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## CMAA Certified Construction Manager (CCM) Sample Questions (Q21-Q26):

### NEW QUESTION # 21

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

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

**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 # 22

During the design review process for a rehabilitation of a corporate office headquarters, the CM should routinely review the designers' submissions, and the reviews will include

- A. budget, schedule, and value engineering reviews.
- B. constructability, schedule, and maintenance reviews.
- C. constructability, biddability, and operability reviews.
- D. scope, constructability, and biddability reviews.

**Answer: C**

Explanation:

According to CMAA's Quality Management section, the CM is responsible for performing thorough design phase reviews to improve quality and minimize design-related issues. These reviews must evaluate the project's constructability, biddability, and operability. The SOP defines these as follows:

"Design reviews should be conducted for constructability, to ensure the design can be built efficiently; biddability, to ensure the design is clearly and competitively bid; and operability, to ensure the facility can be operated and maintained as intended." This three-part review ensures that the design not only supports quality construction but also long-term functionality.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Quality Management, Section: "Design Phase Reviews," pp. 41-43.

CMAA Study Guide, Quality Management Domain, Objective 4.2.

#### NEW QUESTION # 23

Float, date, and duration are examples of

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

**Answer: C**

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 # 24

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

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

**Answer: C**

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 # 25

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

**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 # 26

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