Domain, Objective 7.4: "Calculate and interpret safety performance metrics (Recordable Incident Rate, Lost-Time Rate, and Severity Rate)."

NEW QUESTION # 30

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

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

Answer: B

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 # 31

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

Answer: B

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 # 32

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