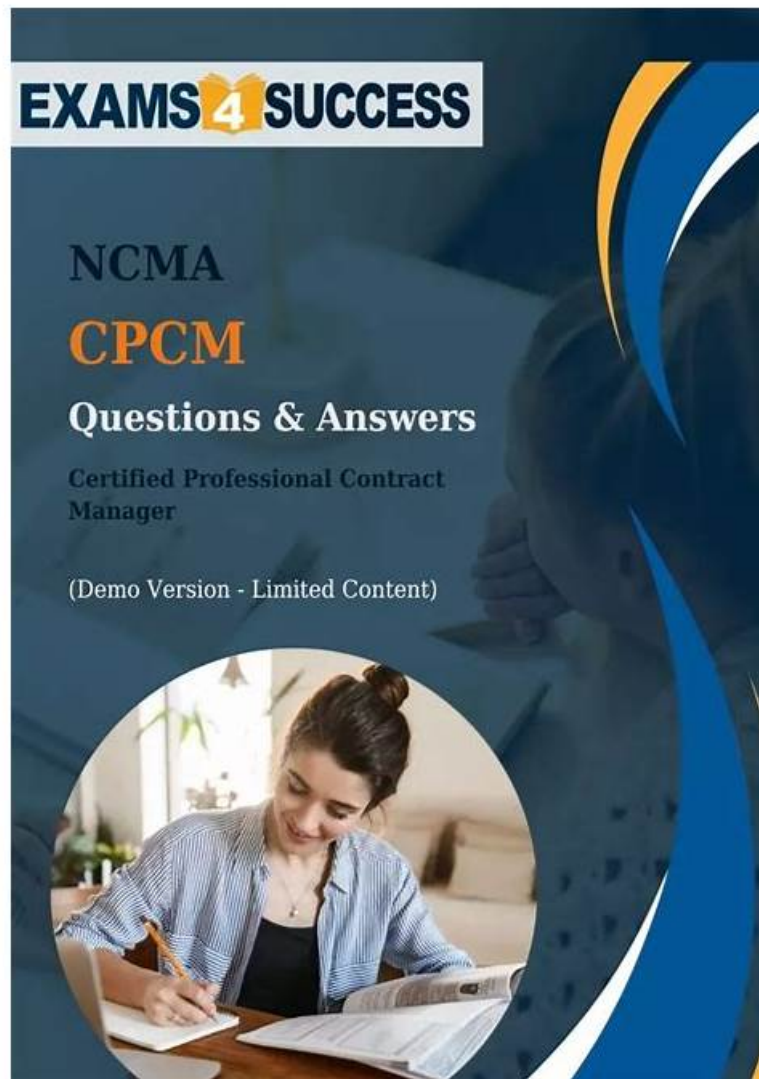


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NCMA Certified Professional Contracts Manager Sample Questions (Q182-Q187):

NEW QUESTION # 182

_____ are those criteria, usually stated in a contract and/or statement of work, that include deliverables, performance requirements, and essential conditions which must be met to complete project deliverables and be accepted.

- A. Earned value methods
- **B. Acceptance criteria**
- C. Performance standards
- D. Deliverable milestones

Answer: B

Explanation:

The correct answer is D (Acceptance criteria) because, within the NCMA Contract Management Body of Knowledge (CMBOK), acceptance criteria are the specific conditions and requirements that must be satisfied for deliverables to be formally accepted by the buyer. These criteria are typically defined in the contract and /or Statement of Work (SOW) and serve as the benchmark for evaluating whether contractual obligations have been successfully fulfilled.

Acceptance criteria include clearly defined performance requirements, quality standards, deliverable specifications, and measurable outcomes . They ensure that both parties have a mutual understanding of what constitutes successful completion of the work. This reduces ambiguity, minimizes disputes, and supports objective evaluation during contract performance and closeout.

Option A (performance standards) refers to general expectations of quality or performance but does not necessarily define the formal conditions for acceptance. Option B (deliverable milestones) identifies key points in the schedule but does not specify acceptance requirements. Option C (earned value methods) relates to performance measurement, not acceptance conditions.

