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## CMAA Certified Construction Manager (CCM) Sample Questions (Q35-Q40):

### NEW QUESTION # 35

A CM is milling and paving a 2-mile-long bridge with a surface that is in total failure. The owner gave the contractor October 24 as the fixed completion date. Meanwhile, the owner has promised the public that work hours would be 7am-7pm, 5 days per week and that the bridge would be completed by September 1.

The bridge deck is poured on a steel grid deck, but this type of operation has never been performed in the state and complications from weather have slowed progress. The contractor has requested to work nonstop 24/7 to meet the deadline told to the public. The CM should

- A. meet with the contractor to go over realistic time frames and make a decision.
- **B. meet with the owner and contractor to vet all issues/options and make a decision.**
- C. discuss with the owner and tell the contractor to do only 1/2 of the bridge.
- D. tell the contractor they have until September 1 and can only work 7am-7pm.

**Answer: B**

Explanation:

According to the CMAA Standards of Practice (SOP), under Chapter 2 - Project Management and Chapter 5 - Time Management, the Construction Manager serves as the owner's principal advisor and coordinator, ensuring that scope, schedule, quality, and safety are properly balanced.

CMAA defines the CM's role in conflict resolution as:

"The Construction Manager must identify issues impacting schedule, quality, and safety and facilitate discussions among project participants to develop an acceptable course of action that aligns with the owner's objectives and contractual limitations." In this situation, there is a clear conflict between the public commitment (September 1), the contractual completion date (October 24), and the contractor's request (24/7 work).

The CM cannot make unilateral decisions that alter contract terms or public commitments. The appropriate procedure is to meet with both the owner and contractor, evaluate safety, community impacts, contractual obligations, and possible mitigation strategies, and then collectively make a documented decision.

Therefore, the correct answer is C. meet with the owner and contractor to vet all issues/options and make a decision.

References:

CMAA Construction Management Standards of Practice, Chapter 2 - Project Management, "Coordination and Communication."

CMAA CM Study Guide, Project Management Domain, Objective 2.4: "Facilitate resolution of issues among project participants."

### NEW QUESTION # 36

The CM is tasked with analyzing the schedule variance of a project on a regular basis. The contractor's recent payment application includes a dramatic increase in earned hours than what was budgeted for the project. This MOST likely indicates

- A. the contractor will be submitting change orders.
- B. the contractor is making more profit than anticipated.
- C. the project is ahead of schedule.
- **D. the project is behind schedule.**

**Answer: D**

Explanation:

In earned value or earned hours analysis, "earned hours" represent how much work has actually been completed (in units of schedule effort) compared to what was budgeted over time. If a contractor claims a significantly higher number of earned hours than budget expected at that point, that discrepancy often indicates the contractor is catching up for prior slippage or back-loading progress and may be masking a delay. In other words, the project is likely behind schedule: the contractor is accelerating or shifting resources to show a jump in performance, sometimes to avoid triggering delay claims or escalating scrutiny.

While CMAA's formal SOP does not provide a one-sentence treatment of this particular scenario, standard earned value (EV) and schedule variance (SV) theory (used in CMAA's time management domain) supports that an unexpected inflation in earned hours relative to budget can signal a retrospective correction for lagging progress, rather than true ahead-of-schedule condition.

### NEW QUESTION # 37

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

- **A. Cost plus fixed fee**
- B. Unit price
- C. Cost plus a percentage of cost

- D. Time and materials

**Answer: A**

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 # 38

A CM's responsibility for safety on the jobsite includes

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

**Answer: B**

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 # 39

Float, date, and duration are examples of

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

**Answer: B**

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 # 40

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