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Terms in this set (341)

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| Accountability | An obligation or willingness to accept responsibility for one's actions |
| Character | A leadership competency that says that contract leaders must be able to perform contract management with the highest standards of ethical behavior and with integrity, decisiveness and optimism |
| Collaboration | Working jointly with others or together, especially in an intellectual endeavor |
| Competence | A leadership competency that says that a contract leader must be technically proficient in contract management with a broad understanding of the practices, policies, and procedures inherent to contract management |
| Consensus | General agreement; group solidarity in sentiment and belief |
| Decisiveness | The capacity to make decisions even when the decision may not be popular or may pose risk |
| Ethics | The principles of conduct governing an individual or a group |
| Feedback | Information about reactions to a person's performance of a task, used as a basis for improvement |

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The Certified Professional Contracts Manager (CPCM) certification exam is an esteemed qualification for those seeking a career in contract management. CPCM exam is offered by the National Contract Management Association (NCMA), a professional organization with over 20,000 members. The CPCM Certification is the highest level of certification that the NCMA offers, demonstrating a professional's knowledge and expertise in the field of contracts management.

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NCMA Certified Professional Contracts Manager Sample Questions (Q92-Q97):

NEW QUESTION # 92

The business team managing the contract process must supply both the _____ and the _____ to support procurement activities.

- A. time and resources
- B. planning and expertise
- C. resources and Risk
- D. resources and expertise

Answer: D

NEW QUESTION # 93

What entails direct comparison of each potential source to the others to determine which is best and which is worst?

- A. Relative standard
- B. Absolute standard
- C. Minimum standard
- D. Maximum standard

Answer: A

NEW QUESTION # 94

If a party to a negotiation needs time to discuss an item privately with its own team, it will break away for a _____.

- A. consensus
- B. challenge
- C. conference
- D. caucus

Answer: D

Explanation:

The correct answer is D (caucus) because, according to NCMA CMBOK, a caucus is a common negotiation technique where one party temporarily withdraws from joint discussions to confer privately with its internal team. This allows negotiators to reassess positions, clarify strategies, evaluate concessions, and align internal perspectives before continuing negotiations. CMBOK highlights that negotiations are dynamic and often require pauses to ensure that decisions are well-informed and consistent with organizational objectives. A caucus provides a structured opportunity to manage complex issues, address internal disagreements, or respond to unexpected developments without external pressure from the opposing party. Option A (consensus) refers to a mutual agreement reached between parties, not a break in discussions. Option B (conference) is a general meeting and does not imply a private internal discussion. Option C (challenge) is not a recognized negotiation term in this context. CMBOK emphasizes that effective negotiators use tools like caucuses strategically to maintain control over the negotiation process, improve decision quality, and enhance outcomes. Proper use of caucuses supports better communication, coordination, and negotiation effectiveness, making it an important concept in the award phase of contract management.

NEW QUESTION # 95

Garrett's contract management model reflecting the seller's activities consist of which of the following phases:

- A. Contract close-out
- B. bid/ no-bid decision making
- C. proposal preparation
- D. All of the above

Answer: D

NEW QUESTION # 96

Contract management competency is a direct measurement of the manager's ability to continuously learn and apply leadership, management, and technical competencies as _____.

- **A. a single, integrated process**
- B. processes that are optional but encouraged
- C. situational processes
- D. individual processes

Answer: A

Explanation:

The correct answer is B because NCMA CMBOK defines contract management competency as the ability to integrate leadership, management, and technical competencies into a cohesive and unified approach .

These competencies are not intended to function independently or as isolated activities; rather, they must be applied together as a single, integrated process to effectively manage contracts across the entire lifecycle.

CMBOK emphasizes that successful contract managers continuously develop and apply these competencies in a holistic manner , ensuring alignment between strategic objectives, operational execution, and technical requirements. The integration of competencies allows contract managers to adapt to complex environments, make informed decisions, and ensure that contractual outcomes meet organizational goals.

Option A is incorrect because competencies are not optional-they are essential for effective contract management. Option C is incorrect because treating competencies as individual processes would create silos and reduce effectiveness. Option D is partially relevant in that competencies may be applied based on context, but CMBOK specifically stresses integration rather than situational separation.

Thus, consistent with the Learn domain in CMBOK, contract management competency is demonstrated through the continuous and integrated application of leadership, management, and technical skills, making B the correct answer.

NEW QUESTION # 97

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