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## CMAA Certified Construction Manager (CCM) Sample Questions (Q28-Q33):

### NEW QUESTION # 28

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

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

**Answer: A**

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 # 29

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

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

**Answer: B**

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 # 30

In what decade was the new occupation of "construction manager" created to fulfill an identified need?

- A. 1950s
- B. 1980s
- **C. 1970s**
- D. 1930s

**Answer: C**

Explanation:

The Construction Management Association of America (CMAA) identifies the 1970s as the decade when the professional discipline of Construction Management (CM) formally emerged in the United States.

The CMAA's historical overview explains:

"Construction Management became recognized as a distinct professional service in the 1970s, when owners began seeking specialized expertise to manage increasingly complex design and construction projects." During this period, large public and private sector projects required oversight separate from design and contracting roles, leading to the development of the CM profession and eventually to the founding of CMAA in 1982.

References:

CMAA Construction Management Standards of Practice, Introduction: "History and Evolution of Construction Management," pp. 1-3.

CMAA CM Study Guide, Professional Practice Domain, Objective 10.1: "Understand the origins and development of the construction management profession."

### NEW QUESTION # 31

When developing schedule specifications, which of the following practices should the CM recommend to the Owner to avoid disputes regarding weather delays per year?

- A. Defer all issues related to weather to NOAA.
- B. Consult a local meteorologist to determine the best estimate of the number of weather days to allow on the project.
- C. Ask the contractor to specify the number of weather days they believe necessary for the project.
- D. Using a recognized reference such as NOAA, define the number of allowable "normal" weather impact days expected to occur on the project within the contract documents.

**Answer: D**

Explanation:

The CMAA Standards of Practice (Chapter 4 - Time Management) specifies that project schedule specifications should clearly define expected normal weather delays based on reliable climatological data to avoid disputes. The SOP states:

"The CM should recommend use of established meteorological data sources, such as NOAA, to define the number of normal adverse weather days anticipated in the schedule specification." This ensures consistency, fairness, and transparency in contract administration. Allowing the contractor to determine weather allowances (Option B) or deferring all responsibility to external sources (Options C and D) introduces ambiguity and potential disputes.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Time Management, Section "Weather Considerations and Schedule Specifications." CMAA CM Study Guide, Time Management Domain, Objective 4.1: "Develop schedule specifications including allowances for normal weather impacts."

### NEW QUESTION # 32

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. ensure they have a contractor-controlled insurance program (CCIP) to cover the safety risk for the project.
- C. provide a safety coordinator to perform the necessary project safety functions on behalf of the contractor.
- D. have the contractor submit a safety management plan for review and approval by the owner.

**Answer: D**

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 # 33

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