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Q NCMA CPCM Quiz – Contract Management Body of Knowledge (CMBOK)

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1. Recommended basic types of feedback: Corrective, confirmatory, motivating
2. A decisive leader is: Confident and effective
3. Which of the following is a leadership process competency? (-a. Character, -b. Credibility, -c. Confidence, -d. Cooperation): Character
4. Which of the following is not a step in the 6-step Decision-Making process to decide decision making? (-a. Provide feedback, -b. Implement the decision, -c. Collect internal and external opinions, -d. Pre-plan strategies to make the decision): Collect internal and external opinions
5. What can reduce or even eliminate the creative process?: Forced consensus
6. In which decision-making step should one create objectives and goals?: Pre-plan strategies
7. An integrative thinker is:: able to create innovative solutions to problems
8. Step 4 of the 6-step Decision-Making Process advises leaders to create a written plan that:: Details the problem, determines the root cause, and lists criteria to help choose a solution
9. What reflects a leadership activity for a contract manager? (-a. Resolving a dispute with a supplier., -b. Quoting the Federal Acquisition Regulation., -c. Promptly responding to seller inquiries., -d. Developing questions in response to a solicitation.): Resolving a dispute with a supplier.
10. Which of the following describes a leader who is developing new leaders? -a. Develops the bottom 20% of the workforce, -b. Treats everyone the same, -c. Grows the organization by addition, -d. Focuses on individual strengths): Focus: on individual strengths
11. What best reflects the relationship between the leader and vision?: Leader + vision = result
12. Employee _____ is a major component of organizational success.: Motivation
13. _____ and _____ competencies support the technical application of contract management.: Leadership and Management
14. Assuring your organization adheres to high ethical standards is an example of what?: A leader's focus on character
15. Which of the following can impede leaders from developing a vision? (Failing to consult others, Focusing on the day-to-day, Being inflexible, Living in the past): Living in the past

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NCMA Certified Professional Contracts Manager Sample Questions (Q146-Q151):

NEW QUESTION # 146

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

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

Answer: B

Explanation:
Explanation

NEW QUESTION # 147

_____ involves examining (including testing) supplies and services to determine if the supplies and services meet the contract's requirements.

- A. Determination
- **B. Inspection**
- C. Conformity
- D. Acceptance

Answer: B

Explanation:

The correct answer is D (Inspection) because, within the NCMA Contract Management Body of Knowledge (CMBOK), inspection is the process of examining, measuring, testing, or otherwise evaluating supplies and services to determine whether they conform to the requirements specified in the contract. This activity is a critical part of the post-award phase, ensuring that deliverables meet agreed-upon standards before acceptance.

Inspection is typically conducted according to predefined criteria outlined in the contract or Statement of Work (SOW). It may involve physical examination, performance testing, quality checks, or documentation review. The purpose is to verify compliance with specifications such as quality, quantity, functionality, and performance.

Option C (Acceptance) follows inspection and represents the buyer's formal acknowledgment that the deliverables meet contract requirements. Option B (Conformity) refers to the condition of meeting requirements but is not the process itself. Option A (Determination) is not a standard CMBOK term in this context.

CMBOK emphasizes that inspection is essential for quality assurance, risk mitigation, and performance validation . It provides the basis for acceptance decisions and helps ensure that contractors fulfill their obligations. Proper inspection processes reduce disputes, improve contract outcomes, and support accountability throughout the contract lifecycle.

NEW QUESTION # 148

_____ means carefully documenting one's goals and pursuing learning opportunities to achieve them

- A. "Learning by chance"
- **B. "Learning through goals"**
- C. "Learning by command"
- D. "Learning by choice"

Answer: B

Explanation:

The correct answer is B because, within the NCMA CMBOK Learn domain , "learning through goals" refers to a structured and intentional approach to professional development , where individuals define clear objectives and actively pursue opportunities to

achieve them. This concept aligns with CMBOK's emphasis on deliberate, goal-oriented learning, which is essential for building and sustaining contract management competency.

CMBOK explains that effective contract managers do not rely on passive or incidental learning. Instead, they identify competency gaps, establish measurable goals, and seek targeted development opportunities, such as training, mentoring, certifications, or practical experience. This goal-driven approach ensures that learning efforts are aligned with both individual career progression and organizational needs.

Option A (learning by choice) implies voluntary learning but lacks the structured, goal-oriented focus described in the question.

Option C (learning by command) suggests externally imposed learning, which does not reflect personal development planning.

Option D (learning by chance) refers to incidental or unplanned learning, which CMBOK considers insufficient for professional growth.

Thus, consistent with CMBOK principles, "learning through goals" represents a proactive and disciplined approach to continuous improvement, ensuring that contract managers systematically enhance their leadership, management, and technical competencies over time.

NEW QUESTION # 149

The _____ states that only what is written in the contract is applicable and that all previous verbal or written statements are not.

- A. "Plain Meaning Rule"
- B. "Doctrine of Contra Proferentem"
- C. "Parol Evidence Rule"
- D. "Usage of Trade Rule"

Answer: C

Explanation:

The correct answer is C (Parol Evidence Rule) because, according to NCMA Contract Management Body of Knowledge (CMBOK) and established legal doctrine, the parol evidence rule provides that when a written contract is intended to be a complete and final expression of the parties' agreement, extrinsic evidence (prior or contemporaneous oral or written statements) cannot be used to contradict, vary, or add to the terms of that contract.

This rule ensures that the written contract governs the relationship between the parties, promoting certainty and stability in contractual agreements. In contract management, particularly during the post-award phase, this principle is critical when disputes arise over contract interpretation. It prevents parties from relying on informal discussions, side agreements, or prior drafts that were not incorporated into the final contract.

Option A (Plain Meaning Rule) relates to interpreting contract language based on its ordinary meaning, not excluding prior statements. Option B (Contra Proferentem) applies when ambiguities are interpreted against the drafter. Option D (Usage of Trade Rule) allows industry practices to inform interpretation under certain conditions.

CMBOK emphasizes that understanding the parol evidence rule helps contract managers ensure that all critical terms are properly documented in the final agreement, reducing ambiguity and minimizing the risk of disputes.

NEW QUESTION # 150

When the buyer has a requirement for items or services and has entered into a contract with a seller to fulfill this requirement, but elects to satisfy the requirement from a different source, the buyer _____.

- A. may invoke the "Option" clause to re-form the contract
- B. may repurchase the same supplies and charge the seller for those costs
- C. has breached the contract
- D. may invoke the "Changes" clause to reduce the quantity required in the contract unilaterally

Answer: C

Explanation:

The correct answer is A because, under NCMA CMBOK principles, once a valid contract is formed, both parties are legally obligated to perform according to its terms. If the buyer decides to obtain the required goods or services from another source without proper contractual justification or modification, this action constitutes a breach of contract.

In the post-award phase, contract performance must align strictly with agreed terms unless formally changed through authorized mechanisms. If the buyer unilaterally bypasses the contracted seller and fulfills the requirement elsewhere, they fail to honor their contractual commitment, exposing themselves to potential legal remedies such as damages for nonperformance.

Option B is incorrect because an option clause allows the buyer to extend or add work under predefined terms, not to replace the

contractor. Option C refers to reprocurement, which is typically a remedy available to the buyer when the seller defaults, not when the buyer chooses another source voluntarily. Option D involves the changes clause, which permits certain unilateral modifications within scope, but not the complete diversion of work to another supplier.

CMBOK emphasizes that proper contract administration requires adherence to legal obligations, and any deviation must be handled through formal contract modifications or termination procedures, not informal substitution of sources.

NEW QUESTION # 151

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