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### CMAA Certified Construction Manager (CCM) Sample Questions (Q29-Q34):

#### NEW QUESTION # 29

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

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

**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 # 30

Which of the following contract types limits the potential incentive to increase profit through increasing contract costs?

- A. Cost plus fixed fee
- B. Cost plus a percentage of cost
- C. Unit price
- D. Time and materials

**Answer: A**

Explanation:

The CMAA Cost Management section identifies several contract types and their profit implications. The Cost Plus Fixed Fee (CPFF) contract type establishes a predetermined fixed fee for the contractor, regardless of actual cost fluctuations.

The SOP explains:

"A cost plus fixed fee contract provides the contractor reimbursement for actual allowable costs plus a fixed fee established at the outset of the contract. The fee does not vary with the actual cost, eliminating any incentive to increase costs for additional profit." In contrast:

Cost plus a percentage of cost encourages higher spending because profit increases with cost.

Time and materials contracts also risk cost escalation.

Unit price contracts carry risk of scope manipulation or overestimation.

Thus, Cost Plus Fixed Fee best limits profit incentive tied to cost growth.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 3 - Cost Management, Section: "Contract Pricing

and Fee Arrangements," pp. 36-38.  
CMAA Study Guide, Cost Management Domain, Objective 3.4.

### NEW QUESTION # 31

The current construction market is extremely busy, and the trade/sub-contractors are being very selective in the projects they bid on. What options do owners have when the marketplace is vastly different from when their project was a concept to when its ready to be advertised?

- A. Postpone advertising for one year.
- B. Market conditions should not be a factor in when a project is advertised.
- **C. Consider the impacts of current market conditions and revise project strategy.**
- D. Advertise the project and award to lowest bidder.

**Answer: C**

Explanation:

CMAA encourages the CM and owner to respond adaptively to changing conditions in the market rather than rigidly follow plans that become unrealistic. The owner and CM should continuously monitor external factors, such as contractor availability, market pricing escalation, and risk, and adapt the procurement and strategy accordingly. In a wildly different market, proceeding blindly (as in A or C) could lead to failed bids or cost overruns. Postponement (option B) may be an option, but doing so for a fixed period (one year) is inflexible and risky. The prudent option, consistent with CMAA's advocacy for adaptable project management and risk mitigation, is to consider the impacts of current market conditions and revise the project strategy.

### NEW QUESTION # 32

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

**Answer: A**

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 # 33

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

**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 # 34

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