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CMAA Certified Construction Manager (CCM) Sample Questions (Q58-Q63):

NEW QUESTION # 58

If it can be proven that there was discrimination based on gender during the hiring process, someone may lose their CCM credential due to a violation of the

- A. owner's contract requirements.
- B. owner's diversity requirements.
- **C. CMAA Code of Professional Conduct.**

- D. CMAA Standards of Practice.

Answer: C

Explanation:

The CCM Conditions, Conduct, and Disciplinary Policies state that any individual found to have breached the Conditions and Conduct agreement is subject to revocation of CCM status. The Conditions and Conduct agreement is essentially the Professional Code of Conduct (or Code of Professional Ethics) under which CCMs agree to operate.

Discrimination, such as gender-based discrimination in hiring, is a violation of professional ethical standards and would be considered "unprofessional or unethical conduct" under the Code of Professional Conduct.

NEW QUESTION # 59

A project manager is working on a new transit station project. This client has never used an agency CM before. The project manager wishes to engage the client in defining the scope, budget, schedule, environmental conditions, and basic systems to be utilized. Which of the following would be MOST useful in engaging the client and defining the project requirements?

- A. Project Procedures Manual
- B. Kickoff Partnering Meeting
- C. Quality Management Plan
- **D. Project Management Plan**

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 2 - Project Management, the Project Management Plan (PMP) is the foundational document that defines how the project will be executed, monitored, and controlled. It serves as the key management tool for the CM and owner to establish alignment on the project's scope, budget, schedule, quality expectations, and environmental and operational conditions.

The CMAA states:

"The Project Management Plan is the single, comprehensive document that defines the project's objectives, organizational structure, responsibilities, communication protocols, and the methods by which cost, schedule, quality, and scope will be managed. It is developed in collaboration with the owner and other project stakeholders." In this scenario, because the client is new to the CM process, the Project Management Plan provides the most effective framework for engaging the owner early, defining expectations, and establishing the basis for all project decisions.

* Option A (Quality Management Plan) focuses solely on procedures to maintain and verify quality standards, not the overall project definition.

* Option B (Project Procedures Manual) outlines detailed administrative and communication procedures but is secondary to the PMP.

* Option C (Kickoff Partnering Meeting) is valuable for relationship-building, but it is a single event- not a formal document defining scope, budget, or systems.

Therefore, the Project Management Plan (D) is the most useful tool for engaging the client and defining all foundational project requirements.

References (CMAA Construction Manager Documents / Study Guide):

* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section: "Project Management Plan (PMP)," pp. 21-23.

* CMAA CM Study Guide, Project Management Domain, Objective 2.1: "Develop and implement the Project Management Plan in coordination with the owner and stakeholders to define scope, schedule, cost, and quality parameters."

NEW QUESTION # 60

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. Based on the engineer of record's recommendation, the contractor should develop a repair detail and submit for approval.**
- B. The agency should accept as-is and rely on the primary system.

- C. The concrete should be chopped out, rebar dowels should be drilled into the new slab, and the repair detail should be implemented.
- D. All slab concrete should be removed.

Answer: A

Explanation:

PerCMAA 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 # 61

$$= P \times [(C + T + Q) + 3]$$

P is Probability

C is Cost

T is Time

Q is Quality

This equation best describes a(n)

- A. Monte Carlo simulation equation.
- **B. overall risk score.**
- C. cost time quality evaluation.
- D. risk variable score.

Answer: B

Explanation:

According to the CMAA Standards of Practice in the Risk Management section, risk quantification often uses formulas combining probability (P) and impact factors such as Cost (C), Time (T), and Quality (Q) to compute an overall risk score.

The CMAA explains:

"Risk scoring combines the likelihood (probability) of occurrence with the magnitude of its potential impact across cost, time, and quality metrics. The resultant value represents the overall risk score used for prioritization in the risk register." The given formula aligns directly with that concept - it mathematically expresses a weighted overall risk score, not a simulation or isolated variable measure. A Monte Carlo simulation is a separate probabilistic modeling technique, not a single-score formula.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 9 - Risk Management, Section: "Risk Identification and Quantification," pp. 85-87.

CMAA Study Guide, Risk Management Domain, Objective 9.3.

NEW QUESTION # 62

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

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

Answer: A

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 # 63

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