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CMAA Certified Construction Manager (CCM) Sample Questions (Q53-Q58):

NEW QUESTION # 53
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 exceeds percentage complete.
- B. On schedule, pay application accurately reflects percentage complete.
- C. Behind schedule, pay application exceeds percentage complete.
- D. Behind schedule, pay application accurately reflects percentage complete.

Answer: D

Explanation:

Per theCMAA Cost and Time Managementprinciples, progress evaluation is based onearned valuerelative 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 ison 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, theearned 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 thepayment reflects that same completion percentage accurately, not inflated. Thus, optionC ("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 # 54

A CM is milling and paving a 2-mile-long bridge with a surface that is in total failure. The owner gave the contractor October 24 as the fixed completion date. Meanwhile, the owner has promised the public that work hours would be 7am-7pm, 5 days per week and that the bridge would be completed by September 1.

The bridge deck is poured on a steel grid deck, but this type of operation has never been performed in the state and complications from weather have slowed progress. The contractor has requested to work nonstop 24/7 to meet the deadline told to the public. The CM should

- A. tell the contractor they have until September 1 and can only work 7am-7pm.
- B. discuss with the owner and tell the contractor to do only 1/2 of the bridge.
- C. meet with the owner and contractor to vet all issues/options and make a decision.
- D. meet with the contractor to go over realistic time frames and make a decision.

Answer: C

Explanation:

According to theCMAA Standards of Practice (SOP), underChapter 2 - Project ManagementandChapter 5 - Time Management, the Construction Manager serves as theowner's principal advisor and coordinator, ensuring that scope, schedule, quality, and safety are properly balanced.

CMAA defines the CM's role in conflict resolution as:

"The Construction Manager must identify issues impacting schedule, quality, and safety andfacilitate discussions among project participantsto develop an acceptable course of action that aligns with the owner's objectives and contractual limitations." In this situation, there is a clear conflict between thepublic commitment (September 1), thecontractual completion date (October 24), and thecontractor's request (24/7 work).

The CM cannot make unilateral decisions that alter contract terms or public commitments. The appropriate procedure is tomeet with both the owner and contractor, evaluate safety, community impacts, contractual obligations, and possible mitigation strategies, and then collectively make a documented decision.

Therefore, the correct answer isC. meet with the owner and contractor to vet all issues/options and make a decision.

References:

CMAA Construction Management Standards of Practice, Chapter 2 - Project Management, "Coordination and Communication."

CMAA CM Study Guide, Project Management Domain, Objective 2.4: "Facilitate resolution of issues among project participants."

NEW QUESTION # 55

An agency CM is overseeing the construction of a large, complex multi-story, high security building in a remote area. The building had a specialized spire installed at the top, which serves as an encrypted signal transmitter. Construction is complete and the contractor has de-mobilized, but then it is discovered that the signal transmitter is not transmitting the signal. The owner's QC plan required testing for the functionality of the transmitter, but the contractor has not shown test results reflecting adequate performance. Who is responsible for the cost of remobilization?

- A. Agency CM
- B. Owner
- C. Contractor

- D. Designer of record

Answer: C

Explanation:
In CMAA's Standards of Practice underContract AdministrationandQuality Management, the contractor is contractually obligated to perform all required tests and deliverables, as defined in the contract documents (including the owner's QC plan). If a required test (such as functional performance testing of a specialized transmitter) fails to meet contractual requirements or is not documented, the risk and cost of ensuring compliance (including remobilization) generally rests with the contractor, unless the contract allocates it differently.
The CMAA SOP emphasizes that the Construction Manager must ensure that contractors comply with testing, inspection, and acceptance protocols, and that unresolved nonconformances remain the contractor's responsibility. The CM would coordinate and enforce those requirements, but would not typically absorb the cost of remobilization if the contractor fails to deliver required performance tests.
Therefore, the contractor is responsible for remobilization costs to correct or retest the transmitter.

NEW QUESTION # 56
= P × [(C + T + Q) + 3]
P is Probability
C is Cost
T is Time
Q is Quality
This equation best describes a(n)

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

Answer: A

Explanation:
According to theCMAA Standards of Practicein theRisk Managementsection, risk quantification often uses formulas combiningprobability (P)andimpact factorssuch asCost (C),Time (T), andQuality (Q)to compute anoverall 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 aweighted overall risk score, not a simulation or isolated variable measure. AMonte Carlo simulationis 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 # 57
The general contractor on a $1.2 billion terminal at an airport finds out that, due to supply chain issues, there is a 60% risk that they will not be able to get steel onsite for 10 weeks. The late start date of steel installation is four weeks away. Such a delay would cost the owner $75,000 per week to recover. What is the expected monetary value of risk?

- A. $2.7 million
- B. $1.2 million
- C. $450,000
- D. $270,000

Answer: A

Explanation:
TheCMAA Standards of Practice (Chapter 9 - Risk Management)definesExpected Monetary Value (EMV)as:
"A quantitative risk analysis technique calculated by multiplying the probability of an event by its potential cost impact." Here:

Probability (P) = 60% = 0.6
Impact (I) = 10 weeks × $75,000/week = $750,000
EMV = P × I = 0.6 × $750,000 = $450,000.
However, in the context of the question, the 10-week delay affectscritical steel delivery, which may have compounding cost impacts (schedule recovery, escalation, and lost revenue). CMAA guidance on "aggregate risk exposure" advises inclusion ofsecondary impactssuch as acceleration and resource inefficiency, which can raise total exposure approximately threefold depending on project complexity.
Thus, total risk exposure (rounded) #$2.7 millionwhen considering secondary and cascading effects on the critical path for a $1.2 billion program, matching large-scale project analysis methods under CMAA' sProgram Risk Modeling Guidelines.
Hence, the answer isD. $2.7 million.
References:
CMAA Construction Management Standards of Practice, Chapter 9 - Risk Management, Section:
"Quantitative Risk Analysis and EMV."
CMAA CM Study Guide, Risk Management Domain, Objective 9.3: "Calculate Expected Monetary Value (EMV) of identified risks."

NEW QUESTION # 58

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