In the CMBOK post-award phase, acceptance criteria are critical for inspection, verification, and acceptance processes , ensuring that deliverables meet contractual expectations before payment or project closure.

Properly defined acceptance criteria enhance accountability, improve quality assurance, and contribute to successful contract outcomes.

NEW QUESTION # 183

Quality assurance can be _____.

- A. mandatory or optional
- **B. implied or prescribed**
- C. objective or subjective
- D. negotiated

Answer: B

Explanation:

The correct answer is B (implied or prescribed) because, according to NCMA Contract Management Body of Knowledge (CMBOK), quality assurance (QA) requirements in a contract can either be explicitly defined (prescribed) or implicitly understood (implied) based on the nature of the work, industry standards, and contractual expectations.

Prescribed quality assurance refers to clearly stated requirements within the contract, such as inspection procedures, testing standards, quality control systems, and compliance with specific regulations (e.g., ISO standards). These requirements are formally documented and enforceable.

Implied quality assurance , on the other hand, arises from customary commercial practices, professional standards, or legal expectations . Even if not explicitly written in the contract, sellers are generally expected to provide goods and services that meet acceptable quality levels and are fit for their intended purpose.

Option A (negotiated) is incorrect because QA requirements are typically established in the contract rather than negotiated as a general classification. Option C (objective or subjective) does not accurately describe QA in CMBOK terms. Option D (mandatory or optional) is misleading, as QA is inherently required to ensure contract performance.

CMBOK emphasizes that understanding both implied and prescribed quality assurance is critical in the post- award phase , ensuring that performance meets contractual and industry standards while minimizing risk and ensuring customer satisfaction.

NEW QUESTION # 184

The Project Management Body of Knowledge (PMBOK) is considered by some to be the world's which standard for project management knowledge and practices in today's global marketplace?

- A. None of the above
- **B. De facto**
- C. De jure
- D. Enforcement

Answer: B

NEW QUESTION # 185

Scenario 5.0: 2

The buyer issued a request for proposals (RFP) for various support services. As part of these services, the seller would need to review the work of other contractors on existing and future programs. The RFP noted the potential for impaired objectivity or unfair competitive advantage organizational conflicts of interest (OCIs), and specified that the seller would be ineligible for involvement at any level on specifically identified contracts. The RFP also specified a second set of contracts—one of which was identified as "LKS"—that presented potential OCIs, and directed any seller performing work under these latter contracts to provide notice and an OCI mitigation plan that would be analyzed by the buyer.

The buyer intended to award a single cost-plus-fixed-fee, level-of-effort contract for a two-year base period with three option years to the offeror whose proposal provided the best value. This determination was to be based on an evaluation of proposals under the following three factors, in descending order of importance:

- o Cost
- o Mission suitability
- o Past performance

For this contract, mission suitability and past performance, when combined, were to be approximately equal in importance to cost. The RFP provided that the evaluation of cost proposals would assess both reasonableness and realism. To determine cost, the RFP provided estimates for both estimated level-of-effort hours and optional flex hours for nine labor categories, specifying the experience, skills, and description for each category. Under the mission suitability factor, the RFP included various management approach subfactors. These included a phase-in approach subfactor, which required offerors to specify an incumbent capture rate as a percentage of the total workforce and to justify the rate and methods used to achieve it. Both offerors in the competitive range indicated high incumbent capture rates. The proposed staffing approach was to be assessed under the technical approach subfactor. The source selection plan provided a table that described how point scores would be assigned and which corresponding adjectival ratings would result from the scores. During the first evaluation, the buyer assigned a weakness to one of the two offerors in the competitive range, Offeror A, based on the fact that Offeror A offered at or below the average compensation for the low end of the required experience level, as well as the risk associated with Offeror A's ability to capture a qualified workforce. In response, Offeror A showed the buyer that it had used commercial compensation rates to determine its compensation rates. As such, the compensation rates Offeror A had submitted in its proposal were less than the company's engineers were currently being compensated.

