CMAA Construction Management Practice Exam (Sample)

Study Guide

Everything you need from our exam experts!

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- **Practice answering questions under realistic conditions,**
- **Improve accuracy and speed,**
- **Review explanations to strengthen weak areas, and**
- **Approach the exam with greater confidence.**

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here’s how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don’t just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There’s no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

1. A project is 3 months into a phase with PV $280,000, EV $250,000 and AC $295,000. What are the implications?

A. This project is behind schedule and over budget

B. This project is on schedule but over budget

C. This project is behind schedule but is within its budget

D. This project is on track to deliver and is within its budget

2. Constructibility reviews are typically conducted during which phase of a project?

A. Post-construction

B. Pre-construction or design phase

C. During occupancy

D. After commissioning

3. What is the primary objective of phasing delivery in a tight-schedule program?

A. Minimize overall costs

B. Accelerate payments to contractors

C. Improve quality of work

D. Maximize return on investment (ROI)

4. Which activity is listed as occurring initially during the Construction Phase?

A. Development of Master Schedule

B. Pre-Construction Conference

C. Constructability Reviews

D. Construction Contract Packaging

5. Which scheduling technique is used to assess and quantify the effects of an unplanned event that can accelerate or delay a project schedule?

A. Time Impact Analysis (TIA)

B. Extension of Time (EOT)

C. Critical Chain Method

D. Crashing

6. Which statement accurately describes how federal laws are created and enacted?

A. Federal Laws and Regulations

B. Federal Laws only

C. Regulations only

D. Parliament or Congress only

7. Which statement correctly describes the critical path in a project network?

A. It is the shortest sequence of activities that can be delayed without delaying the project.

B. It is the longest sequence of activities in a network that establishes the minimum project duration.

C. It is the path with the most slack time.

D. It is the path with the most resource requirements.

8. The gap between the construction and operations phases is bridged by a turnover plan that schedules activities, responsibilities, sequences, and timing. What is this document called?

A. Churn Rate

B. Remaining Punch List

C. Occupancy Plan

D. Building Permit

9. Which milestone involves adding a detailed design schedule to the Master Schedule?

A. Administration and Coordination of Design Contracts

B. Amendment of Master Schedule (to include a detailed design schedule)

C. Creation of Technical Specification

D. Development and implementation of the communication management including flow control of the information.

10. Value Analysis / Value Engineering is best completed during which stage?

A. Construction

B. Initial preliminary design

C. Procurement

D. Initial design

Answers

1. A
2. B
3. D
4. B
5. B
6. A
7. B
8. C
9. B
10. B

Explanations

1. A project is 3 months into a phase with PV $280,000, EV $250,000 and AC $295,000. What are the implications?

A. This project is behind schedule and over budget

B. This project is on schedule but over budget

C. This project is behind schedule but is within its budget

D. This project is on track to deliver and is within its budget

In earned value management, you compare planned value (PV), earned value (EV), and actual cost (AC) to gauge schedule and cost performance. If EV is less than PV, you're behind schedule. If AC is greater than EV, you're over budget. Here, PV is 280,000, EV is 250,000, and AC is 295,000. EV < PV by 30,000 indicates you haven't earned as much work as planned, so you're behind schedule. AC > EV by 45,000 shows you've spent more than the value of the work actually completed, so you're over budget. The performance indices reinforce this: SPI ≈ EV/PV = 250/280 ≈ 0.89 and CPI ≈ EV/AC = 250/295 ≈ 0.85, both below 1, signaling underperformance in both schedule and cost. Therefore, the correct implication is that the project is behind schedule and over budget. The other options would require EV to match PV (on schedule) or AC to be at or below EV (within budget), which isn't the case here.

2. Constructibility reviews are typically conducted during which phase of a project?

A. Post-construction

B. Pre-construction or design phase

C. During occupancy

D. After commissioning

Constructibility reviews are done when the design is still being developed to make sure it can be built efficiently with available methods, materials, and crew. Conducting this review during the design or pre-construction phase brings in the builder's perspective early, so issues like hard-to-construct details, sequencing conflicts, access constraints, or long-lead items can be identified and addressed before the design is locked. Addressing constructibility early helps cut change orders, shorten the schedule, and refine costs because changes are cheaper and easier to implement while drawings are still flexible. It also improves coordination among trades, informs construction methods, sequencing, safety planning, and procurement strategies, and leads to more accurate project estimates. If constructibility problems are discovered later—during construction, occupancy, or after commissioning—making changes becomes costly, disruptive, and time-consuming, often affecting already-built portions of the project.

3. What is the primary objective of phasing delivery in a tight-schedule program?

A. Minimize overall costs

B. Accelerate payments to contractors

C. Improve quality of work

D. Maximize return on investment (ROI)

Phasing delivery in a tight schedule is about delivering usable portions of the project earlier so the owner can start gaining value sooner. The main aim is to maximize return on investment by shortening the time to benefit—early occupancy, earlier revenue or savings, and quicker realization of project benefits drive the economic value of the project. Cash-flow tactics like accelerating payments to contractors may help manage finances, but they're not the primary objective. Quality and cost are important considerations, yet the overarching driver in a fast-tracked program is the economic payoff from delivering benefits earlier. That's why maximizing ROI best captures the purpose of phasing delivery in a tight schedule.

