PRACTICE EXAM 11: CFM SIMULATION

PRACTICE EXAM 11 — QUESTIONS 1–100

Time Limit: 3 hours · 100 Questions · 4-Option Multiple Choice

Domain Distribution: 10 questions per domain across all 10 official CFM domains

Format Note: This exam emphasizes brief direct-knowledge questions with concise stems testing rapid recall of facility management concepts, frameworks, terminology, and standard practices. Difficulty is moderate, with answer choices that test concept recognition through clean discrimination among related options.

1. The primary purpose of a Strategic Facility Plan is to:

A. Translate organizational strategy into facility implications

B. Document daily operational maintenance activities

C. Establish vendor selection criteria for procurement

D. Calculate annual depreciation for facility assets

2. The IFMA Code of Conduct is enforced by the:

A. Local building code authority within each jurisdiction

B. Vendor community through marketplace mechanisms

C. IFMA Certification Commission for credential holders

D. Federal occupational safety regulatory agency

3. The most appropriate use of a Functional Programming process is to:

A. Calculate building energy consumption for benchmarking

B. Define requirements for design before construction begins

C. Schedule preventive maintenance for facility equipment

D. Negotiate vendor pricing for facility services

4. The hierarchy of controls in occupational safety places PPE as:

A. The most preferred control level for hazard management

B. The control level immediately above engineering controls

C. The control level immediately below administrative controls

D. The least preferred control level for hazard management

5. The Greenhouse Gas Protocol's Scope 1 emissions include:

A. Direct emissions from owned or controlled sources

B. Indirect emissions from purchased electricity consumption

C. Value chain emissions from supplier and customer activities

D. Cumulative emissions across multiple organizations

6. The ICS principle that limits subordinates per supervisor is:

A. Unity of command for single supervisory reporting

B. Modular organization scaling structure to incident

C. Span of control limiting subordinate counts per supervisor

D. Common terminology enabling cross-organizational coordination

7. The Critical Path Method identifies activities with:

A. The highest individual cost across the project portfolio

B. The most labor resources required during execution

C. The most visible deliverables to project stakeholders

D. Zero float that determine project minimum duration

8. The standard project lifecycle phase between planning and monitoring is:

A. Stakeholder analysis and communication planning

B. Execution of project work and deliverable creation

C. Risk assessment and contingency development

D. Change order processing and scope adjustment

9. The Triple Net (NNN) lease structure requires the tenant to pay base rent plus:

A. Property taxes, insurance, and maintenance

B. Utilities, janitorial services, and security only

C. Property management fees and capital improvements

D. Marketing costs and tenant improvement allowances

10. The IFMA exam blueprint allocates how many scored questions per domain?

A. 5 scored questions equally weighted across domains

B. 15 scored questions varying by domain criticality

C. 10 scored questions equally weighted at 10% each

D. 20 scored questions emphasizing operations content

11. The Recovery Time Objective in business continuity planning represents:

A. The acceptable data loss expressed as time before disruption

B. The frequency at which backup systems must be tested

C. The estimated duration of typical disruption events

D. The target timeframe within which a function must be restored

12. The Plan-Do-Check-Act cycle is most commonly attributed to:

A. Joseph Juran for the quality trilogy framework

B. W. Edwards Deming for continuous improvement methodology

C. Philip Crosby for zero defects quality philosophy

D. Kaoru Ishikawa for cause-and-effect analysis tools

13. The IFMA Certification Commission's CFM credential validity period is:

A. 3 years requiring documented qualifying activities

B. 5 years matching standard exam validity periods

C. 1 year requiring continuous documentation submission

D. Indefinite without specific renewal requirements

14. The standard phases of the FEMA emergency management framework include:

A. Identification, response, recovery, and accountability

B. Preparedness, response, recovery, and litigation

C. Mitigation, preparedness, response, and recovery

D. Investigation, response, mitigation, and prevention

15. The Lean methodology's seven waste categories are commonly remembered as:

A. PDSA representing the improvement cycle stages

B. TIMWOOD covering all seven waste types

C. SMART describing goal characteristic dimensions

D. DMAIC for the Six Sigma project framework

16. The IFMA Code of Conduct's principle of confidentiality requires practitioners to:

A. Maintain detailed records of all confidential communications

B. Limit confidential information to senior leadership exclusively

C. Document all confidentiality decisions for organizational review

D. Not disclose confidential information without permission unless required by law

17. The asset lifecycle phase immediately following installation is:

A. Specification and procurement of replacement assets

B. Disposal and decommissioning of legacy assets

C. Operation and maintenance during service life

D. Acquisition and capitalization for accounting

18. The Cost Performance Index of 0.85 indicates:

A. Performance unfavorable to budget by 15%

B. Performance favorable to budget by 15%

C. Performance exactly matching budgeted cost

D. Performance unmeasurable from current data

19. The IFMA Code of Conduct's principle of integrity requires practitioners to:

A. Provide services exclusively within their geographic region

B. Act with honesty and fairness without misleading parties

C. Maintain professional certifications throughout their careers

D. Document all professional decisions for organizational review

20. The standard project delivery method providing single point of responsibility for design and construction is:

A. Construction Manager at Risk with preconstruction services

B. Public-Private Partnership with operations integration

C. Design-bid-build with sequential procurement processes

D. Design-build with integrated design and construction

21. The IFMA exam delivery method is:

A. Paper-based testing at certified testing locations

B. Live remote proctoring through approved providers

C. Computer-based testing at Prometric centers

D. In-person testing at IFMA regional offices

22. The standard SMART criteria for KPI evaluation require KPIs to be:

A. Specific, Measurable, Achievable, Relevant, and Time-bound

B. Standardized, Measurable, Auditable, Reportable, and Trackable

C. Strategic, Meaningful, Attainable, Realistic, and Tangible

D. Sustainable, Material, Accountable, Reliable, and Tracked

23. The IFMA Code of Conduct's principle of high standard of service requires practitioners to:

A. Provide services across all facility management disciplines

B. Maintain professional certifications continuously throughout careers

C. Document all professional decisions for organizational review

D. Provide only services for which they are competent and qualified

24. The standard cost of quality framework identifies investments in inspection and testing as:

A. Prevention costs supporting designed-in quality outcomes

B. Appraisal costs verifying achieved quality through measurement

C. Internal failure costs from defects caught before delivery

D. External failure costs from defects delivered to customers

25. The Greenhouse Gas Protocol categorizes purchased electricity as:

A. Scope 2 indirect emissions from purchased energy

B. Scope 1 direct emissions from owned equipment

C. Scope 3 value chain emissions from supplier activities

D. Out-of-scope emissions excluded from reporting

26. The standard ASHRAE standard governing thermal comfort is:

A. ASHRAE Standard 62.1 for ventilation rates

B. ASHRAE Standard 90.1 for energy efficiency

C. ASHRAE Standard 55 for thermal environmental conditions

D. ASHRAE Standard 188 for water management plans

27. The IFMA exam structure includes how many total questions delivered to candidates?

A. 100 questions scored without pretest items included

B. 120 questions including 100 scored and 20 pretest

C. 150 questions with subject specialization sections

D. 75 questions covering core domains only

28. The standard risk treatment strategy that purchases insurance is classified as:

A. Risk avoidance through activity elimination decisions

B. Risk mitigation through control implementation efforts

C. Risk acceptance through deliberate retention decisions

D. Risk transfer through contractual mechanism implementation

