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**Question: 1102**

During a 2026 sustainability audit, a law firm's operations team conflicts over ESG integration into client contracts, delaying compliance. Using Lewin's three-stage change model, the CLM unfreezes norms by highlighting regulatory penalties. Which advanced technique should follow to facilitate movement toward new contract templates incorporating carbon footprint disclosures?

- A. Role-playing simulations to practice ESG clause negotiations
- B. Force-field analysis to amplify driving forces like client demands
- C. Benchmarking against peer firms' ESG adoption rates
- D. Communication cascades via town halls on green law trends

Answer: B

Explanation: Force-field analysis in Lewin's movement stage identifies and strengthens enablers while weakening barriers, effectively driving ESG adoption in legal operations by quantifying benefits like enhanced client retention in 2026's eco-conscious market.

**Question: 1103**

During 2026 cyber-physical security audits, vulnerabilities in access controls for high-security file rooms are flagged. The manager must enhance procedures with biometric integrations. Which technique balances security and usability for legal staff?

- A. Outsource security patrols, accepting variable response times for cost efficiency.
- B. Add keyed deadbolts and staff training on manual locks for low-tech reliability.
- C. Install CCTV only, deferring access upgrades to monitor unauthorized entries passively.
- D. Deploy multi-factor biometrics linked to FM access logs for audit trails and anomaly detection.

Answer: D

Explanation: Multi-factor biometrics with FM logs create auditable trails and detect anomalies in real-time, meeting 2026 standards while allowing quick staff access, reduces breach risks by 60%, and integrates with existing systems for efficient facilities management.

**Question: 1104**

The firm uses LIFO for inventory (forms). Layer added 2026: 10,000 units @ \$3.20. Liquidation 8,000 units. COGS:

- A. \$28,000
- B. \$25,600
- C. \$32,000
- D. \$35,200

Answer: B

Explanation: LIFO assumes newest costs; but with liquidation, oldest layer used if prior exists; here new layer partial.

**Question: 1105**

A law firm is implementing a new diversity initiative. What should be the primary focus during the initial rollout phase?

- A. Evaluating the effectiveness of the initiative immediately
- B. Ensuring clear communication and buy-in from all employees
- C. Keeping the initiative confidential until fully developed
- D. Allocating the largest budget possible

Answer: B

Explanation: Ensuring clear communication and buy-in from all employees is crucial during the initial rollout phase, as it fosters support and engagement with the initiative.

**Question: 1106**

When negotiating a lease agreement, which of the following clauses is most important to include to protect the firm from unexpected costs?

- A. Security deposit requirements
- B. Rent escalation
- C. Termination rights
- D. Maintenance responsibilities

Answer: D

Explanation: Including a clear maintenance responsibilities clause in the lease agreement is crucial to protect the firm from unexpected costs associated with repairs and maintenance, ensuring that both parties understand their obligations.

**Question: 1107**

A returning service member who deployed for 18 months applies for their prior senior associate position under USERRA. The firm eliminated the position during a 2024 restructuring but created a new "Of Counsel" role with identical duties. The CLM reviews 38 U.S.C. § 4313. What is the firm's reemployment obligation?

- A. Offer the Of Counsel position with seniority-based salary step from deployment date
- B. Escalate to escalator principle using pre-deployment promotion trajectory

- C. Reemploy in any position of similar status regardless of business changes
- D. Provide the next available senior associate opening within 90 days

Answer: B

Explanation: USERRA's escalator principle (20 CFR § 1002.191) requires placement in the position the employee would have attained with reasonable certainty absent service, making escalation to escalator principle using pre-deployment promotion trajectory the correct obligation when the original position no longer exists.

**Question: 1108**

If a firm's total liabilities are \$500,000 and its total assets are \$1,500,000, what is the firm's debt ratio?

- A. 0.25
- B. 0.33
- C. 0.50
- D. 0.75

Answer: B

Explanation: The debt ratio is calculated as Total Liabilities / Total Assets. Thus,  $\frac{\$500,000}{\$1,500,000} = 0.33$ .

**Question: 1109**

A law firm is considering using 360-degree feedback for performance evaluations. What is a key benefit of this method?

- A. It focuses solely on managerial feedback
- B. It reduces the need for self-assessment
- C. It simplifies the evaluation process
- D. It provides a comprehensive view of employee performance

Answer: D

Explanation: 360-degree feedback provides a comprehensive view of employee performance by incorporating input from various sources, including peers, subordinates, and supervisors, leading to more balanced evaluations.

**Question: 1110**

A legal aid nonprofit navigates donor funding cuts in 2026, sparking internal prioritization conflicts. Applying nudge theory in change management, the CLM designs choice architecture. Which default setting aids resource reallocation?

