



Handbook for the  
Commercial and Contract Management Associate  
Effective March 25, 2026

Commerce & Contract Management Institute  
<https://ccm.institute/>

CCM Institute was co-founded and is supported by:



## Table of Contents

Welcome to the Commercial and Contract Management Associate.....	1
About CCM Institute's Certification Program.....	2
Program Scope.....	2
Program Vision .....	2
Basic Tenets .....	3
Overview of the Commercial and Contract Management Associate.....	3
Steps in the Commercial and Contract Management Associate Process.....	5
Step 1. Purchase CCMA Course.....	5
Step 2. Membership.....	6
Step 3. Schedule Your Exam & Pay Exam Fee .....	7
Step 4. Take the Exam.....	11
Step 5. Certification.....	17
Step 6. Recertification .....	17
Step 7. Retired Status .....	19
Step 8. Credential Suspension.....	20
Step 9. Credential Expiration .....	20
Certification Logo & Trademark Usage.....	20
Certification Complaints Process .....	20
Certification Appeals Process .....	21
Appendix: How to Approach the Examination .....	22

## Welcome to the Commercial and Contract Management Associate

The Commerce & Contract Management Institute (CCM Institute) is pleased to welcome you to our certification process. Obtaining and maintaining the Commercial and Contract Management Associate (CCMA) certification is a significant milestone in your professional development. The purpose of this handbook is to provide you with important information about the policies and procedures on how you can:

- *Qualify* for the CCMA,
- *Obtain* the CCMA, and
- *Maintain* the CCMA.

CCM Institute requires that all CCMA applicants read this entire [handbook](#).

### **CCM Institute Contact Information**

For general information on the certification program:

Visit <https://ccm.institute/>

**Or**

**See detailed information about the program at either  
NCMA ([url](#)) or World CC ([url](#))**

The Commercial and Contract Management Associate Handbook was originally created on September 1, 2025

## About CCM Institute’s Certification Program

### Program Scope

The CCM Institute was founded in 2025 by two global leaders in commerce and contract management, National Contract Management Association (NCMA) and World Commerce & Contracting (WorldCC). The CCM Institute is dedicated to empowering, elevating, and advancing the practice of CCM through knowledge and insights. In addition, CCM Institute strives to serve and inform the profession it represents and to offer opportunities for the open exchange of ideas in neutral forums. CCM Institute’s certification program includes:

- Commercial and Contract Management Associate (CCMA).

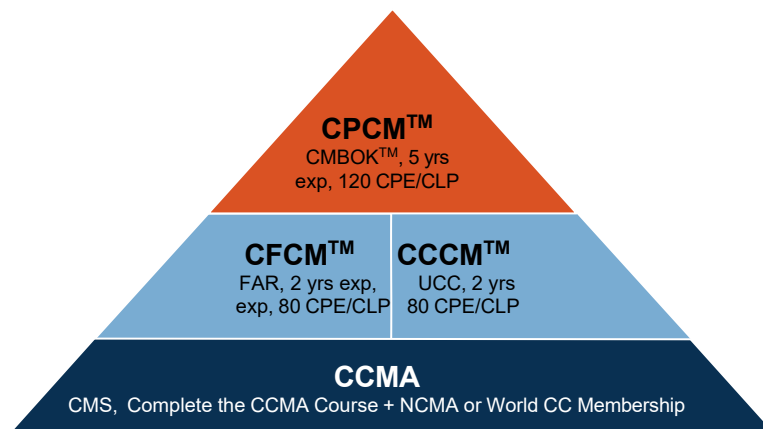
CCM Institute certifications are distinguished by their development and universal application, which makes them transferable across industries. A significant strength of the CCM Institute certifications is that they are portable and not tied to any single role, contract methodology, or organization.

### Program Vision

The CCM Institute certification program advances contract management practices and competence. It serves as the profession’s standard for the practice of contract management. CCM Institute certifications attest to the combined knowledge, skills, and abilities of government and commercial buyers and sellers, as well as academics, regulatory authorities, and consultants. CCM Institute certifications are intended to be earned by those who manage contracts and who meet the knowledge requirements expected to be acquired through relevant education, training, and experience.

