

PRACTICE EXAM 9: CFM SIMULATION

PRACTICE EXAM 9 — 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 negative-stem questions ("which is NOT," "which is LEAST," "which is the EXCEPTION") and reverse-logic items requiring identification of the incorrect option, distinct from prior exams' positive-stem orientation. Difficulty is moderate-to-high through cognitive switch required for negative reasoning.

1. Each of the following is a recognized phase of the FEMA emergency management framework EXCEPT:
 - A. Mitigation involving hazard reduction investment
 - B. Preparedness through planning and training activities
 - C. Investigation of root cause and accountability assignment
 - D. Recovery through restoration of normal operations

2. Which of the following is NOT one of the four risk treatment strategies?
 - A. Diversification across multiple risk categories simultaneously
 - B. Avoidance through elimination of activity producing risk
 - C. Mitigation through implementation of controls
 - D. Transfer through contractual or insurance mechanism

3. All of the following are recognized scopes in the Greenhouse Gas Protocol framework EXCEPT:

- A. Scope 1 direct emissions from owned sources
- B. Scope 2 indirect emissions from purchased energy
- C. Scope 3 indirect emissions from value chain
- D. Scope 4 cumulative emissions across multiple organizations

4. Which of the following is NOT a typical component of total occupancy cost in a commercial lease?

- A. Base rent established by the lease agreement
- B. Corporate income tax allocated by square footage
- C. Operating expense pass-through charges
- D. Common area maintenance charges

5. Each of the following is a recognized SMART criterion for KPI evaluation EXCEPT:

- A. Standardized across organizational measurement frameworks
- B. Measurable through objective data collection
- C. Achievable within reasonable performance expectations
- D. Relevant to organizational strategic objectives

6. Which of the following is NOT one of the seven foundational quality management principles per ISO 9001?

- A. Customer focus driving quality decisions
- B. Leadership establishing quality direction
- C. Vendor independence from quality coordination

D. Process approach to quality activities

7. All of the following are typical components of a project charter EXCEPT:

- A. Project purpose and business justification
- B. High-level scope and deliverable definition
- C. Project manager authority designation
- D. Daily contractor activity reporting requirements

8. Which of the following is NOT a recognized type of variance in budget analysis?

- A. Price variance reflecting unit cost changes
- B. Geographic variance reflecting location-specific factors
- C. Volume variance reflecting activity level changes
- D. Timing variance reflecting period shifts

9. Each of the following is a recognized callout box type in facility documentation EXCEPT:

- A. Cost calculation showing financial implications
- B. Key Point identifying critical information
- C. Warning highlighting safety concerns
- D. Exam Tip providing study guidance

10. Which of the following is NOT a recognized phase of the asset lifecycle?

- A. Planning and acquisition decisions
- B. Installation and commissioning
- C. Operation and maintenance
- D. Marketing and brand development

11. All of the following are typical components of a Strategic Facility Plan EXCEPT:

- A. Strategic context and organizational alignment
- B. Daily work order tracking and resolution metrics
- C. Demand forecast across the planning horizon
- D. Implementation roadmap with sequenced initiatives

12. Which of the following is NOT one of the four standard Lean improvement waste categories that begins with the letter T or W?

- A. Transportation of materials and information
- B. Waiting between process steps
- C. Compensation across organizational levels
- D. Waste from defects requiring rework

13. Each of the following is a recognized facility certification framework EXCEPT:

- A. ISO 27001 specifically for facility maintenance management
- B. LEED for energy and environmental performance
- C. WELL for occupant health and wellness
- D. BREEAM for building research environmental assessment

14. Which of the following is NOT one of the standard project delivery methods?

- A. Design-bid-build with sequential procurement
- B. Design-build with single point of responsibility
- C. Construction Manager at Risk with preconstruction collaboration
- D. Vendor-direct procurement bypassing competitive bidding

15. All of the following are recognized levels in the hierarchy of controls EXCEPT:

- A. Elimination of the hazard from the workplace
- B. Substitution with less hazardous alternatives
- C. Acceptance of the hazard through documentation
- D. Engineering controls isolating workers from hazards

16. Which of the following is NOT a recognized component of the Triple Constraint framework?

- A. Scope defining what the project will deliver
- B. Vendor relationships established outside the project
- C. Schedule defining when the project will deliver
- D. Cost defining the budget for project delivery

17. Each of the following is a recognized type of facility lease structure EXCEPT:

- A. Investment lease with capital appreciation participation
- B. Gross lease with landlord expense responsibility
- C. Modified gross lease with shared expense responsibility
- D. Triple net lease with tenant expense pass-through

18. Which of the following is NOT a typical component of the IFMA exam structure?

- A. 100 scored items across the 10 domains
- B. 20 unscored pretest items for future validation
- C. 3-hour testing timer with 4-hour appointment
- D. Essay items requiring written response analysis

19. All of the following are recognized phases of the standard project lifecycle EXCEPT:

- A. Initiation establishing project authority
- B. Planning developing detailed project approach
- C. Marketing campaign for project promotion
- D. Closeout completing project deliverables

20. Which of the following is NOT one of the IFMA Code of Conduct foundational principles?

- A. Aggressive negotiation without ethical constraint considerations
- B. Integrity in professional communications and actions
- C. High standard of service through competence
- D. Confidentiality protecting privileged information

21. Each of the following is a recognized component of the Earned Value Management framework EXCEPT:

- A. Earned Value representing work completed value
- B. Vendor Value representing supplier contribution measurement
- C. Planned Value representing scheduled work value
- D. Actual Cost representing resources consumed