29. The IFMA Code of Conduct addresses facility manager primary professional goal as:

A. Developing safe, human, and functional workspaces

B. Maximizing facility budget allocation requests over time

C. Achieving the lowest possible facility operating cost

D. Outsourcing facility services to qualified vendors completely

30. The standard NFPA code governing life safety and means of egress is:

A. NFPA 70 for the National Electrical Code requirements

B. NFPA 25 for inspection of water-based systems

C. NFPA 101 for life safety and means of egress

D. NFPA 99 for healthcare facilities specifically

31. The IFMA Certification Commission's CFM exam pass-fail determination is based on:

A. Achievement of specific percentage on each individual domain

B. Total scored items correct against criterion-referenced standard

C. Comparison to peer candidate performance percentile

D. Achievement of minimum 70% scored items correct

32. The standard project charter primarily serves to:

A. Document the construction contractor's daily activities

B. Negotiate vendor pricing for facility services contracts

C. Calculate the building's tax depreciation schedule

D. Formally authorize the project and define its purpose

33. The IFMA Code of Conduct's principle of fiduciary responsibility requires practitioners to be:

A. Honest, transparent, and trustworthy in financial dealings

B. Aggressive in negotiating vendor financial terms

C. Neutral on financial matters affecting facility decisions

D. Limited to advisory roles in financial matters only

34. The standard hierarchy of controls preferred sequence from most to least effective is:

A. PPE, training, engineering, substitution, elimination

B. Elimination, substitution, engineering, administrative, PPE

C. Engineering, elimination, substitution, PPE, administrative

D. Administrative, engineering, substitution, PPE, elimination

35. The IFMA exam time allocation provides candidates with:

A. 1 hour with continuous timer and no breaks allowed

B. 2 hours including tutorial and check-in time

C. 3 hours with 15 minutes added for bio breaks

D. 4 hours with extensive break opportunities included

36. The standard chargeback model that allocates costs based on occupied square footage is:

A. Allocation-based chargeback by space utilized

B. Consumption-based chargeback with metered usage

C. Performance-based chargeback by service tier

D. No chargeback with central absorption for overhead

37. The Schedule Performance Index of 0.90 indicates:

A. Performance ahead of schedule by 10% of planned work

B. Performance exactly matching schedule expectations

C. Performance ahead of schedule by 90% completion

D. Performance behind schedule by 10% of planned work

38. The standard ISO 9001 framework identifies how many foundational principles?

A. Five foundational principles for quality management

B. Seven foundational principles for quality management

C. Eight foundational principles for quality management

D. Ten foundational principles for quality management

39. The IFMA Code of Conduct's principle of trust requires practitioners to:

A. Maintain detailed documentation of all professional decisions

B. Limit professional communications to verified parties only

C. Be truthful in professional communications consistently

D. Defer all questionable communications to legal counsel

40. The standard reliability-centered maintenance approach is best characterized as:

A. Systematic analysis selecting optimal strategy per asset

B. Default reactive maintenance applied for all assets

C. Universal preventive maintenance applied to all assets

D. Continuous predictive monitoring on every asset

41. The IFMA Certification Commission's CFM credential renewal requires activities in:

A. One of four categories with documented activities

B. At least two of four categories with documented activities

C. All four categories with documented activities required

D. At least three of four categories with documented activities

42. The standard project closeout activity most commonly neglected is:

A. Final payment processing and lien releases

B. Punch list completion and substantial completion certification

C. Certificate of occupancy filing with authorities

D. Lessons learned documentation and integration

43. The IFMA exam content was developed through:

A. The Dynamic Global Career-Based Practice Analysis

B. Vendor-driven assessment of industry trends

C. Academic literature review by university researchers

D. Single-region survey of facility management professionals

44. The standard variance analysis distinguishes between price, volume, efficiency, and:

A. Geographic variance reflecting location factors

B. Personnel variance reflecting staffing changes

C. Quality variance reflecting performance changes

D. Timing variance reflecting period shifts

45. The IFMA Code of Conduct's principle of verification requires practitioners to:

A. Maintain comprehensive verification documentation systems

B. Continually evaluate services for ethical consistency

C. Verify all professional decisions through external review

D. Document verification activities in organizational records

46. The standard RACI matrix is used to clarify:

A. Cost allocation across departmental cost centers

B. Project schedule activities and milestone deadlines

C. Risk assessment using likelihood and consequence

D. Roles and responsibilities for project deliverables

47. The IFMA exam blueprint recognizes how many official scored domains?

A. 10 domains with equal 10% weighting each

B. 5 domains with weighted scoring distribution

C. 8 domains with equal scoring distribution

D. 12 domains with varied scoring importance

48. The standard ENERGY STAR Portfolio Manager produces benchmarking scores on what scale?

A. Letter grades from A through F by building type

B. Bronze, Silver, Gold, and Platinum certification tiers

C. Numerical scores from 1 to 100 percentile-based

D. Percentile rankings without numerical scoring system

49. The IFMA Code of Conduct's principle of respect requires practitioners to:

A. Provide deferential treatment to senior facility executives

B. Honor client, third party, and stakeholder interests within applicable law

C. Maintain hierarchical respect within organizational structure

D. Document respectful behavior in all professional interactions

50. The standard Triple Constraint framework recognizes the three interrelated project constraints as:

A. Scope, schedule, and cost trading off against one another

B. Quality, resources, and risk operating independently

C. Time, money, and people allocated separately for projects

D. Specifications, deadlines, and budgets defined fixed values

51. The IFMA Certification Commission's recertification cycle requires renewal every:

A. 1 year with continuous documentation submission required

B. 2 years with bi-annual review cycles documented

C. 5 years matching exam validity period standards

D. 3 years with documented qualifying activities required

52. The standard preventive maintenance compliance metric is best classified as:

A. A lagging indicator describing past failure patterns

B. A neutral metric without predictive value for future

C. A leading indicator predicting future asset reliability

D. An external indicator outside facility control completely

53. The IFMA Code of Conduct addresses facility manager continuous learning as:

A. Required only for credential renewal cycles documented

B. Continually seeking new information to maintain skills

C. Limited to IFMA-published materials exclusively used

D. An optional professional development consideration

54. The standard CMMS platform supports which set of core functions?

A. Asset records, work orders, PM scheduling, inventory, reporting

B. Email management and calendar integration applications

C. Customer relationship management and sales automation

D. Human resources administration and payroll processing

55. The IFMA Code of Conduct's principle of disclosure requires practitioners to:

A. Maintain comprehensive disclosure documentation extensively

B. Disclose all professional information without limitation

C. Document disclosure decisions in organizational records

D. Make appropriate disclosures and withdraw if conflicts persist

56. The standard WELL Building Standard certification focuses primarily on:

A. Energy efficiency and environmental impact reduction

B. Site sustainability and stormwater management practices

C. Occupant health, comfort, and wellness outcomes

D. Construction waste diversion and recycling rates

57. The IFMA Code of Conduct's principle of transparency requires practitioners to:

A. Make all professional documentation publicly available

B. Not misinform regarding products or terms of service

C. Communicate transparently with senior leadership exclusively

D. Document all professional decisions extensively for review

