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## NCMA CPCM test Questions with multiple choices verified

If you are an experienced contract management leader and you need to make a fast, high risk decision in an uncertain situation, what is the best approach?

- Intuition
- Fact finding
- Analysis
- Consultation - CORRECT ANSWER-Intuition

When pre-planning strategies for making a decision, the leader should:

- Dispel assumptions that can negatively affect his/her leadership role
- Assume others think in a certain way
- Provide no indication of his/her position on the strategy as the team deliberates
- Avoid the spotlight - CORRECT ANSWER-Dispel assumptions that can negatively affect his/her leadership role

A decisive leader is:

- Aggressive and competent
- Competent and effective
- Confident and competent
- Confident and effective - CORRECT ANSWER-Confident and effective

The act of moving goods out of one's internal organization to another organization due to loss of value is:

- Transition
- Disposal
- Investment Recovery
- Disposition - CORRECT ANSWER-Disposition

The statement "The probability of a delivery failure is only 10%, but the impact on our mission would be catastrophic" is an example of \_\_\_\_\_.

- Risk mitigation
- Components of risk
- Risk management
- Probability analysis - CORRECT ANSWER-Components of risk

Which of the following is not a responsibility of Supply Chain Management?

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## NCMA Certified Professional Contracts Manager Sample Questions (Q122-Q127):

### NEW QUESTION # 122

The financial indicator ratio which determines how well the company's current liabilities can be satisfied by its current assets less inventory is a/an \_\_\_\_\_.

- A. solvency ratio
- **B. acid test ratio**
- C. current ratio
- D. debt to equity ratio

**Answer: B**

Explanation:

The correct answer is A (acid test ratio) because, within the NCMA Contract Management Body of Knowledge (CMBOK), the acid-test ratio (also known as the quick ratio) is a key financial metric used to assess a company's short-term liquidity while excluding inventory from current assets. This provides a more conservative and realistic measure of a firm's ability to meet its immediate obligations.

The formula for the acid-test ratio is:

$(\text{Current Assets} - \text{Inventory}) \div \text{Current Liabilities}$

Inventory is excluded because it may not be quickly convertible to cash, especially in industries where sales cycles are longer or uncertain. By focusing on more liquid assets such as cash, marketable securities, and receivables, the acid-test ratio gives contract managers a clearer picture of a contractor's ability to pay short-term debts without relying on inventory sales.

Option C (current ratio) includes inventory in current assets, making it less stringent. Option B (solvency ratio) measures long-term financial stability, not short-term liquidity. Option D (debt to equity ratio) evaluates capital structure rather than liquidity. CMBOK emphasizes the importance of financial analysis in assessing contractor responsibility and risk. The acid-test ratio is particularly valuable when evaluating whether a contractor can sustain operations and meet obligations during contract performance without liquidity issues.

### NEW QUESTION # 123

Which of the following has the fundamental purpose to motivate desired performance in one or more specific areas?

- A. Contract pricing
- B. Contract penalties
- **C. Contract incentive**
- D. Objective incentive

**Answer: C**

### NEW QUESTION # 124

Which of the following is NOT the risk analysis factor from the seller's perspective?

- **A. promote seller's strategic direction**
- B. Contract timetable
- C. Buyer commitment
- D. Contract duration

**Answer: A**

### NEW QUESTION # 125

\_\_\_\_\_ apply(ies) to all potential and current contract managers. The blended and balanced implementation of these competencies will fortify the technical competencies of contract management.

- A. The Learn competency
- **B. Leadership and Management competencies**
- C. Pre-Award, Award, and Post-Award competencies

- D. Guiding Principles competencies

**Answer: B**

Explanation:

The correct answer is D (Leadership and Management competencies) because, within the NCMA Contract Management Body of Knowledge (CMBOK), these competencies are designed to apply universally to all contract management professionals, regardless of their specific role, experience level, or phase of the contract lifecycle in which they operate. Leadership and management competencies form the foundational behavioral and organizational capabilities that enable contract managers to effectively apply technical skills.

These competencies include areas such as communication, decision-making, problem-solving, teamwork, strategic thinking, and ethical conduct. They are essential for successfully executing responsibilities across all phases—pre-award, award, and post-award—because contract management is not purely technical; it requires coordination with stakeholders, negotiation, performance oversight, and conflict resolution.

The phrase "blended and balanced implementation" highlights that technical competencies alone are insufficient. A contract manager must integrate leadership and management skills to ensure successful outcomes, drive organizational objectives, and maintain strong relationships with internal and external stakeholders.

Option A ( Guiding Principles competencies ) refers to overarching standards like integrity and compliance, but they are not described in CMBOK as the universal competencies strengthening technical skills. Option B refers to lifecycle phases, not competencies. Option C ( Learn competency ) focuses on continuous improvement, but it is not the primary universal competency set described in this context.

Thus, Leadership and Management competencies are critical enablers that strengthen all other areas of contract management.

#### NEW QUESTION # 126

Each agreement made during the negotiation process should \_\_\_\_\_.

- A. involve concessions for both sides
- B. be part of fact-finding
- C. be documented
- D. be "win-win"

**Answer: C**

Explanation:

The correct answer is B (be documented) because, according to NCMA CMBOK, documentation of agreements reached during negotiations is essential to ensure clarity, enforceability, and alignment between the parties. Proper documentation creates a clear record of what has been agreed upon, reducing the risk of misunderstandings, disputes, or conflicting interpretations later in the contract lifecycle.

During negotiations in the award phase, multiple agreements may be reached on pricing, technical requirements, delivery schedules, terms and conditions, and risk allocation. CMBOK emphasizes that these agreements must be accurately recorded and incorporated into the final contract or supporting documentation, such as memoranda of negotiation or contract files. This ensures that all negotiated terms are traceable and auditable.

Option A (win-win) reflects a desirable negotiation outcome but is not a requirement for each individual agreement. Option C (involve concessions) may occur but is not mandatory for every agreement. Option D (fact-finding) is part of the negotiation process but does not define how agreements should be handled.

CMBOK highlights that effective documentation supports contract clarity, compliance, and successful post-award administration, ensuring that negotiated outcomes are properly implemented and enforced throughout contract performance.

#### NEW QUESTION # 127

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