

CMAA CONSTRUCTION MANAGEMENT PRACTICE EXAM (SAMPLE) STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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THE FULL VERSION STUDY GUIDE**

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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

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- 1. Under CPFF, reimbursable costs are subject to what limitation?**
 - A. Allowable Cost interpretation
 - B. No limitations
 - C. Fixed ceiling
 - D. Personal costs

- 2. Which of the following is not a typical benefit of risk management?**
 - A. Avoid doing the job at site
 - B. Systematically identify and manage the risk
 - C. Helps identify the opportunities that enhance project delivery
 - D. Reduce or avoid large losses

- 3. Which statement is NOT a definition of GMP?**
 - A. If there are cost overruns, the contractor is responsible for those charges - unless there has been an official change order by the client that adds to the scope of the project.
 - B. GMP, also known as Guaranteed Maximum Price, is one of the most common pricing structures used by construction contractors.
 - C. If there are cost overruns, the owner is responsible for those charges - unless there has been an official change order by the Designer that adds to the scope of the project.
 - D. A GMP, is a fixed fee which includes the actual costs incurred combined with a fee to cover risk.

- 4. GMP is associated with which pair of delivery approaches?**
 - A. CM-At-Risk, Design-Bid-Build
 - B. Time and Materials, Unit Price
 - C. Traditional, Multiple Prime
 - D. CM-At-Risk, Design-Build

- 5. Design phase documents does NOT include:**
 - A. Change order reporting.
 - B. Selection of CM
 - C. Schedule and progress reporting.
 - D. Project cost summary.

- 6. During the design phase, which action is recommended to address potential safety hazards?**
- A. Availability of Ambulance
 - B. CM's assigned safety coordinator
 - C. Safety coordinator should meet the design team to determine the scope of the project and understand the potential safety hazards.
 - D. Safety staff shall be created within the Construction Management team with experience/knowledge of Statutory and Regulatory Requirements
- 7. Which contract type is paid based on time taken and material consumed?**
- A. Time & Material Contract
 - B. GMP
 - C. Force Account Work
 - D. CM-at-Risk
- 8. The continuous review, certification, inspection, and testing of project components to determine whether they conform to the plans, specifications, applicable standards and project requirements describes which activity?**
- A. Perform Quality Control
 - B. Perform Quality Control Audit
 - C. Perform Quality Management System
 - D. Perform Quality Assurance
- 9. A formal plan should identify the equipment and systems to be commissioned. What is this plan called?**
- A. commissioning
 - B. communication
 - C. calibration
 - D. verification

10. Which description best defines the Project Procedures Manual?

- A. The application of planned and systematic methods to verify that quality control procedures are being effectively implemented.
- B. A detailed definition of the project team responsibilities and authority, project systems, and procedures to be used for all phases of the project.
- C. The process of planning, organization, implementation, monitoring and documenting of a system of policies and procedures that coordinate and direct relevant project resources and activities in a manner that will achieve the desired quality.
- D. The continuous review, certification, inspection, and testing of project components, including persons, systems, materials, documents, techniques, and workmanship to determine whether or not such components conform to the plans, specifications, applicable standards, and project requirements.

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Answers

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

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Explanations

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1. Under CPFF, reimbursable costs are subject to what limitation?

A. Allowable Cost interpretation

B. No limitations

C. Fixed ceiling

D. Personal costs

In CPFF contracts, reimbursable costs are limited to what counts as allowable costs. The key idea is that only costs that are reasonable, allocable to the contract, and in accordance with the contract terms and applicable cost principles can be billed to the government. Costs that are unallowable—such as personal expenses or items not properly allocable to the project—cannot be reimbursed, even if they were incurred. The fixed fee is separate from these reimbursable costs, which hinges entirely on whether the costs meet the allowable criteria.

2. Which of the following is not a typical benefit of risk management?

A. Avoid doing the job at site

B. Systematically identify and manage the risk

C. Helps identify the opportunities that enhance project delivery

D. Reduce or avoid large losses

Risk management is about identifying potential threats and opportunities so the project can proceed with informed, proactive planning rather than avoiding work. The idea is to enable better decision-making, control exposure, and improve outcomes by addressing risks before they become problems. Choosing to avoid doing the job at the site is not a typical benefit because risk management aims to keep the project moving with appropriate responses, not to abandon the work. In contrast, systematically identifying and managing risk is a core benefit, since it provides a structured approach to understanding what could go wrong and how to respond. It also helps uncover opportunities that can enhance project delivery, such as scheduling efficiencies or cost-saving measures, and it reduces or avoids large losses by anticipating and mitigating major threats.