22. Which of the following is NOT a typical purpose of facility commissioning?

- A. Verification that systems perform per owner requirements
- B. Documentation of system capabilities for operations
- C. Training of facility staff on new system operation
- D. Negotiation of vendor pricing for installed equipment

23. All of the following are typical components of a Business Impact Analysis EXCEPT:

- A. Identification of critical business functions
- B. Geographic distribution analysis of physical assets
- C. Recovery Time Objective determination
- D. Recovery Point Objective determination

24. Which of the following is NOT a recognized facility space management metric?

- A. Utilization rate of workspace and meeting areas
- B. Density measured as employees per area
- C. Brand recognition score across organizational stakeholders
- D. Vacancy rate of unoccupied space

25. Each of the following is a recognized component of the IFMA Certification Commission's CFM credential maintenance EXCEPT:

- A. Annual exam retake to validate continued competency
- B. Activities across multiple qualifying categories
- C. Documented qualifying activities meeting minimum thresholds
- D. Ethics Assessment completion every six years

26. Which of the following is NOT a recognized component of facility risk register documentation?

- A. Risk identification and description
- B. Likelihood and consequence assessment
- C. Treatment strategy and responsibility assignment
- D. Marketing materials promoting risk awareness

27. All of the following are typical sources of facility benchmarking data EXCEPT:

- A. Industry association published benchmarks
- B. Personal opinion of facility leadership team members
- C. Peer organization information sharing arrangements
- D. Subscription benchmarking service providers

28. Which of the following is NOT one of the recognized leadership roles for facility managers?

- A. Personal achievement of professional certifications exclusively
- B. Strategic alignment with organizational objectives
- C. Tactical execution of facility services

D. Operational management of daily facility activities

29. Each of the following is a typical component of facility operations EXCEPT:

- A. Building maintenance and repair activities
- B. Asset management and lifecycle planning
- C. Marketing campaigns for organizational positioning
- D. Health, safety, and security management

30. Which of the following is NOT a recognized component of facility chargeback model design?

- A. Allocation methodology distributing costs across departments
- B. Service tier definition for differentiated offerings
- C. Performance measurement of cost recovery effectiveness
- D. Vendor marketing materials promoting chargeback benefits

31. All of the following are recognized facility communication channels EXCEPT:

- A. Vendor catalog distribution to facility staff
- B. Direct email communication to occupant populations
- C. Building digital signage and information displays
- D. In-person town halls and stakeholder meetings

32. Which of the following is NOT a recognized component of facility quality management systems?

- A. Continuous improvement through structured methodology
- B. Performance measurement against established standards
- C. Vendor relationship building through informal engagement
- D. Process documentation for consistent execution

33. Each of the following is a recognized component of facility sustainability programs EXCEPT:

- A. Energy management and efficiency improvement
- B. Vendor brand promotion through sustainability marketing
- C. Water management and conservation
- D. Waste management and circular economy

34. Which of the following is NOT a recognized component of facility real estate management?

- A. Random vendor selection without competitive evaluation
- B. Portfolio strategy and composition decisions
- C. Lease administration and obligation management
- D. Site selection and acquisition decisions

35. All of the following are recognized components of facility technology and data management EXCEPT:

- A. CMMS for maintenance management
- B. IWMS for integrated workplace management
- C. BAS for building automation
- D. Personal social media platforms for facility staff

36. Which of the following is NOT a recognized component of facility project management?

- A. Project initiation and authorization
- B. Project planning and resource allocation
- C. Random scope changes without structured evaluation
- D. Project monitoring and controlling

37. Each of the following is a recognized component of facility leadership and strategy EXCEPT:

- A. Strategic planning and organizational alignment
- B. Personal social media presence development for facility staff
- C. Change management and transformation leadership
- D. Stakeholder relationship development and management

38. Which of the following is NOT a recognized component of facility communication?

- A. Stakeholder analysis and engagement planning
- B. Communication channel selection and management
- C. Random vendor outreach without strategic planning
- D. Crisis communication and incident response

39. All of the following are recognized components of facility risk management EXCEPT:

- A. Risk identification across operational areas
- B. Risk assessment using likelihood and consequence
- C. Risk treatment through structured strategies
- D. Risk avoidance through organizational gossip channels

40. Which of the following is NOT a recognized component of facility finance and business?

- A. Budget development and management
- B. Vendor relationship building through informal engagement
- C. Financial analysis and decision support
- D. Procurement and contract management

41. Each of the following is a typical component of facility staff training programs EXCEPT:

- A. Technical skill development for facility roles
- B. Safety training meeting regulatory requirements
- C. Leadership development for advancement preparation
- D. Personal hobby development without operational connection

42. Which of the following is NOT a recognized component of facility project closeout?

- A. Completion of all contracted work and deliverables
- B. Vendor brand promotion through closeout activities
- C. Documentation handover for operations support
- D. Lessons learned capture and integration

43. All of the following are typical components of facility cybersecurity programs EXCEPT:

- A. Asset inventory of connected facility systems
- B. Vulnerability assessment and remediation planning
- C. Marketing materials promoting cybersecurity vendor brands
- D. Incident response planning and capability

44. Which of the following is NOT a recognized component of facility space planning?

- A. Programming requirements definition with stakeholders
- B. Random space assignments without strategic evaluation
- C. Space standards establishing consistent allocations
- D. Detailed design implementing programming requirements

