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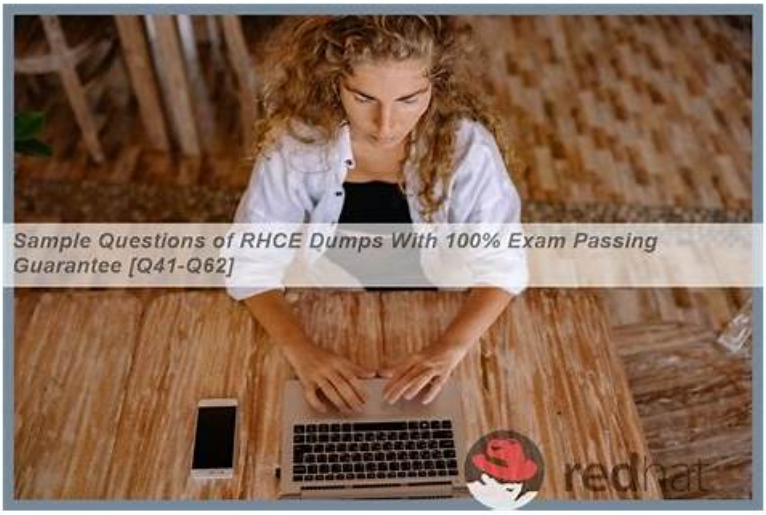

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>> Construction-Manager Questions <<

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CMAA Certified Construction Manager (CCM) Sample Questions (Q21-Q26):

NEW QUESTION # 21
An agency CM is assigned to a new construction project using the CMAA A-2 Standard Form of Agreement between owner and contractor. The project is experiencing concurrent critical path delays caused by the contractor and the architect. What is the BEST guidance the agency CM could give the owner for dealing with these events?

- A. The owner should charge the contractor daily liquidated damages.
- B. The owner should plan for delayed completion.
- C. The architect and GC should be directed to add resources to mitigate each of their delays at no additional cost to the owner.
- D. Direct both the architect and GC to mitigate each delay and have the agency CM perform a schedule impact analysis to

allocate delay responsibility.

Answer: D

Explanation:
Under CMAA'sTime ManagementandRisk Managementdomains, when concurrent delays arise from different responsible parties (e.g. architect and contractor), the CM should perform aschedule impact analysisto apportion responsibility and guide mitigation. The CM should instruct both parties to mitigate their individual delays within their responsibilities. This approach helps the owner understand cost/time consequences, negotiate or handle claims, and manage risk.
Option A is defeatist (accept delay without mitigation). Option C expects cost absorption by parties without analysis and may be unfair or contractually unsupported. Option D (liquidated damages) addresses contractor delay penalties but does not address architect-caused delay or concurrent delay complexities. The A-2 form is neutral; it does not automatically allow penalizing the contractor when both parties are at fault. The CM's best role is to analyze impacts and assist in allocation of responsibility-thus B is best.

NEW QUESTION # 22
= P × [(C + T + Q) + 3]
P is Probability
C is Cost
T is Time
Q is Quality
This equation best describes a(n)

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

Answer: C

Explanation:
According to theCMAA Standards of Practicein theRisk Managementsection, risk quantification often uses formulas combiningprobability (P)andimpact factorssuch asCost (C),Time (T), andQuality (Q)to compute anoverall 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 aweighted overall risk score, not a simulation or isolated variable measure. AMonte Carlo simulationis 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 # 23
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 digital format.
- B. include advanced algorithms.
- C. include outliers and missing data.
- D. first exist in hard copy format.

Answer: A

Explanation:
In the CMAA Emerging Technologies Committee white paper"Explorations in Data Mining", CMAA states that the termsource datain the context of business intelligence and data mining refers todigitized elements. It explains:
"Raw data exists in myriad forms. ... The first requirement of data mining, then, is todigitize 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 # 24
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. Behind schedule, pay application exceeds percentage complete.
- C. On schedule, pay application exceeds percentage complete.
- D. Behind schedule, pay application accurately reflects percentage complete.

Answer: D

Explanation:
Per theCMAA Cost and Time Managementprinciples, progress evaluation is based onearned valuerelative 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 ison 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, theearned 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 thepayment reflects that same completion percentage accurately, not inflated. Thus, optionC ("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 # 25
Which of the following would MOST likely help provide benchmarking for a sustainable project?

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

Answer: B

Explanation:
TheCMAA Standards of Practice (Chapter 8 - Sustainability and Environmental Stewardship) identifiesEnergy Staras 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." TheEnergy Star program, administered by theU.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 # 26
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