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what is an important difference between a clinic and a hospital? - ✓✓a
clinic cant monitor patients

what is the primary responsibility of a physician? - ✓✓diagnose and
prescribe

professional conduct is behavior and communication that? - ✓✓inspires
confidence and trust

a patient who is scheduled for a surgery must do what? - ✓✓sign a consent
form

HIPAA specifies that patient information can only be shared with whom? -
✓✓people with a legitimate interest in the patient's care

to organize and process - ✓✓administrative

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CMAA Certified Construction Manager (CCM) Sample Questions (Q31-Q36):

NEW QUESTION # 31

What are the essential components of the Risk Management process?

- **A. Avoiding, mitigating, transferring, accepting**
- B. Avoiding, tracking, mitigation, transferring
- C. Communicating and reporting, tracking, mitigation, resolution
- D. Communicating and reporting, assessing, mitigation, tracking

Answer: A

Explanation:

According to the CMAA Construction Management Standards of Practice, Chapter 10 - Risk Management, the fundamental components of the risk management process include:

Avoidance- Eliminating the risk entirely by altering plans or scope.

Mitigation- Reducing the likelihood or impact of a risk.

Transfer- Shifting risk responsibility to another party, typically through insurance or contracts.

Acceptance- Recognizing the risk and planning to manage its consequences.

CMAA defines risk management as:

"A systematic process of identifying, analyzing, responding to, and monitoring risks to minimize their impact on project objectives."

These four response strategies-avoid, mitigate, transfer, and accept-are universally recognized as the essential framework for construction risk management.

References:

CMAA Construction Management Standards of Practice, Chapter 10 - Risk Management, Section: "Risk Identification and Response," pp. 96-99.

CMAA CM Study Guide, Risk Management Domain, Objective 10.3: "Develop and apply risk response strategies: avoid, mitigate, transfer, and accept."

NEW QUESTION # 32

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

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

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 # 33

As the owner's rep, you are providing on-site construction management services to a municipality for their new design-build city mall project.

During your review of the design-build team's schedule update, you discover the project is five weeks behind schedule. What is your recommendation to the owner regarding the document needed from the design-build team to correct the situation?

- A. Short interval schedule
- B. Baseline schedule
- C. Contract modification
- D. Recovery plan

Answer: D

Explanation:

According to the CMAA Standards of Practice (Chapter 4 - Time Management), when a schedule update shows significant delay or variance, the CM should require the contractor or design-build team to prepare a recovery plan. The SOP explains:

"If schedule performance indicates delay or slippage beyond acceptable limits, the contractor shall prepare a recovery schedule or recovery plan demonstrating the specific actions to be taken to regain lost time and complete the project within the contract duration." The baseline schedule establishes the original plan; it is not revised to reflect recovery actions. A short interval schedule may assist with detailed weekly planning, but the required formal corrective document is the recovery plan.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 4 - Time Management, Section "Schedule Updates and Recovery Plans." CMAA CM Study Guide, Time Management Domain, Objective 4.3: "Evaluate schedule performance and develop recovery plans when required."

NEW QUESTION # 34

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 exceeds percentage complete.
- B. On schedule, pay application accurately reflects percentage complete.
- C. Behind schedule, pay application exceeds percentage complete.
- D. Behind schedule, pay application accurately reflects percentage complete.

Answer: D

Explanation:

Per the CMAA Cost and Time Management principles, progress evaluation is based on earned value relative 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 is on 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, the earned 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 the payment reflects that same completion percentage accurately, not inflated. Thus, option C ("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 # 35

The current construction market is extremely busy, and the trade/sub-contractors are being very selective in the projects they bid on. What options do owners have when the marketplace is vastly different from when their project was a concept to when its ready to

be advertised?

- A. Market conditions should not be a factor in when a project is advertised.
- **B. Consider the impacts of current market conditions and revise project strategy.**
- C. Advertise the project and award to lowest bidder.
- D. Postpone advertising for one year.

Answer: B

Explanation:

CMAA encourages the CM and owner to respond adaptively to changing conditions in the market rather than rigidly follow plans that become unrealistic. The owner and CM should continuously monitor external factors, such as contractor availability, market pricing escalation, and risk, and adapt the procurement and strategy accordingly. In a wildly different market, proceeding blindly (as in A or C) could lead to failed bids or cost overruns. Postponement (option B) may be an option, but doing so for a fixed period (one year) is inflexible and risky. The prudent option, consistent with CMAA's advocacy for adaptable project management and risk mitigation, is to consider the impacts of current market conditions and revise the project strategy.

NEW QUESTION # 36

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