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CMAA Certified Construction Manager (CCM) Sample Questions (Q30-Q35):

NEW QUESTION # 30

The CM is tasked with analyzing the schedule variance of a project on a regular basis. The contractor's recent payment application includes a dramatic increase in earned hours than what was budgeted for the project. This MOST likely indicates

- A. the contractor is making more profit than anticipated.
- B. the contractor will be submitting change orders.
- C. the project is ahead of schedule.
- D. the project is behind schedule.

Answer: D

Explanation:

In earned value or earned hours analysis, "earned hours" represent how much work has actually been completed (in units of schedule effort) compared to what was budgeted over time. If a contractor claims a significantly higher number of earned hours than budget expected at that point, that discrepancy often indicates the contractor is catching up for prior slippage or back-loading progress and may be masking a delay. In other words, the project is likely behind schedule: the contractor is accelerating or shifting resources to show a jump in performance, sometimes to avoid triggering delay claims or escalating scrutiny.

While CMAA's formal SOP does not provide a one-sentence treatment of this particular scenario, standard earned value (EV) and schedule variance (SV) theory (used in CMAA's time management domain) supports that an unexpected inflation in earned hours relative to budget can signal a retrospective correction for lagging progress, rather than true ahead-of-schedule condition.

NEW QUESTION # 31

Which of the following would MOST likely help provide benchmarking for a sustainable project?

- A. Department of Transportation
- B. Environmental Protection Agency
- C. Energy Star program
- D. Housing and Urban Development

Answer: C

Explanation:

The CMAA Standards of Practice (Chapter 8 - Sustainability and Environmental Stewardship) identifies Energy Star as one of the leading benchmarking systems for evaluating energy performance and sustainability in buildings. The SOP describes: "Benchmarking tools such as Energy Star and LEED provide measurable metrics for evaluating the energy efficiency and sustainability of a facility." The Energy Star program, administered by the U.S. Environmental Protection Agency, offers standardized methods to measure, track, and compare energy performance, making it the most directly relevant choice for sustainability benchmarking.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 8 - Sustainability and Environmental Stewardship, Section "Sustainability Metrics and Benchmarking Tools." CMAA CM Study Guide, Sustainability Domain, Objective 8.1: "Identify benchmarking tools for measuring sustainability performance."

NEW QUESTION # 32

Which of the following addresses the administrative and reporting requirements for a Construction Manager during execution of a project?

- A. Contract Administration Guidelines
- B. Construction Administration Guidelines
- C. Project Administration Guidelines
- D. Standards of Practice

Answer: A

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP), under Chapter 6 - Contract Administration, the Contract Administration Guidelines establish the administrative, documentation, and reporting requirements necessary for the Construction Manager (CM) to effectively manage and control project execution in accordance with the contract.

The CMAA defines Contract Administration as:

"The process of managing the relationship between the contracting parties, ensuring compliance with the terms and conditions of the contract, maintaining required documentation, processing payments and changes, and providing the necessary reports to support project management decisions." The Contract Administration Guidelines specifically describe the CM's duties in:

- * Maintaining contract files, correspondence logs, and submittal registers.
- * Processing Requests for Information (RFIs), submittals, and change orders.
- * Administering pay applications and progress reporting.
- * Ensuring documentation complies with project recordkeeping and audit requirements.

These guidelines serve as the CM's reference for consistent and compliant administrative procedures throughout the project's

execution phase.

* Option A (Project Administration Guidelines) is not a recognized CMAA standard category.

* Option B (Standards of Practice) refers to the overall CMAA publication containing all management disciplines, not specific administrative procedures.

* Option C (Construction Administration Guidelines) is a general term and not formally identified by CMAA as a standalone set of guidelines.

Therefore, the correct answer is D. Contract Administration Guidelines because it directly addresses the CM's administrative and reporting responsibilities during project execution.

References (CMAA Construction Manager Documents / Study Guide):

* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 6 - Contract Administration, Section: "Administrative Procedures and Documentation," pp. 60-64.

* CMAA CM Study Guide, Contract Administration Domain, Objective 6.3: "Administer contract documentation and reporting in accordance with project and contractual requirements."

NEW QUESTION # 33

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

Answer: C

Explanation:

Per the CMAA Cost and Time Management principles, progress evaluation is based on earned value relative 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 is on 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, the earned 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 the payment reflects that same completion percentage accurately, not inflated. Thus, option C ("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 # 34

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

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

Answer: C

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 # 35

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