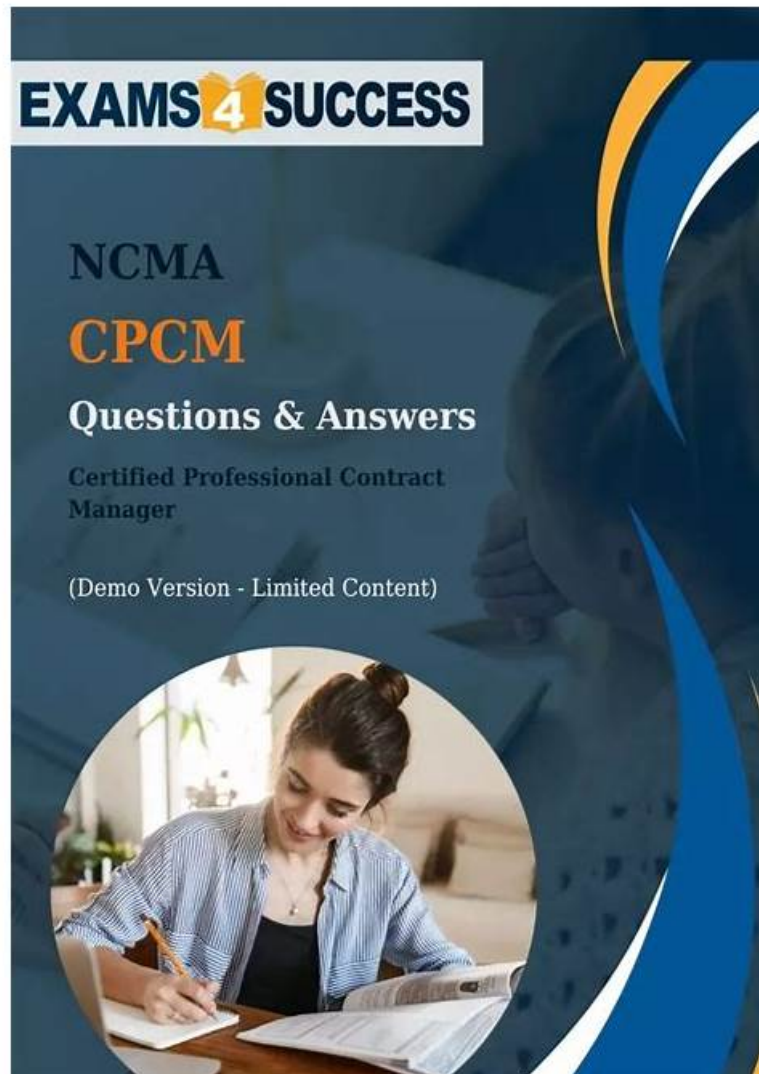


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## NCMA Certified Professional Contracts Manager Sample Questions (Q54-Q59):

### NEW QUESTION # 54

A compliance matrix is an assessment tool used \_\_\_\_\_.

- A. by "pink" team reviewers to ensure that an offer is complete and accurate
- B. when analyzing the opportunity-risk assessment for a solicitation
- C. when determining what elements in the functional statement are in full compliance, in partial compliance, and noncompliant
- D. to help the seller make the bid/no-bid decision

**Answer: C**

Explanation:

The correct answer is B because, within the NCMA Contract Management Body of Knowledge (CMBOK), a compliance matrix is a structured tool used during the pre-award phase, specifically in proposal development and solicitation analysis. Its primary purpose is to ensure that all requirements outlined in the solicitation—such as the statement of work (SOW), specifications, and evaluation criteria—are fully addressed in the contractor's proposal.

A compliance matrix maps each requirement from the solicitation to the corresponding section of the proposal and assesses whether the response is fully compliant, partially compliant, or noncompliant. This enables proposal teams to systematically verify coverage of all requirements and identify gaps before submission. It is especially critical in competitive procurements where noncompliance can lead to disqualification or reduced evaluation scores.