The CCMA certification can serve as an entry point to the commercial and contract management career field, for those entering the workforce, changing job roles, or who are in tangential roles to contract management, and can lead to other higher-level certifications from WorldCC or NCMA.

For example, following is an image of how the CCMA can fit into the NCMA Certification Pyramid.



## Definitions

“Contract management” means the actions of a contract manager to develop solicitations, develop offers, form contracts, perform contracts, and close contracts. [Source: ANSI/NCMA ASD 1-2019 (R2022)].

“Contract manager” means the authorized representative or agent for a contracting party. [Source: ANS/NCMA ASD 1-2019 (R022)].

“Applicant” means a person who has submitted a certification application, but the application has not yet been approved.

“Candidate” means a person who has an approved certification application but is not yet certified.

“Certificant” means a person holding a certification in good standing.

“Retired certification status” means a recognition bestowed on eligible certificants who no longer practice in contract management or related fields. It is not an active certification status.

## Basic Tenets

CCM Institute will ensure that:

- a) Only those individuals who demonstrate the knowledge/skills to be competent are certified.
- b) Any exams used to measure the candidates are fair, objective, valid, and reliable.
- c) All certificants agree to abide by the CCM Institute Code of Ethics.
- d) The confidentiality of all candidate data is maintained.
- e) Fairness is demonstrated through impartiality to all certification applicants and candidates.
- f) All certifications will expire unless the recertification requirements are met.

# Overview of the Commercial and Contract Management Associate

The CCMA is awarded to those who meet education, training, and/or experience requirements and who demonstrate knowledge of the [Contract Management Standard™ \(CMS™\)](#). It is intended to serve as a steppingstone to higher level NCMA certifications.

The CMS™ is an American National Standard (ANS) accredited by the *American National Standards Institute (ANSI)* [ANS number: ANSI/NCMA ASD 1-2019 (R2025)]. The CMS™ defines key contract management concepts and processes and serves as the foundation and framework for the *Contract Management Body of Knowledge™*.

## Who Should Pursue the CCMA?

- Anyone pursuing a degree who is interested in a career in contract management,
- Individuals in job roles that support contract management or become involved in reviewing pricing or other activated that want to be better internal partners to the contract management team,
- Individuals in job roles tangential to contract management and want to shift careers into contract management and

- Anyone interested in understanding the foundational aspects of the contract life cycle.

