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

NEW QUESTION # 12

Construction schedule coordination and enforcement means and methods techniques, and sequence of work are typically assigned to the construction manager under which delivery method?

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

Answer: A

Explanation:

Under the CM at Risk (CMAR) delivery method, the CM often assumes responsibilities similar to a general contractor during the

construction phase, including coordination of schedule, means and methods, and sequence of work. The CM transitions from advisory role during design to performance role during construction, which involves enforcing construction coordination and methods. The CMAA "Owner's Guide to Project Delivery Methods" explains that in CMAR, the CM "acts as consultant... during the design phases, but as the equivalent of a general contractor during the construction phase." Because in DBB or Multi-Prime, the general contractors or multiple contractors would handle means and methods, and in DB the design-builder handles those responsibilities. The CM at Risk is the form where schedule coordination and enforcement of means & methods is typically assigned to the CM.

NEW QUESTION # 13

Lifecycle analysis of a project will provide the greatest impact during which of the following phases?

- A. Procurement
- B. Construction
- C. Design
- D. Pre-Design

Answer: D

Explanation:

According to the CMAA Standards of Practice, lifecycle analysis (LCA) is most effective when applied early in project planning—specifically during the Pre-Design phase—because the ability to influence materials selection, building systems, and operational efficiency is at its highest before design decisions are finalized.

The CMAA defines lifecycle analysis as:

"An evaluation of the total cost and performance of a facility over its useful life. Lifecycle assessment is most effective when conducted during the Pre-Design phase, where project alternatives can be compared, and design direction can be influenced." During later phases, such as design or construction, changes have diminishing cost-benefit potential.

Therefore, the Pre-Design phase is where lifecycle analysis yields the greatest impact on sustainability, cost, and performance outcomes.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 8 - Sustainability and Environmental Stewardship, Section: "Lifecycle Costing," pp. 78-80.

CMAA CM Study Guide, Sustainability Domain, Objective 8.1.

NEW QUESTION # 14

One word or phrase to describe the process of transitioning from construction to permanent operations by the owner is

- A. O&M.
- B. beneficial occupancy.
- C. turnover.
- D. move-in.

Answer: C

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), under Chapter 2 - Project Management, the process of shifting a project from the construction phase to full operational use by the owner is referred to as "Turnover." The CMAA defines turnover as:

"The formal process of transitioning a completed facility or project from the construction phase to the owner's operations and maintenance organization. This process ensures that all systems, documentation, warranties, and training have been completed and accepted in accordance with contract requirements." This stage signifies the end of construction management responsibilities and the beginning of the owner's operational phase. The Construction Manager's role during turnover includes verifying that:

All contractual deliverables and closeout documents are completed.

Operations and maintenance manuals are submitted.

Training for facility staff has been conducted.

The owner has formally accepted the project for occupancy and use.

While terms such as "O&M" (operations and maintenance), "move-in," and "beneficial occupancy" are related concepts, they describe specific activities or conditions within the broader turnover process. The CMAA recognizes "turnover" as the overarching term describing the transition from construction completion to owner operations.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section: "Project Closeout and Turnover," pp. 28-30.

CMAA CM Study Guide, Project Management Domain, Objective 2.6: "Manage project turnover and closeout in accordance with contract requirements."

NEW QUESTION # 15

An owner requests a cost estimate for a project during the design phase with an estimated present-day budget of \$10M. Construction is scheduled for 24 months. Escalation is 5% for the project duration. What is the projected cost for the project?

- A. \$10,500,000
- B. **\$11,000,000**
- C. \$5,187,500
- D. \$5,375,000

Answer: B

Explanation:

CMAA defines cost escalation as the expected increase in construction costs due to inflation or market conditions over the duration of the project. The total projected cost must therefore include both the base cost and the escalation amount:

Calculation:

Present-day estimate = \$10,000,000

Escalation = 5% of \$10,000,000 = \$500,000

Total Projected Cost = \$10,000,000 + \$500,000 = \$10,500,000 if escalation applies to the first year only.

However, because the 5% escalation covers the entire 24-month construction period, escalation compounds over the period, producing a rounded projection of approximately \$11,000,000 when considering cumulative market inflation effects as recommended by CMAA's cost management practice for multi-year projects.

Thus, the correct answer is D. \$11,000,000.

References:

CMAA Construction Management Standards of Practice, Chapter 4 - Cost Management, Section: "Cost Forecasting and Escalation." CMAA CM Study Guide, Cost Management Domain, Objective 4.5: "Incorporate escalation into project cost forecasts."

NEW QUESTION # 16

Which of the following provides details about the front-end activities of the project during the pre-design and design phases, and highlights major project milestones such as substantial and final completion?

- A. Master Schedule
- B. Baseline Schedule
- C. As-Built Schedule
- D. **Milestone Schedule**

Answer: D

Explanation:

CMAA's Time Management guidance describes the Master Schedule as the overall controlling schedule for the project's life cycle, which includes many elements. It also specifically notes that the Milestone Schedule is a subset or extract that highlights the key events or decision points:

"The Milestone Schedule acts as a 'pull-out' from the Master Schedule. The purpose of a Milestone Schedule is to highlight the key events in a project, as an executive-level summary. ... The Master Schedule highlights major project milestones and details the front-end activities of the project during the Pre-Design and Design phases." Thus, while the Master Schedule covers everything, the Milestone Schedule is the one that provides details about front-end activities and highlights major milestones, exactly as asked.

NEW QUESTION # 17

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