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CMAA Certified Construction Manager (CCM) Sample Questions (Q43-Q48):

NEW QUESTION # 43

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

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

Answer: B

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 # 44

The narrative accompanying a CM-developed construction cost estimate during the design phase should include which of the following?

- A. Written confirmation of verbal data and assumptions made
- B. CM's recommendation of improvements to specifications and quality of materials
- C. Means and methods of construction
- D. Suggestions for value management of building systems and other opportunities for savings

Answer: A

Explanation:

In CMAA Cost Management guidelines, the SOP directs that a CM's cost estimate must be supported by a written narrative documenting all assumptions, clarifications, and qualifications used in developing the estimate. This provides transparency and establishes a record for future reference.

As stated in the SOP:

"Each estimate shall include a written narrative identifying the basis of the estimate, assumptions made, data sources used, and confirmation of verbal or informal information obtained during the estimate preparation." Including means and methods (Option D) is outside the CM's role, and value management suggestions (Option B) belong in separate analyses. Therefore, the most accurate and compliant answer is A. Written confirmation of verbal data and assumptions made.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 3 - Cost Management, Section: "Design Phase Cost Estimates," pp. 33-35.

CMAA Study Guide, Cost Management Domain, Objective 3.2.

NEW QUESTION # 45

It is ideal for the CM to assist in mitigating potential impacts and unforeseen issues that may develop as early as the

- A. construction phase.
- B. post-construction phase.
- C. pre-design phase.
- D. design phase.

Answer: C

Explanation:

According to the CMAA Construction Management Standards of Practice, early involvement of the Construction Manager during the pre-design phase provides the greatest opportunity to influence project outcomes and mitigate risks.

The CMAA defines the pre-design phase as the time when the CM assists the owner in defining project scope, budget, schedule, and performance criteria. The SOP notes:

"The Construction Manager should be engaged as early as practical—preferably during pre-design—so that potential risks, scope gaps, and constructability issues can be identified and mitigated before design development." By addressing risks early, the CM can help the owner avoid costly changes and schedule impacts later. Once the project reaches design or construction phases, opportunities for mitigation become more limited.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, Chapter 2 - Project Management, Section: "Pre- Design Phase." CMAA

CM Study Guide, Project Management Domain, Objective 2.2: "Identify and mitigate potential project risks early."

NEW QUESTION # 46

What are the basic responsibilities of an Agency CM related to safety on a construction project?

- A. To oversee the safety of the construction contractor's personnel
- B. To monitor the safety of the designer's personnel
- C. To manage the safety of the construction contractor's personnel, the designer's personnel, and the Agency CM's personnel
- **D. To execute safety requirements that are spelled out by the Agency CM's contract with the owner and statutes/laws**

Answer: D

Explanation:

The CMAA Standards of Practice, Chapter 7 - Safety Management clearly outlines that an Agency Construction Manager (Agency CM) does not assume direct responsibility for the contractor's or designer's safety programs. Instead, the CM must execute only those safety-related duties explicitly defined in the contract with the owner and applicable laws or regulations.

CMAA states:

"The Construction Manager is responsible for implementing safety-related requirements as defined in the contract and as required by law. The contractor retains primary responsibility for the safety of its workforce." Therefore, the Agency CM's role is limited to monitoring, verifying compliance, and ensuring contractual obligations regarding safety are met—not to directly oversee or manage site safety.

References:

CMAA Construction Management Standards of Practice, Chapter 7 - Safety Management, Section: "Roles and Responsibilities," pp. 67-69.

CMAA CM Study Guide, Safety Management Domain, Objective 7.1: "Define CM safety responsibilities as limited by contract and applicable regulations."

NEW QUESTION # 47

Float, date, and duration are examples of

- **A. schedule parameters.**
- B. constraints.
- C. schedule elements.
- D. logic elements.

Answer: A

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 4 - Time Management, "schedule parameters" are quantitative data or attributes that define and control the time-based characteristics of project activities.

CMAA identifies parameters such as:

Dates (start and finish)

Durations (planned time to perform an activity)

Float or slack (available time flexibility within the schedule)

These are fundamental "parameters" because they define measurable scheduling characteristics rather than structural logic or relationships. In contrast, "logic elements" refer to the dependencies between activities, and

"constraints" impose limitations or conditions (such as "must finish by" or "start no earlier than").

Therefore, float, date, and duration are examples of schedule parameters.

References (CMAA Documents):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Time Management, Section: "Scheduling Fundamentals." CMAA CM Study Guide, Time Management Domain, Objective 4.2: "Identify schedule elements and parameters."

NEW QUESTION # 48

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