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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

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NCMA Certified Professional Contracts Manager Sample Questions (Q114-

Q119):

NEW QUESTION # 114

The _____ activities section of a cash flow statement identifies a company's cash flow from net income or losses.

- A. business
- B. investing
- C. financing
- **D. operating**

Answer: D

Explanation:

The correct answer is A (operating) because, in financial management concepts referenced within the NCMA Contract Management Body of Knowledge (CMBOK), the operating activities section of a cash flow statement reflects the cash generated or used by a company's core business operations. This section begins with net income or loss and adjusts for non-cash items (such as depreciation) and changes in working capital to determine actual cash flow.

Operating activities are critical for contract managers because they provide insight into the financial health and sustainability of an organization or contractor. A company with strong operating cash flow is generally better positioned to meet contractual obligations, manage performance requirements, and sustain long-term projects.

Option B (financing activities) relates to cash flows from borrowing, repaying debt, or issuing equity, not from net income. Option C (investing activities) involves cash used for acquiring or disposing of long-term assets, such as equipment or investments. Option D (business) is not a standard classification used in cash flow statements.

Within the CMBOK management competency, understanding financial statements-especially cash flow-is essential for evaluating contractor capability, assessing risk, and ensuring effective financial oversight.

Operating cash flow, in particular, provides a direct link between accounting profit and actual liquidity, making it a key indicator in contract management decision-making.

NEW QUESTION # 115

If a party to the contract does not have the capacity to contract (such as being underage or having a mental infirmity), a contract is _____.

- A. bilateral
- **B. unenforceable**
- C. illegal
- D. unilateral

Answer: B

Explanation:

The correct answer is D (unenforceable) because legal capacity is one of the essential elements required for a valid and enforceable contract under contract law principles reflected in the NCMA Contract Management Standard and CMBOK framework. Capacity refers to a party's legal ability to enter into a contract, which generally excludes individuals who are minors, mentally incapacitated, or otherwise legally restricted.

When one party lacks capacity, the contract is typically considered unenforceable , meaning that the affected party (the one lacking capacity) has the option to void or disaffirm the agreement. This does not necessarily make the contract illegal or void from the outset; rather, it cannot be legally enforced against the party lacking capacity.

Option A (bilateral) refers to a contract involving mutual promises between two parties and is unrelated to legal capacity. Option B (illegal) applies when the subject matter of the contract violates the law, which is not the case here. Option C (unilateral) refers to a contract formed by a promise in exchange for performance and also does not address capacity issues.

Within the CMBOK lifecycle, ensuring that all parties have the legal capacity to contract is a critical responsibility during the pre-award and award phases, as it directly impacts enforceability, risk management, and the validity of contractual obligations.

NEW QUESTION # 116

The contract management team must be able to _____.

- **A. conduct meaningful collaboration in order to make accurate and timely decisions while solving complex contracting problems and forming an effective contract relationship**
- B. shape requirements to align with the organization's vision, mission, and strategic goals

- C. know how seemingly independent contract actions impact each other now and in the future
- D. negotiate meaningful contract terms and conditions while meeting customer needs

Answer: A

Explanation:

The correct answer is A (conduct meaningful collaboration in order to make accurate and timely decisions while solving complex contracting problems and forming an effective contract relationship) because, within the NCMA Contract Management Body of Knowledge (CMBOK), collaboration is a core leadership and management competency essential for successful contract management.

Contract management is inherently a cross-functional activity, requiring coordination among stakeholders such as legal, finance, technical teams, suppliers, and customers. Effective collaboration ensures that diverse perspectives are integrated, enabling better decision-making and problem-solving. This is particularly important in complex contracting environments where issues such as risk allocation, performance challenges, and stakeholder expectations must be addressed collectively.

Meaningful collaboration also supports the development of strong contract relationships, which are critical for achieving desired outcomes throughout the contract lifecycle. It enhances communication, builds trust, and reduces the likelihood of disputes.

Option B focuses on strategic alignment, Option C emphasizes negotiation, and Option D highlights systems thinking—all important competencies, but none capture the central, team-based capability described in the question as comprehensively as collaboration. CMBOK emphasizes that high-performing contract management teams must be able to collaborate effectively to drive timely, informed decisions, resolve complex issues, and deliver value, making Option A the most accurate and complete answer.

NEW QUESTION # 117

An evolutionary roadmap for implementing the vital practices for one or more domains of organizational processes is called:

- **A. Capability Maturity Model**
- B. Project Management Model
- C. Organizational Contract Management
- D. People Capability Maturity Model

Answer: A

NEW QUESTION # 118

For a contract to be _____, both parties must indicate that they agree to the terms.

- **A. binding**
- B. valid
- C. verified
- D. completed

Answer: A

Explanation:

The correct answer is D (binding) because, under contract management principles aligned with the NCMA Contract Management Standard and CMBOK framework, a contract becomes enforceable when both parties mutually agree to its terms. This mutual agreement is commonly referred to as "mutual assent" or "meeting of the minds," which is a fundamental element required to create a legally binding contract.

A binding contract means that both parties have expressed their acceptance of the terms, typically through signatures or other formal acknowledgment, and are therefore legally obligated to perform their respective duties. Without this agreement, the contract cannot be enforced, even if other elements such as offer or consideration exist.

Option A (valid) may seem correct, but validity includes multiple elements such as legal capacity, consideration, lawful purpose, and mutual assent. Agreement alone does not fully define validity. Option B (completed) refers to the fulfillment of contractual obligations, which occurs after performance, not at the formation stage. Option C (verified) is not a standard legal or CMBOK term related to contract formation.

Thus, within the CMBOK lifecycle perspective, establishing a binding agreement is a critical step in the award phase, ensuring that both parties are committed and accountable under the contract terms.

NEW QUESTION # 119

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