45. Each of the following is a recognized component of facility sustainability reporting EXCEPT:

- A. Performance measurement against established targets
- B. Disclosure to stakeholders of progress and gaps
- C. External certification validation where applicable
- D. Random vendor selection for sustainability initiatives

46. Which of the following is NOT a recognized component of facility procurement processes?

- A. Requirements specification and documentation
- B. Random vendor selection without competitive evaluation
- C. Vendor evaluation against established criteria
- D. Contract negotiation and execution

47. All of the following are recognized components of facility asset management EXCEPT:

- A. Asset inventory and identification
- B. Condition assessment and lifecycle planning
- C. Maintenance strategy by asset criticality
- D. Random asset disposal without structured evaluation

48. Which of the following is NOT a recognized component of facility emergency response?

- A. Emergency action plan development and maintenance
- B. Response capability development through training
- C. Random emergency response without structured planning
- D. Exercise and rehearsal of emergency response

49. Each of the following is a recognized component of facility occupant experience management EXCEPT:

- A. Occupant feedback collection through structured surveys
- B. Service delivery against established standards
- C. Workspace environment management for comfort
- D. Random occupant interaction without structured engagement

50. Which of the following is NOT a recognized component of facility energy management?

- A. Energy consumption measurement and benchmarking
- B. Vendor brand promotion through energy initiatives
- C. Energy efficiency project identification
- D. Energy performance reporting to stakeholders

51. All of the following are recognized components of facility water management EXCEPT:

- A. Water consumption measurement and monitoring
- B. Water quality testing and treatment
- C. Random water usage without conservation consideration
- D. Water management plans for Legionella risk

52. Which of the following is NOT a recognized component of facility waste management?

- A. Waste stream identification and characterization
- B. Random waste disposal without environmental consideration
- C. Waste reduction and recycling programs
- D. Waste vendor management and oversight

53. Each of the following is a recognized component of facility building system management EXCEPT:

- A. HVAC system operation and maintenance
- B. Random system operation without performance monitoring
- C. Electrical system management and safety
- D. Plumbing system operation and maintenance

54. Which of the following is NOT a recognized component of facility safety programs?

- A. Safety policy development and communication
- B. Hazard identification and assessment
- C. Safety training for facility staff
- D. Random safety practices without structured methodology

55. All of the following are recognized components of facility security management EXCEPT:

- A. Access control system management
- B. Random security practices without structured methodology
- C. Security incident response planning
- D. Surveillance and monitoring systems

56. Which of the following is NOT a recognized component of facility maintenance program management?

- A. Preventive maintenance scheduling and execution
- B. Corrective maintenance response and tracking
- C. Random maintenance activities without structured prioritization
- D. Predictive maintenance for critical equipment

57. Each of the following is a typical component of facility lease administration EXCEPT:

- A. Lease obligation tracking and management
- B. Critical date monitoring for renewals and options
- C. Random lease modifications without structured review
- D. Tenant improvement allowance management

58. Which of the following is NOT a recognized component of facility move management?

- A. Move planning and stakeholder coordination
- B. Logistics management for furniture and equipment
- C. Communication with affected occupants
- D. Random move execution without structured planning

59. All of the following are recognized components of facility wayfinding programs EXCEPT:

- A. Signage design and installation
- B. Digital wayfinding system implementation
- C. Random signage placement without coordination
- D. Accessibility compliance throughout wayfinding

60. Which of the following is NOT a recognized component of facility indoor environmental quality management?

- A. Indoor air quality testing and management
- B. Random environmental conditions without monitoring
- C. Thermal comfort measurement and control
- D. Acoustic environment management

61. Each of the following is a recognized component of facility food service management EXCEPT:

- A. Food service vendor selection and management
- B. Food safety oversight and compliance
- C. Service quality measurement and improvement
- D. Random food service operations without structured oversight

62. Which of the following is NOT a recognized component of facility parking management?

- A. Parking allocation and assignment policies
- B. Parking enforcement and violation management
- C. Parking facility maintenance and operation
- D. Random parking practices without structured policies

63. All of the following are recognized components of facility grounds management EXCEPT:

- A. Landscape design and maintenance
- B. Snow and ice management for safety
- C. Outdoor furniture and amenity maintenance
- D. Random grounds practices without structured planning

64. Which of the following is NOT a recognized component of facility custodial services management?

- A. Cleaning specification and standards definition
- B. Random cleaning practices without structured methodology
- C. Custodial vendor management and oversight
- D. Cleaning equipment and supply management

65. Each of the following is a recognized component of facility pest management EXCEPT:

- A. Integrated pest management methodology
- B. Pest activity monitoring and identification
- C. Random pest control without structured methodology
- D. Pest control vendor management

66. Which of the following is NOT a recognized component of facility relocation planning?

- A. Relocation strategy and approach development
- B. Random relocation execution without structured planning
- C. Vendor selection for relocation services
- D. Communication with affected stakeholders

67. All of the following are recognized components of facility space allocation processes EXCEPT:

- A. Space request and approval workflow
- B. Space standards application across departments
- C. Allocation tracking and documentation
- D. Random space assignments without structured review

68. Which of the following is NOT a recognized component of facility furniture management?

- A. Furniture standards establishing consistent specifications
- B. Random furniture selections without structured procurement
- C. Furniture procurement through structured processes
- D. Furniture maintenance and lifecycle management