3. Which statement is NOT a definition of GMP?

- A. If there are cost overruns, the contractor is responsible for those charges - unless there has been an official change order by the client that adds to the scope of the project.
- B. GMP, also known as Guaranteed Maximum Price, is one of the most common pricing structures used by construction contractors.
- C. If there are cost overruns, the owner is responsible for those charges - unless there has been an official change order by the Designer that adds to the scope of the project.
- D. A GMP, is a fixed fee which includes the actual costs incurred combined with a fee to cover risk.

GMP is about setting a maximum price for a project based on a defined scope, with changes to the price allowed only through formal change orders that adjust the scope or specifications. The statement that assigns cost overruns to the contractor unless there is a client-initiated change order describes risk allocation, not what GMP is. It's focusing on who pays if costs run over, rather than on the pricing mechanism itself—the capped price and how changes to scope affect that price. Think of it this way: under a GMP arrangement, the price ceiling protects the owner from unlimited costs, while the contractor is responsible for delivering within that ceiling for the defined scope. When the owner (or architect/designer acting on the owner's behalf) approves a change that expands the scope, the GMP is adjusted accordingly through a change order. That adjustment is how scope changes are handled, not part of what defines GMP. The other statements align more directly with what GMP represents. GMP is described as a common pricing structure used in construction, which captures the idea of a price ceiling tied to a defined scope. It's also common to describe GMP as a cost arrangement where actual costs incurred up to the maximum price are recovered plus a fee that covers the contractor's risk, i.e., a cost-plus-with-a-GMP structure. So the statement about overruns and who pays, while related to GMP in practice, does not define GMP itself, making it the best choice for not being a definition.

4. GMP is associated with which pair of delivery approaches?

- A. CM-At-Risk, Design-Bid-Build
- B. Time and Materials, Unit Price
- C. Traditional, Multiple Prime
- D. CM-At-Risk, Design-Build

Guaranteed Maximum Price (GMP) is a pricing approach that creates a ceiling for construction costs and is most effective when the contractor is involved early and takes on cost risk within the project delivery framework. This pairing naturally occurs with CM at Risk and Design-Build. In CM at Risk, the construction manager commits to delivering the project within a GMP, absorbing cost risk to keep expenditures under the ceiling as the design develops. In Design-Build, a single team handles both design and construction, which facilitates early cost control and allows a GMP to be set once enough design detail exists to fix price. Other pairings don't align as closely with the GMP concept. Time and Materials or Unit Price describe pricing methods rather than delivery methods, while Traditional or Multiple Prime describe different structural approaches that don't center on a guaranteed price tied to contractor risk in the same way.

5. Design phase documents does NOT include:

- A. Change order reporting.
- B. Selection of CM**
- C. Schedule and progress reporting.
- D. Project cost summary.

Design phase documents are the records produced as the design team develops and coordinates the project, focusing on the design itself and how it affects cost and schedule. They include documentation of design milestones, progress reporting tied to design activities, and records of design changes along with their cost implications. A project cost summary may be produced to reflect the expected total cost based on the evolving design. What doesn't belong in this set is the selection of the construction manager. The CM is chosen during preconstruction or procurement steps, not as a document generated during the design phase. The CM selection is a delivery-method decision that typically occurs before or alongside the design effort, and while the chosen CM may later influence design work, the act of selecting them is not a design-phase document.

