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CMAA Certified Construction Manager (CCM) Sample Questions (Q17-Q22):

NEW QUESTION # 17

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 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 # 18

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

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 # 19

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

P is Probability

C is Cost

T is Time

Q is Quality

This equation best describes a(n)

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

- D. risk variable score.

Answer: A

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 # 20

One word or phrase to describe the process of transitioning from construction to permanent operations by the owner is

- A. O&M.
- **B. turnover.**
- C. move-in.
- D. beneficial occupancy.

Answer: B

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), under Chapter 2 - Project Management, the process of shifting a project from the construction phase to full operational use by the owner is referred to as "Turnover." The CMAA defines turnover as:

"The formal process of transitioning a completed facility or project from the construction phase to the owner's operations and maintenance organization. This process ensures that all systems, documentation, warranties, and training have been completed and accepted in accordance with contract requirements." This stage signifies the end of construction management responsibilities and the beginning of the owner's operational phase. The Construction Manager's role during turnover includes verifying that:

All contractual deliverables and closeout documents are completed.

Operations and maintenance manuals are submitted.

Training for facility staff has been conducted.

The owner has formally accepted the project for occupancy and use.

While terms such as "O&M" (operations and maintenance), "move-in," and "beneficial occupancy" are related concepts, they describe specific activities or conditions within the broader turnover process. The CMAA recognizes "turnover" as the overarching term describing the transition from construction completion to owner operations.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section: "Project Closeout and Turnover," pp. 28-30.

CMAA CM Study Guide, Project Management Domain, Objective 2.6: "Manage project turnover and closeout in accordance with contract requirements."

NEW QUESTION # 21

An inexperienced client on a design-bid-build project states that they do not want the designer to assist in the review of submittals, respond to Requests for Information (RFIs), or conduct any site inspections during the construction phase. How should the CM respond to the client's request?

- A. Agree with the client that this will save the project from unnecessary costs and report that the design documents should be error-free.
- **B. Review the Project Procedures Manual (PPM) and then discuss with the client why their approach may add more risk to the project.**
- C. Review the Project Management Plan (PMP) and proceed accordingly.
- D. Ignore the client and continue coordinating with the design professional to provide these necessary services as part of their

contract.

Answer: B

Explanation:

CMAA's Standards of Practice assert the importance of properly defining roles, responsibilities, and risk allocations in the early planning phases (in the Project Procedures Manual and/or Project Management Plan).

The CM's role includes advising the owner of risks associated with the chosen approach. The CM should use the PPM (or the procedures already established) to inform the owner that omitting design professional services during construction (submittals review, RFI responses, inspections) increases the owner's exposure to errors, claims, and omissions.

Choosing option A means referring back to the formal procedures already agreed upon, educating the client about added risks, and working collaboratively to preserve necessary design-phase involvement. Option B would be insubordinate to the client's direction, C is naively optimistic (design documents are rarely perfect), and D is too passive-it doesn't confront the risk issue effectively.

Thus, reviewing the PPM and discussing the risks with the client is the proper CM response.

NEW QUESTION # 22

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