69. Each of the following is a typical component of facility move/add/change processes EXCEPT:

- A. Request submission through structured workflow
- B. Approval through appropriate authority
- C. Random execution without structured planning
- D. Documentation of completed changes

70. Which of the following is NOT a recognized component of facility key/access management?

- A. Random key distribution without structured tracking
- B. Access privilege definition and assignment
- C. Key inventory and documentation

D. Access change management and audit

71. All of the following are recognized components of facility mail and package management EXCEPT:

- A. Mail receipt and distribution processes
- B. Package tracking and delivery to recipients
- C. Mail security screening and protocols
- D. Random mail handling without structured processes

72. Which of the following is NOT a recognized component of facility reception and visitor management?

- A. Random visitor practices without structured controls
- B. Visitor sign-in and badge issuance
- C. Reception staffing and coverage management
- D. Visitor escort policies and enforcement

73. Each of the following is a recognized component of facility document management EXCEPT:

- A. Document creation and version control
- B. Random document storage without structured organization
- C. Document retention and disposal policies
- D. Document access control and security

74. Which of the following is NOT a recognized component of facility shipping and receiving management?

- A. Receiving dock operation and management
- B. Inbound shipment tracking and verification
- C. Random receiving practices without structured processes
- D. Outbound shipment processing and documentation

75. All of the following are recognized components of facility conference room management EXCEPT:

- A. Reservation system implementation and management
- B. Random conference room usage without booking
- C. Audio-visual equipment management
- D. Conference room maintenance and cleaning

76. Which of the following is NOT a recognized component of facility shop and tool management?

- A. Tool inventory and tracking
- B. Tool maintenance and calibration
- C. Tool storage and access control
- D. Random tool acquisition without structured procurement

77. Each of the following is a typical component of facility utility management EXCEPT:

- A. Utility supplier relationship management
- B. Random utility usage without structured monitoring
- C. Utility consumption monitoring and reporting
- D. Utility cost management and optimization

78. Which of the following is NOT a recognized component of facility lighting management?

- A. Lighting design and specification
- B. Lighting control system management
- C. Lighting maintenance and lamp replacement
- D. Random lighting installations without structured design

79. All of the following are recognized components of facility roofing management EXCEPT:

- A. Roof inspection and condition assessment
- B. Roof maintenance and repair activities
- C. Random roofing practices without structured planning
- D. Roof replacement planning and execution

80. Which of the following is NOT a recognized component of facility flooring management?

- A. Flooring specification and procurement
- B. Flooring maintenance and cleaning
- C. Flooring replacement planning
- D. Random flooring practices without structured methodology

81. Each of the following is a recognized component of facility fire protection management EXCEPT:

- A. Random fire protection without structured methodology
- B. Fire protection system inspection and testing
- C. Fire alarm system management
- D. Fire suppression system maintenance

82. Which of the following is NOT a recognized component of facility elevator management?

- A. Elevator maintenance contract management
- B. Elevator inspection compliance
- C. Elevator emergency response procedures
- D. Random elevator practices without structured methodology

83. All of the following are recognized components of facility window and curtainwall management EXCEPT:

- A. Window cleaning scheduling and execution
- B. Window seal and gasket maintenance
- C. Random window practices without structured methodology
- D. Curtainwall inspection and maintenance

84. Which of the following is NOT a recognized component of facility paint and finish management?

- A. Random painting without structured planning
- B. Paint specification and color standards
- C. Painting schedule and execution planning
- D. Surface preparation requirements

85. Each of the following is a recognized component of facility door and hardware management EXCEPT:

- A. Door hardware specification and standards

- B. Random hardware selections without coordination
- C. Door maintenance and adjustment
- D. Hardware replacement planning

86. Which of the following is NOT a recognized component of facility ceiling management?

- A. Ceiling tile specification and inventory
- B. Ceiling maintenance and repair
- C. Ceiling system replacement planning
- D. Random ceiling work without structured methodology

87. All of the following are recognized components of facility wall management EXCEPT:

- A. Wall finish maintenance and repair
- B. Wall protection installation and maintenance
- C. Random wall modifications without structured planning
- D. Wall covering specification and procurement

88. Which of the following is NOT a recognized component of facility partition management?

- A. Random partition installations without structured planning
- B. Partition specification and procurement
- C. Partition installation and reconfiguration
- D. Partition maintenance and adjustment

89. Each of the following is a recognized component of facility millwork management EXCEPT:

- A. Millwork specification and standards

- B. Millwork installation coordination
- C. Millwork maintenance and refinishing
- D. Random millwork work without structured planning

90. Which of the following is NOT a recognized component of facility metalwork management?

- A. Metalwork specification and standards
- B. Random metalwork without structured methodology
- C. Metalwork installation and inspection
- D. Metalwork maintenance and refinishing

91. All of the following are recognized components of facility specialty equipment management EXCEPT:

- A. Random specialty equipment without structured methodology
- B. Equipment specification and procurement
- C. Equipment installation and commissioning
- D. Equipment maintenance and lifecycle planning

92. Which of the following is NOT a recognized component of facility window covering management?

- A. Window covering specification and standards
- B. Window covering installation and maintenance
- C. Random window covering without structured methodology
- D. Window covering replacement planning

93. Each of the following is a recognized component of facility art and signage program management EXCEPT:

- A. Art and signage specification and procurement
- B. Installation coordination and quality control
- C. Maintenance and repair planning
- D. Random art and signage without structured methodology

94. Which of the following is NOT a recognized component of facility plant and biophilia management?

- A. Plant specification and procurement standards
- B. Random plant placement without structured methodology
- C. Plant maintenance and care services
- D. Biophilic design integration with workspace