58. The standard CPTED framework uses facility design to:

A. Maximize energy efficiency through building orientation

B. Improve indoor air quality through ventilation design

C. Optimize space utilization through layout planning

D. Reduce security risk through environmental design

59. The IFMA Certification Commission's CFM exam item development is conducted by:

A. Subject matter experts under psychometrician guidance

B. IFMA staff members with advanced degrees only

C. External consulting firms specializing in certifications

D. Vendor representatives offering FM products and services

60. The standard life cycle cost analysis is most useful for:

A. Calculating annual depreciation expense for accounting

B. Determining property tax assessments for facilities

C. Comparing alternatives over total useful life duration

D. Negotiating vendor payment terms during procurement

61. The IFMA Code of Conduct's principle of objective judgment requires practitioners to:

A. Limit objective judgment to specific decision categories defined

B. Apply objective judgment only when conflicts of interest documented

C. Apply objective judgment as an optional consideration based on situation

D. Maintain objective judgment without compromising activities consistently

62. The standard mass notification system effectiveness depends most consequentially on:

A. The visual aesthetics of the administrative interface

B. Multi-channel reach across SMS, voice, email, signage

C. The marketing prominence of the selected vendor brand

D. The unit cost per subscriber across the user base

63. The IFMA exam appointment is conducted through which testing administration vendor?

A. Pearson VUE for international testing centers

B. Educational Testing Service for assessment delivery

C. Prometric for global computer-based testing

D. ACT Inc. for credential validation processes

64. The standard ISO 31000 risk management framework emphasizes:

A. Integrated, structured, customized, and continuously improved

B. Centralized in dedicated risk management function only

C. Limited to insurance and contractual transfer mechanisms

D. Concentrated on highest probability events only

65. The IFMA Code of Conduct addresses facility manager responsibility to:

A. Maximize facility function organizational positioning

B. Outsource facility services for cost optimization

C. Document all professional decisions extensively for review

D. Owe a duty of care to clients and consideration to stakeholders

66. The standard executive reporting discipline emphasizes:

A. Comprehensive technical documentation in chronological order

B. Bottom Line Up Front structure with conclusions first

C. Maximum operational detail across all measured metrics

D. Marketing presentation aesthetics over content substance

67. The IFMA exam content outline includes which integration of question types?

A. Knowledge-based, scenario-based, and integrated case study items

B. Multiple choice items only without scenario integration

C. Essay items requiring written response analysis

D. Practical demonstration items at testing centers

68. The standard Earned Value Management framework uses three foundational values:

A. Earned Value, Vendor Value, and Strategic Value

B. Planned Value, Actual Value, and Projected Value

C. Earned Value, Planned Value, and Actual Cost

D. Budget Value, Schedule Value, and Cost Value

69. The IFMA Code of Conduct addresses facility manager commitment to:

A. Outsourcing facility services to qualified vendors completely

B. Maximizing facility budget allocation requests over time

C. Achieving the lowest possible facility operating cost

D. Practicing in a manner supporting employer, employee, and client rights

70. The standard procurement contract type where contractor delivers defined scope for fixed total price is:

A. Cost-plus fee with full reimbursement of expenses

B. Fixed price or lump sum contracting structure

C. Time and materials with hourly billing rates

D. Performance-based contracting with bonuses included

71. The IFMA Certification Commission was established to:

A. Establish, maintain, and validate FM professional standards

B. Generate revenue for IFMA's operational programs

C. Regulate facility management software platforms globally

D. Negotiate facility management compensation standards

72. The standard preventive maintenance schedule based on calendar intervals or runtime hours is appropriate when:

A. Equipment failure patterns are completely random in nature

B. Continuous condition monitoring infrastructure exists already

C. Equipment exhibits predictable wear patterns over time

D. Asset criticality is too low for any maintenance investment

73. The IFMA Certification Commission's CFM exam form is reviewed by:

A. IFMA staff members with administrative authority only

B. SME panel before being finalized for delivery

C. Vendor representatives offering testing services

D. Random selection of certified facility managers globally

74. The standard space planning hierarchy progresses through which top-down sequence?

A. Detailed design, space planning, programming, strategy

B. Programming, strategy, detailed design, space planning

C. Space planning, strategy, design, programming, standards

D. Strategy, programming, space standards, planning, design

75. The IFMA exam blueprint validation involved how many facility managers globally?

A. Approximately 1,700 facility managers across regions

B. Approximately 850 facility executives only

C. Approximately 500 academic researchers and consultants

D. Approximately 200 vendor representatives globally

76. The standard resilience capacity addresses the ability to:

A. Reduce capital costs through lean operations practices

B. Eliminate all facility risks through controls implementation

C. Anticipate, absorb, adapt, and recover from disruption

D. Achieve LEED Platinum certification consistently across portfolio

77. The IFMA Code of Conduct's principle of honesty requires practitioners to:

A. Maintain comprehensive honesty documentation extensively

B. Be truthful in professional communications consistently

C. Document all honest communications in organizational records

D. Limit honest communications to verified parties only

78. The standard organizational role for facility managers across strategic, tactical, and operational levels reflects:

A. The need for hierarchical separation between levels

B. The expectation that exclusive focus is required at each level

C. The progression from tactical to strategic level only

D. The expectation that competent CFMs operate across all three

79. The IFMA Certification Commission's CFM exam scoring methodology is:

A. Criterion-referenced through standard-setting study

B. Norm-referenced based on candidate cohort comparison

C. Composite-scored across multiple sub-components

D. Percentile-ranked against historical performance

80. The standard Computerized Maintenance Management System value depends most directly on:

A. The financial investment in platform licensing fees

B. The number of users granted system access privileges

C. The discipline of data entry and information quality

D. The age of the building and equipment portfolio

81. The IFMA Code of Conduct's principle of competence requires practitioners to:

A. Provide only services for which they are competent and qualified

B. Maintain detailed competence documentation extensively

C. Document all competence decisions in organizational records

D. Limit professional services to specific geographic regions only

82. The standard chargeback model that distributes costs based on actual measured consumption is:

A. Allocation-based chargeback by occupied area only

B. Service-tiered chargeback by selection criteria

C. Consumption-based chargeback with metering infrastructure

D. No chargeback with central absorption for overhead

83. The IFMA exam appointment scheduling provides candidates with how many days after application approval?

A. 30 days requiring immediate scheduling action

B. 90 days with extension request available

C. 60 days for standard application processing

D. 120 days with extension request available

84. The standard preventive maintenance program is most appropriate for assets that:

A. Have completely random failure patterns in nature

B. Are easily replaced when they fail in operation

C. Require continuous condition monitoring infrastructure

D. Exhibit predictable wear patterns over time

85. The IFMA Code of Conduct's principle of promise-keeping requires practitioners to:

A. Honor commitments made within professional capacity

B. Maintain detailed promise-keeping documentation extensively

C. Document all promises in organizational records consistently

D. Limit promises to verified parties only consistently

86. The standard cost of quality framework identifies four cost categories. Investments in process design and training are classified as:

