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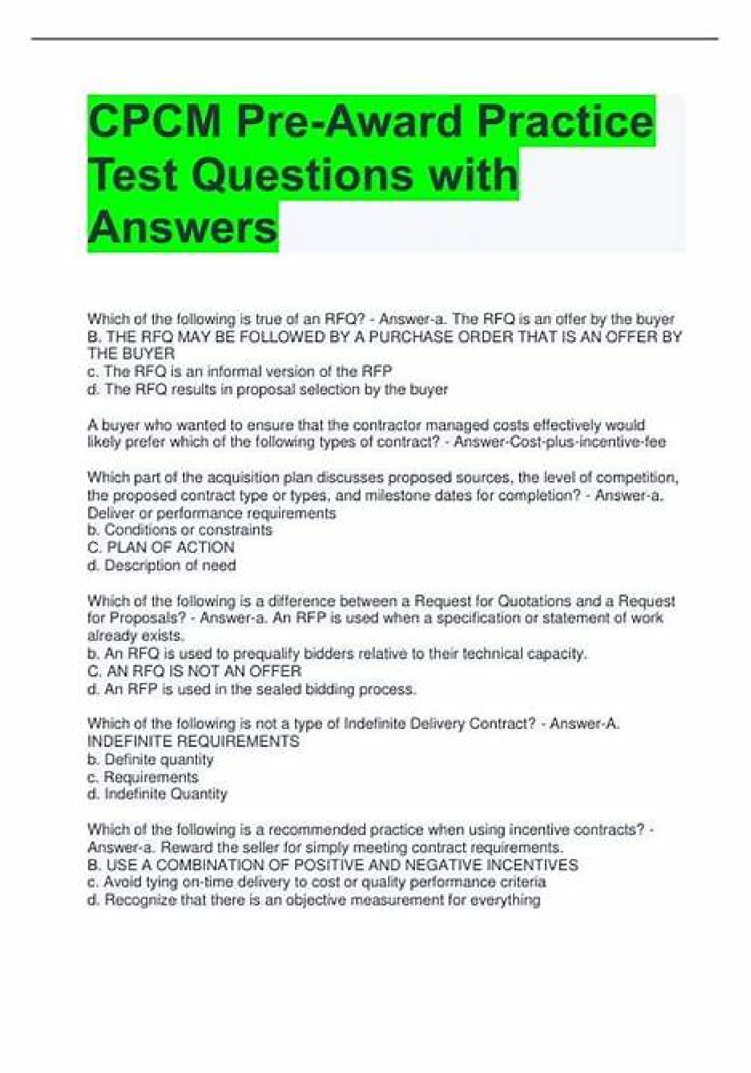

CPCM Pre-Award Practice Test Questions with Answers

Which of the following is true of an RFQ? - Answer-a. The RFQ is an offer by the buyer
B. THE RFQ MAY BE FOLLOWED BY A PURCHASE ORDER THAT IS AN OFFER BY THE BUYER
c. The RFQ is an informal version of the RFP
d. The RFQ results in proposal selection by the buyer

A buyer who wanted to ensure that the contractor managed costs effectively would likely prefer which of the following types of contract? - Answer-Cost-plus-incentive-fee

Which part of the acquisition plan discusses proposed sources, the level of competition, the proposed contract type or types, and milestone dates for completion? - Answer-a. Deliver or performance requirements
b. Conditions or constraints
C. PLAN OF ACTION
d. Description of need

Which of the following is a difference between a Request for Quotations and a Request for Proposals? - Answer-a. An RFP is used when a specification or statement of work already exists.
b. An RFQ is used to prequalify bidders relative to their technical capacity.
C. AN RFQ IS NOT AN OFFER
d. An RFP is used in the sealed bidding process.

Which of the following is not a type of Indefinite Delivery Contract? - Answer-A. INDEFINITE REQUIREMENTS
b. Definite quantity
c. Requirements
d. Indefinite Quantity

Which of the following is a recommended practice when using incentive contracts? - Answer-a. Reward the seller for simply meeting contract requirements.
B. USE A COMBINATION OF POSITIVE AND NEGATIVE INCENTIVES
c. Avoid tying on-time delivery to cost or quality performance criteria
d. Recognize that there is an objective measurement for everything

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NCMA CPCM Certification Exam covers a range of topics such as contract formation and administration, negotiation and dispute resolution, contract types, and risk management. CPCM exam consists of 150 multiple-choice questions that test the candidate's knowledge of contract management concepts, principles, and practices. The questions are designed to assess the candidate's ability to apply critical thinking and analysis to real-world scenarios where contracts are involved.

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NCMA Certified Professional Contracts Manager Sample Questions (Q79-Q84):

NEW QUESTION # 79
__________ means the ability to accurately perceive emotions in the moment and understand tendencies across situations.

