

# CPCM Valid Study Notes & CPCM Reliable Test Voucher

## CPCM Notes

### Project Phases:

1. Initiating
2. Planning
3. Executing
4. Monitoring and controlling
5. Closing

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### PROJECT PHASES

**INITIATING PROCESSES** – Those processes performed to define a new project or a new phase of an existing project by obtaining authorisation to start the process or phase.

**PLANNING PROCESSES** – Those processes performed to establish the total scope of the effort, define and refine the objectives and develop the course of action required to attain those objectives.

**EXECUTING PROCESSES** – Those processes performed to complete the work defined in the project management plan to satisfy the project objectives.

**MONITORING & CONTROLLING PROCESSES** – Those processes required to track, review and regulate the progress and performance of the project, identify and areas in which changes to the plan are required and initiate corresponding changes.

**CLOSING PROCESSES** – Those processes performed to finalise all activities across all Project Management Process Groups to formally close the project or phase.

Product scope means the feature and functions of the product or service that you and your team are building – i.e. requirements

Project scope - scope of works

Scope creep – uncontrolled changes requiring extra work = variations

Project scope management = identify all work required to handle the project  
Making a way that you've written down what work will be done  
Also figure out what not to do (outside of scope)  
Update the scope in response to changes in the project

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## NCMA Certified Professional Contracts Manager Sample Questions (Q177-Q182):

### NEW QUESTION # 177

When two parties expect except to deal with one another repeatedly for the purchase and sale of good and services, they may decide to enter into a long-term purchase agreement.

- A. True
- B. False

**Answer: A**

### NEW QUESTION # 178

The seller is responsible for risk of loss or damage occurring before delivery to the buyer in which of the following?

- A. Government transportation system (GTS)
- B. Free on board destination (FOB destination)
- C. Free on board origin (FOB origin)
- D. Report of shipment (REPSHIP)

**Answer: B**

Explanation:

The correct answer is D (Free on board destination, FOB destination) because, under NCMA CMBOK principles and standard commercial terms, risk of loss remains with the seller until the goods are delivered to the buyer's specified destination. This means the seller is responsible for any loss, damage, or deterioration of the goods during transit and up to the point of delivery and acceptance by the buyer.

In an FOB destination arrangement, the seller retains ownership and liability throughout the shipping process. The seller must ensure proper packaging, handling, transportation, and delivery. Risk transfers to the buyer only after the goods are successfully delivered at the agreed destination.

Option A (FOB origin) is the opposite scenario, where risk transfers to the buyer as soon as the goods are shipped or handed over to the carrier at the point of origin. Options B (REPSHIP) and C (GTS) refer to administrative or transportation systems rather than contractual risk allocation terms.

CMBOK emphasizes that clearly defining delivery terms and risk of loss is critical in the post-award phase to avoid disputes and ensure accountability. Understanding FOB terms helps contract managers properly allocate risk, manage logistics, and protect organizational interests throughout contract performance and delivery.

### NEW QUESTION # 179

What is used to process the information about potential sources?

- A. Independent system
- B. Screening system
- C. Multiple attributes system
- D. Weighting system

**Answer: B**

### NEW QUESTION # 180

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

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

**Answer: A**

### NEW QUESTION # 181

Contract managers build character through \_\_\_\_\_.

- A. confidence, intuition, and proficiency
- B. efficiency, competence, and vision
- C. productivity, delegation, and collaboration
- **D. integrity, decisiveness, and optimism**

**Answer: D**

Explanation:

The correct answer is C (integrity, decisiveness, and optimism) because, within the NCMA Contract Management Body of Knowledge (CMBOK), character development is closely aligned with leadership competencies, particularly those that emphasize ethical behavior, sound judgment, and a positive professional mindset. These traits are essential for contract managers who must operate in complex, high-stakes environments requiring trust, accountability, and consistent decision-making.

Integrity is foundational, as contract managers are responsible for ensuring compliance, fairness, and ethical conduct in all contractual dealings. It builds trust with stakeholders and ensures adherence to legal and organizational standards. Decisiveness is equally important, as contract managers must often make timely and informed decisions regarding negotiations, performance issues, and risk management. Strong decision-making supports efficiency and prevents delays or disputes. Optimism contributes to resilience and effective relationship management, helping contract managers navigate challenges, resolve conflicts, and maintain productive collaboration between parties.

Option A focuses more on personal capability rather than ethical character. Option B emphasizes performance-related traits, while Option D relates to operational skills rather than intrinsic character attributes.

Thus, in the CMBOK framework, character is built through qualities that reinforce ethical leadership, confident decision-making, and a constructive outlook-making integrity, decisiveness, and optimism the most accurate answer.

### NEW QUESTION # 182

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