A. External failure costs from defects delivered to customers

B. Internal failure costs from defects caught before delivery

C. Prevention costs supporting designed-in quality outcomes

D. Appraisal costs verifying achieved quality through measurement

87. The IFMA Certification Commission's CFM exam item analysis is conducted on:

A. Future exam forms before initial release to candidates

B. Previous CFM exam forms before new release validation

C. Concurrent exam forms during active delivery process

D. Vendor-recommended schedule without standard timing

88. The standard NFPA standard governing fire alarm and signaling systems is:

A. NFPA 70 for the National Electrical Code

B. NFPA 25 for water-based system inspection

C. NFPA 101 for life safety and means of egress

D. NFPA 72 for fire alarm and signaling code

89. The IFMA Code of Conduct's principle of accountability requires practitioners to:

A. Take responsibility for professional decisions and outcomes

B. Maintain detailed accountability documentation extensively

C. Document accountability decisions in organizational records

D. Limit accountability to specific decision categories defined

90. The standard project lifecycle includes which standard phases in order?

A. Initiation, execution, planning, monitoring, closeout

B. Planning, initiation, execution, monitoring, closeout

C. Initiation, planning, execution, monitoring, closeout

D. Execution, planning, initiation, monitoring, closeout

91. The IFMA Certification Commission's CFM exam content review is conducted:

A. Annually by IFMA staff with administrative authority

B. Continuously by external consulting firms commissioned

C. Quarterly by certified facility managers globally

D. Regularly to ensure items remain accurate and relevant

92. The standard ASHRAE Standard 188 most directly addresses:

A. Thermal comfort temperature and humidity ranges

B. Water management plans for Legionella risk management

C. Outdoor air ventilation rates for indoor air quality

D. Energy efficiency standards for commercial buildings

93. The IFMA Code of Conduct's principle of fairness requires practitioners to:

A. Treat all parties with fairness and impartiality consistently

B. Maintain detailed fairness documentation extensively

C. Document fairness decisions in organizational records

D. Limit fairness to verified parties only consistently

94. The standard project delivery method involving multi-party contract with shared risk and reward is:

A. Design-bid-build with traditional sequential contracting

B. Design-build with single-point responsibility structure

C. Public-Private Partnership with long-term operations

D. Integrated Project Delivery with collaborative structure

95. The IFMA Certification Commission's CFM credential eligibility option requiring no FM degree requires:

A. 3 years with accelerated certification credit allowed

B. 7 years matching specialized industries only

C. 5 years of professional facility management experience

D. 10 years with continuous documentation submission

96. The standard ICS principle ensuring each responder reports to a single supervisor is:

A. Span of control limiting subordinate counts per supervisor

B. Unity of command throughout the response structure

C. Common terminology enabling cross-organizational coordination

D. Modular organization scaling structure to incident complexity

97. The IFMA Code of Conduct's principle of caring requires practitioners to:

A. Demonstrate concern for safety, environment, and stakeholder welfare

B. Maintain detailed caring documentation extensively

C. Document caring decisions in organizational records

D. Limit caring to verified parties only consistently

98. The standard ADA Standards establish accessibility requirements for which set of facility elements?

A. Energy systems, mechanical equipment, and HVAC components

B. Cybersecurity systems, network infrastructure, and data centers

C. Sustainability metrics, carbon reporting, and environmental management

D. Parking, entrances, routes, restrooms, signage, and alarms

99. The IFMA Code of Conduct's principle of continuous learning requires practitioners to:

A. Limit professional development to credential renewal cycles

B. Continually seek new information to maintain professional skills

C. Document continuous learning in organizational records extensively

D. Limit learning to IFMA-published materials exclusively

100. The standard six-step ICS chain of command supports:

A. The aesthetic appearance of incident command operations

B. The marketing prominence of incident command vendor brands

C. Effective communication and coordination during incidents

D. The financial cost of incident command implementation

PRACTICE EXAM 11 — ANSWER KEY AND FULL EXPLANATIONS

1. A — Translation of organizational strategy into facility implications is the primary purpose of a Strategic Facility Plan. The supply organization (facility function) exists to serve the demand organization, and SFPs make this translation explicit. Daily activities, vendor criteria, and depreciation are operational concerns subordinate to strategic alignment.

2. C — The IFMA Certification Commission enforces the Code of Conduct for credential holders. The Commission has authority over credential standards, integrity, and compliance with the Code. Building authorities, vendors, and federal agencies do not enforce the IFMA Code.

3. B — Functional Programming defines requirements for design before construction begins through documentation of users, activities, space requirements, adjacencies, performance criteria, and constraints. The program document is the brief against which design is developed. Energy calculations, maintenance scheduling, and vendor pricing are different deliverables.

