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

NEW QUESTION # 15

When applying Business Intelligence (also known as data mining) to manage large volumes of construction project data, the source

data must

- A. first exist in hard copy format.
- B. include outliers and missing data.
- C. include advanced algorithms.
- **D. first exist in digital format.**

Answer: D

Explanation:

In the CMAA Emerging Technologies Committee white paper "Explorations in Data Mining", CMAA states that the term source data in the context of business intelligence and data mining refers to digitized elements. It explains:

"Raw data exists in myriad forms. ... The first requirement of data mining, then, is to digitize that information. ... For the purposes of this white paper, the term 'source data' refers solely to digitized elements." Thus, before data mining or BI tools can operate effectively, the original project data (which may initially exist in paper, drawings, or other analog forms) must be converted into a machine-readable, electronic format.

Only digital data can be processed, queried, normalized, correlated, and analyzed by algorithms in a BI system.

NEW QUESTION # 16

Which of the following is a key element of a safety culture?

- A. Time is of the essence
- B. Prompt accident notification
- **C. Ownership and management buy-in**
- D. Maximizing profit

Answer: C

Explanation:

In CMAA's Construction Management Standards of Practice (Safety Management chapter), a foundational principle for establishing a strong safety culture is management commitment and leadership. The Standards emphasize that safety culture requires "buy-in" from ownership and senior management, meaning that the highest levels of the organization visibly support, fund, and enforce safety initiatives. Without top-down support, safety programs are less effective.

While prompt accident notification is an important procedural action in safety management, it is not a core cultural element. "Time is of the essence" and "maximizing profit" are not safety culture traits. The distinguishing characteristic of a mature safety culture is that management and ownership demonstrate continuous commitment, accountability, and prioritize safety across all project levels.

NEW QUESTION # 17

Industry best practice is to conduct a pre-bid conference. The intent of the pre-bid conference is to

- A. survey existing conditions and reveal unforeseen conditions.
- **B. resolve any questions about contract requirements and scope of work.**
- C. mitigate change orders and delays.
- D. limit the number of bidders on the project.

Answer: B

Explanation:

The CMAA Construction Management Standards of Practice (SOP) identifies the pre-bid (pre-proposal) conference as a key element of the procurement process. Its purpose is to clarify the scope of work, contract requirements, and bid instructions before bids are submitted.

CMAA states:

"A pre-bid conference provides prospective bidders with an opportunity to review the contract requirements, clarify ambiguities, and receive consistent responses to questions regarding scope, schedule, and procedures." By ensuring that all bidders receive the same information, the CM helps promote fair competition, minimize post-award claims, and reduce misunderstandings about scope—thereby indirectly helping to mitigate change orders and delays. However, the primary intent is to resolve any questions about contract requirements and scope of work.

Option B describes a benefit, but not the immediate intent; Option A concerns site investigation, which is typically handled in separate pre-bid site visits; Option C is contrary to public procurement policy.

Therefore, the correct answer is D.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, Chapter 5 - Contract Administration, Section: "Procurement and Pre-Bid Activities."

CMAA CM Study Guide, Contract Administration Domain, Objective 5.2: "Conduct pre-bid and pre- construction conferences to clarify contract requirements."

NEW QUESTION # 18

A written safety program should include all applicable laws, codes, and regulations, and must

- A. be approved by the Owner.
- B. be developed by the CM.
- C. meet the contractual requirements.
- D. be a shared responsibility with the project team.

Answer: C

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), under Chapter 7 - Safety Management, the written safety program is a required component of every construction project to ensure compliance and accountability. The CMAA specifies that:

"The contractor's safety program shall contain all necessary elements to administer and manage the program in accordance with the contract requirements. It must, at a minimum, demonstrate compliance with all applicable laws, codes, rules, and regulations related to worker and public safety." This statement emphasizes that while safety compliance with statutory regulations is essential, the written program must also be consistent with and satisfy the terms established in the contract documents. The Construction Manager (CM) oversees and monitors safety performance but does not develop or approve the contractor's written safety program. The contractor bears the responsibility for implementing and maintaining the program according to contractual obligations. Therefore, the correct answer is that the written safety program must meet the contractual requirements.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 7 - Safety Management, Section: "Written Safety Program," pp. 68-70.

CMAA CM Study Guide, Safety Management Domain, Objective 7.2: "Ensure compliance with all contractual and statutory safety requirements."

NEW QUESTION # 19

While conducting an inspection of the work in progress for a design-bid-build project, a CM notices that some of the completed work does not conform to the construction documents. The FIRST thing the CM should do is

- A. discuss the concerns with the owner.
- B. schedule a meeting with the design professionals and the client to discuss the issues.
- C. document the non-conforming work and distribute the documentation to the contractor, design professional, and client.
- D. direct the contractor to correct the non-conforming work.

Answer: C

Explanation:

According to the CMAA Standards of Practice (Chapter 5 - Quality Management), when non-conforming work is observed, the first action the CM must take is to document the condition accurately and notify the appropriate parties. The SOP states:

"When nonconforming work is discovered, the Construction Manager shall document the condition, identify the location and extent, and promptly notify the contractor, the owner, and the design professional." The CM does not have authority to direct corrective work (that authority lies with the owner or design professional). Proper documentation ensures an accurate record and initiates the formal resolution process.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 5 - Quality Management, Section "Nonconforming Work Identification and Documentation." CMAA CM Study Guide, Quality Management Domain, Objective 5.3: "Identify and document nonconforming work and notify appropriate parties."

NEW QUESTION # 20

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