- A. Self-Management
- B. Social Management
- C. Social Awareness
- D. Self-Awareness

Answer: D

Explanation:
The correct answer is A (Self-Awareness) because, within the NCMA Contract Management Body of Knowledge (CMBOK), self-awareness is a foundational element of personal competence in emotional intelligence . It refers to the ability to accurately recognize and understand one's own emotions as they occur, as well as to identify patterns and tendencies in emotional responses across different situations.
Self-awareness enables contract managers to assess how their emotions influence their thoughts, behaviors, and decision-making processes. This is particularly important in contract management, where professionals must navigate complex negotiations, resolve conflicts, and maintain professional relationships under pressure.
By understanding their emotional triggers and behavioral tendencies, contract managers can make more informed, rational decisions and avoid reactive or impulsive actions.
Option B (Self-Management) involves regulating emotions and behaviors after they are recognized, not perceiving them initially.
Option C (Social Awareness) focuses on understanding the emotions of others rather than one's own. Option D (Social Management , often referred to as relationship management) involves managing interactions and relationships.
CMBOK emphasizes that self-awareness is the starting point for all other emotional intelligence competencies
, as it provides the insight necessary to develop self-management and effectively engage with others, ultimately improving leadership effectiveness and contract outcomes.

NEW QUESTION # 80
__________ include such things as inspection and acceptance, title transfer, force majeure, risk of loss, repudiation, warranties, payment terms, contract changes, and termination.

- A. Standards of Conduct
- B. General contracting concepts
- C. Terms and conditions to address specific contract matters
- D. Guiding Principles

Answer: C

Explanation:
The correct answer is A (Terms and conditions to address specific contract matters) because, within the NCMA Contract Management Body of Knowledge (CMBOK), terms and conditions are the specific contractual provisions that define the rights, responsibilities, and obligations of the parties involved. These provisions address detailed aspects of contract execution and risk allocation.
The items listed in the question-such as inspection and acceptance, title transfer, force majeure, risk of loss, warranties, payment terms, contract changes, and termination -are all classic examples of contractual clauses that govern how the contract is performed and enforced. These terms ensure clarity in expectations, reduce ambiguity, and provide mechanisms for handling unforeseen events or disputes.
Option B (Standards of Conduct) focuses on ethical behavior and professional responsibility, not contractual clauses. Option C (Guiding Principles) provides overarching governance and ethical frameworks but does not define specific contract provisions.
Option D (General contracting concepts) includes foundational knowledge such as legal principles and market considerations, rather than detailed contract clauses.
CMBOK emphasizes that well-defined terms and conditions are essential for risk management, compliance, and successful contract performance . They ensure that all parties understand their obligations and provide structured processes for managing changes, resolving disputes, and completing the contract lifecycle effectively.

NEW QUESTION # 81
Scenario 6.0: 2
ABC Corporation (ABC) entered into a firm-fixed-price, indefinite-delivery/indefinite-quantity (IDIQ) contract with a Federal buyer for the purchase of various "Soviet-style" parts. The contract language allowed for changes to:
o Drawings, designs, or specifications when the supplies to be furnished are to be specially manufactured for the buyer; o The method of shipment or packing; and o Place of delivery.
The contract also specified that:
If any such change causes an increase or decrease in the cost of, or the time required for, performance of any part of the work under this contract, whether or not changed by the order, the buyer shall make an equitable adjustment in the contract price, the delivery schedule, or both, and shall modify the contract.
ABC was unable to obtain a particular part required to fulfill a delivery order under the contract, and missed the deadline for delivery. Two years after the deadline passed, with no delivery, the failure provided cause for termination for default under the conditions outlined in the contract. To avoid default, ABC entered into Bilateral Modification 4 with the buyer. The modification required ABC to provide additional parts as consideration for late delivery. The modification also stated that a new delivery date for the original delivery would be determined in another modification.
ABC remained unable to purchase the parts to fulfill the original order. A new modification, Bilateral Modification 7 , provided that ABC would deliver "new production" models of the parts in question, rather than the "new surplus" parts specified in the original delivery order. The idea to deliver new production models of the parts had originated with ABC and was accepted by the buyer.
ABC did not attempt to negotiate any changes in price, no discussions of price were held, and no price adjustment was included in this modification.
ABC completed delivery of these parts on time. However, the new production models cost significantly more than the new surplus parts originally ordered.
Approximately four months later, ABC submitted a request for equitable adjustment (REA) to the buyer. In the REA, ABC requested $1,369,377.47 , which represented the difference in price between the parts called for by the original delivery order and the parts ABC ultimately delivered. The buyer rejected the request.
Question:
The seller's difficulty executing this contract was due primarily to a failure in which of the following areas?

- A. Business management
- B. Supply chain management
- C. Financial management
- D. Project management

Answer: B

Explanation:
The correct answer is B because the primary issue faced by ABC Corporation was its inability to obtain the required parts needed to fulfill the delivery order. This is a classic example of a supply chain management failure , which is a critical component of post-award contract performance under NCMA CMBOK principles.
CMBOK emphasizes that effective contract performance depends heavily on the contractor's ability to plan, source, and manage suppliers and materials . In this scenario, ABC could not secure the specific "new surplus" parts required under the contract, leading to missed deadlines, default risk, and ultimately the need to substitute "new production" parts at a higher cost. This demonstrates inadequate supplier sourcing, risk assessment, and contingency planning-all core elements of supply chain management.
Option A (project management) is incorrect because, although project management involves scheduling and coordination, the root cause here was not planning or execution of tasks but rather material availability .
Option C (financial management) is also incorrect because the cost overrun was a consequence of the supply issue, not poor financial controls. Option D (business management) is too broad and does not specifically address the operational failure.
Thus, consistent with CMBOK post-award performance management principles, the contractor's primary failure was in supply chain management , which directly impacted its ability to meet contractual obligations.

