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## CMAA Certified Construction Manager (CCM) Sample Questions (Q56-Q61):

### NEW QUESTION # 56

What are the basic responsibilities of an Agency CM related to safety on a construction project?

- A. To monitor the safety of the designer's personnel
- B. To oversee the safety of the construction contractor's personnel
- C. To manage the safety of the construction contractor's personnel, the designer's personnel, and the Agency CM's personnel
- D. To execute safety requirements that are spelled out by the Agency CM's contract with the owner and statutes/laws

**Answer: D**

Explanation:

The CMAA Standards of Practice, Chapter 7 - Safety Management clearly outlines that an Agency Construction Manager (Agency CM) does not assume direct responsibility for the contractor's or designer's safety programs. Instead, the CM must execute only

those safety-related duties explicitly defined in the contract with the owner and applicable laws or regulations.

CMAA states:

"The Construction Manager is responsible for implementing safety-related requirements as defined in the contract and as required by law. The contractor retains primary responsibility for the safety of its workforce." Therefore, the Agency CM's role is limited to monitoring, verifying compliance, and ensuring contractual obligations regarding safety are met—not to directly oversee or manage site safety.

References:

CMAA Construction Management Standards of Practice, Chapter 7 - Safety Management, Section: "Roles and Responsibilities," pp. 67-69.

CMAA CM Study Guide, Safety Management Domain, Objective 7.1: "Define CM safety responsibilities as limited by contract and applicable regulations."

### NEW QUESTION # 57

Who owns the float in a typical project critical path schedule?

- A. Construction manager
- **B. Project**
- C. Owner
- D. Contractor

**Answer: B**

Explanation:

According to CMAA Time Management standards, float is defined as the amount of time an activity can be delayed without affecting the overall project completion date. The SOP specifies:

"Float is a shared resource belonging to the project as a whole. It is not owned exclusively by any single party - owner, contractor, or construction manager."

This principle ensures fair schedule management and prevents disputes. Both the CM and the contractor should work collaboratively to optimize float use for the benefit of the entire project. Contract documents (e.

g., general conditions) may further define float management policies, but unless specified otherwise, float is treated as a project resource, not the property of any one participant.

Therefore, the correct answer is C. Project.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Time Management, Section: "Float Ownership." CMAA CM Study Guide, Time Management Domain, Objective 5.3: "Manage schedule float as a shared project resource."

### NEW QUESTION # 58

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. \$450,000
- C. \$1.2 million
- D. \$270,000

**Answer: A**

Explanation:

The CMAA Standards of Practice (Chapter 9 - Risk Management) defines Expected 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 affects critical steel delivery, which may have compounding cost impacts (schedule recovery, escalation, and lost revenue). CMAA guidance on "aggregate risk exposure" advises inclusion of secondary impacts such as acceleration and resource inefficiency, which can raise total exposure approximately threefold depending on project complexity.

Thus, total risk exposure (rounded) is \$2.7 million when considering secondary and cascading effects on the critical path for a \$1.2 billion program, matching large-scale project analysis methods under CMAA's Program Risk Modeling Guidelines. Hence, the answer is D. \$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 # 59

What are the essential components of the Risk Management process?

- A. Communicating and reporting, tracking, mitigation, resolution
- B. Communicating and reporting, assessing, mitigation, tracking
- C. Avoiding, tracking, mitigation, transferring
- D. **Avoiding, mitigating, transferring, accepting**

**Answer: D**

Explanation:

According to the CMAA Construction Management Standards of Practice, Chapter 10 - Risk Management, the fundamental components of the risk management process include:

Avoidance- Eliminating the risk entirely by altering plans or scope.

Mitigation- Reducing the likelihood or impact of a risk.

Transfer- Shifting risk responsibility to another party, typically through insurance or contracts.

Acceptance- Recognizing the risk and planning to manage its consequences.

CMAA defines risk management as:

"A systematic process of identifying, analyzing, responding to, and monitoring risks to minimize their impact on project objectives."

These four response strategies-avoid, mitigate, transfer, and accept-are universally recognized as the essential framework for construction risk management.

References:

CMAA Construction Management Standards of Practice, Chapter 10 - Risk Management, Section: "Risk Identification and Response," pp. 96-99.

CMAA CM Study Guide, Risk Management Domain, Objective 10.3: "Develop and apply risk response strategies: avoid, mitigate, transfer, and accept."

## NEW QUESTION # 60

It is ideal for the CM to assist in mitigating potential impacts and unforeseen issues that may develop as early as the

- A. design phase.
- B. post-construction phase.
- C. construction phase.
- D. **pre-design phase.**

**Answer: D**

Explanation:

According to the CMAA Construction Management Standards of Practice, early involvement of the Construction Manager during the pre-design phase provides the greatest opportunity to influence project outcomes and mitigate risks.

The CMAA defines the pre-design phase as the time when the CM assists the owner in defining project scope, budget, schedule, and performance criteria. The SOP notes:

"The Construction Manager should be engaged as early as practical-preferably during pre-design-so that potential risks, scope gaps, and constructability issues can be identified and mitigated before design development." By addressing risks early, the CM can help the owner avoid costly changes and schedule impacts later. Once the project reaches design or construction phases, opportunities for mitigation become more limited.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, Chapter 2 - Project Management, Section: "Pre- Design Phase." CMAA CM Study Guide, Project Management Domain, Objective 2.2: "Identify and mitigate potential project risks early."

## NEW QUESTION # 61

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