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CMAA Certified Construction Manager (CCM) Sample Questions (Q16-Q21):

NEW QUESTION # 16

Which of the following addresses the administrative and reporting requirements for a Construction Manager during execution of a project?

- A. Contract Administration Guidelines
- B. Standards of Practice
- C. Construction Administration Guidelines
- D. Project Administration Guidelines

Answer: A

Explanation:

Comprehensive and Detailed Explanation From Exact Extract:

According to the CMAA Construction Management Standards of Practice (SOP), under Chapter 6 - Contract Administration,

the Contract Administration Guidelines establish the administrative, documentation, and reporting requirements necessary for the Construction Manager (CM) to effectively manage and control project execution in accordance with the contract.

The CMAA defines Contract Administration as:

"The process of managing the relationship between the contracting parties, ensuring compliance with the terms and conditions of the contract, maintaining required documentation, processing payments and changes, and providing the necessary reports to support project management decisions." The Contract Administration Guidelines specifically describe the CM's duties in:

- * Maintaining contract files, correspondence logs, and submittal registers.
- * Processing Requests for Information (RFIs), submittals, and change orders.
- * Administering pay applications and progress reporting.
- * Ensuring documentation complies with project recordkeeping and audit requirements.

These guidelines serve as the CM's reference for consistent and compliant administrative procedures throughout the project's execution phase.

* Option A (Project Administration Guidelines) is not a recognized CMAA standard category.

* Option B (Standards of Practice) refers to the overall CMAA publication containing all management disciplines, not specific administrative procedures.

* Option C (Construction Administration Guidelines) is a general term and not formally identified by CMAA as a standalone set of guidelines.

Therefore, the correct answer is D. Contract Administration Guidelines because it directly addresses the CM's administrative and reporting responsibilities during project execution.

References (CMAA Construction Manager Documents / Study Guide):

* CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 6 - Contract Administration, Section:

"Administrative Procedures and Documentation," pp. 60-64.

* CMAA CM Study Guide, Contract Administration Domain, Objective 6.3: "Administer contract documentation and reporting in accordance with project and contractual requirements."

NEW QUESTION # 17

Which of the following would MOST likely help provide benchmarking for a sustainable project?

- A. Housing and Urban Development
- B. Department of Transportation
- C. Energy Star program
- D. Environmental Protection Agency

Answer: C

Explanation:

The CMAA Standards of Practice (Chapter 8 - Sustainability and Environmental Stewardship) identifies Energy Star as one of the leading benchmarking systems for evaluating energy performance and sustainability in buildings. The SOP describes:

"Benchmarking tools such as Energy Star and LEED provide measurable metrics for evaluating the energy efficiency and sustainability of a facility." The Energy Star program, administered by the U.S. Environmental Protection Agency, offers standardized methods to measure, track, and compare energy performance, making it the most directly relevant choice for sustainability benchmarking.

References (CMAA Construction Manager Documents / Study Guide):

CMAA Construction Management Standards of Practice, 2010 Edition, Chapter 8 - Sustainability and Environmental Stewardship, Section "Sustainability Metrics and Benchmarking Tools." CMAA CM Study Guide, Sustainability Domain, Objective 8.1: "Identify benchmarking tools for measuring sustainability performance."

NEW QUESTION # 18

Construction schedule coordination and enforcement means and methods techniques, and sequence of work are typically assigned to the construction manager under which delivery method?

- A. CM at Risk (CMAR)
- B. Design-Build (DB)
- C. Multi-Prime
- D. Design-Bid-Build (DBB)

Answer: A

Explanation:

Under the CM at Risk (CMAR) delivery method, the CM often assumes responsibilities similar to a general contractor during the construction phase, including coordination of schedule, means and methods, and sequence of work. The CM transitions from advisory role during design to performance role during construction, which involves enforcing construction coordination and methods. The CMAA "Owner's Guide to Project Delivery Methods" explains that in CMAR, the CM "acts as consultant... during the design phases, but as the equivalent of a general contractor during the construction phase." Because in DBB or Multi-Prime, the general contractors or multiple contractors would handle means and methods, and in DB the design-builder handles those responsibilities. The CM at Risk is the form where schedule coordination and enforcement of means & methods is typically assigned to the CM.

NEW QUESTION # 19

Industry best practice is to conduct a pre-bid conference. The intent of the pre-bid conference is to

- A. mitigate change orders and delays.
- **B. resolve any questions about contract requirements and scope of work.**
- C. survey existing conditions and reveal unforeseen conditions.
- D. limit the number of bidders on the project.

Answer: B

Explanation:

The CMAA Construction Management Standards of Practice (SOP) identifies the pre-bid (pre-proposal) conference as a key element of the procurement process. Its purpose is to clarify the scope of work, contract requirements, and bid instructions before bids are submitted.

CMAA states:

"A pre-bid conference provides prospective bidders with an opportunity to review the contract requirements, clarify ambiguities, and receive consistent responses to questions regarding scope, schedule, and procedures." By ensuring that all bidders receive the same information, the CM helps promote fair competition, minimize post-award claims, and reduce misunderstandings about scope—thereby indirectly helping to mitigate change orders and delays. However, the primary intent is to resolve any questions about contract requirements and scope of work.

Option B describes a benefit, but not the immediate intent; Option A concerns site investigation, which is typically handled in separate pre-bid site visits; Option C is contrary to public procurement policy.

Therefore, the correct answer is D.

References (CMAA Documents):

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

"Procurement and Pre-Bid Activities."

CMAA CM Study Guide, Contract Administration Domain, Objective 5.2: "Conduct pre-bid and pre-construction conferences to clarify contract requirements."

NEW QUESTION # 20

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

Answer: A

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 # 21

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