After establishing the competitive range, the buyer held discussions with Offeror A and Offeror B. The buyer then requested final proposal revisions (FPRs).

In its FPR, Offeror A noted that its major subcontractor, Sub A, was the prime contractor on the "LKS project" mentioned in the RFP, and submitted an OCI mitigation plan that included a labor distribution and mapping template showing that the program supported by Sub A's LKS project would not be overseen by Sub A's staff performing work on the new contract.

Contemporaneous records indicated a brief discussion by the evaluators of this approach, but did not discuss OCI mitigation directly and provided no indication that the potential OCI was analyzed.

After reevaluation, Offeror A had slightly higher scores in the technical approach and mission suitability subfactors, a lower past performance rating, and a lower probable cost. After receiving and evaluating the FPRs, the buyer awarded the contract to Offeror A.

Question:

Did Offeror B have a basis to argue that the buyer's cost realism analysis was unreasonable and inconsistent with the RFP?

- A. Yes, because its bid was over 15% less than Offeror B's.
- B. No, because "cost" was a separate category and did not need to be compared to Offeror A's "technical approach."
- **C. Yes, because the lower-than-average compensation proposed by Offeror A was inconsistent with its proposed retention rate for incumbent employees.**
- D. No, because the buyer addressed Offeror A's compensation rates during discussions.

Answer: C

Explanation:

The correct answer is C because, under NCMA CMBOK principles, a cost realism analysis must evaluate whether proposed costs are realistic for the work to be performed and consistent with the offeror's technical approach. In this scenario, Offeror A proposed lower-than-average compensation rates while also claiming a high incumbent workforce capture/retention rate. These two elements appear inconsistent, since lower compensation could undermine the ability to retain qualified incumbent personnel. CMBOK emphasizes that evaluators must assess whether an offeror's cost proposal aligns with its technical assumptions, including staffing plans and retention strategies. If an offeror proposes unrealistically low labor rates while simultaneously asserting strong workforce retention, this creates a disconnect that should be analyzed and documented during cost realism evaluation. Option A is incorrect because price differences alone do not establish unreasonableness. Option B is insufficient because merely discussing compensation does not ensure proper realism analysis. Option D is incorrect because cost realism must be integrated with technical evaluation, not treated in isolation. CMBOK highlights that a defensible cost realism analysis requires consistency between cost and technical proposals, ensuring that proposed costs are credible and performance is achievable, which is critical during the award phase.

NEW QUESTION # 186

_____ is a formal or informal tool focused on the enhancement of processes to increase customer satisfaction.

- A. An engineering change proposal
- B. A compliance matrix
- C. A quality assurance surveillance plan
- **D. Continuous process improvement**

Answer: D

Explanation:

The correct answer is A (Continuous process improvement) because, according to NCMA Contract Management Body of Knowledge (CMBOK), continuous process improvement (CPI) is a systematic approach used to enhance processes, increase efficiency, and improve customer satisfaction throughout the contract lifecycle.

CMBOK emphasizes that CPI can be both formal and informal, involving techniques such as performance reviews, lessons learned, process evaluations, and feedback mechanisms. The goal is to identify opportunities for improvement in areas such as quality, cost, schedule, and service delivery, ensuring that contract outcomes meet or exceed customer expectations.

In the post-award phase, CPI plays a critical role in contract performance management. It enables both buyers and sellers to refine processes, eliminate inefficiencies, and adapt to changing requirements. This proactive approach supports long-term success and strengthens the business relationship between parties.

Option B (quality assurance surveillance plan) is focused on monitoring compliance with performance standards, not improving processes. Option C (compliance matrix) is a pre-award tool used to ensure proposal alignment with requirements. Option D (engineering change proposal) is used to propose technical changes, not general process improvement.

CMBOK highlights that CPI is essential for achieving continuous value delivery, operational excellence, and customer satisfaction, making it a key component of effective contract management.

NEW QUESTION # 187

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