4. D — PPE is the least preferred control level in the hierarchy of controls. The hierarchy progresses through elimination, substitution, engineering controls, administrative controls, and PPE in descending order of effectiveness. Higher-order controls provide more reliable protection because they reduce dependence on consistent worker behavior.

5. A — Scope 1 emissions are direct emissions from sources owned or controlled by the organization, including onsite combustion, fleet vehicles, and refrigerant leakage. The GHG Protocol's three-scope framework distinguishes Scope 1 from Scope 2 (purchased energy) and Scope 3 (value chain). There is no Scope 4 in the protocol.

6. C — Span of control limits subordinate counts per supervisor in ICS, typically maintaining ratios that allow effective supervision during incidents. Unity of command, modular organization, and common terminology address different ICS concerns. Span of control prevents supervisor overload during incident response.

7. D — The Critical Path Method identifies activities with zero float that determine project minimum duration. Activities on the critical path have no delay tolerance; any delay extends the project. Cost, resource intensity, and visibility are unrelated to critical path identification.

8. B — Execution of project work and deliverable creation is the standard project lifecycle phase between planning and monitoring/controlling. The lifecycle progresses through initiation, planning, execution, monitoring/controlling, and closeout. Stakeholder analysis, risk assessment, and change order processing occur within phases rather than as standalone phases.

9. A — Triple Net (NNN) lease requires the tenant to pay base rent plus property taxes, insurance, and maintenance. The "triple net" name reflects these three pass-through expense categories. Utilities, management fees, marketing costs, and tenant improvements are not typically included in the NNN structure definition.

10. C — The IFMA exam blueprint allocates 10 scored questions equally to each of the ten official domains, weighted at 10% each. Equal weighting means candidates cannot afford to neglect any single domain area. This is one of the most distinctive features of the CFM credential structure.

11. D — Recovery Time Objective is the target timeframe within which a disrupted function must be restored. RTO is a planning target derived from Business Impact Analysis. Maximum acceptable data loss is RPO; backup testing frequency and disruption duration estimates are separate concepts.

12. B — W. Edwards Deming developed the Plan-Do-Check-Act cycle as the foundational continuous improvement framework. The cycle is also called the Deming Cycle in recognition of his contribution. Juran developed the quality trilogy, Crosby championed zero defects, and Ishikawa contributed cause-and-effect analysis.

13. A — The IFMA CFM credential is valid for 3 years requiring documented qualifying activities for renewal. Recertification requires at least three activities in a minimum of two of four categories. Other validity periods misrepresent the actual certification cycle.

14. C — The four FEMA emergency management phases are mitigation, preparedness, response, and recovery. The framework structures emergency management activities across the full event lifecycle. Identification, litigation, investigation, and prevention are not standard FEMA phases.

15. B — TIMWOOD covers all seven Lean waste types: Transportation, Inventory, Motion, Waiting, Overproduction, Over-processing, and Defects. The acronym is widely used in Lean education and practice. PDSA, SMART, and DMAIC reference different frameworks.

16. D — The IFMA Code of Conduct's principle of confidentiality requires practitioners to not disclose confidential information without permission unless required by law. The principle protects proprietary and confidential information in facility management practice. Documentation, hierarchy limitation, and review documentation are not the principle's core requirement.

17. C — Operation and maintenance during service life is the asset lifecycle phase immediately following installation. The lifecycle progresses through planning, installation, operation, maintenance, and disposition. Specification-procurement, disposal, and acquisition sequences misrepresent the lifecycle structure.

18. A — A Cost Performance Index of 0.85 indicates performance unfavorable to budget by 15%. CPI below 1.0 means actual cost exceeds earned value, with the magnitude of difference reflecting unfavorable cost performance. CPI above 1.0 indicates favorable performance.

19. B — The IFMA Code of Conduct's principle of integrity requires practitioners to act with honesty and fairness without misleading parties. The principle establishes the ethical baseline for professional communication and action. Geographic limitation, certification maintenance, and documentation requirements misrepresent the integrity principle.

20. D — Design-build is the project delivery method with single point of responsibility for both design and construction. The model provides faster delivery and accountability concentration but requires owner clarity on requirements upfront. CMAR, P3, and design-bid-build distribute design and construction responsibility differently.

21. C — The IFMA exam is delivered through computer-based testing at Prometric centers. Live remote proctoring is no longer allowed for the CFM exam. Paper-based, regional office, and live remote delivery misrepresent the actual delivery method.

22. A — SMART criteria require KPIs to be Specific, Measurable, Achievable, Relevant, and Time-bound. The framework ensures that performance indicators are well-designed and actionable. Other letter combinations represent invented or alternative frameworks that are not the standard SMART definition.