6. During the design phase, which action is recommended to address potential safety hazards?

- A. Availability of Ambulance
- B. CM's assigned safety coordinator
- C. Safety coordinator should meet the design team to determine the scope of the project and understand the potential safety hazards.**
- D. Safety staff shall be created within the Construction Management team with experience/knowledge of Statutory and Regulatory Requirements

During design, safety planning works best when a safety coordinator actively engages the design team to outline the project's scope and map out potential hazards. This collaboration brings risk awareness into design decisions, enabling design-for-safety considerations, constructability feedback, and early planning for site access, temporary works, and protection measures. Addressing hazards at this stage helps prevent costly changes later and supports meeting regulatory requirements as the design evolves. Ambulance availability is a safety measure for the construction phase, not a design-phase action. Merely assigning a safety coordinator to the CM team or creating safety staff later—without integrating with the design team—does not proactively identify or mitigate hazards within the design process.

7. Which contract type is paid based on time taken and material consumed?

- A. Time & Material Contract
- B. GMP
- C. Force Account Work**
- D. CM-at-Risk

When you pay based on the actual time spent and materials used, you're looking at a cost-reimbursement, pay-as-you-go approach. This is exactly what force account work is: the owner reimburses the contractor for real costs of labor, equipment, and materials, plus an agreed overhead or fee. There's no fixed price up front because the scope or amount of work isn't precisely defined, so costs are tracked and paid as they are incurred. This contrasts with lump-sum or GMP setups where a single price or maximum is set before work begins, and with CM-at-Risk which is a project delivery method rather than a simple pay-for-time-and-materials arrangement.

8. The continuous review, certification, inspection, and testing of project components to determine whether they conform to the plans, specifications, applicable standards and project requirements describes which activity?

- A. Perform Quality Control**
- B. Perform Quality Control Audit
- C. Perform Quality Management System
- D. Perform Quality Assurance

The activity described is quality control. In construction, quality control is the product oriented set of actions that continuously review, certify, inspect, and test project components to verify they conform to the plans, specifications, applicable standards, and overall project requirements. It focuses on the finished or in progress work and uses inspections, tests, and certifications to catch and correct deviations from design intent as the work progresses. Quality assurance, by contrast, is about the processes and systems used to prevent defects—ensuring that the way work is done will consistently meet requirements. A quality management system is the overarching framework that includes both QA and QC. A QC audit is an evaluation of how well QC activities are being performed, not the ongoing testing and inspection itself.

9. A formal plan should identify the equipment and systems to be commissioned. What is this plan called?

- A. commissioning**
- B. communication
- C. calibration
- D. verification

The idea being tested is the planning of the testing and verification activities that ensure building systems work as intended. The document that names which equipment and systems will undergo testing, and lays out how those tests will be carried out, is the commissioning plan. It guides scope, responsibilities, sequence, acceptance criteria, and schedule for all commissioning activities, so it's the best fit for describing a formal plan that identifies what will be commissioned. Other terms don't fit as well because they describe different things: communication is about sharing information; calibration is adjusting measurement devices for accuracy; verification is confirming that something meets a standard, which is part of the process but not the name of the overall plan identifying what will be commissioned.

10. Which description best defines the Project Procedures Manual?

- A. The application of planned and systematic methods to verify that quality control procedures are being effectively implemented.
- B. A detailed definition of the project team responsibilities and authority, project systems, and procedures to be used for all phases of the project.**
- C. The process of planning, organization, implementation, monitoring and documenting of a system of policies and procedures that coordinate and direct relevant project resources and activities in a manner that will achieve the desired quality.
- D. The continuous review, certification, inspection, and testing of project components, including persons, systems, materials, documents, techniques, and workmanship to determine whether or not such components conform to the plans, specifications, applicable standards, and project requirements.

The Project Procedures Manual is the document that defines who does what, who has authority, and which systems and procedures will be used across all phases of the project. It sets the governance framework by detailing the project team's roles and responsibilities, the lines of authority, and the standard processes for how work will be coordinated—from planning through construction and closeout. This helps ensure everyone understands their duties, how decisions are made, and how information flows, so the project can proceed smoothly and consistently. Why this best fits: it directly codifies the responsibilities and authority of the project team and the procedures to be used throughout all phases, which is exactly the purpose of the manual. Why the other descriptions don't fit as well: one focuses on applying methods to verify quality control procedures rather than defining who is responsible and which systems will be used; another describes a broad system of policies aimed at achieving quality without specifically outlining the governance and procedural framework for the project; and another centers on ongoing inspection and testing to ensure conformance, which are QC activities rather than a document that defines roles, authority, and standard procedures.

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:

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

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