95. All of the following are recognized components of facility outdoor amenity management EXCEPT:

- A. Outdoor seating and gathering area maintenance
- B. Random outdoor amenity without structured methodology
- C. Outdoor lighting and pathway management
- D. Outdoor space programming and use

96. Which of the following is NOT a recognized component of facility recreation and fitness management?

- A. Recreation facility design and equipment
- B. Fitness equipment maintenance and management
- C. Random recreation practices without structured oversight
- D. Recreation programming and use management

97. Each of the following is a recognized component of facility data center management EXCEPT:

- A. Data center environmental control management
- B. Power management and uninterruptible power supply
- C. Cooling capacity planning and management
- D. Random data center operations without structured methodology

98. Which of the following is NOT a recognized component of facility laboratory management?

- A. Laboratory specification and design coordination
- B. Random laboratory operations without structured methodology
- C. Laboratory safety and compliance management
- D. Laboratory equipment maintenance and calibration

99. All of the following are recognized components of facility healthcare environment management EXCEPT:

- A. Healthcare-specific code compliance management
- B. Infection prevention environmental controls
- C. Patient comfort and experience management
- D. Random healthcare operations without structured methodology

100. Which of the following is NOT a recognized component of facility educational environment management?

- A. Educational space programming and design

- B. Educational technology integration management
- C. Random educational operations without structured methodology
- D. Educational facility safety and security

PRACTICE EXAM 9 — ANSWER KEY AND FULL EXPLANATIONS

1. C — Investigation of root cause and accountability assignment is not a recognized FEMA emergency management phase. The four FEMA phases are mitigation, preparedness, response, and recovery. Investigation may occur within phases but is not itself a phase of the framework.
2. A — Diversification across multiple risk categories is not one of the four risk treatment strategies. The four standard strategies are avoidance, mitigation, transfer, and acceptance. Diversification is a portfolio investment concept rather than a risk treatment strategy.
3. D — Scope 4 cumulative emissions across multiple organizations is not part of the GHG Protocol framework. The protocol recognizes only Scope 1 (direct), Scope 2 (purchased energy), and Scope 3 (value chain) emissions. There is no Scope 4 in the established framework.
4. B — Corporate income tax allocated by square footage is not a typical component of total occupancy cost. Total occupancy cost includes base rent, escalators, operating expense pass-throughs, common area maintenance charges, and buildout/restoration obligations. Corporate income tax is allocated through different organizational mechanisms.
5. A — Standardized across organizational measurement frameworks is not a SMART criterion. The SMART criteria are Specific, Measurable, Achievable, Relevant, and Time-bound. Standardization is a different framework concept not part of SMART.
6. C — Vendor independence from quality coordination is not one of the seven ISO 9001 quality management principles. The seven principles are customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision making, and relationship management. Relationship management actually emphasizes vendor coordination rather than independence.
7. D — Daily contractor activity reporting requirements are not a typical project charter component. The charter authorizes the project at a high level through purpose, scope, deliverables, schedule, budget, stakeholders, and project manager authority. Daily activity reporting is operational documentation, not charter content.
8. B — Geographic variance reflecting location-specific factors is not a recognized standard variance type in budget analysis. The standard variances are price, volume, efficiency, and timing. Geographic factors may influence variances but are not themselves a recognized variance category.

9. A — Cost calculation showing financial implications is not a recognized callout box type. The eight standard callout types are KEY POINT, EXAM TIP, WARNING, REMEMBER THIS, EXAMPLE, DEFINITION, NOTE, and COMMON MISTAKE. Cost calculations are typically presented in tables or text rather than as callout boxes.
10. D — Marketing and brand development is not a recognized phase of the asset lifecycle. The lifecycle progresses through planning, installation, operation, maintenance, and disposition. Marketing is unrelated to the asset lifecycle as a management framework.
11. B — Daily work order tracking and resolution metrics are not typical SFP components. The SFP addresses strategic context, demand forecast, current state assessment, and implementation roadmap. Daily metrics are operational rather than strategic.
12. C — Compensation across organizational levels is not a Lean waste category. The seven Lean wastes (TIMWOOD) are Transportation, Inventory, Motion, Waiting, Overproduction, Over-processing, and Defects. Compensation is unrelated to the Lean waste framework.
13. A — ISO 27001 is the information security management standard, not a facility certification framework for facility maintenance. LEED, WELL, BREEAM, and similar frameworks address facility-specific certification. ISO 27001 addresses information security across all organizational contexts.
14. D — Vendor-direct procurement bypassing competitive bidding is not a standard project delivery method. The standard methods are design-bid-build, design-build, CMAR, IPD, and P3. Bypassing competitive bidding is a procurement violation, not a delivery method.
15. C — Acceptance of the hazard through documentation is not a recognized hierarchy of controls level. The hierarchy progresses through elimination, substitution, engineering controls, administrative controls, and PPE. Risk acceptance is a separate concept from controls hierarchy.
16. B — Vendor relationships established outside the project are not a Triple Constraint component. The Triple Constraint identifies scope, schedule, and cost as the three interrelated project constraints. Vendor relationships are separate management considerations.
17. A — Investment lease with capital appreciation participation is not a recognized standard facility lease structure. The standard structures are gross, modified gross, triple net, and percentage leases. Investment leases are not part of the standard lease structure framework.
18. D — Essay items requiring written response analysis are not part of the IFMA exam structure. The IFMA exam is multiple choice only with 100 scored items, 20 unscored pretest items, and 3-hour testing within 4-hour appointment. Essay components are not used.
19. C — Marketing campaigns for project promotion are not a standard project lifecycle phase. The standard lifecycle includes initiation, planning, execution, monitoring/controlling, and closeout. Marketing is unrelated to the project lifecycle framework.

