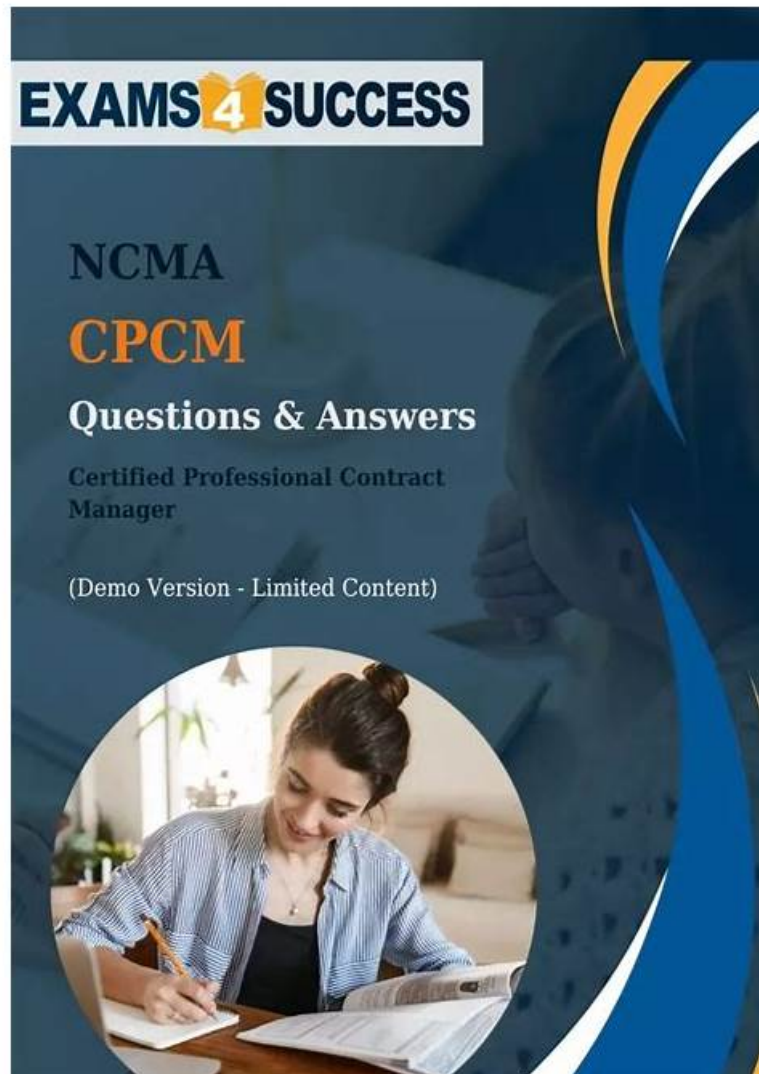


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## NCMA Certified Professional Contracts Manager Sample Questions (Q139-Q144):

### NEW QUESTION # 139

An Apparent Authority is \_\_\_\_\_.

- A. Authority given by a principal to an agent that is not actually expressed or otherwise communicated.
- B. An agent's specific authority that the principal intentionally confers on the agent.
- C. The appearance of being a principal's agent with the power to act for the principal.
- D. Authority plainly granted, either verbally or in writing, to an agent by a principal.

**Answer: C**

Explanation:

The correct answer is B (The appearance of being a principal's agent with the power to act for the principal) because, in the NCMA Contract Management Body of Knowledge (CMBOK), apparent authority refers to a situation where a third party reasonably believes that an individual has the authority to act on behalf of a principal, even if such authority has not been formally granted. Apparent authority arises from the actions, representations, or conduct of the principal, which create the perception that the agent is authorized. For example, if a company allows an employee to act in a way that suggests decision-making authority, a third party may reasonably assume that the employee has the power to bind the organization. In such cases, the principal may still be legally bound by the agent's actions, even if actual authority was never explicitly granted. Option A and D describe actual (express) authority, where authority is intentionally given by the principal. Option C refers to implied authority, which arises from circumstances or necessary actions to carry out duties. CMBOK emphasizes understanding different types of authority to prevent unauthorized commitments and legal risk. Recognizing apparent authority is critical in contract management, as it protects third parties and ensures organizations properly control who is authorized to enter into binding agreements.

### NEW QUESTION # 140

Which of the following is the type of termination?

- A. termination by mutual agreement
- B. no-cost settlement
- C. termination for cause
- D. All of the above

**Answer: D**

### NEW QUESTION # 141

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 negotiate the best possible price for Offeror B's offer.
- C. To convince Offeror A to select a different subcontractor.
- **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 # 142**

Avoiding confrontation and forced consensus are examples of resisting forces to \_\_\_\_\_.

- A. competence
- B. vision
- **C. collaboration**
- D. character

**Answer: C**

Explanation:

The correct answer is C (collaboration) because, within the NCMA Contract Management Body of Knowledge (CMBOK), effective leadership emphasizes constructive collaboration, which requires open dialogue, healthy conflict, and the ability to challenge ideas to achieve optimal outcomes. Avoiding confrontation and forcing consensus are behaviors that undermine true collaboration.

Collaboration in contract management is not about simply agreeing or avoiding disagreement; rather, it involves engaging diverse perspectives, addressing conflicts directly, and working through differences to arrive at well-informed, balanced decisions. When individuals avoid confrontation, important issues may remain unresolved, leading to poor decision-making, hidden risks, and suboptimal contract outcomes.

Similarly, forced consensus can suppress valuable viewpoints, resulting in agreements that lack thorough analysis or stakeholder buy-in.

In the CMBOK leadership framework, contract managers are expected to foster an environment where constructive disagreement is encouraged, and where teams can openly discuss competing ideas. This aligns with competencies such as integrative thinking and effective communication, which support innovation and better problem-solving.

Option A (vision) relates to strategic direction, not interpersonal dynamics. Option B (competence) refers to skills and abilities, not team interaction behaviors. Option D (character) involves ethical traits but does not specifically address group collaboration dynamics.

Therefore, avoiding confrontation and forced consensus are clear examples of resisting effective collaboration, which is essential for successful contract management.

### NEW QUESTION # 143

Certain items need control of work operations, in-process controls, and inspection to meet technical requirements. In such a situation, buyers and sellers may use higher-level quality standards. Which of the following is a higher-level quality standard?

- A. Contract Quality Assurance (CQA) certification
- **B. International Standards Organization (ISO) certification**
- C. Association for Testing and Materials (ASTM) certification
- D. National Institute for Standards and Technology (NIST) certification

**Answer: B**

Explanation:

The correct answer is B (International Standards Organization (ISO) certification) because, according to NCMA Contract Management Body of Knowledge (CMBOK), ISO standards represent internationally recognized quality management systems that provide structured frameworks for ensuring consistent quality, process control, and continuous improvement.

In situations where contracts require strict control over work operations, in-process monitoring, and inspection, higher-level quality standards such as ISO 9001 are often applied. These standards emphasize documented processes, quality assurance systems, risk management, and continuous improvement, ensuring that both buyer and seller maintain consistent and verifiable quality practices throughout contract performance.

Option A (ASTM) focuses on material and testing standards rather than comprehensive quality management systems. Option C (CQA) refers to contract-specific oversight activities, not an internationally recognized standard. Option D (NIST) develops measurement standards and guidelines but does not provide a broad quality management certification like ISO.

CMBOK highlights that applying recognized quality standards such as ISO helps ensure compliance, reliability, and performance consistency in the post-award phase, particularly for complex or high-risk contracts where quality assurance is critical to successful outcomes.

### NEW QUESTION # 144

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