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CPCM Exam Questions with correct Answers

What type of contracting instrument can be used when more time is needed to negotiate a formal contract, but the buyer wishes to provide the seller with written authorization to proceed immediately? - Answer- A Letter Contract (4.1.2.4 Other Contract Types)

Discussions and concurrent actions, prior course of dealing between the parties, and custom and trade usage are examples of what? - Answer- Extrinsic Evidence (5.4.1.1.4)

Which of the following is least preferred according to the FAR's "order of precedence" process for resolving contract inconsistencies?

- a. Representations and other instructions
- b. Contract clauses
- c. The specifications
- d. The Schedule - Answer- Least: Specifications (5.4.1.1.2)

What is the Order of Precedence according to the FAR? - Answer- 1. The Schedule (excluding the specification);

- 2. Representations and other instructions;
- 3. Contract Clauses;
- 4. Other documents, exhibits, & attachments; and
- 5. The Specifications

JobDunn, Inc. has a contract for the assembly of various pieces of technical equipment. The assembly requires a special tool, which JobDunn purchases for its workers as seller-acquired property under the terms of the contract. Who has rights to these tools? - Answer- Buyer (4.1.5.6.3)

What type of contract must be used in federal contracting when sealed bidding is employed? - Answer- Fixed-price (4.1.3.1 Sealed Bidding)

Which of the following is real property?

- a. A test unit modified to accomplish special purpose testing
- b. Screws used to assemble a machine
- c. Wood used in the construction of a building

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NCMA Certified Professional Contracts Manager Sample Questions (Q32-Q37):

NEW QUESTION # 32

Documentation of any contract management processes is _____ and _____ throughout the organization.

- A. Ad hoc and efficient
- **B. Ad hoc and inconsistent**
- C. Hostile and managed
- D. Ad hoc and hostile

Answer: B

NEW QUESTION # 33

Organizational leaders who believe their job is to demand belief in their vision and also believe it is their job to force everyone to buy into it are guilty of _____.

- A. incompetence
- B. destructive leadership
- **C. having a hero complex**
- D. introspection

Answer: C

Explanation:

The correct answer is D (having a hero complex) because, within the NCMA Contract Management Body of Knowledge (CMBOK), effective leadership emphasizes collaboration, shared vision, and inclusive engagement, rather than authoritarian or ego-driven behavior. A "hero complex" describes a leadership mindset in which an individual believes they alone have the correct vision and must compel others to follow it without question.

This type of leadership is counterproductive in contract management environments, where success depends heavily on stakeholder alignment, mutual understanding, and collaborative decision-making. Contract managers must work across organizational boundaries and with external partners, making it essential to build consensus through communication and trust-not coercion.

Leaders with a hero complex tend to suppress alternative viewpoints, discourage open dialogue, and limit innovation. This directly contradicts CMBOK leadership principles such as integrative thinking, collaboration, and ethical influence. Instead of forcing buy-in, effective leaders inspire commitment by clearly communicating value, encouraging participation, and respecting diverse perspectives. Option A (incompetence) is too general and does not specifically capture the behavior described. Option B (introspection) is a positive leadership trait involving self-reflection. Option C (destructive leadership) is broader, but the question specifically points to the ego-driven behavior best described as a hero complex.

Thus, CMBOK highlights that strong contract management leadership requires humility, influence, and collaboration-not control or dominance.

NEW QUESTION # 34

Poor communication and living in the past are examples of resisting forces to _____.

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

Answer: B

Explanation:

The correct answer is C (vision) because, within the NCMA Contract Management Body of Knowledge (CMBOK), leadership emphasizes the importance of forward-looking thinking and clear communication in establishing and sustaining an effective organizational vision. Vision involves setting a strategic direction, aligning stakeholders, and guiding future-focused decision-making. Poor communication directly undermines vision because it prevents leaders from clearly articulating goals, expectations, and strategic intent. Without effective communication, stakeholders cannot understand or align with the organization's direction, leading to confusion and lack of cohesion. Similarly, living in the past reflects resistance to change and an inability to adapt to evolving business

environments, technologies, and market conditions. This mindset prevents organizations from progressing toward future objectives and limits innovation.

In the CMBOB framework, strong leadership requires contract managers to promote a shared vision that is clearly communicated and adaptable to change. This is especially critical in contract management, where evolving requirements, stakeholder needs, and external market conditions demand continuous alignment with future goals.

Option A (collaboration) focuses on teamwork dynamics, Option B (character) relates to ethical behavior, and Option D (competence) refers to skills and abilities. While all are important, they do not specifically address the forward-looking and communicative aspects highlighted in the question.

Thus, poor communication and living in the past are clear barriers to achieving and sustaining an effective vision .

NEW QUESTION # 35

Knowing how to capture, document, and share knowledge is an example of _____.

- A. Contract Principles
- B. Roles and Responsibilities
- C. Situational Assessment
- D. Regulatory Compliance

Answer: C

Explanation:

The correct answer is A because the ability to capture, document, and share knowledge is most closely associated with situational assessment within the CMBOB Learn domain. In contract management, situational assessment involves understanding the operating environment, recognizing what information is important, preserving lessons learned, and making that knowledge available for future decision-making. This includes collecting experience from prior contracts, documenting outcomes, identifying what worked or failed, and sharing those insights across the organization so contract managers can improve future planning, performance oversight, and risk responses.

This concept fits the Learn domain because NCMA emphasizes that contract management is not only about executing transactions, but also about building organizational capability through knowledge management , continuous improvement, and informed judgment. Captured knowledge supports stronger acquisition planning, better solicitation development, more effective negotiations, and improved post-award administration.

Option B is incorrect because regulatory compliance focuses on following laws, regulations, and policy requirements, not on preserving and transferring organizational knowledge. Option C is incorrect because roles and responsibilities define who performs which contract management functions, rather than how knowledge is retained and shared. Option D is incorrect because contract principles concern foundational concepts governing contract relationships, not the operational practice of knowledge capture and dissemination.

In CMBOB terms, this question reflects the importance of learning systems, lessons learned, and organizational awareness as part of effective professional contract management.

NEW QUESTION # 36

The correct sequence of presentation of items on the typical income statement is _____.

- A. expenses, revenue, then income, and cost of goods sold
- B. expenses, revenue, cost of goods sold, and other income
- C. revenue, cost of goods sold, expenses, and other income
- D. revenue, other income, expenses, and cost of goods sold

Answer: C

Explanation:

The correct answer is D (revenue, cost of goods sold, expenses, and other income) because this reflects the standard structure of an income statement as recognized in financial management principles aligned with the NCMA Contract Management Body of Knowledge (CMBOB). The income statement is designed to show a company's financial performance over a period of time , beginning with revenue and progressively deducting costs and expenses to determine net income.

The sequence begins with revenue (or sales) , which represents the total income generated from business operations. Next, cost of goods sold (COGS) is subtracted to determine gross profit , reflecting the direct costs associated with producing goods or services. Following this, operating expenses (such as administrative and selling expenses) are deducted to arrive at operating income . Finally, other income or expenses (such as interest or non-operating gains/losses) are included to calculate net income .

Option A and B incorrectly place expenses before revenue, which does not align with standard accounting presentation. Option C

misorders key elements by placing other income before expenses and COGS.

CMBOK emphasizes understanding financial statements to evaluate contractor performance and financial health. Knowing the correct income statement structure helps contract managers assess profitability, cost efficiency, and overall financial viability.

NEW QUESTION # 37

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