

# Free PDF Quiz 2026 NCMA CPCM: Certified Professional Contracts Manager Fantastic Reliable Exam Cram

## 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 CPCM examination covers three domains of contracts management, i.e., Business Principles, Procurement Principles, and Contract Principles. The Business Principles domain covers organization and management, finance and budgets, and organizational risk management. The Procurement Principles domain covers procurement planning, acquisition planning and strategy, contract formation, and contract administration. And, lastly, the Contract Principles domain includes the contract performance and closeout assessment.

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## NCMA Certified Professional Contracts Manager Sample Questions (Q62-Q67):

### NEW QUESTION # 62

Organizational leaders who believe their job is to demand belief in their vision and also believe it is their job to force everyone to buy into it are guilty of \_\_\_\_\_.

- A. incompetence
- B. having a hero complex
- C. destructive leadership
- D. introspection

**Answer: B**

Explanation:

The correct answer is D (having a hero complex) because, within the NCMA Contract Management Body of Knowledge (CMBOK), effective leadership emphasizes collaboration, shared vision, and inclusive engagement, rather than authoritarian or ego-driven behavior. A "hero complex" describes a leadership mindset in which an individual believes they alone have the correct vision and must compel others to follow it without question.

This type of leadership is counterproductive in contract management environments, where success depends heavily on stakeholder alignment, mutual understanding, and collaborative decision-making. Contract managers must work across organizational boundaries and with external partners, making it essential to build consensus through communication and trust-not coercion. Leaders with a hero complex tend to suppress alternative viewpoints, discourage open dialogue, and limit innovation. This directly contradicts CMBOK leadership principles such as integrative thinking, collaboration, and ethical influence. Instead of forcing buy-in, effective leaders inspire commitment by clearly communicating value, encouraging participation, and respecting diverse perspectives. Option A (incompetence) is too general and does not specifically capture the behavior described. Option B (introspection) is a positive leadership trait involving self-reflection. Option C (destructive leadership) is broader, but the question specifically points to the ego-driven behavior best described as a hero complex.

Thus, CMBOK highlights that strong contract management leadership requires humility, influence, and collaboration-not control or dominance.

### NEW QUESTION # 63

Documentation of any contract management processes is \_\_\_\_\_ and \_\_\_\_\_ throughout the organization.

- A. Ad hoc and inconsistent
- B. Hostile and managed
- C. Ad hoc and efficient
- D. Ad hoc and hostile

**Answer: A**

### NEW QUESTION # 64

A benefit of performance-based acquisition is \_\_\_\_\_.

- A. detailed specifications leading to fewer protests
- B. shared incentives permitting innovation
- C. a focus on process rather than results
- D. the seller has the ability to require specific solutions

**Answer: B**

Explanation:

The correct answer is A (shared incentives permitting innovation) because, under NCMA CMBOK principles, performance-based acquisition (PBA) emphasizes outcomes and results rather than prescribing how work must be performed. This approach allows

contractors the flexibility to propose innovative and efficient solutions while aligning incentives between buyer and seller.

In the Pre-Award phase, contract managers develop performance work statements (PWS) or statements of objectives (SOO) that define required results, measurable performance standards, and appropriate incentives.

By focusing on what needs to be achieved instead of how to achieve it, performance-based acquisition encourages contractors to apply creativity, advanced technologies, and best practices. Shared incentives- such as award fees, performance bonuses, or cost savings arrangements-motivate contractors to exceed expectations while delivering value to the buyer.

Option B is incorrect because PBA specifically focuses on results and outcomes, not processes. Option C is incorrect because PBA generally reduces reliance on detailed specifications, rather than increasing them.

Option D is incorrect because, in PBA, the buyer avoids dictating specific solutions; instead, the seller proposes the best approach. Thus, a key benefit of performance-based acquisition in CMBOK-aligned contract management is the creation of shared incentives that promote innovation, efficiency, and improved performance outcomes.

#### NEW QUESTION # 65

\_\_\_\_\_ is the time it takes from when a requirement is determined, a solicitation is issued, bids/proposals are received and evaluated, a contract is awarded and quality products, services and/or solutions are provided to the buyer

- A. Customized Solution Time
- B. Procurement Advancement Time
- C. Coordinated Acquisition Time
- D. Procurement Acquisition Lead Time

**Answer: D**

#### NEW QUESTION # 66

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

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

**Answer: C**

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 # 67

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