Option A is incorrect because the bid/no-bid decision is based on broader strategic, financial, and capability considerations, not on a compliance matrix. Option C relates to opportunity-risk analysis, which is a separate evaluation tool. Option D is partially related, as "pink team" reviews do assess proposal quality and completeness; however, the compliance matrix itself is not limited to pink team reviewers and is used throughout the proposal development process.

Thus, CMBOK emphasizes the compliance matrix as a key instrument for ensuring alignment between solicitation requirements and proposal responses, improving accuracy and competitiveness.

### NEW QUESTION # 55

\_\_\_\_\_ apply(ies) to all potential and current contract managers. The blended and balanced implementation of these competencies will fortify the technical competencies of contract management.

- A. The Learn competency
- B. Guiding Principles competencies
- C. Pre-Award, Award, and Post-Award competencies
- D. Leadership and Management competencies

**Answer: D**

Explanation:

The correct answer is D (Leadership and Management competencies) because, within the NCMA Contract Management Body of Knowledge (CMBOK), these competencies are designed to apply universally to all contract management professionals, regardless of their specific role, experience level, or phase of the contract lifecycle in which they operate. Leadership and management competencies form the foundational behavioral and organizational capabilities that enable contract managers to effectively apply technical skills.

These competencies include areas such as communication, decision-making, problem-solving, teamwork, strategic thinking, and ethical conduct. They are essential for successfully executing responsibilities across all phases—pre-award, award, and post-award—because contract management is not purely technical; it requires coordination with stakeholders, negotiation, performance oversight,

and conflict resolution.

The phrase "blended and balanced implementation" highlights that technical competencies alone are insufficient. A contract manager must integrate leadership and management skills to ensure successful outcomes, drive organizational objectives, and maintain strong relationships with internal and external stakeholders.

Option A ( Guiding Principles competencies ) refers to overarching standards like integrity and compliance, but they are not described in CMBOK as the universal competencies strengthening technical skills. Option B refers to lifecycle phases, not competencies. Option C ( Learn competency ) focuses on continuous improvement, but it is not the primary universal competency set described in this context.

Thus, Leadership and Management competencies are critical enablers that strengthen all other areas of contract management.

#### NEW QUESTION # 56

Who is less likely to change or cancel the contract and therefore represents a lower risk?

- A. Committed Seller
- B. Assigned personnel
- C. None of the above
- **D. Committed Buyer**

**Answer: D**

#### NEW QUESTION # 57

\_\_\_\_\_ is the most essential attribute for success in business.

- A. conviction
- B. fortitude
- C. decisiveness
- **D. integrity**

**Answer: D**

Explanation:

The correct answer is B (integrity) because, within the NCMA Contract Management Body of Knowledge (CMBOK), integrity is consistently emphasized as the foundation of effective leadership and professional success in contract management and business environments. Integrity involves honesty, ethical behavior, consistency between words and actions, and adherence to moral and legal standards.

In contract management, integrity is critical because professionals are entrusted with significant responsibilities, including managing contractual obligations, ensuring compliance, handling sensitive information, and maintaining fairness between parties. Without integrity, trust cannot be established or sustained, and trust is essential for successful negotiations, stakeholder relationships, and long-term partnerships.

While other attributes such as conviction, fortitude, and decisiveness are important leadership qualities, they do not replace the central role of integrity. Conviction reflects belief in ideas, fortitude relates to resilience, and decisiveness refers to making timely decisions. However, without integrity, these traits can be misapplied or even lead to unethical outcomes.

CMBOK highlights that integrity supports transparency, accountability, and ethical decision-making across all phases of the contract lifecycle. It ensures that contract managers act in the best interest of their organization while maintaining fairness and compliance. Therefore, integrity is considered the most essential attribute for sustained success in business and contract management.

#### NEW QUESTION # 58

A critical aspect in the success of performance-based incentive contracting is called:

- A. Standardization
- **B. Creativity**
- C. Timeliness
- D. Achievement

**Answer: B**

## NEW QUESTION # 59

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