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

NEW QUESTION # 15

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

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

Answer: B

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 # 16

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 # 17

A CM team on a new project which is in the pre-design phase is planning their climate resiliency strategy. Which of the following is the team's BEST first step in this process?

- A. Establish QA/QC specifications.
- B. Hire a commissioning agent.
- C. Establish a third-party certification.
- **D. Collect relevant data and reports.**

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP) under Chapter 8 - Sustainability and Environmental Stewardship, early-phase sustainability and resiliency planning must begin with data collection and assessment. This step establishes the factual foundation for subsequent decision-making on design strategies, risk mitigation, and performance goals.

The CMAA states:

"During the planning and pre-design phases, the CM should assist the owner and design team by collecting and reviewing available data and reports on climate conditions, environmental risks, and site-specific factors.

These data inform the development of sustainable goals and resiliency measures integrated into the project scope." This initial effort typically includes gathering information such as:

- * Local climate projections and floodplain data.
- * Historical weather events and environmental impact studies.
- * Site topography, soil, and hydrology reports.
- * Utility availability, energy use profiles, and applicable regulatory requirements.

Only after a comprehensive understanding of environmental and site conditions has been established can the team properly evaluate certification pathways (e.g., LEED, Envision), develop quality specifications, or engage specialized consultants such as commissioning agents.

Therefore, the best first step for the CM team during the pre-design phase is to collect relevant data and reports that will serve as the basis for all subsequent climate resiliency and sustainability strategies.

References (CMAA Construction Manager Documents / Study Guide):

* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 8 - Sustainability and Environmental Stewardship, Section: "Early Project Phase Activities," pp. 78-80.

* CMAA CM Study Guide, Sustainability and Environmental Stewardship Domain, Objective 8.1:

"Support the collection and assessment of environmental data in the planning and pre-design phases to inform resiliency and sustainability strategies."

NEW QUESTION # 18

A CM's responsibility for safety on the jobsite includes

- A. drafting the contractor's safety plan.
- B. no obligation for safety as it is the contractor's responsibility.
- **C. a professional obligation shared with others.**
- D. certifying subcontractor compliance.

Answer: C

Explanation:

The CMAA Standards of Practice (Chapter 7 - Safety Management) states:

"While the contractor has primary responsibility for implementing and enforcing the safety program, the Construction Manager bears a professional and ethical obligation to monitor, coordinate, and promote a safe working environment." CMAA also clarifies that the CM is not responsible for enforcing the contractor's safety plan or certifying compliance, but must:

Verify that required safety plans and documentation are submitted.

Participate in safety meetings and hazard analyses.

Advise the owner of unsafe conditions or practices.

This represents a shared professional responsibility, ensuring that all parties collaborate toward a safe jobsite without overlapping legal authority.

Therefore, the correct answer is B. a professional obligation shared with others.

References:

CMAA Construction Management Standards of Practice, Chapter 7 - Safety Management, Sections: "Roles and Responsibilities" and "CM's Safety Oversight Duties." CMAA CM Study Guide, Safety Management Domain, Objective 7.1: "Understand and uphold CM's professional safety responsibilities."

NEW QUESTION # 19

Which schedule process determines the earliest times that schedule activities can start and Finish, and the total project duration?

- A. Backward Pass
- **B. Forward Pass**
- C. Schedule Update
- D. Master Schedule Review

Answer: B

Explanation:

In the CMAA Construction Management Standards of Practice (SOP), under Chapter 4 - Time Management, the process known as the Forward Pass is defined as the method used in Critical Path Method (CPM) scheduling to determine the earliest possible start (ES) and earliest possible finish (EF) dates for all schedule activities. It also calculates the total project duration by progressing through the schedule network from the project start date to the project completion date.

The CMAA explains that:

"A Forward Pass calculates the earliest start and finish times for each activity in a schedule network diagram, thereby identifying the earliest date the project can be completed." This calculation is essential for establishing the critical path—the sequence of activities that determines the project's overall duration. The Forward Pass is always followed by the Backward Pass, which calculates the latest allowable start and finish times to identify float.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, Chapter 4 - Time Management, Section: "Schedule Development and Analysis," pp. 47-50.

CMAA CM Study Guide, Time Management Domain, Objective 4.3: "Perform forward and backward pass calculations to determine the critical path."

NEW QUESTION # 20

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