## CCM Institute Certificant Expectations

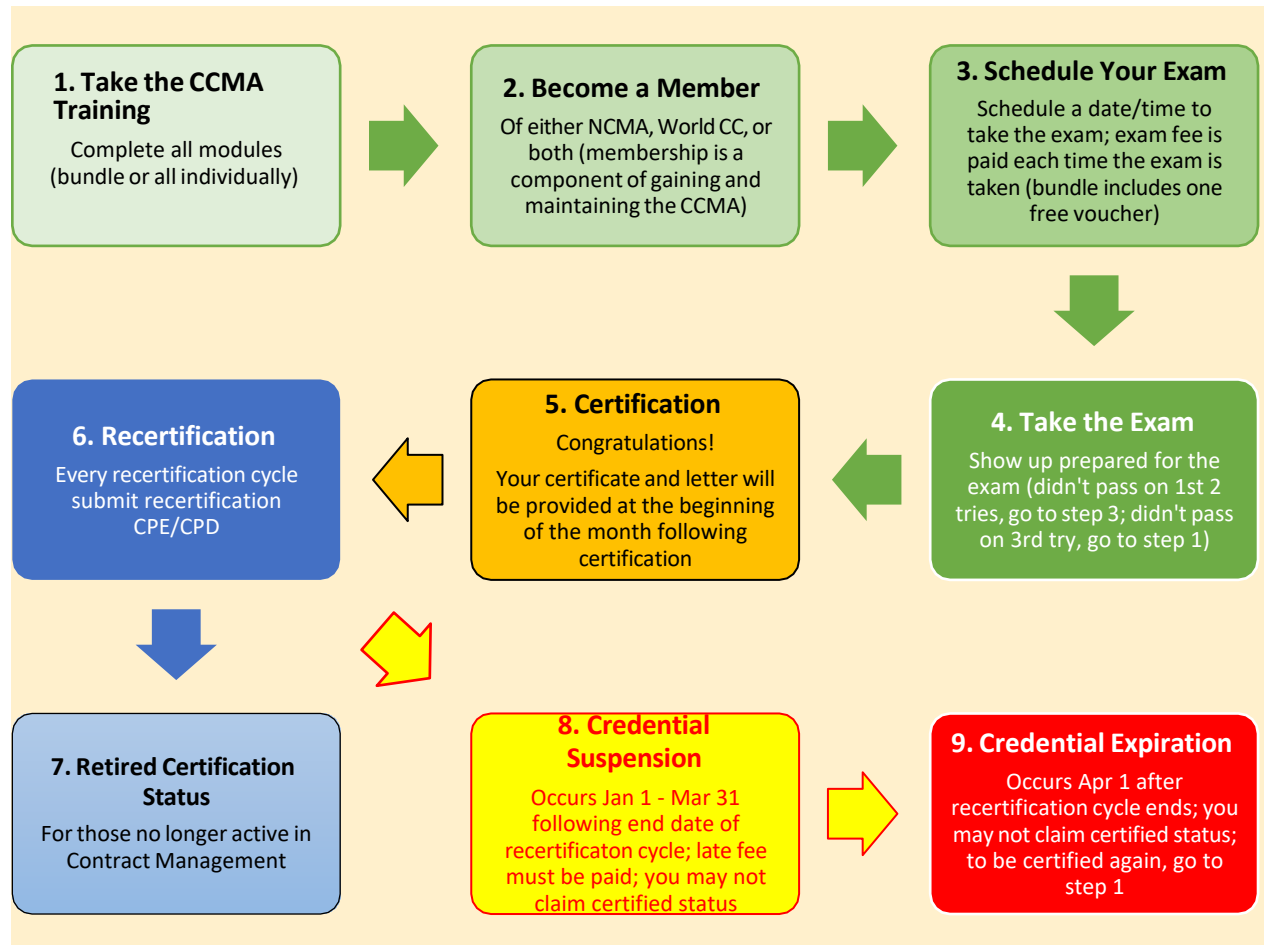
CCM Institute expects its certificants to behave in a professional manner while continuously striving to improve the individual competence of themselves and those around them, and to improve organizational capability. To reinforce this expectation, all participants, candidates, certificants, and those who are in the Retired certification status must agree to and abide by the [CCM Institute Code of Ethics](#) and the [CCM Institute Certification Policies & Procedures Agreement](#).

- **CCM Institute Code of Ethics.** The Code establishes principles for members of the contract management profession. The Code requires members of the contract management profession to conduct themselves in a way that brings credit to the profession.
  - Please visit the online [Code of Ethics](#) to read the Code.
- **CCM Institute Certification Policies & Procedures Agreement.** The Agreement establishes policies and procedures for those seeking and achieving CCM Institute certifications. The Agreement requires all applicants, candidates, certificants, and those who are in the Retired certification status to conduct themselves in a way that bolsters the integrity of the CCM Institute certification program.
  - Please visit the online [Certification Policies & Procedures Agreement](#) to read the Agreement.

**The Code and the Agreement may be updated or revised from time to time. It is your responsibility to obtain, understand, and agree to the current online versions.**

## Steps in the Commercial and Contract Management Associate Process

The following figure presents the step-by-step process to apply for, obtain, and maintain the CCMA. Each of the steps are discussed in detail on the following pages.



### Step 1. Purchase CCMA Courses or Bundle all Modules, Exam and Membership

To be eligible for the CCMA exam, you must complete all course modules, and become a member of either NCMA or World CC (if not already a member).

## CCMA Fees

You are required to be a member through NCMA or World CC member to obtain a CCM Institute certification. The fees you pay are determined by how you take the initial training (individual modules and then membership and exam or bundled in a discount. The following figure presents the applicable fees).

Action	Member Fee
<b>CCMA Course Bundle</b> (good for 1 year, with up to 3 exam attempts – 1 <sup>st</sup> attempt free with voucher)	\$770
<b>Certification Exam</b> (must pay for each exam individually)	1 attempt Included in bundle \$135 if purchased separately (\$100 Retake fee)
<b>Recertification Application</b> (submitted every 2 years)	April-July: \$47.50 August-October: \$76.00 November-March*: \$95.00

\*Recertification applications submitted after 12/31 of their recertification cycle end date may be subject to a late fee in accordance with [Step 8 Credential Suspension](#).

