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Certified Construction Manager Practice Exam / Reviewer

**Question 1 of 1000**

A professional management practice applied to construction projects from project inception to completion for the purpose of controlling time, cost, scope and quality.

- ☒ A) Construction Management
- ☐ B) Owner Construction Management
- ☐ C) Quality Management
- ☐ D) Project Management

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## CMAA Certified Construction Manager (CCM) Sample Questions (Q37-Q42):

### NEW QUESTION # 37

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

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

**Answer: C**

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 # 38

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

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

**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 # 39

During the design phase of a project, the owner had requested the design team develop mitigating strategies due to expected budget concerns. During the procurement process, the agency CM should advise the owner consider

- A. evaluating Phase Alternates in the bid documents.
- B. evaluating Schedule Alternates in the bid documents.
- **C. incorporating Add/Deduct Alternates into the bid documents.**
- D. incorporating Time and Material Alternates into the bid documents.

**Answer: C**

Explanation:

The CMAA Standards of Practice (Chapter 3 - Cost Management) identifies Add/Deduct Alternates as a common strategy to manage potential budget fluctuations. The SOP explains:

"Alternates, both additive and deductive, provide flexibility to adjust project scope to available funding at the time of bid or negotiation." This allows the owner to maintain control over project cost while preserving key design intent. Time and material alternates are not typical bid mechanisms, and phase or schedule alternates do not directly address budget mitigation.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 3 - Cost Management, Section "Design Phase Cost Control and Alternates." CMAA CM Study Guide, Cost Management Domain, Objective 3.2: "Develop cost management strategies including alternates, allowances, and contingencies."

#### NEW QUESTION # 40

At what stage of the design phase shall the CM conduct a constructability review?

- A. 30% design stage
- B. 90% design stage
- C. 60% design stage
- D. Throughout the design process including 100% design documents

**Answer: D**

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), constructability reviews are to be performed continuously throughout the design phase, rather than at a single fixed milestone. The SOP states:

"Constructability reviews should be conducted during all phases of design development - from conceptual design through completion of the 100 percent design documents - to ensure that the project can be built efficiently, safely, and economically." The CM's role is to provide feedback at each design milestone (conceptual, schematic, design development, and construction documents). Performing reviews only at one stage (e.g., 30%, 60%, or 90%) limits the CM's ability to identify and correct potential design or coordination issues early.

Therefore, the correct answer is C. Throughout the design process including 100% design documents.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 3 - Quality Management, Section:

"Constructability Review." CMAA CM Study Guide, Quality Management Domain, Objective 3.4: "Perform constructability reviews throughout design."

#### NEW QUESTION # 41

During the design phase, the CM should perform which of the following tasks?

- A. Review plans, final Right-of-Way (ROW) documents, and as-built submittals.
- B. Review staffing assignments, labor affidavits, and historical trust.
- C. Review cost estimate, schematic design, and scheduling conferences with regulatory agencies.
- D. Review contract milestones, payment procedures, and communication procedures.

**Answer: C**

Explanation:

In the CMAA Project Management chapter, during the Design Phase, the CM's duties focus on evaluating design progress, cost control, and schedule integration.

The CMAA SOP specifies:

"During the design phase, the Construction Manager should review design submissions for compliance with budget, schedule, and program requirements; participate in cost estimating and design coordination meetings; and support permitting and regulatory agency coordination." Option B correctly reflects these core design-phase responsibilities: reviewing cost estimates, schematic design development, and attending scheduling or coordination conferences with agencies.

The other options refer to administrative, construction-phase, or post-construction tasks, not design-phase CM functions.

References:

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 2 - Project Management, Section: "Design Phase Services," pp. 23-26.

CMAA Study Guide, Project Management Domain, Objective 2.3.

#### NEW QUESTION # 42

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