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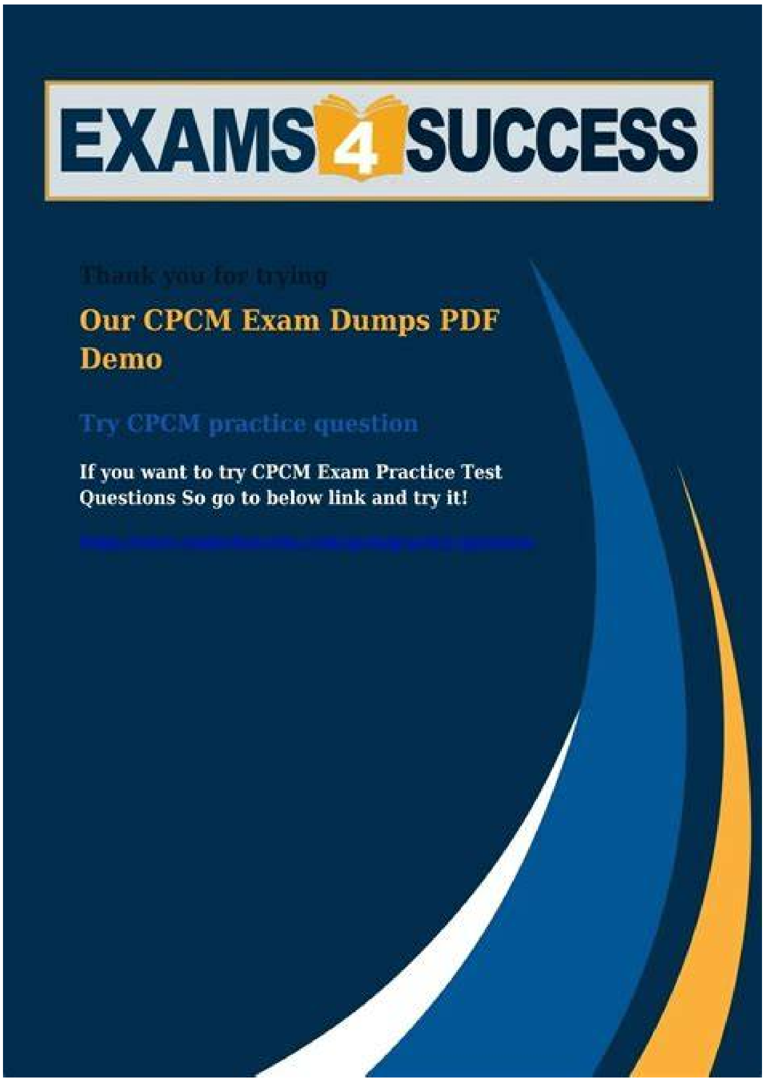

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NCMA CPCM Exam Syllabus Topics:

Section	Weight	Objectives
Award	~15-20%	- Award & Notification - Proposal Analysis - Evaluation Criteria & Process - Contract Formation - Negotiation Principles & Techniques
Finance	~5-8%	- Budgeting & Funding - Cost & Price Analysis - Financial Compliance
Project Management	~5-8%	- Scope & Schedule Management - Quality Assurance - Resource Management

Contract Administration	~10-15%	- Risk Management - Documentation & Records - Stakeholder Communication - Compliance & Governance
Post-Award	~20-25%	- Dispute Resolution - Performance Monitoring - Contract Closeout - Change Management - Contract Administration
Pre-Award	~20-25%	- Acquisition Planning - Solicitation Development - Market Research & Analysis - Sourcing Strategies - Requirements Definition
Leadership	~8-12%	- Team & Relationship Management - Professional Ethics - Decision Making - Strategic Thinking

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NCMA Certified Professional Contracts Manager Sample Questions (Q159-Q164):

NEW QUESTION # 159
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. Enforcement
- B. None of the above
- C. De jure
- D. De facto

Answer: D

Explanation:
Explanation/Reference:

NEW QUESTION # 160
Scenario 5.0: 1
Offeror C contested the exclusion of its proposal from the competitive range under a request for proposals (RFP) issued by the buyer for "aircraft logistics, integration, configuration management, and engineering" (ALICE) services. The seller would provide personnel to work at a buyer's location, and the buyer would direct all work and "establish work hours consistent with meeting the mission at each contract location." The RFP provided an estimated level of effort, and offerors completed a pricing model spreadsheet.
Proposals were to be evaluated on mission suitability, past performance, and cost/price. The mission suitability and past performance

factors were approximately equal in importance, and each was more important than cost/price. The purpose of the mission suitability factor was to determine the offeror's ability to provide the required personnel at the required work hours to fulfill the contract need. It included several subfactors: management approach, overall management approach, staffing approach, and contract phase-in approach.
Offeror C argued that the buyer unfairly assessed a management approach weakness for failing to show a plan for complying with required work schedules and break times, failing to consider that the buyer establishes work hours consistent with mission needs, and failing to consider the buyer's intention to have night shift work on Sundays. Offeror C's proposal had discussed its approach to managing scheduling and breaks and stated that it would comply with collective bargaining agreement requirements. The buyer nevertheless judged the approach inadequate because it did not explain how Offeror C would enforce worker compliance, comparing the plan to a highway speed-limit sign that does not ensure motorists will not speed. GAO found that the RFP required offerors to explain their approaches to ensuring flexible scheduling and required breaks, but did not reasonably disclose that offerors also had to propose an enforcement mechanism.
Question:
What is the main purpose of a pre-award debriefing following an offeror's elimination from the competitive range?

- A. To provide the unsuccessful offeror with information about the proposals in the competitive range.
- B. To provide a complete analysis of the relative strengths and weaknesses of the offeror's proposal compared to that of the successful offerors.
- C. To provide information concerning the result of the evaluation of significant elements in the offeror's proposal.
- D. To find out what elements of the offeror's proposal may have been misunderstood.

Answer: C

Explanation:
The correct answer is C because, according to NCMA Contract Management Body of Knowledge (CMBOK), the primary purpose of a pre-award debriefing is to inform an eliminated offeror about the evaluation results of its own proposal , particularly regarding significant elements such as strengths, weaknesses, deficiencies, and overall rating .
CMBOK emphasizes that pre-award debriefings are more limited in scope than post-award debriefings. They are intended to provide constructive feedback to the offeror so that it understands why it was excluded from the competitive range, while still protecting the integrity of the ongoing procurement process. This includes avoiding disclosure of sensitive information about other offerors or the comparative evaluation.
Option A is incorrect because a debriefing is not intended for the offeror to challenge or investigate misunderstandings, although clarification may occur. Option B is incorrect because information about competing proposals is restricted during pre-award debriefings. Option D is incorrect because detailed comparisons with successful offerors are typically reserved for post-award debriefings , not pre-award.
CMBOK highlights that effective debriefings promote transparency, fairness, and improved future proposals , while maintaining confidentiality and protecting the integrity of the source selection process during the pre-award phase .

NEW QUESTION # 161
Negotiating a challenging but achievable set of objectives for all parties, based upon the realities of the situation is called:

- A. Negotiate expectations
- B. Exceed expectations
- C. Control expectations
- D. Aligning expectations

Answer: D

Explanation:
Explanation/Reference:

NEW QUESTION # 162
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:
Which of the following would have been the most appropriate goal for the buyer's discussions with the offerors within the competitive range?

- A. To determine ways to improve Offeror A's incumbent capture rate.
- B. To convince Offeror A to select a different subcontractor.
- C. To negotiate the best possible price for Offeror B's offer.
- D. To clarify the identified risks in the offers.

Answer: D

Explanation:
The correct answer is A (to clarify the identified risks in the offers) because, according to NCMA CMBOK, the primary purpose of discussions in a negotiated procurement is to enhance the buyer's understanding of proposals and allow offerors to address weaknesses, deficiencies, and risks identified during evaluation.
CMBOK emphasizes that discussions must be fair, meaningful, and aligned with the evaluation criteria , giving offerors an opportunity to improve their proposals without providing an unfair competitive advantage.
Clarifying risks-such as concerns about staffing, cost realism, or organizational conflicts of interest-helps ensure that the final proposals are complete, accurate, and capable of successful performance .
Option B is inappropriate because the buyer cannot direct an offeror's business decisions, such as selecting subcontractors. Option C is too narrow and focuses on improving one aspect of a single offeror's proposal rather than addressing overall evaluation concerns. Option D is incorrect because discussions are not limited to price negotiations and must not favor one offeror over another.
CMBOK highlights that effective discussions improve proposal quality, competition, and decision-making , ensuring that the award is based on the best value while maintaining fairness and transparency during the award phase .

NEW QUESTION # 163
Which contract management processes are used only on selected procurements, typically large, highly visible projects?

- A. optimized

- B. mature
- C. advance
- D. basic

Answer: D

NEW QUESTION # 164

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