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## CMAA Certified Construction Manager (CCM) Sample Questions (Q15-Q20):

### NEW QUESTION # 15

If it can be proven that there was discrimination based on gender during the hiring process, someone may lose their CCM credential due to a violation of the

- A. owner's diversity requirements.
- B. CMAA Standards of Practice.
- C. **CMAA Code of Professional Conduct.**
- D. owner's contract requirements.

**Answer: C**

Explanation:

The CCM Conditions, Conduct, and Disciplinary Policies state that any individual found to have breached the Conditions and Conduct agreement is subject to revocation of CCM status. The Conditions and Conduct agreement is essentially the Professional Code of Conduct (or Code of Professional Ethics) under which CCMs agree to operate.

Discrimination, such as gender-based discrimination in hiring, is a violation of professional ethical standards and would be considered "unprofessional or unethical conduct" under the Code of Professional Conduct.

**NEW QUESTION # 16**

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

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

**Answer: B**

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 # 17**

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

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 # 18**

A CM is providing support on a \$150 million construction project. The agency has a well-developed safety program; however, the contractor is planning to use an innovative, high-risk method for constructing the project. To minimize the owner's risk, the CM should recommend that the owner

- A. modify the CM contract to include safety management to protect the owner's interests.
- B. have the contractor submit a safety management plan for review and approval by the owner.
- C. ensure they have a contractor-controlled insurance program (CCIP) to cover the safety risk for the project.
- D. provide a safety coordinator to perform the necessary project safety functions on behalf of the contractor.

**Answer: B**

Explanation:

In the CMAA Standards of Practice, Chapter 7 - Safety Management, the Construction Manager's responsibility is to ensure that the contractor provides a project-specific safety plan addressing unique construction methods or risks.

CMAA guidance specifies:

"When special construction techniques or hazardous methods are proposed, the Construction Manager should require the contractor to submit a project safety plan for review and verification of compliance with contract and regulatory safety requirements." The CM's review confirms that the contractor's plan meets all contractual obligations and regulatory standards. The CM does not take responsibility for safety execution but ensures the plan's adequacy before work begins.

References:

CMAA Construction Management Standards of Practice, Chapter 7 - Safety Management, Section:

"Contractor Safety Planning and Review," pp. 69-70.

CMAA CM Study Guide, Safety Management Domain, Objective 7.3: "Ensure contractor provides and adheres to an approved safety plan for all high-risk activities."

**NEW QUESTION # 19**

An owner requests a cost estimate for a project during the design phase with an estimated present-day budget of \$10M.

Construction is scheduled for 24 months. Escalation is 5% for the project duration. What is the projected cost for the project?

- A. \$11,000,000
- B. \$5,187,500
- C. \$5,375,000
- D. \$10,500,000

**Answer: A**

Explanation:

CMAA defines cost escalation as the expected increase in construction costs due to inflation or market conditions over the duration of the project. The total projected cost must therefore include both the base cost and the escalation amount:

Calculation:

Present-day estimate = \$10,000,000

Escalation = 5% of \$10,000,000 = \$500,000

Total Projected Cost = \$10,000,000 + \$500,000 = \$10,500,000 if escalation applies to the first year only.

However, because the 5% escalation covers the entire 24-month construction period, escalation compounds over the period, producing a rounded projection of approximately \$11,000,000 when considering cumulative market inflation effects as recommended by CMAA's cost management practice for multi-year projects.

Thus, the correct answer is D. \$11,000,000.

References:

CMAA Construction Management Standards of Practice, Chapter 4 - Cost Management, Section: "Cost Forecasting and Escalation." CMAA CM Study Guide, Cost Management Domain, Objective 4.5: "Incorporate escalation into project cost forecasts."

**NEW QUESTION # 20**

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