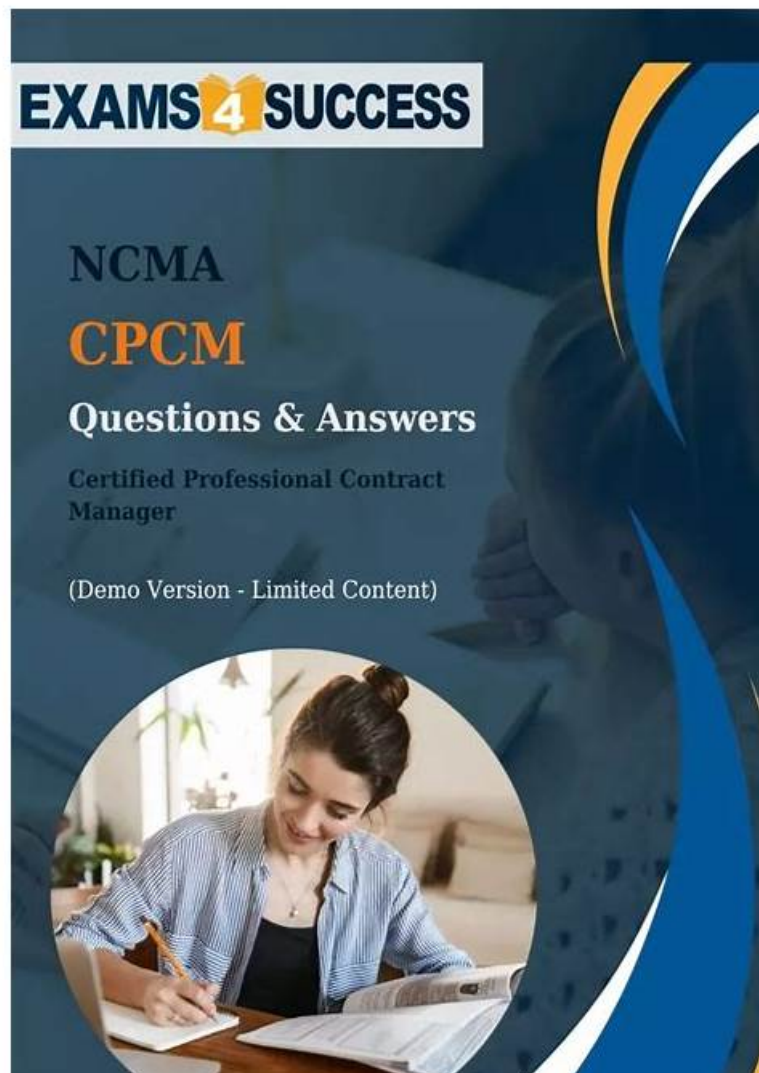


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NCMA Certified Professional Contracts Manager Sample Questions (Q42-Q47):

NEW QUESTION # 42

Negotiation objectives should be _____.

- A. broad, optimistic, and flexible
- B. specific, optimistic, and rigid
- C. specific, realistic, and flexible
- D. broad, realistic, and flexible

Answer: C

Explanation:

The correct answer is A (specific, realistic, and flexible) because, according to NCMA CMBOK, effective negotiation objectives must be clearly defined, achievable, and adaptable to changing circumstances during the negotiation process.

CMBOK emphasizes that specific objectives provide clarity and direction, ensuring that the negotiation team understands exactly what outcomes are desired. These objectives should be measurable and tied to key elements such as price, performance, schedule, and risk allocation. Without specificity, negotiations can become unfocused and ineffective.

At the same time, objectives must be realistic, meaning they are grounded in market conditions, cost data, and the capabilities of both parties. Unrealistic expectations can lead to stalled negotiations or failure to reach agreement.

Finally, objectives must be flexible because negotiations are dynamic. Contract managers must be prepared to adjust positions, make trade-offs, and respond to new information while still protecting core interests.

Flexibility enables collaborative problem-solving and increases the likelihood of reaching a mutually beneficial agreement.

Option B is incorrect because rigidity undermines successful negotiation. Options C and D are incorrect because objectives should not be broad; they must be specific and well-defined.

CMBOK highlights that well-structured negotiation objectives are essential for achieving successful outcomes during the award phase, balancing organizational goals with practical constraints.

