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CPCM Practice Exam 4 Questions with Correct Answers

A government contracting officer representative is designated via a letter of appointment signed by the contracting officer that delineates specific duties and responsibilities. This is an example of:

- A: Specified authority
- B: Express authority
- C: Delineation of authority
- D: Written agency - Answer: B: Express authority

When someone not authorized to act on behalf of a principal causes action by another party, it is:

- A: Implied authority
- B: Apparent authority
- C: Assumed authority
- D: Non-express authority - Answer: B: Apparent authority

Funds appropriated by Congress are commonly restricted in two ways:

- A: Intended use and time of availability
- B: Dollar ceiling and rescission requirements
- C: Dollar ceiling and intended use
- D: Competition requirements and time of availability - Answer: A: Intended use and time of availability

Article 2 of the UCC requires that a written contract must:

- A: Be notarized
- B: Specify a quantity
- C: Specify a delivery date
- D: Be enforceable - Answer: B: Specify a quantity

Acquisition statutes are _____ in the Federal Acquisition Regulation

- A: Annotated
- B: Referenced
- C: Supplemented
- D: Implemented - Answer: D: Implemented

A "well-trained" contract manager:

- A: Satisfies their leader's specific training requirements.

The TestPDF is one of the top-rated and trusted platforms that are committed to making the Certified Professional Contracts Manager (CPCM) certification exam journey successful. To achieve this objective TestPDF has hired a team of experienced and qualified NCMA CPCM Exam trainers. They work together and put all their expertise to maintain the top standard of CPCM practice test all the time.

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- Pre-Award
- Acquisition Planning and Strategy
- Specialized Knowledge Areas
- Post-Award
- Business

NCMA Certified Professional Contracts Manager Sample Questions (Q106-Q111):

NEW QUESTION # 106

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 # 107

_____ is/are extremely influential on any organization and can drive the need to maintain awareness of industry capacity, pricing, standards, and best practices.

- A. The competitive marketplace
- B. Stakeholders
- C. The workforce
- D. Evolving technology

Answer: A

Explanation:

The correct answer is A (The competitive marketplace) because, within the NCMA Contract Management Body of Knowledge (CMBOK) and Contract Management Standard, the external business environment- particularly the competitive marketplace-plays a critical role in shaping contract management strategies and decisions. The competitive marketplace directly influences how organizations approach sourcing, pricing, supplier selection, and overall procurement strategy.

Organizations must continuously monitor market conditions to remain competitive and ensure value for money. This includes awareness of industry capacity , which affects supplier availability and risk; pricing trends , which impact cost realism and negotiation strategies; and standards and best practices , which ensure compliance, quality, and efficiency. Contract managers rely on this market intelligence during the pre-award phase to develop effective acquisition strategies and during post-award to manage supplier performance and benchmark outcomes.

Option B (Evolving technology) is important but focuses more on innovation and capability changes rather than direct market forces. Option C (The workforce) relates to internal organizational capability, not external market drivers. Option D (Stakeholders) are influential but do not directly determine industry-wide capacity, pricing, or standards.

Therefore, the competitive marketplace is the most comprehensive and accurate factor that drives the need for continuous external awareness, aligning with CMBOK principles of market analysis and strategic sourcing within the CM framework.

NEW QUESTION # 108

Those incentives that use individual judgment, opinions, and informed impressions as the basis for determining the amount of incentive, either positive or negative, in one or more designated areas are called:

- A. Early-based and evaluated
- B. Objectively-based and evaluated
- C. Subjectively-based and evaluated
- D. Final-based and evaluated

Answer: C

NEW QUESTION # 109

_____ damages are awarded to the plaintiff when the defendant is guilty of fraud, malice, or oppression.

- A. Incidental
- B. Punitive
- C. Compensatory
- D. Liquidated

Answer: B

Explanation:

The correct answer is B (Punitive) because, under NCMA CMBOK principles and general legal doctrine, punitive damages are awarded not to compensate the injured party for losses, but to punish the wrongdoer and deter similar misconduct in the future.

These damages are typically imposed when the defendant's actions involve fraud, malice, gross negligence, or oppression , which go

beyond ordinary breach of contract.

CMBOK highlights that, in contract management, most remedies are compensatory in nature, designed to make the injured party whole. However, in cases involving egregious conduct-such as intentional misrepresentation or bad faith actions-courts may award punitive damages to reinforce ethical and legal standards.

Option A (incidental damages) refers to minor, related costs incurred due to a breach (e.g., storage or transportation costs). Option C (liquidated damages) are pre-agreed amounts specified in the contract to cover anticipated losses from specific breaches. Option D (compensatory damages) are intended to reimburse the injured party for actual losses suffered.

CMBOK emphasizes that while punitive damages are less common in contract disputes, understanding their role is important for risk management and legal awareness in the post-award phase, particularly when misconduct or bad faith actions may arise.

NEW QUESTION # 110

_____ is the preferred method of determining a fair and reasonable price if adequate comparative data are available to the buyer.

- A. Catalog Pricing
- B. Negotiation
- C. Cost Analysis
- **D. Price Analysis**

Answer: D

Explanation:

The correct answer is D (Price Analysis) because, according to NCMA CMBOK, price analysis is the preferred method for determining whether a price is fair and reasonable when adequate comparative data exists. This approach relies on evaluating the total proposed price without breaking it down into individual cost elements.

CMBOK emphasizes that price analysis is most effective when there is sufficient competition or reliable market data, such as multiple offers, historical pricing, published price lists, or commercial benchmarks.

Techniques include comparing bids received in response to a solicitation, comparing proposed prices to independent government estimates, and analyzing market trends. These methods allow the buyer to assess price reasonableness efficiently and with minimal administrative burden.

Option B (Cost Analysis) is used when price analysis is not sufficient-typically when there is inadequate competition or when pricing must be evaluated in detail by examining cost components. Option A (Negotiation) is a process used to arrive at agreement, not a primary method for determining reasonableness.

Option C (Catalog Pricing) is one form of data used within price analysis, but it is not the overarching method itself.

CMBOK highlights that price analysis supports effective decision-making during the award phase, ensuring that buyers obtain competitive and reasonable pricing while maintaining efficiency in the evaluation process.

NEW QUESTION # 111

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