20. A — Aggressive negotiation without ethical constraint considerations is not an IFMA Code of Conduct principle. The Code emphasizes integrity, high standard of service, confidentiality, trust, transparency, respect, fiduciary responsibility, and similar ethical principles. Aggressive negotiation without ethics violates the Code.
21. B — Vendor Value representing supplier contribution measurement is not part of the EVM framework. EVM uses three foundational values: Earned Value (EV), Planned Value (PV), and Actual Cost (AC). Vendor Value is not an EVM component.
22. D — Negotiation of vendor pricing for installed equipment is not a commissioning purpose. Commissioning provides quality verification of system performance, capability documentation, and operations training. Pricing negotiation occurs during procurement, not commissioning.
23. B — Geographic distribution analysis of physical assets is not a typical Business Impact Analysis component. BIA identifies critical functions, assesses impact of disruption, and determines RTO and RPO targets. Geographic asset distribution is a separate analysis.
24. C — Brand recognition score across organizational stakeholders is not a recognized facility space management metric. Standard metrics include utilization, density, vacancy, seat-to-headcount ratio, and similar quantitative measures. Brand recognition is unrelated to space management.
25. A — Annual exam retake to validate continued competency is not part of CFM credential maintenance. CFM maintenance requires documented qualifying activities across multiple categories every three years and Ethics Assessment every six years. Annual exam retake is not required.
26. D — Marketing materials promoting risk awareness are not a recognized facility risk register component. The register documents risk identification, likelihood, consequence, treatment strategy, and responsibility assignment. Marketing materials are unrelated to risk register documentation.
27. B — Personal opinion of facility leadership team members is not a recognized source of facility benchmarking data. Standard benchmarking sources include industry associations, peer organizations, and subscription services. Personal opinion lacks the systematic comparability that benchmarking requires.
28. A — Personal achievement of professional certifications exclusively is not a recognized facility manager leadership role. Recognized roles operate across strategic, tactical, and operational levels. Personal certification achievement is professional development, not a leadership role.
29. C — Marketing campaigns for organizational positioning are not a typical facility operations component. Facility operations addresses building maintenance, asset management, FF&E, health/safety/security, and similar operational areas. Marketing campaigns are organizational marketing function activities.

30. D — Vendor marketing materials promoting chargeback benefits are not a recognized chargeback model design component. Model design includes allocation methodology, service tier definition, and performance measurement. Vendor marketing materials are unrelated to chargeback design.
31. A — Vendor catalog distribution to facility staff is not a recognized facility communication channel. Standard channels include email, digital signage, town halls, intranet, and similar communication platforms. Vendor catalog distribution serves procurement rather than facility communication.
32. C — Vendor relationship building through informal engagement is not a recognized facility quality management system component. Quality management includes continuous improvement, performance measurement, and process documentation. Informal vendor engagement is not part of structured quality management.
33. B — Vendor brand promotion through sustainability marketing is not a recognized facility sustainability program component. Sustainability programs address energy, water, waste, materials, and emissions management. Vendor brand promotion is unrelated to sustainability outcomes.
34. A — Random vendor selection without competitive evaluation is not a recognized facility real estate management component. Real estate management includes portfolio strategy, lease administration, and site selection through structured processes. Random vendor selection violates procurement governance.
35. D — Personal social media platforms for facility staff are not a recognized facility technology and data management component. Standard components include CMMS, IWMS, BAS, and other facility-specific systems. Personal social media is unrelated to facility technology management.
36. C — Random scope changes without structured evaluation are not a recognized project management component. Standard components include initiation, planning, execution, monitoring/controlling, and closeout through structured methodology. Random scope changes violate project management discipline.
37. B — Personal social media presence development for facility staff is not a recognized facility leadership and strategy component. Standard components include strategic planning, leadership, change management, and stakeholder engagement. Personal social media is unrelated to facility leadership.
38. C — Random vendor outreach without strategic planning is not a recognized facility communication component. Standard components include stakeholder analysis, channel selection, and crisis communication through structured planning. Random outreach violates communication discipline.

39. D — Risk avoidance through organizational gossip channels is not a recognized facility risk management component. Risk management uses structured identification, assessment, and treatment methodologies. Gossip channels are inappropriate for risk management.
40. B — Vendor relationship building through informal engagement is not a recognized facility finance and business component. Standard components include budgeting, financial analysis, and procurement through structured processes. Informal vendor engagement violates procurement governance.
41. D — Personal hobby development without operational connection is not a recognized facility staff training component. Training programs address technical skills, safety compliance, and leadership development relevant to facility operations. Personal hobbies are unrelated to facility training programs.
42. B — Vendor brand promotion through closeout activities is not a recognized project closeout component. Closeout includes work completion, documentation handover, and lessons learned capture. Vendor brand promotion is unrelated to project closeout.
43. C — Marketing materials promoting cybersecurity vendor brands are not a recognized facility cybersecurity component. Cybersecurity programs include asset inventory, vulnerability assessment, and incident response. Vendor brand marketing is unrelated to cybersecurity outcomes.
44. B — Random space assignments without strategic evaluation are not a recognized facility space planning component. Space planning includes programming, space standards, and detailed design through structured methodology. Random assignments violate space planning discipline.
45. D — Random vendor selection for sustainability initiatives is not a recognized facility sustainability reporting component. Reporting includes performance measurement, stakeholder disclosure, and external certification through structured processes. Random vendor selection violates procurement governance.
46. B — Random vendor selection without competitive evaluation is not a recognized facility procurement process component. Procurement includes requirements specification, vendor evaluation, and contract negotiation through structured processes. Random selection violates procurement governance.
47. D — Random asset disposal without structured evaluation is not a recognized facility asset management component. Asset management includes inventory, condition assessment, maintenance strategy, and lifecycle planning through structured methodology. Random disposal violates asset management discipline.
48. C — Random emergency response without structured planning is not a recognized facility emergency response component. Emergency response includes plan development, capability