- A. Auto-enrollment in impact-tracking dashboards
- B. Simplified menus for program vs. admin splits
- C. Salience boosts on high-ROI case studies
- D. Feedback loops with donor sentiment polls

Answer: B

Explanation: Nudge's simplification reduces overload; menu designs guide fair splits, easing conflicts by clarifying trade-offs in constrained nonprofit environments.

**Question: 1111**

A legal manager needs to determine the cost of goods sold (COGS) for a specific case. Which formula should be used to calculate COGS?

- A. Ending inventory + Purchases - Beginning inventory
- B. Beginning inventory - Purchases + Ending inventory
- C. Purchases - Beginning inventory + Ending inventory
- D. Beginning inventory + Purchases - Ending inventory

Answer: D

Explanation: The correct formula for calculating COGS is:  $COGS = \text{Beginning inventory} + \text{Purchases} - \text{Ending inventory}$ .

**Question: 1112**

In a 2026 scenario, a legal department relocates to a premium space amid AI-hybrid redefinitions, per Cushman & Wakefield's Bright Insight. The manager must develop strategies for multi-purpose shared spaces. What step integrates tech-enabled versatility for town halls and client events?

- A. Design hospitality-inspired zones with welcoming flexibility; embed video tech; support 57% hybrid satisfaction via modular walls
- B. Incorporate movable partitions and multi-use spaces; add digital whiteboards; focus on in-person counseling increases
- C. Lease high-quality real estate; create coworking for occasional visitors; align with firm attendance policies
- D. Add Zoom rooms for professional virtual meetings; provide sit-stand workstations; reduce filing rooms via digital tools

Answer: A

Explanation: Designing hospitality-inspired zones with welcoming flexibility, embedding video tech, and supporting 57% hybrid satisfaction via modular walls creates tech-enabled multi-purpose shared spaces, aligning with 2024 Law Firm Office Attendance Policies Report for versatile use in town halls and client events.

**Question: 1113**

During a 2026 merger integration, overlapping HR teams from two firms clash on appraisal harmonization, with one favoring OKR-based evaluations and the other traditional ratings. As CLM, what unified procedure ensures seamless reporting across legacy systems?

- A. Outsource to third-party evaluators, bypassing internal systems.
- B. Default to the acquiring firm's method, archiving the other without transition support.
- C. Alternate methods quarterly to balance interests, without technical unification.
- D. Migrate both to a cloud-based platform with API integration for OKR syncing, conduct cross-training webinars, and pilot hybrid appraisals for six months.

Answer: D

Explanation: API migration and cross-training facilitate unified reporting, aligning with CLM knowledge of adaptable systems that minimize disruption during transitions. Piloting hybrids tests efficacy, promoting data integrity essential for accurate performance tracking.

**Question: 1114**

A law firm is evaluating its risk management strategies. Which approach is most effective for identifying potential risks?

- A. Relying on past incidents only
- B. Conducting regular risk assessments and audits
- C. Waiting for issues to arise before addressing them
- D. Focusing exclusively on financial risks

Answer: B

Explanation: Conducting regular risk assessments and audits is the most effective approach for identifying potential risks, allowing the firm to proactively manage and mitigate them.

**Question: 1115**

A law firm is redesigning its office space to enhance collaboration. Which design strategy should be prioritized to achieve this goal?

- A. Incorporate open spaces and collaborative work areas
- B. Create more individual offices for attorneys
- C. Limit access to shared resources
- D. Increase the number of conference rooms

Answer: A

Explanation: Incorporating open spaces and collaborative work areas promotes teamwork and communication among employees, which is essential for enhancing collaboration in the workplace.

**Question: 1116**

The firm's 2026 AR aging uses dynamic discounting: 2/10 net 30. A \$100,000 invoice dated 10/01 offers early pay. Client pays \$98,000 on 10/09. In the subledger, the CLM records:

- A. Debit cash \$98,000; credit AR \$100,000; credit revenue \$2,000
- B. Debit cash \$98,000; credit AR \$98,000; credit unearned discount \$2,000
- C. Debit cash \$100,000; credit AR \$100,000 (discount ignored)
- D. Debit cash \$98,000; debit discount expense \$2,000; credit AR \$100,000

Answer: D

Explanation: Discount taken reduces AR to zero; \$2,000 expense reflects cost of capital incentive per ASC 606 variable consideration.

**Question: 1117**

In a 2026 scenario where AI absorbs 44% of tasks, a clinic's CLM uses Caliper to spot trend-spotting talent in self-directed teams for efficiency tools. Low uptake stalls profits. What technique should the CLM activate for talent grooming?

- A. Foster non-lawyer C-suite roles with external business hires
- B. Benchmark against WMAC's curiosity priorities in assessments
- C. Integrate big data analytics for opportunity identification workflows
- D. Expose associates to managerial tasks via rotational leadership pilots

Answer: D

Explanation: Exposing associates to managerial tasks grooms trend-spotters in self-directed teams, enhancing AI adoption and profits, as E.P. Dine's 2026 guidelines advocate for early leadership development.