NEW QUESTION # 82
Scenario 4.0:
The buyer intended to change the pricing structure for a contract for garbage collection services at one of its facilities. Previously, the contract included contract line items priced on a "per-ton" basis, along with overhead line items covering the contractor's variable costs. The buyer intended to issue a solicitation that eliminated the overhead line items, thus requiring all costs to be included in a "price-per-ton" pricing method.
Prior to issuing a solicitation, the buyer conducted market research to determine whether it was customary industry practice to price garbage collection services based on the weight of the garbage collected. This market research included three parts:
* Reviewing refuse contracts at three other locations;
* Posting a notice to potential sellers asking for feedback on the proposed structure, to which the buyer received seven responses-

four of which suggested a monthly line-item structure, which would include variable costs and not be on a "per-ton" basis, since these four respondents indicated that a "per-ton" pricing structure was not a "customary commercial practice," and three had no comment about the line-item structure; and
* Obtaining "historical market research" that had been performed during the previous year by personnel at another buyer location, consisting of talking to a sales representative from a waste removal company who indicated that his company used a "per-ton" pricing structure that was a "practical method of pricing for trash removal services." Following this market research, the buyer determined that it was "in the buyer's best interest" to utilize the
"per-ton" approach and that it was a "customary commercial practice."
A solicitation was issued requiring offerors to submit fixed prices on a per-ton basis for several line items, for which the solicitation provided estimated quantities. The buyer removed the line items for overhead costs that had been present in the prior contract for waste removal. Instead, the new solicitation required offerors to submit prices that reflected "all fixed and variable costs" on a per-ton basis and only permitted the seller "to invoice on tonnage collected." The resulting statement of work indicated that the seller was required to provide all items necessary to perform the required services, including personnel, equipment, supplies, facilities, materials, and supervision.
Question:
In this scenario, what type of contract was issued originally by the buyer?

- A. Cost-plus-fixed-fee
- B. Cost reimbursement, indefinite delivery
- C. Fixed price, requirements
- D. Fixed price, indefinite delivery

Answer: C

Explanation:
The correct answer is D (fixed price, requirements) because the scenario describes an original contract structure where the buyer procured garbage collection services with line items priced on a per-ton basis along with separate overhead line items . This indicates a fixed-price arrangement , as pricing was established per unit (per ton), rather than reimbursing actual incurred costs as in cost-reimbursement contracts.
Additionally, the nature of garbage collection services suggests that the buyer likely required the contractor to fulfill all actual needs for those services over a period of time , which is characteristic of a requirements contract . In such contracts, the buyer agrees to obtain all of its requirements for specified services from the contractor, while quantities may vary based on actual demand.
Option A (CPFF) and B (cost reimbursement, indefinite delivery) are incorrect because the scenario does not involve reimbursement of allowable costs plus fee. Option C (fixed price, indefinite delivery) is less precise because an indefinite delivery contract requires a guaranteed minimum quantity, which is not indicated in the scenario.
CMBOK explains that requirements contracts under fixed-price structures are commonly used when recurring services are needed, but exact quantities cannot be predetermined. The original inclusion of separate overhead line items further supports that it was a structured fixed-price requirements-type arrangement prior to being modified into a consolidated per-ton pricing model.

NEW QUESTION # 83
The seller is responsible for risk of loss or damage occurring before delivery to the buyer in which of the following?

- A. Government transportation system (GTS)
- B. Free on board destination (FOB destination)
- C. Free on board origin (FOB origin)
- D. Report of shipment (REPSHIP)

Answer: B

Explanation:
The correct answer is D (Free on board destination, FOB destination) because, under NCMA CMBOK principles and standard commercial terms, risk of loss remains with the seller until the goods are delivered to the buyer's specified destination . This means the seller is responsible for any loss, damage, or deterioration of the goods during transit and up to the point of delivery and acceptance by the buyer.
In an FOB destination arrangement, the seller retains ownership and liability throughout the shipping process. The seller must ensure proper packaging, handling, transportation, and delivery. Risk transfers to the buyer only after the goods are successfully delivered at the agreed destination.
Option A (FOB origin) is the opposite scenario, where risk transfers to the buyer as soon as the goods are shipped or handed over to the carrier at the point of origin. Options B (REPSHIP) and C (GTS) refer to administrative or transportation systems rather than contractual risk allocation terms.

CMBOK emphasizes that clearly defining delivery terms and risk of loss is critical in the post-award phase to avoid disputes and ensure accountability. Understanding FOB terms helps contract managers properly allocate risk, manage logistics, and protect organizational interests throughout contract performance and delivery.

NEW QUESTION # 84

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