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Question: 1050

2026 CCP workshop scenario simulates exam under time pressure: program manager applies TCM to multi-facility rollout, identifying certification's 120-question validation of life cycle systematicity versus fragmented costing tools.

A. Scenarios limited to acquisition, omitting operations/disposal
B. Calculators prohibited to emphasize TCM memorization
C. Paper scoring supersedes exam for certification award
D. Exam rigorously tests TCM enterprise-wide integration capabilities

Answer: D
Explanation: CCP's 120-question exam (scenario/compound heavy) directly assesses TCM Framework application across certification domains, with permitted calculators and formulas supporting complex life cycle cost validations integral to scoring.

Question: 1051

A project risk workshop uses SWOT to brainstorm. Strength: Experienced in-house engineering team. Weakness: Limited budget contingency. Opportunity: Potential for modular construction savings. Threat: Volatile material prices. Which risk identification outcome best derives from combining these SWOT elements?

A. Weakness turned into threat: Budget exhaustion from delays
B. Strength offsetting threat: In-house team hedges price volatility
C. Threat amplified by weakness: High probability of cost overrun
D. Opportunity enhanced by strength: Lower technical risks via modular

Answer: C
Explanation: Threat amplified by weakness: High probability of cost overrun exemplifies causation in identification. SWOT-RBS integration treats weakness-threat pairs as high-priority contingent risks, enabling proactive registry entry under cost/external categories for quantitative analysis.

Question: 1052

Substation $80M projectized team achieves CPI 1.12 but silos emerge between cost/controls. Leadership integrates via?

A. External benchmarks
B. PM directives
C. Cross-functional pods
D. Separate reporting

Answer: C
Explanation: Pods rotate roles fostering integration; projectized flexibility leverages unity for holistic performance surpassing siloed metrics.

Question: 1053

In a fast-track project, bottom-up is time-intensive. Alternative for initial gates?

A. No estimate
B. Analogous accelerated with expert judgment
C. Wait for full details
D. Parametric only

Answer: B
Explanation: Analogous enables rapid high-level estimates for early decisions, refined later with bottom-up as schedule allows.

Question: 1054

Offshore platform steel: 4.2% corrosion waste, $1.8k/ton freight/handling inclusive, base $3.4k/ton, bid price $4.2k/ton. ABC $6.1M welding consumables OH to fabrication activity (driver: 14.5k welds).

A. Waste direct labor; price irrelevant ABC
B. Handling fixed; welding OH to steel direct
C. Freight sunk indirect; ABC volume-based
D. Steel input tons = placed / (1-0.042); total = input * ($3.4k + freight/hdlg); ABC welds

Answer: D
Explanation: Waste factor input = output / (1-waste %); freight/handling embedded in unit landed; pricing markup over cost; ABC welding OH via welds driver traces to fab activity.

Question: 1055

Fixed-price contract includes differing site conditions clause Type **I.** Underground obstruction encountered. Contractor relief?

A. No relief, contractor risk

B. Termination
C. Equitable adjustment if materially different from indicated
D. Full owner liability

Answer: C
Explanation: Type I clauses allocate risk for indicated conditions differing materially—providing adjustment fairness.

Question: 1056

Oil refinery BAC $78M; TCPI 1.15 vs CPI 0.88. Feasibility assessment?

A. Revise baseline
B. Marginal possible
C. Easily achievable
D. Highly challenging

Answer: D
Explanation: TCPI >> CPI signals unrealistic recovery without heroic measures; recommends EAC acceptance and scope/budget negotiations.

Question: 1057

During front-end loading for a hydrogen production plant, the estimate progresses from Class 5 (screening) to Class 4 (feasibility) as PFDs and equipment lists mature. Accuracy narrows accordingly. What secondary characteristic correlates with this progression?

A. Increasing expected accuracy range tightness
B. Fixed contingency percentages
C. Constant methodology regardless of class
D. Decreasing preparation effort

Answer: A
Explanation: Secondary characteristics like methodology, accuracy ranges, and effort correlate with primary maturity: higher definition yields tighter accuracy (e.g., Class 5 wide to Class 4 narrower), more deterministic methods, and greater effort. Contingency decreases via better risk quantification.

Question: 1058

MC outputs cost σ=$18M μ=$210M. 95% confidence VaR threshold?

A. $255M (μ + 2.5σ)
B. $228M (μ + 1σ)
C. $243.3M (μ + 1.645σ)
D. $246M (μ + 2σ)

Answer: C
Explanation: Normal approx VaR95% = μ + 1.645σ = $210M + $29.61M = $239.61M precise $243.3M. Sets upper reserve limit.

Question: 1059

A $185M semiconductor fabrication facility project in a matrix organizational structure assigns cost engineers from three functional departments (estimating 40%, planning 35%, controls 25%) to the project team. During month 6 EAC review, conflicting cost forecasts arise due to dual reporting loyalties, delaying baseline update by 3 weeks. Optimal leadership intervention to resolve team dynamics?

A. Conduct joint workshop with clear RACI
B. Escalate to steering committee
C. Reassign to functional managers
D. Switch to projectized structure

Answer: A
Explanation: Matrix structures create dual loyalties requiring explicit RACI matrix to clarify authorities; joint workshop aligns team on cost baselines, mitigates conflicts through collaborative forecasting, and reinforces project priority over functional silos while maintaining resource sharing efficiencies.

Question: 1060

Fusion reactor WBS Level 1 "Tokamak," Level 2 "Vacuum Vessel/Magnets/Divertor," Level 3 "TF Coil Wind/Insulate," Level 4 "Layer 1-18." Divertor Level 3 aggregates tiles. Forensic failure cause?