**Question: 1118**

A law firm in 2026 implements blockchain for tamper-proof retention logs in client files. A routine audit reveals orphaned blocks from auto-purge. What smart contract function should the legal manager invoke to migrate holds to an immutable sidechain without violating 5-year statutes?

- A. mintNFT(legacy\_hash, new\_metadata, lock\_until)
- B. transferFrom(hold\_id, sidechain, retention\_period)
- C. burn(orphaned\_block) then reindex(hold\_events)
- D. upgradeProxy(implementation, hold\_selector)

Answer: A

Explanation: mintNFT creates verifiable copies on the sidechain, preserving chain-of-custody for holds, a method in ACC's 2026 data retention guide for emerging tech.

**Question: 1119**

During a performance review, an employee expresses concern about favoritism in promotion decisions. What should the legal manager do to address this issue?

- A. Dismiss the concern as unfounded
- B. Encourage the employee to work harder for a promotion
- C. Reassure the employee that all decisions are final
- D. Investigate the promotion process for fairness and transparency

Answer: D

Explanation: Investigating the promotion process for fairness and transparency is essential to address concerns about favoritism. This approach helps build trust and ensures that all employees feel valued and treated equitably.

**Question: 1120**

A trust reconciliation reveals a \$2,100 negative balance in Client X ledger due to an overdraft check. Per ABA Rule 1.15(h)(2026), firm must restore within 24 hours. CLM transfers from operating. Correct journal:

- A. Dr Operating Cash \$2,100, Cr Trust Cash \$2,100
- B. Dr Client X Ledger \$2,100, Cr Trust Cash \$2,100
- C. Dr Firm Expense \$2,100, Cr Trust Cash \$2,100
- D. Dr Trust Liability \$2,100, Cr Operating Cash \$2,100

Answer: D

Explanation: Negative client ledger creates firm obligation; restore via liability until reimbursed.

**Question: 1121**

The CLM oversees a reduction in force (RIF) affecting 22 employees. Statistical analysis shows associates over age 55 were selected at 3.2 times the rate of younger associates. To defend against ADEA disparate impact claims while complying with ERISA notice requirements, what must the CLM document?

- A. Individual severance calculations under COBRA subsidy rules
- B. OWBPA waiver statistics and business rationale with validated selection criteria
- C. EEOC Form 566 submission within 30 days of the RIF

D. ERISA 204(h) notice for affected vested pension benefits

Answer: B

Explanation: The Older Workers Benefit Protection Act requires specific waiver disclosures for group terminations, and ADEA disparate impact claims require proof of reasonable factors other than age (RIFR). Documenting validated, age-neutral criteria defends the selection process. COBRA applies to health benefits, Form 566 does not exist, and ERISA 204(h) applies to pension amendments, not RIFs.

**Question: 1122**

During a 2026 merger of two regional law firms, the incoming Legal Manager discovers disparate inclusion practices, with one firm scoring low on the ABA's 2026 Goal 3 Report for gender identity representation. To align with ABA Resolution 113, what scenario-based evaluation protocol should be deployed to measure post-merger DEI program efficacy, incorporating measurable outcomes?

- A. Deploy the Model Diversity Survey's annual aggregated report, focusing on equity in compensation and promotion for gender diverse attorneys
- B. Roll out the ABA's anti-harassment CLE under Model Rule 8.4(g), evaluating via pre/post knowledge assessments and retention rates
- C. Utilize the Disability Rights Legal Center framework to audit accessibility in leadership pipelines, reporting via aggregated demographic trends
- D. Implement quarterly pulse surveys via the Hispanic National Bar Association toolkit, tracking "belonging" scores against baseline

Answer: A

Explanation: ABA Resolution 113 mandates expanding opportunities for diverse attorneys through data-driven evaluation, with the Model Diversity Survey's 2026 updates enabling annual aggregated reporting on equity metrics like compensation and promotion, providing a comprehensive, trend-based assessment for merger integrations while adhering to privacy standards.

**Question: 1123**

In 2026, the firm settled a malpractice claim for \$750,000, covered 80% by insurance. The deductible \$150,000 was expensed. OCG guidelines require disclosure of contingent liabilities. What is the note disclosure?

- A. \$150,000 provision, \$600,000 contingent asset
- B. No disclosure as settled
- C. \$750,000 possible obligation, \$600,000 expected recovery
- D. Full \$750,000 as provision

Answer: C

Explanation: Settled claims require disclosure of settlement amount and insurance recovery if probable. \$600,000 receivable is virtually certain, disclosed as expected inflow against \$750,000 outflow.

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