NEW QUESTION # 43

If a party to the contract does not have the capacity to contract (such as being underage or having a mental infirmity), a contract is _____.

- A. bilateral
- B. illegal
- C. unenforceable
- D. unilateral

Answer: C

Explanation:

The correct answer is D (unenforceable) because legal capacity is one of the essential elements required for a valid and enforceable contract under contract law principles reflected in the NCMA Contract Management Standard and CMBOK framework. Capacity refers to a party's legal ability to enter into a contract, which generally excludes individuals who are minors, mentally incapacitated, or otherwise legally restricted.

When one party lacks capacity, the contract is typically considered unenforceable, meaning that the affected party (the one lacking capacity) has the option to void or disaffirm the agreement. This does not necessarily make the contract illegal or void from the outset; rather, it cannot be legally enforced against the party lacking capacity.

Option A (bilateral) refers to a contract involving mutual promises between two parties and is unrelated to legal capacity. Option B (illegal) applies when the subject matter of the contract violates the law, which is not the case here. Option C (unilateral) refers to a contract formed by a promise in exchange for performance and also does not address capacity issues.

Within the CMBOK lifecycle, ensuring that all parties have the legal capacity to contract is a critical responsibility during the pre-award and award phases, as it directly impacts enforceability, risk management, and the validity of contractual obligations.

NEW QUESTION # 44

The field of information science is concerned with _____ recorded data.

- A. collecting, producing, storing, distributing, and protecting
- B. planning, collecting, directing, and controlling
- C. collecting, organizing, storing, retrieving, and protecting
- D. planning, producing, pricing, and placing

Answer: C

Explanation:

The correct answer is D (collecting, organizing, storing, retrieving, and protecting) because, within the NCMA Contract Management Body of Knowledge (CMBOK), information management is a critical component of the management competency area. It aligns with the broader discipline of information science, which focuses on the systematic handling of recorded data throughout its lifecycle.

Information science emphasizes capturing data (collecting), structuring it logically (organizing), maintaining it securely (storing), accessing it when needed (retrieving), and ensuring its integrity and confidentiality (protecting). These functions are essential in contract management, where large volumes of documentation- such as contracts, modifications, correspondence, and performance records- must be accurately maintained and readily accessible.

Option B is close but includes "producing" and "distributing," which are not the core standardized functions typically associated with information science definitions in CMBOK. Option A refers more to general management functions rather than data handling. Option C is related to marketing concepts, not information science.

CMBOK highlights that effective information management supports decision-making, compliance, audit readiness, and risk management. Proper handling of contract data ensures transparency, traceability, and accountability throughout the contract lifecycle, making it a foundational element of successful contract management practices.

NEW QUESTION # 45

_____ include such things as inspection and acceptance, title transfer, force majeure, risk of loss, repudiation, warranties, payment terms, contract changes, and termination.

- A. Terms and conditions to address specific contract matters
- B. Guiding Principles
- C. Standards of Conduct
- D. General contracting concepts

Answer: A

Explanation:

The correct answer is A (Terms and conditions to address specific contract matters) because, within the NCMA Contract Management Body of Knowledge (CMBOK), terms and conditions are the specific contractual provisions that define the rights, responsibilities, and obligations of the parties involved. These provisions address detailed aspects of contract execution and risk allocation.

The items listed in the question- such as inspection and acceptance, title transfer, force majeure, risk of loss, warranties, payment terms, contract changes, and termination- are all classic examples of contractual clauses that govern how the contract is performed and enforced. These terms ensure clarity in expectations, reduce ambiguity, and provide mechanisms for handling unforeseen events or disputes.

Option B (Standards of Conduct) focuses on ethical behavior and professional responsibility, not contractual clauses. Option C (Guiding Principles) provides overarching governance and ethical frameworks but does not define specific contract provisions. Option D (General contracting concepts) includes foundational knowledge such as legal principles and market considerations, rather than detailed contract clauses.

CMBOK emphasizes that well-defined terms and conditions are essential for risk management, compliance, and successful contract performance. They ensure that all parties understand their obligations and provide structured processes for managing changes, resolving disputes, and completing the contract lifecycle effectively.

NEW QUESTION # 46

_____ are those criteria, usually stated in a contract and/or statement of work, that include deliverables, performance requirements, and essential conditions which must be met to complete project deliverables and be accepted.

- A. Acceptance criteria