training, and rehearsal exercises through structured methodology. Random response violates emergency management discipline.

49. D — Random occupant interaction without structured engagement is not a recognized facility occupant experience management component. Occupant experience includes feedback collection, service standards, and environment management through structured methodology. Random interaction violates occupant experience discipline.
50. B — Vendor brand promotion through energy initiatives is not a recognized facility energy management component. Energy management includes consumption measurement, efficiency projects, and performance reporting through structured methodology. Vendor brand promotion is unrelated to energy outcomes.
51. C — Random water usage without conservation consideration is not a recognized facility water management component. Water management includes consumption measurement, quality testing, and Legionella management plans through structured methodology. Random usage violates water management discipline.
52. B — Random waste disposal without environmental consideration is not a recognized facility waste management component. Waste management includes stream characterization, reduction programs, and vendor oversight through structured methodology. Random disposal violates environmental management discipline.
53. B — Random system operation without performance monitoring is not a recognized facility building system management component. Building system management includes HVAC, electrical, and plumbing operation through structured methodology. Random operation violates system management discipline.
54. D — Random safety practices without structured methodology are not a recognized facility safety program component. Safety programs include policy development, hazard assessment, and training through structured methodology. Random practices violate safety management discipline.
55. B — Random security practices without structured methodology are not a recognized facility security management component. Security management includes access control, incident response, and surveillance through structured methodology. Random practices violate security management discipline.
56. C — Random maintenance activities without structured prioritization are not a recognized facility maintenance program management component. Maintenance includes preventive, corrective, and predictive activities through structured prioritization. Random activities violate maintenance management discipline.
57. C — Random lease modifications without structured review are not a recognized facility lease administration component. Lease administration includes obligation tracking, critical date

monitoring, and tenant improvement management through structured methodology. Random modifications violate lease management discipline.

58. D — Random move execution without structured planning is not a recognized facility move management component. Move management includes planning, logistics, and stakeholder communication through structured methodology. Random execution violates move management discipline.
59. C — Random signage placement without coordination is not a recognized facility wayfinding program component. Wayfinding includes signage design, digital systems, and accessibility compliance through structured methodology. Random placement violates wayfinding discipline.
60. B — Random environmental conditions without monitoring are not a recognized facility indoor environmental quality management component. IEQ management includes air quality testing, thermal comfort control, and acoustic management through structured monitoring. Random conditions violate IEQ management discipline.
61. D — Random food service operations without structured oversight are not a recognized facility food service management component. Food service management includes vendor selection, safety compliance, and quality measurement through structured oversight. Random operations violate food service management discipline.
62. D — Random parking practices without structured policies are not a recognized facility parking management component. Parking management includes allocation policies, enforcement procedures, and facility maintenance through structured methodology. Random practices violate parking management discipline.
63. D — Random grounds practices without structured planning are not a recognized facility grounds management component. Grounds management includes landscape design, snow management, and outdoor furniture maintenance through structured planning. Random practices violate grounds management discipline.
64. B — Random cleaning practices without structured methodology are not a recognized facility custodial services management component. Custodial management includes specification standards, vendor oversight, and equipment management through structured methodology. Random practices violate custodial management discipline.
65. C — Random pest control without structured methodology is not a recognized facility pest management component. Pest management uses integrated pest management methodology with monitoring and structured vendor management. Random pest control violates IPM discipline.
66. B — Random relocation execution without structured planning is not a recognized facility relocation planning component. Relocation planning includes strategy development, vendor selection, and stakeholder communication through structured methodology. Random execution violates relocation management discipline.

67. D — Random space assignments without structured review are not a recognized facility space allocation process component. Space allocation includes request workflow, standards application, and tracking through structured methodology. Random assignments violate space allocation discipline.
68. B — Random furniture selections without structured procurement are not a recognized facility furniture management component. Furniture management includes standards establishment, structured procurement, and lifecycle management through structured methodology. Random selections violate furniture management discipline.
69. C — Random execution without structured planning is not a recognized facility move/add/change process component. MAC processes include request submission, approval workflow, and documentation through structured methodology. Random execution violates MAC management discipline.
70. A — Random key distribution without structured tracking is not a recognized facility key/access management component. Key/access management includes privilege definition, inventory documentation, and audit through structured methodology. Random distribution violates access management discipline.
71. D — Random mail handling without structured processes is not a recognized facility mail and package management component. Mail management includes receipt processes, package tracking, and security screening through structured methodology. Random handling violates mail management discipline.
72. A — Random visitor practices without structured controls are not a recognized facility reception and visitor management component. Visitor management includes sign-in procedures, reception staffing, and escort policies through structured methodology. Random practices violate visitor management discipline.
73. B — Random document storage without structured organization is not a recognized facility document management component. Document management includes version control, retention policies, and access control through structured methodology. Random storage violates document management discipline.
74. C — Random receiving practices without structured processes are not a recognized facility shipping and receiving management component. Receiving management includes dock operations, shipment tracking, and outbound processing through structured methodology. Random practices violate receiving management discipline.
75. B — Random conference room usage without booking is not a recognized facility conference room management component. Conference room management includes reservation systems, AV equipment management, and maintenance through structured methodology. Random usage violates conference room management discipline.