4. Which activity is listed as occurring initially during the Construction Phase?

A. Development of Master Schedule

B. Pre-Construction Conference

C. Constructability Reviews

D. Construction Contract Packaging

The main idea is that the first thing to line up at the start of actual construction is a Pre-Construction Conference. This kickoff meeting brings owner, designer, contractor, and key subs together to align on how the project will be executed. It sets roles and responsibilities, confirms the project scope, establishes communication channels and reporting lines, reviews the schedule and critical milestones, outlines submittal and approval processes, and covers safety plans and change-management procedures. Getting these details cemented at the outset helps prevent misunderstandings, delays, and rework once construction is underway. Other activities are typically addressed earlier or separately: the master schedule is usually created during planning and the early phases and then refined during construction; constructability reviews are conducted during the design phase to catch issues before construction starts; and construction contract packaging is a procurement activity handled before construction begins to determine how work will be bid and awarded.

5. Which scheduling technique is used to assess and quantify the effects of an unplanned event that can accelerate or delay a project schedule?

A. Time Impact Analysis (TIA)

B. Extension of Time (EOT)

C. Critical Chain Method

D. Crashing

Evaluating how an unplanned event changes a project's timeline is done with Time Impact Analysis. This approach uses the schedule model to simulate the event's effect, inserting the anticipated delay (or acceleration) into the plan and then re-running the schedule to see how dates shift, which activities become critical, and how the overall project finish date changes. It gives a quantified impact on the schedule so you can determine the extent of delay or potential gain. Extension of Time, on the other hand, is a contractual process to formally request additional calendar time due to delays. It's about documentation and agreement on a new completion date, not about analyzing the schedule to quantify the event's direct effect. Crashing is a technique to shorten the overall duration by adding resources to critical activities, and the Critical Chain Method focuses on buffers and resource constraints; neither is specifically the method for assessing the impact of an unplanned event. So for assessing and quantifying the impact of an unplanned event on the schedule, Time Impact Analysis is the appropriate technique.

6. Which statement accurately describes how federal laws are created and enacted?

A. Federal Laws and Regulations

B. Federal Laws only

C. Regulations only

D. Parliament or Congress only

Federal rulemaking operates in two parts: Congress creates and passes laws, and federal agencies then write regulations to implement those laws. A law provides the broad authority and requirements; the regulations fill in the details—defining terms, setting procedures, and establishing standards and enforcement mechanisms. Regulations must align with the empowering statute and are published for public comment before becoming final, with their authority codified in the Code of Federal Regulations. Because of this relationship, the description that federal laws and regulations together describe how federal rules are created and enacted is the most accurate.

7. Which statement correctly describes the critical path in a project network?

A. It is the shortest sequence of activities that can be delayed without delaying the project.

B. It is the longest sequence of activities in a network that establishes the minimum project duration.

C. It is the path with the most slack time.

D. It is the path with the most resource requirements.

The critical path is the sequence of activities that determines the project's duration. It is the longest path through the activity network, measured by total duration, so it sets the minimum time required to complete the project. Any delay on this path delays the entire project because those activities have no flexibility to slip without affecting the finish date. Other paths have slack, meaning they can be delayed without extending the project deadline. The critical path typically has zero total slack, and it may be one or more paths if several routes share the same maximum duration.

8. The gap between the construction and operations phases is bridged by a turnover plan that schedules activities, responsibilities, sequences, and timing. What is this document called?

A. Churn Rate

B. Remaining Punch List

C. Occupancy Plan

D. Building Permit

Turnover to operations is coordinated by an occupancy plan, which lays out when activities occur, who is responsible, the sequence of tasks, and the timing for moving from construction to active use. This plan ensures the facilities team can take over with trained staff, start-up and commissioning completed, and all operating manuals, warranties, and spare parts in place by occupancy. It aligns closeout deliverables with the occupancy date, helping prevent delays and unexpected issues when the building first goes into use. Churn rate isn't about project handover, the punch list covers items still to be completed during construction, and a building permit is a regulatory step before construction begins.

9. Which milestone involves adding a detailed design schedule to the Master Schedule?

A. Administration and Coordination of Design Contracts

B. Amendment of Master Schedule (to include a detailed design schedule)

C. Creation of Technical Specification

D. Development and implementation of the communication management including flow control of the information.

Updating the Master Schedule to include the detailed design schedule focuses on aligning the project timeline as design details become available. As design work progresses, planners move from broad milestones to specific design tasks with their own durations, dependencies, and constraints. Amending the Master Schedule to incorporate this detailed design schedule ensures all teams—design, procurement, and construction—work from a single, synchronized plan, enabling accurate sequencing, coordinated milestones, and proper resource planning. The other activities relate to contract management, design outputs, or information flow, not to updating the project-wide timeline with detailed design tasks.

10. Value Analysis / Value Engineering is best completed during which stage?

A. Construction

B. Initial preliminary design

C. Procurement

D. Initial design

Value Analysis / Value Engineering is a structured approach to improving a project's value by preserving essential functions while reducing cost. The best time to apply this effort is during the preliminary design phase, when the project's overall concept, layout, and major systems are being defined. At this point there is enough design information to evaluate alternative concepts, materials, and methods, estimate their costs and performance, and incorporate the most favorable options before detailed designs and documentation are locked in. If value engineering is delayed to construction, changes become costly and disruptive; if it happens too early in the process, there may not be enough detail to meaningfully compare alternatives. The preliminary design stage provides the right balance of design freedom and information to optimize value without increasing risk.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

https://cmaaconstructionmgmt.examzify.com

We wish you the very best on your exam journey. You've got this!