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## CMAA Certified Construction Manager (CCM) Sample Questions (Q51-Q56):

### NEW QUESTION # 51

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

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

**Answer: D**

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 # 52

Program management includes the early participation of the program manager in developing and making which of the following types of decisions that become the basis of a capital improvement program?

- A. Business
- B. Jurisdictional
- C. Safety
- D. Staffing

**Answer: A**

Explanation:

According to CMAA's Standards of Practice (Program Management section), the program manager should participate early in the program definition stage by "developing and making the initial strategic, technical and business decisions that define and become the basis for the capital improvement program." Among the options given, business decisions directly match that description. Safety, staffing, and jurisdictional decisions might be part of implementation, but the foundation-setting decisions include business choices (such as scope, funding, investment priorities).

#### NEW QUESTION # 53

Owner's representation staff are managing the construction of a new water treatment plant. The owner has specific operational and sustainability goals they want met and are contracting the team for full commissioning services. The commissioning plan should include which of the following requirements for each party in the commissioning process?

- A. Sequencing, scheduling, design review, verification procedures
- B. Sequencing, scheduling, documentation, verification procedures
- C. Sequencing, scheduling, startup procedures, verification process
- D. Budgeting, sequencing, scheduling, documentation

**Answer: B**

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), Chapter 5 - Quality Management, commissioning is the process of verifying that all systems and components of a facility are designed, installed, tested, and maintained according to the owner's operational requirements.

The CMAA defines that:

"The commissioning plan must identify each party's responsibilities, including sequencing, scheduling, documentation, and verification procedures required to confirm that systems perform as intended." Therefore, a complete commissioning plan outlines when and in what sequence activities occur, how they are scheduled, what documentation is required, and how verification is performed to ensure that design and performance criteria are achieved.

References:

CMAA Construction Management Standards of Practice, Chapter 5 - Quality Management, Section:

"Commissioning and Quality Assurance," pp. 55-58.

CMAA CM Study Guide, Quality Management Domain, Objective 5.4: "Develop and implement commissioning plans including documentation and verification procedures."

#### NEW QUESTION # 54

A written safety program should include all applicable laws, codes, and regulations, and must

- A. be developed by the CM.
- B. be a shared responsibility with the project team.
- C. be approved by the Owner.
- **D. meet the contractual requirements.**

**Answer: D**

Explanation:

According to the CMAA Construction Management Standards of Practice (SOP), under Chapter 7 - Safety Management, the written safety program is a required component of every construction project to ensure compliance and accountability. The CMAA specifies that:

"The contractor's safety program shall contain all necessary elements to administer and manage the program in accordance with the contract requirements. It must, at a minimum, demonstrate compliance with all applicable laws, codes, rules, and regulations related to worker and public safety." This statement emphasizes that while safety compliance with statutory regulations is essential, the written program must also be consistent with and satisfy the terms established in the contract documents. The Construction Manager (CM) oversees and monitors safety performance but does not develop or approve the contractor's written safety program. The contractor bears the responsibility for implementing and maintaining the program according to contractual obligations. Therefore, the correct answer is that the written safety program must meet the contractual requirements.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 7 - Safety Management, Section: "Written Safety Program," pp. 68-70.

CMAA CM Study Guide, Safety Management Domain, Objective 7.2: "Ensure compliance with all contractual and statutory safety requirements."

#### **NEW QUESTION # 55**

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

- A. include outliers and missing data.
- **B. first exist in digital format.**
- C. include advanced algorithms.
- 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 # 56**

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