76. D — Random tool acquisition without structured procurement is not a recognized facility shop and tool management component. Tool management includes inventory tracking, maintenance, and storage through structured methodology with structured procurement. Random acquisition violates tool management discipline.
77. B — Random utility usage without structured monitoring is not a recognized facility utility management component. Utility management includes supplier relationships, consumption monitoring, and cost optimization through structured methodology. Random usage violates utility management discipline.
78. D — Random lighting installations without structured design are not a recognized facility lighting management component. Lighting management includes design specification, control systems, and maintenance through structured methodology. Random installations violate lighting management discipline.
79. C — Random roofing practices without structured planning are not a recognized facility roofing management component. Roofing management includes inspection, maintenance, and replacement planning through structured methodology. Random practices violate roofing management discipline.
80. D — Random flooring practices without structured methodology are not a recognized facility flooring management component. Flooring management includes specification procurement, maintenance, and replacement planning through structured methodology. Random practices violate flooring management discipline.
81. A — Random fire protection without structured methodology is not a recognized facility fire protection management component. Fire protection includes system inspection, alarm management, and suppression maintenance through structured methodology. Random practices violate fire protection management discipline.
82. D — Random elevator practices without structured methodology are not a recognized facility elevator management component. Elevator management includes maintenance contracts, inspection compliance, and emergency response through structured methodology. Random practices violate elevator management discipline.
83. C — Random window practices without structured methodology are not a recognized facility window and curtainwall management component. Window management includes cleaning scheduling, seal maintenance, and curtainwall inspection through structured methodology. Random practices violate window management discipline.
84. A — Random painting without structured planning is not a recognized facility paint and finish management component. Paint management includes specification standards, scheduling, and surface preparation through structured methodology. Random painting violates paint management discipline.

85. B — Random hardware selections without coordination are not a recognized facility door and hardware management component. Door and hardware management includes specification standards, maintenance, and replacement planning through coordinated methodology. Random selections violate hardware management discipline.
86. D — Random ceiling work without structured methodology is not a recognized facility ceiling management component. Ceiling management includes tile specification, maintenance, and replacement planning through structured methodology. Random work violates ceiling management discipline.
87. C — Random wall modifications without structured planning are not a recognized facility wall management component. Wall management includes finish maintenance, protection installation, and covering procurement through structured methodology. Random modifications violate wall management discipline.
88. A — Random partition installations without structured planning are not a recognized facility partition management component. Partition management includes specification, installation, and maintenance through structured methodology. Random installations violate partition management discipline.
89. D — Random millwork without structured planning is not a recognized facility millwork management component. Millwork management includes specification standards, installation coordination, and maintenance through structured methodology. Random work violates millwork management discipline.
90. B — Random metalwork without structured methodology is not a recognized facility metalwork management component. Metalwork management includes specification standards, installation inspection, and maintenance through structured methodology. Random practices violate metalwork management discipline.
91. A — Random specialty equipment without structured methodology is not a recognized facility specialty equipment management component. Specialty equipment management includes specification, installation, and lifecycle planning through structured methodology. Random practices violate equipment management discipline.
92. C — Random window covering without structured methodology is not a recognized facility window covering management component. Window covering management includes specification, installation, and replacement planning through structured methodology. Random practices violate window covering management discipline.
93. D — Random art and signage without structured methodology is not a recognized facility art and signage program management component. Art and signage management includes specification procurement, installation coordination, and maintenance through structured methodology. Random practices violate art and signage management discipline.

94. B — Random plant placement without structured methodology is not a recognized facility plant and biophilia management component. Plant management includes specification standards, maintenance services, and biophilic design integration through structured methodology. Random placement violates plant management discipline.
95. B — Random outdoor amenity without structured methodology is not a recognized facility outdoor amenity management component. Outdoor amenity management includes seating maintenance, lighting management, and space programming through structured methodology. Random practices violate outdoor amenity management discipline.
96. C — Random recreation practices without structured oversight are not a recognized facility recreation and fitness management component. Recreation management includes facility design, equipment management, and programming through structured oversight. Random practices violate recreation management discipline.
97. D — Random data center operations without structured methodology are not a recognized facility data center management component. Data center management includes environmental control, power management, and cooling capacity planning through structured methodology. Random operations violate data center management discipline.
98. B — Random laboratory operations without structured methodology are not a recognized facility laboratory management component. Laboratory management includes design coordination, safety compliance, and equipment calibration through structured methodology. Random operations violate laboratory management discipline.
99. D — Random healthcare operations without structured methodology are not a recognized facility healthcare environment management component. Healthcare management includes code compliance, infection prevention, and patient experience management through structured methodology. Random operations violate healthcare management discipline.
100. C — Random educational operations without structured methodology are not a recognized facility educational environment management component. Educational facility management includes space programming, technology integration, and safety/security through structured methodology. Random operations violate educational management discipline.