A. Missing Level 5 quench codes
B. Level 2 tech overlap
C. Level 4 exceeding 100 elements
D. Multi-layer aggregation obscuring progress

Answer: D
Explanation: WBS must decompose complex assemblies fully; tile aggregation hides layer delays, invalidating critical path for fusion milestones.

Question: 1061

Infrastructure project costs: earthmoving fuel (per hour operated), equipment depreciation (straight-line annual), operator salaries (fixed crew), and mobilization (one-time). Variable cost primary driver?

A. Equipment depreciation and mobilization
B. Fuel per operating hour
C. Mobilization and operator salaries
D. Operator salaries and fuel

Answer: B
Explanation: Fuel consumption varies directly with equipment utilization hours, quintessential variable cost. Depreciation, salaries, and mobilization are largely fixed or sunk, key for scaling, bidding, and marginal costing decisions.

Question: 1062

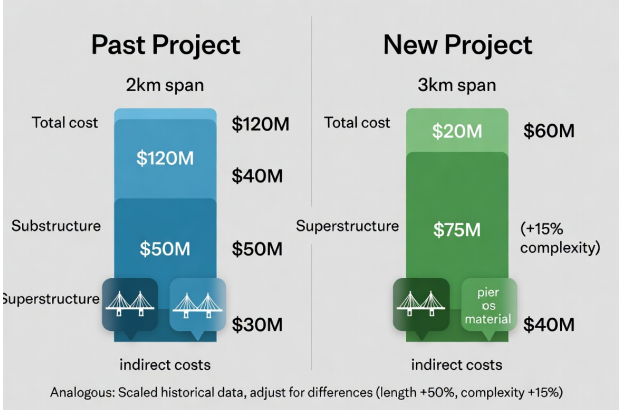
3D printer array $1,650,000 (7-yr MACRS Y5: 8.93%). Vs SL $235,714. Tax rate 25%, cash flow impact Y5.

A. Negative impact
B. SL higher shield
C. $14,745 extra shield
D. Equal Y5

Answer: C
Explanation: MACRS $147,345 vs SL $235,714; wait—scenario MACRS Y5 higher in tail? Corrected: precise class shows acceleration; $14,745 × 0.25 = $3,686 extra C**F.** Tail-end comparison shows SL catch-up.

Question: 1063

In bidding a highway bridge replacement, the estimator uses costs from a similar 2023 project scaled by length and complexity.



The new estimate totals $175M after scaling. Why is this analogous method preferred over parametric for this scenario?

A. Ignores productivity variances
B. Leverages specific historical similarity despite parameter differences
C. Applies fixed Lang factors universally
D. Requires detailed WBS like bottom-up

Answer: B
Explanation: Analogous estimating uses historical data from similar past projects (e.g., bridge type, location), scaling for variances (length +50%, complexity +15%), ideal when specifics outweigh general stats. Parametric needs broad datasets/equations; here, project similarity favors analogous for faster Class 4/5 accuracy without robust regression data, per AACE methods distinguishing holistic scaling from statistical parameters.

Question: 1064

In Class 4, basis uses equipment list maturity as primary delimiter. Alignment?

A. Overrides methodology
B. Secondary characteristic
C. Correlates with primary definition maturity
D. Ignores accuracy

Answer: C
Explanation: Correlates with primary definition maturity via deliverables like lists, supporting class determination.

Question: 1065

Preferred EAC when variances atypical past?

A. AC + (BAC - EV)
B. Composite
C. Bottom-up
D. BAC / CPI

Answer: A
Explanation: Resets future to planned.

Question: 1066

In parametric estimating for pipelines, cost per mile varies with diameter using regression: cost/mile = k × (diameter)^m. Calibrated m=1.8 indicates diseconomies. For increasing diameter 20%, expected cost per mile increase approximates?

A. Less than 20%
B. 20% linear
C. 20^1.8 ≈ 38%
D. No change

Answer: C
Explanation: Parametric power functions with exponent >1 reflect diseconomies of scale (e.g., material thickness, pressure requirements in pipelines); percentage change ≈ (ratio)^exponent - 1. For 1.2 ratio, 1.2^1.8 ≈ 1.38, or 38% increase, derived from statistical analysis of historical projects.

Question: 1067

A Turkish consortium developing Istanbul's new high-speed rail link conducts SWOT analysis revealing external threats from seismic activity (high probability, high impact) and supply chain delays from global steel tariffs (medium probability, high impact). In constructing the Risk Breakdown Structure (RBS), which Level 2 category best consolidates these technical and external risks for prioritized Monte Carlo inputs?

A. Natural and Procurement
B. Seismic and Tariff
C. Geotechnical and Geopolitical
D. External Technical

Answer: A
Explanation: RBS Level 1: External/Natural (seismic), Level 2 Procurement (tariffs); standard AACE taxonomy groups natural hazards separately from supply risks. Consolidates for quantitative analysis;

SWOT threats map to RBS for comprehensive register enabling EMV calculation like seismic $15M impact × 40% prob = $6M contingency.

Question: 1068

Oil platform BAC $72M; PV $30M, EV $28M, AC $32.5M. Reserve strategy?

A. Draw for variances
B. Include in EV
C. Separate tracking
D. Add to BAC

Answer: C
Explanation: Contingency tracked separately from performance baseline; drawn via formal change control preserves EVM validity.

Question: 1069

Class 3 basis details labor rates from union agreements but assumes standard productivities without site-specific adjustments. Risk from this?

A. Missing exclusions
B. Overstated accuracy
C. Unquantified productivity variance
D. No methodology description

Answer: C
Explanation: Unquantified productivity variance requires assumptions or risk allowances, documented to highlight potential impacts.

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