

Use Construction-Manager Exam Questions [2026]- Forget About Failure

Failure Modes and Effects Analysis (FMEA) Exam Questions with 100% Correct Answers | Latest Update 2025/2026

failure - ✓ ✓ - departure of an item from its required or intended operation, function, or behavior

- inability of a system, subsystem, or component to perform its required function
- inability of an item to perform within previously prescribed limits

failure mode - ✓ ✓ - manner by which an item fails

- mode or state the items is in after it fails
- way in which the failure of an item occurs

FMEA questions - ✓ ✓ FM: what could go wrong and how?

E: what are the consequences

A: Probability of occurrences and severity of the consequences

FMEA - ✓ ✓ tool for evaluating the effects of potential failure modes of subsystems, assemblies, components or functions

- equipment oriented and not hazards oriented

FMEA answers the following questions: - ✓ ✓ - what can fail?

- how does it fail?
- how frequently will it fail?
- what are the effects of the failure?
- what is the reliability/safety consequence of the failure?

FMEA Worksheet - ✓ ✓ item

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CMAA Certified Construction Manager (CCM) Sample Questions (Q45-Q50):

NEW QUESTION # 45

A CM is managing a rebranding program that includes 120 stores with a contract value of \$1,200,000. The program schedule plans the completion of 10 stores per month for a total of 12 months. At the end of month 10, the CM receives an application for payment indicating completion of 100 stores and a cumulative earned value of \$1.1 million. Which statement most accurately portrays program status?

- A. On schedule, pay application accurately reflects percentage complete.
- B. Behind schedule, pay application exceeds percentage complete.
- C. On schedule, pay application exceeds percentage complete.
- **D. Behind schedule, pay application accurately reflects percentage complete.**

Answer: D

Explanation:

Per the CMAA Cost and Time Management principles, progress evaluation is based on earned value relative to planned progress.

Planned progress at month 10 = 10 stores/month × 10 months = 100 stores planned.

Actual progress = 100 stores completed, representing 10/12 (#83%) of total scope.

Thus, the project is on schedule by units completed, but the total duration is 12 months, and the total value earned is \$1.1M of \$1.2M = 91.7% of total cost value, which proportionally exceeds the planned percentage for 10/12 months (#83%).

Therefore, while the progress in number of stores matches schedule, the earned value (\$1.1M) exceeds the proportional planned value, which can indicate front-loading or over-reported cost progress. Since month 10 implies two months remaining (20 stores left), to stay on plan they should be at approximately \$1.0M earned value. The pay application exceeds this.

However, given the full comparison, the schedule is behind overall program completion (as 100/120 stores = 83%), but the payment reflects that same completion percentage accurately, not inflated. Thus, option C ("Behind schedule, pay application accurately reflects percentage complete") is the correct interpretation.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, Chapter 3 - Cost Management and Chapter 4 - Time Management.

CMAA CM Study Guide, Cost Management Domain, Objective 3.4: "Evaluate project cost and earned value."

NEW QUESTION # 46

Program management includes the early participation of the program manager in developing and making which of the following types of decisions that become the basis of a capital improvement program?

- **A. Business**
- B. Staffing
- C. Jurisdictional
- D. Safety

Answer: A

Explanation:

According to CMAA's Standards of Practice (Program Management section), the program manager should participate early in the program definition stage by "developing and making the initial strategic, technical and business decisions that define and become the basis for the capital improvement program." Among the options given, business decisions directly match that description. Safety, staffing, and jurisdictional decisions might be part of implementation, but the foundation-setting decisions include business choices (such as scope, funding, investment priorities).

NEW QUESTION # 47

The current construction market is extremely busy, and the trade/sub-contractors are being very selective in the projects they bid on. What options do owners have when the marketplace is vastly different from when their project was a concept to when its ready to

be advertised?

- A. Postpone advertising for one year.
- **B. Consider the impacts of current market conditions and revise project strategy.**
- C. Advertise the project and award to lowest bidder.
- D. Market conditions should not be a factor in when a project is advertised.

Answer: B

Explanation:

CMAA encourages the CM and owner to respond adaptively to changing conditions in the market rather than rigidly follow plans that become unrealistic. The owner and CM should continuously monitor external factors, such as contractor availability, market pricing escalation, and risk, and adapt the procurement and strategy accordingly. In a wildly different market, proceeding blindly (as in A or C) could lead to failed bids or cost overruns. Postponement (option B) may be an option, but doing so for a fixed period (one year) is inflexible and risky. The prudent option, consistent with CMAA's advocacy for adaptable project management and risk mitigation, is to consider the impacts of current market conditions and revise the project strategy.

NEW QUESTION # 48

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

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

Answer: A

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 # 49

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. Conceptual Estimating
- **B. Parametric Estimating**
- C. Analogous Estimating
- D. Bottom Up 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 # 50

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