23. D — The IFMA Code of Conduct's principle of high standard of service requires practitioners to provide only services for which they are competent and qualified. The principle protects clients and the profession from incompetent service delivery. Discipline coverage, certification maintenance, and documentation are different requirements.

24. B — Appraisal costs verify achieved quality through inspection, audits, testing, and measurement systems. The cost of quality framework distinguishes appraisal from prevention (designed-in quality), internal failure (caught defects), and external failure (delivered defects). Inspection and testing are classic appraisal activities.

25. A — Scope 2 emissions are indirect emissions from purchased energy, including electricity, steam, heating, and cooling consumed by the organization. Facility electricity consumption is the most common Scope 2 category. The framework distinguishes Scope 2 from Scope 1 (direct) and Scope 3 (value chain).

26. C — ASHRAE Standard 55 most directly governs commercial building thermal comfort, defining acceptable combinations of temperature, humidity, airspeed, and radiant conditions. Standard 62.1 addresses ventilation, 90.1 addresses energy efficiency, and 188 addresses water management. Each standard addresses a distinct facility performance area.

27. B — The IFMA exam consists of 120 total questions including 100 scored items and 20 unscored pretest items. Candidates do not know which items are scored versus pretest, so all questions warrant full attention. The 100-question scored count is what determines exam outcome.

28. D — Risk transfer shifts risk to a third party through insurance or contractual mechanisms. Purchasing insurance is the classic risk transfer strategy. Avoidance, mitigation, and acceptance represent alternative treatment strategies addressing risk differently.

29. A — The IFMA Code of Conduct establishes the facility manager's primary professional goal as developing and managing safe, human, and functional workspaces. The goal centers facility management on stewardship of the built environment in service of occupants. Budget maximization, cost minimization, and outsourcing are not the primary professional goal.

30. C — NFPA 101 Life Safety Code most directly governs life safety and means of egress in commercial facilities. The code addresses occupant safety in buildings through requirements for egress, fire protection features, and occupancy classifications. NFPA 70 covers electrical, NFPA 25 covers water-based system inspection, and NFPA 99 is healthcare-specific.

31. B — IFMA exam pass-fail determination is based on total scored items correct against criterion-referenced standard. The passing score reflects the minimum knowledge required to practice competently, established through formal standard-setting study. Domain-specific minimums, percentile comparison, and fixed percentage thresholds misrepresent the methodology.

32. D — A project charter formally authorizes the project and defines its purpose, scope, deliverables, schedule, budget, stakeholders, and project manager authority. The charter is approved by the project sponsor and serves as the foundational governance document. Daily reports, vendor pricing, and tax depreciation are not charter purposes.

33. A — The IFMA Code of Conduct's principle of fiduciary responsibility requires practitioners to be honest, transparent, and trustworthy in financial dealings. The principle protects employers, clients, and stakeholders from financial misconduct. Aggressive negotiation, neutrality, and advisory limitation are not fiduciary requirements.

34. B — The hierarchy of controls preferred sequence is elimination, substitution, engineering controls, administrative controls, and PPE in descending order of effectiveness. Higher-order controls provide more reliable protection. PPE-first, control-first inversions, and incomplete sequences misrepresent the established hierarchy.

35. C — The IFMA exam provides 3 hours of testing time with 15 minutes added for bio breaks within a 4-hour appointment. The timer counts down from 3 hours; the additional time accommodates tutorial, check-in, and breaks while the timer continues to run. Other time allocations misrepresent the actual structure.

36. A — Allocation-based chargeback distributes facility costs based on each department's occupied square footage. The model is transparent and incentivizes space efficiency without requiring consumption measurement infrastructure. Consumption-based, performance-based, and no-chargeback models distribute costs differently.

37. D — Schedule Performance Index of 0.90 indicates performance behind schedule by 10% of planned work. SPI below 1.0 indicates behind schedule; above 1.0 indicates ahead. The calculation shows the project completed 90% of planned work for the period.

38. B — Modern quality management per ISO 9001 rests on seven foundational principles: customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision making, and relationship management. The principles structure quality practice across industries. Other counts misrepresent the standard.

39. C — The IFMA Code of Conduct's principle of trust requires practitioners to be truthful in professional communications. The principle recognizes that professional conduct affects public trust and confidence. Documentation, communication limitation, and legal deferral misrepresent the principle.

40. A — Reliability-centered maintenance is a systematic analytical framework selecting optimal strategy per asset based on failure modes, consequences, and cost-effective mitigation. RCM typically results in a portfolio decision combining strategies rather than uniform application. Default reactive, universal preventive, and continuous predictive approaches lack RCM's analytical foundation.

41. B — CFM credential renewal requires completion of activities in at least two of four categories with documented activities. The framework requires three activities minimum across two or more categories for a total of six activities. Other category requirements misrepresent the actual renewal structure.

42. D — Lessons learned documentation and integration is the project closeout activity most commonly neglected to long-term detriment. Teams move on without capturing institutional learning that should improve future projects. Payment, punch lists, and occupancy filing are typically completed even when lessons learned is skipped.

43. A — IFMA exam specifications were developed through the Dynamic Global Career-Based Practice Analysis involving approximately 1,700 facility managers globally. The empirical methodology validated the exam blueprint through systematic practice analysis. Vendor-driven, academic-only, and single-region approaches misrepresent the actual validation methodology.

44. D — Variance analysis distinguishes between price, volume, efficiency, and timing variances. Each variance type identifies different causal factors for budget deviation. Geographic, personnel, and quality variances are not part of the standard variance analysis framework.

45. B — The IFMA Code of Conduct's principle of verification requires practitioners to continually evaluate services to ensure consistency with ethical principles and practice standards. The principle establishes ongoing self-evaluation as an ethical obligation. Documentation, external review, and organizational records are not the principle's core.

46. D — A RACI matrix clarifies roles and responsibilities for project deliverables through Responsible, Accountable, Consulted, and Informed designations. The matrix prevents role confusion and supports clear accountability. Cost allocation, scheduling, and risk assessment are addressed through different tools.

47. A — The IFMA exam blueprint recognizes 10 official scored domains with equal 10% weighting each. Equal weighting means candidates cannot afford to neglect any single domain. Other domain counts and weighting distributions misrepresent the actual blueprint structure.

