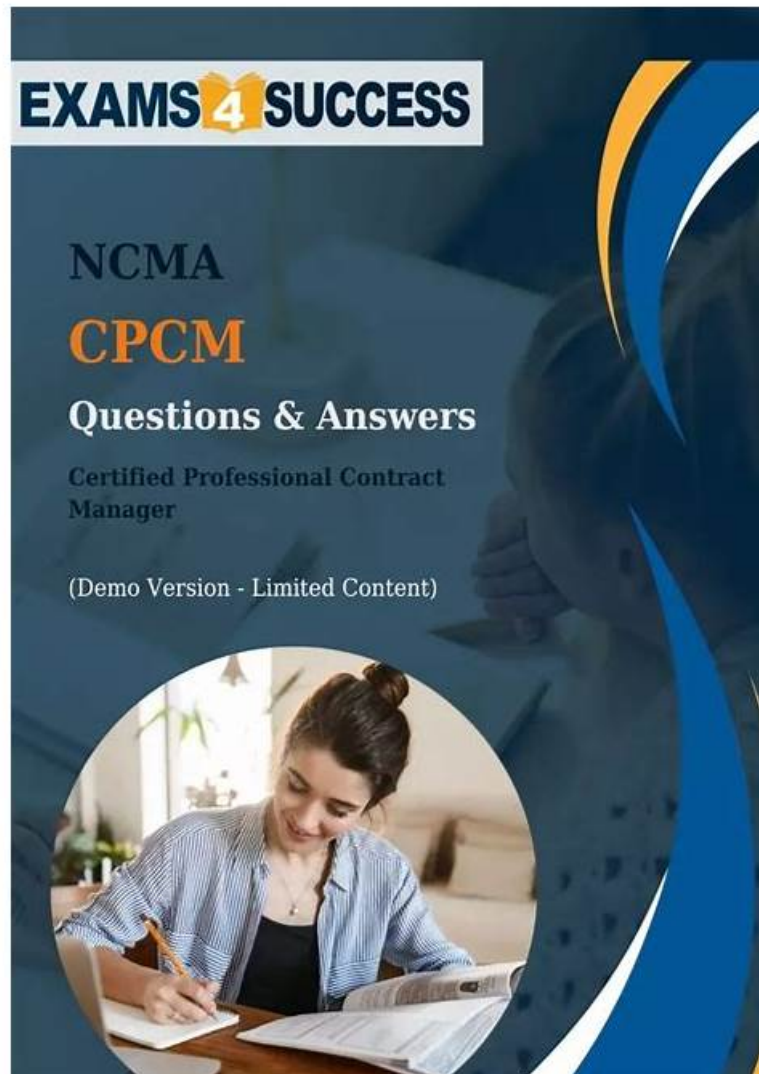


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NCMA Certified Professional Contracts Manager Sample Questions (Q87-Q92):

NEW QUESTION # 87

_____ are intended to trust and confidence in the integrity of the contract management process.

- A. Skills and Roles
- B. Contract Principles
- C. Situational Assessment
- **D. Standards of Conduct**

Answer: D

Explanation:

The correct answer is B (Standards of Conduct) because, within the NCMA Contract Management Body of Knowledge (CMBOK), standards of conduct are specifically designed to promote trust, confidence, and integrity in the contract management process. These standards establish expectations for ethical behavior, professionalism, and accountability among contract managers and all stakeholders involved in contracting activities.

Standards of conduct emphasize key principles such as honesty, fairness, transparency, compliance with laws and regulations, and avoidance of conflicts of interest. By adhering to these standards, contract managers ensure that all actions are performed ethically and in the best interest of the organization and its stakeholders.

This is essential in maintaining credibility and fostering strong relationships between buyers, sellers, and other parties.

Option A (Contract Principles) is not the correct term used in CMBOK for this purpose. Option C (Skills and Roles) refers to competencies and responsibilities, not ethical standards. Option D (Situational Assessment) relates to evaluating conditions and context, not establishing trust or integrity.

CMBOK highlights that without strong standards of conduct, even technically sound contract management practices can fail due to ethical breaches or loss of stakeholder confidence. Therefore, standards of conduct are fundamental to ensuring integrity, accountability, and trust throughout the entire contract lifecycle.

NEW QUESTION # 88

The Project Management Body of Knowledge (PMBOK) is considered by some to be the world's which standard for project management knowledge and practices in today's global marketplace?

- A. De jure
- B. Enforcement
- C. None of the above
- **D. De facto**

Answer: D

Explanation:

Explanation/Reference:

NEW QUESTION # 89

A fixed fee that the seller will earn no matter how its performance is evaluated is known as:

- A. incurred fee
- **B. base fee**
- C. award fee
- D. period fee

Answer: B

NEW QUESTION # 90

For the individual contract manager to meet high ethical standards, the culture of the organization must focus on _____.

- A. competence
- B. collaboration
- C. vision
- **D. character**

Answer: D

Explanation:

The correct answer is A (character) because, according to the NCMA Contract Management Body of Knowledge (CMBOK), organizational culture plays a critical role in shaping ethical behavior, and a strong emphasis on character is essential to achieving high ethical standards in contract management. Character reflects values such as integrity, honesty, accountability, and ethical judgment, which are foundational to professional conduct.

In the CMBOK framework, leadership competencies stress that while individual contract managers are responsible for ethical decision-making, the organizational environment must reinforce and support ethical behavior. A culture focused on character ensures that ethical practices are not optional but expected and consistently upheld across all levels. This includes promoting transparency, encouraging ethical decision-making, and holding individuals accountable for their actions.

Option B (competence) relates to skills and knowledge but does not guarantee ethical conduct. Option C (collaboration) supports teamwork but does not directly ensure ethical standards. Option D (vision) focuses on strategic direction rather than ethical behavior.

By fostering a culture centered on character, organizations enable contract managers to consistently meet high ethical standards, reduce the risk of misconduct, and build trust with stakeholders. This alignment between individual behavior and organizational values is a key principle emphasized in CMBOK leadership competencies.

NEW QUESTION # 91

In interpretation of acceptance principle according to Civil law, missing terms are filled in by the court.

- **A. False**
- B. True

Answer: A

NEW QUESTION # 92

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