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NCMA CPCM Exam Syllabus Topics:

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

		- Dispute Resolution
		- Contract Administration
Post-Award	~20-25%	- Change Management
		- Performance Monitoring
		- Contract Closeout
		- Scope & Schedule Management
Project Management	~5-8%	- Resource Management
		- Quality Assurance
		- Professional Ethics
Leadership	~8-12%	- Decision Making
		- Team & Relationship Management
		- Strategic Thinking
		- Documentation & Records
Contract Administration	~10-15%	- Risk Management
		- Stakeholder Communication
		- Compliance & Governance
		- Market Research & Analysis
		- Sourcing Strategies
Pre-Award	~20-25%	- Requirements Definition
		- Acquisition Planning
		- Solicitation Development

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NCMA Certified Professional Contracts Manager Sample Questions (Q64-Q69):

NEW QUESTION # 64

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:

Is there enough information to determine whether Offeror A's OCI mitigation plan is sufficient?

- A. Yes, because a plan was submitted, as required by the RFP.
- B. Yes, because Sub A was not the prime contractor and therefore cannot have an OCI.
- **C. No, because the potential OCI was not addressed directly during discussions and no documented analysis occurred.**
- D. No, because a "firewall" is an insufficient method of mitigating OCIs.

Answer: C

Explanation:

The correct answer is D because, according to NCMA CMBOK, organizational conflicts of interest (OCI) must be thoroughly evaluated, documented, and resolved during the pre-award process to ensure fairness and integrity in the procurement. Simply submitting an OCI mitigation plan is not sufficient; the buyer must conduct and document a meaningful analysis of the potential conflict and the effectiveness of the proposed mitigation strategy.

In this scenario, although Offeror A submitted an OCI mitigation plan involving its subcontractor (Sub A), the record indicates that the buyer did not directly address the OCI during discussions and failed to document any substantive analysis of whether the mitigation approach adequately resolved the conflict. CMBOK emphasizes that decisions related to OCI must be well-supported, transparent, and defensible, especially in competitive procurements.

Option A is incorrect because subcontractors can still create OCI risks. Option B is incorrect because firewalls may be acceptable if properly evaluated. Option C is insufficient because submission alone does not demonstrate adequacy.

CMBOK highlights that failure to properly evaluate and document OCI mitigation can lead to protests and procurement challenges, reinforcing the importance of rigorous analysis and documentation in the pre-award phase.

NEW QUESTION # 65

A(n) _____ contract is created when the parties state their intentions either verbally or in writing.

- A. guaranteed
- B. requirements
- **C. express**
- D. quasi

Answer: C

Explanation:

The correct answer is B (express) because, within the NCMA Contract Management Body of Knowledge (CMBOK), an express contract is defined as one in which the parties clearly communicate their intentions through spoken (oral) or written words. This type of contract involves explicit agreement on the terms, leaving little ambiguity regarding the obligations and expectations of each party. Express contracts are fundamental to contract management because they provide clarity and enforceability.

By explicitly stating terms such as scope, price, schedule, and performance requirements, both parties have a shared understanding, which reduces the likelihood of disputes. Express contracts are commonly used in both commercial and government contracting environments, particularly when precision and documentation are critical.

Option A (guaranteed) is not a recognized contract type in this context. Option C (quasi contract) refers to obligations imposed by law to prevent unjust enrichment, not agreements formed by stated intentions. Option D (requirements) refers to a type of contract arrangement or specification, not the method of expressing agreement.

CMBOK emphasizes that clear communication of intent—whether written or verbal—is a key element of contract formation. Express

contracts best represent this concept, ensuring mutual assent and providing a solid foundation for effective contract performance and management across the lifecycle.

NEW QUESTION # 66

Which contracts allow overrun or under-run sharing of cost through a predetermined formula for fee adjustments that apply to incentives for cost category contracts?

- A. cost-plus-incentive fee
- B. fixed price incentive
- C. pros and cons of award fee
- D. special incentive fee

Answer: A

NEW QUESTION # 67

Liquidated damages are a negative incentive (penalty) for:

- A. Late delivery
- B. Over budget
- C. Requirements gap
- D. Do not achieve requirements

Answer: A

NEW QUESTION # 68

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

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

Answer: C

NEW QUESTION # 69

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