48. C — ENERGY STAR Portfolio Manager produces facility benchmarking scores on a 1-to-100 scale. Scores of 75 or higher qualify eligible buildings for ENERGY STAR certification. Letter grades, certification tiers, and percentile rankings without numbers are not the Portfolio Manager scale.

49. B — The IFMA Code of Conduct's principle of respect requires practitioners to honor client, third party, and stakeholder interests within applicable law and social/environmental concerns. The principle establishes ethical respect for all stakeholders. Hierarchical respect, deferential treatment, and documentation are not the principle's core requirement.

50. A — The Triple Constraint framework recognizes scope, schedule, and cost as the three interrelated project constraints trading off against one another. Modern practice expands this to include quality, resources, and risk, but the foundational triple constraint is scope-schedule-cost. Other framings misrepresent the established framework.

51. D — The IFMA CFM credential requires recertification every 3 years with documented qualifying activities across categories. Credential holders must complete at least three activities in a minimum of two of four categories for a total of six activities. Other intervals misrepresent the standard.

52. C — Preventive maintenance compliance is a leading indicator predicting future asset reliability. Leading indicators measure inputs and activities that influence future outcomes. Equipment failure rates and incident counts are lagging indicators describing past results.

53. B — The IFMA Code of Conduct addresses facility manager continuous learning as continually seeking new information to maintain skills relative to the built environment. The principle establishes ongoing professional development as an ethical obligation. Renewal-only, IFMA-only, and optional limitations misrepresent the requirement.

54. A — CMMS platforms support asset records, work orders, PM scheduling, inventory, and reporting as core functions. The platforms centralize maintenance information and operational workflow. Email, CRM, and HR functions are outside CMMS scope.

55. D — The IFMA Code of Conduct's principle of disclosure requires practitioners to make appropriate disclosures and withdraw or obtain consent if conflicts cannot be removed. The principle addresses the management of conflicts of interest through transparency. Documentation, unlimited disclosure, and organizational records are not the principle's core.

56. C — WELL Building Standard certification focuses primarily on occupant health, comfort, and wellness outcomes. The framework addresses air, water, nourishment, light, movement, thermal comfort, sound, materials, mind, and community. Energy, site, and waste are LEED and BREEAM emphases.

57. B — The IFMA Code of Conduct's principle of transparency requires practitioners to not misinform regarding products or terms of service to be provided. The principle establishes truthful representation as an ethical obligation. Public availability, hierarchical communication, and extensive documentation are not the principle's core.

58. D — Crime Prevention Through Environmental Design (CPTED) reduces security risk through environmental design including natural surveillance, natural access control, territorial reinforcement, and maintenance. The framework integrates security into facility design. Energy, IAQ, and space optimization are addressed through other design disciplines.

59. A — IFMA CFM exam item development is conducted by subject matter experts under psychometrician guidance. The process ensures items are valid, reliable, and properly calibrated. IFMA staff, external consulting, and vendor representatives do not lead item development.

60. C — Life cycle cost analysis compares alternatives over total useful life by capturing acquisition, operation, maintenance, and disposition costs. The tool corrects the damaging habit of selecting based on upfront cost alone. Depreciation, taxes, and payment terms are different financial considerations.

61. D — The IFMA Code of Conduct addresses facility manager objective judgment as maintaining objective, professional judgment without compromising activities, contributions, or conflicts of interest. The principle establishes objectivity as a continuous professional requirement. Limited applications, conflict-only, and optional approaches misrepresent the obligation.

62. B — Multi-channel reach across SMS, voice, email, and signage is the most consequential design factor for mass notification effectiveness. Single-channel reliance fails when the channel itself is unavailable. Aesthetics, marketing prominence, and unit cost are secondary to functional reach.

63. C — The IFMA exam appointment scheduling is conducted through Prometric for global computer-based testing. Prometric is the IFMA testing administration vendor. Pearson VUE, ETS, and ACT do not administer the IFMA CFM exam.

64. A — ISO 31000 emphasizes risk management as integrated, structured, customized, and continuously improved. The framework establishes principles applicable across organizational contexts. Centralization, transfer-only, and probability-only emphases misrepresent the standard's integrated approach.

65. D — The IFMA Code of Conduct addresses facility manager responsibility to owe a duty of care to clients and consideration to third parties and stakeholders. The principle establishes the ethical

foundation for professional accountability. Positioning, outsourcing, and documentation are not Code obligations.

66. B — Executive reporting discipline emphasizes Bottom Line Up Front structure with conclusions first. The principle respects executive time and decision orientation. Comprehensive technical documentation, maximum operational detail, and presentation aesthetics over substance fail to match executive consumption patterns.

67. A — The IFMA exam content outline includes knowledge-based, scenario-based, and integrated case study items. The mix tests both theoretical understanding and practical judgment. Multiple choice only, essay, and practical demonstration formats misrepresent the actual content structure.

68. C — EVM uses three foundational values: Earned Value (EV), Planned Value (PV), and Actual Cost (AC). The three values support calculation of variance, performance indices, and forecasting. Vendor Value, Strategic Value, and other framings misrepresent the EVM framework.

69. D — The IFMA Code of Conduct addresses facility manager commitment to practicing in a manner supporting employer, employee, and client rights. The principle establishes the foundation for ethical service delivery. Outsourcing, budget maximization, and cost minimization are not Code commitments.

70. B — Fixed price or lump sum contracting has the contractor deliver defined scope for a fixed total price. The contractor bears cost risk in exchange for clear scope. Cost-plus, T&M, and performance-based contracts allocate risk differently.

71. A — The IFMA Certification Commission was established to establish, maintain, and validate FM professional standards. The Commission focuses on credential standards and integrity. Revenue generation, software regulation, and compensation negotiation are not the Commission's mission.

72. C — Time-based preventive maintenance is appropriate when equipment exhibits predictable wear patterns over time, allowing scheduled intervention before failure. Random failure patterns favor reactive maintenance, condition monitoring enables predictive approaches, and low criticality may not justify any maintenance. Strategy selection matches asset failure characteristics.

73. B — IFMA CFM exam form is reviewed by SME panel before being finalized for delivery. The review ensures content accuracy, relevance, and proper calibration. IFMA staff, vendor representatives, and random selection do not perform the form review.

74. D — Space planning hierarchy progresses from strategy through programming, space standards, planning, and design — increasing in specificity at each level. The cascade ensures detailed design decisions trace back to organizational strategy. Reverse sequences misrepresent the planning logic.

75. A — IFMA CFM exam blueprint validation involved approximately 1,700 facility managers across all seven IFMA geographic regions. The empirical scale established the validity of the exam blueprint. Other counts misrepresent the actual study.

76. C — Resilience capacity addresses the ability to anticipate, absorb, adapt to, and recover from disruption. The definition distinguishes resilience from risk reduction (decreasing likelihood) by emphasizing adaptive response to disruption regardless of cause. Cost reduction, risk elimination, and certification are not resilience definitions.

77. B — The IFMA Code of Conduct's principle of honesty requires practitioners to be truthful in professional communications consistently. The principle recognizes that professional honesty supports public trust. Documentation, organizational records, and limited communication are not the principle's core.

78. D — Competent CFMs operate across strategic, tactical, and operational levels rather than being confined to any single level. Senior facility leaders concentrate on strategic work but retain tactical and operational fluency. Hierarchical separation, exclusive focus, and unidirectional progression misrepresent the integrated role.

79. A — IFMA CFM exam scoring methodology is criterion-referenced through standard-setting study. The passing score reflects the minimum knowledge required to practice competently. Norm-referenced, percentile-ranked, and composite-scored methodologies misrepresent the actual approach.

80. C — CMMS value depends most directly on the discipline of data entry and information quality. Sophisticated platforms with poor data produce dashboards that mislead decisions. Investment, user counts, and building age do not substitute for data quality discipline.

81. A — The IFMA Code of Conduct's principle of competence requires practitioners to provide only services for which they are competent and qualified. The principle protects clients and the profession from incompetent service delivery. Documentation, organizational records, and geographic limitation are not the principle's core.

82. C — Consumption-based chargeback distributes costs based on actual measured consumption with submetering infrastructure. The model creates direct cost-consumption alignment and incentivizes efficient use. Allocation-based, tiered, and no-chargeback models distribute costs differently.

83. B — 90 days with extension request available is the IFMA exam appointment scheduling timeline after application approval. The extension request requires a $50 fee and provides another 90 days. The other timeframes misrepresent the actual IFMA exam scheduling policy.

84. D — Preventive maintenance is most appropriate for assets that exhibit predictable wear patterns over time, allowing scheduled intervention before failure. Random failure patterns favor reactive maintenance, easily replaced equipment may not justify PM, and continuous monitoring enables predictive approaches. Strategy selection matches asset failure characteristics.

85. A — The IFMA Code of Conduct's principle of promise-keeping requires practitioners to honor commitments made within professional capacity. The principle establishes commitment integrity

as an ethical obligation. Documentation, organizational records, and limited communication are not the principle's core.

86. C — Prevention costs support designed-in quality and include investments in process design, training, quality planning, and supplier development. The cost of quality framework distinguishes prevention from appraisal, internal failure, and external failure costs. Shifting investment toward prevention reduces total cost of quality.

87. B — IFMA CFM exam item analysis is conducted on previous CFM exam forms before new release. The analysis identifies items that may need replacement or revision. Future forms, concurrent forms, and vendor schedules misrepresent the actual analysis process.

88. D — NFPA 72 governs fire alarm and signaling code requirements for commercial facilities. The code addresses installation, performance, testing, and maintenance of fire alarm systems. NFPA 70, 25, and 101 address different fire and electrical safety areas.

89. A — The IFMA Code of Conduct's principle of accountability requires practitioners to take responsibility for professional decisions and outcomes. The principle establishes responsibility as a continuous professional requirement. Documentation, organizational records, and limited applications are not the principle's core.

90. C — The standard project lifecycle progresses through initiation, planning, execution, monitoring/controlling, and closeout in that order. The sequence reflects the natural progression of project work from authorization through delivery. Other orderings misrepresent the standard project lifecycle structure.

91. D — IFMA CFM exam content review is conducted regularly to ensure items remain accurate and relevant. The continuous review process maintains exam validity over time. Annual, continuous, and quarterly schedules misrepresent the actual review cycle.

92. B — ASHRAE Standard 188 governs water management plans addressing Legionella risk in cooling tower and other building water systems. The standard establishes requirements for risk assessment, control measures, monitoring, and documentation. Other standards address different facility performance areas.

93. A — The IFMA Code of Conduct's principle of fairness requires practitioners to treat all parties with fairness and impartiality consistently. The principle establishes equitable treatment as an ethical obligation. Documentation, organizational records, and limited communication are not the principle's core.

94. D — Integrated Project Delivery uses a multi-party contract with shared risk and reward among owner, designer, and contractor. The model fits complex projects where collaboration produces significant value. Design-bid-build, design-build, and P3 distribute risk and responsibility differently.

95. C — The CFM eligibility option requiring no formal FM degree requires 5 years of professional facility management experience covering most of the exam domains. The other option requires 3 years with a bachelor's or master's degree in facility management. Both pathways support certification eligibility.

96. B — Unity of command throughout the response structure ensures each responder reports to a single supervisor in ICS. The principle prevents conflicting direction and confusion during incident response. Span of control, common terminology, and modular organization address different ICS concerns.

97. A — The IFMA Code of Conduct's principle of caring requires practitioners to demonstrate concern for safety, environment, and stakeholder welfare. The principle establishes care for stakeholder interests as an ethical obligation. Documentation, organizational records, and limited communication are not the principle's core.

98. D — ADA Standards establish accessibility requirements for parking, entrances, routes, restrooms, signage, and alarms among other facility elements. The standards address physical accessibility for people with disabilities. Energy systems, cybersecurity, and sustainability metrics are governed by other regulatory frameworks.

99. B — The IFMA Code of Conduct addresses facility manager continuous learning as continually seeking new information to maintain professional skills relative to the built environment. The principle establishes ongoing professional development as an ethical obligation. Renewal-only, organizational records, and IFMA-only limitations misrepresent the requirement.

100. C — The standard ICS chain of command supports effective communication and coordination during incidents. The principle ensures clear authority and information flow across response organizations. Aesthetics, vendor marketing, and financial cost are secondary to operational effectiveness.