## How to Submit Payment

Exam fees are submitted directly to the testing center when you schedule your exam, unless using a voucher included in the CCMA bundle.

## Special Needs Accommodations

You may request special needs accommodations for any CCM Institute exam due to disability, handicap, and/or other conditions that may impair your ability to take the exam.

Please identify your special need for exam accommodations as part of the purchase process.

If you do not request exam accommodations at the time of application but will require them, please contact the organization you took your CCMA training with: for NCMA contact: [certification@ncmahq.org](mailto:certification@ncmahq.org) or for WorldCC contact: [info@worldcc.com](mailto:info@worldcc.com) as soon as possible. If you have already scheduled your exam, you may need to cancel and reschedule the appointment.

## Step 2. Membership

If you have purchased the CCMA Bundle, membership will be included. If you only purchase the course or individual modules and then complete the full course, you will need to be sure your NCMA or World CC membership is active before registering for the exam.

## Exam Eligibility Period

Once you have completed the course, the **one-year (1)** exam eligibility period begins. You will receive an email notification with instructions on how to schedule your exam date and time.

You may take the exam up to three (3) times within this eligibility period if you do not pass the exam. There will be an additional \$100 exam fee for each exam taken.

## Step 3. Schedule Your Exam & Pay Exam Fee

The CCM Institute's CCMA certification exam is administered through Kryterion Testing Centers and it is the responsibility of the candidate to schedule the exam. The CCMA exam may be taken onsite or online. In both cases, the proctoring is performed by Kryterion. CCM Institute cannot reserve or guarantee seating at the testing centers or if they are online proctored (OLP). We recommend that you schedule your exam as soon as you determine the date on which you want to take it and at least three (3) months before the expiration of your eligibility period.

Please save all exam scheduling verifications and correspondence received for your records. The remaining portion of this step is divided into three sections:

- Step 3.1 Testing Center Exam Instructions,
- Step 3.2 OLP Exam Instructions, and
- Step 3.3 How to Reschedule or Cancel Your Exam Appointment

### Step 3.1 Testing Center Exam Instructions (On-site/In-person)

Taking an exam at a testing center can be a new, exciting, yet anxious experience. We want you to feel relaxed and comfortable when visiting a Kryterion Testing Center, so we've provided the following overview on what to expect as you move through the process:

#### 1. Registration & Payment

You will register for your exam through NCMA's Webassessor portal (access is provided in the application approval email mentioned in Step 2). During this process you will select your desired exam, choose Onsite delivery, and select a Testing Center, date, and time for your exam session. You will also be asked to pay the exam fee at this time or use your voucher.

#### 2. Confirmation

You will receive an email confirming your scheduled testing date, time, Kryterion Testing Center location, and your **Test Taker Authorization Code**. This code is required to launch your exam at the Testing Center.

#### 3. Check-In at the Testing Center

Arrive 15 minutes prior to your scheduled exam time. Two forms of identification are **required** at the Testing Center, and they will be verified and recorded. One must be a government issued photo ID. Secondary identification must include your printed name such as a credit card, bank debit card, or employee identification card. Please note in the United States, a Social Security Card is not an acceptable form of identification. The name on your two forms of identification **must match exactly** with your name as specified in your test-taker profile in Webassessor. Additionally, all identification must be current. Expired identification will not be accepted. You will also need to provide the Test Taker

Authorization Code from your Confirmation email. The Kryterion Certified Proctor (KCP) will provide you with documentation about preparing for your exam session while your workstation is prepared in the testing room.

#### 4. Personal Items

*DO NOT bring personal items with you to the testing center* unless specifically approved in advance for special accommodations or listed as an approved exam aid. NCMA, Kryterion, Inc., and Kryterion Testing Center locations are not responsible for lost or stolen items.

- You will be asked to place any personal items in a cabinet, locker, or compartment prior to entering the exam area.
- Personal items include but are not limited to backpacks, scratch paper, books, bags, purses, keys, wallets, hats, briefcases, books,
- Cell phones, calculators, electronic/smart devices, watches are not allowed in the testing area.  
Food and drink, and any weapons or firearms are not permitted.

#### 5. Taking Your Exam

Once your exam has loaded, the proctor will escort you to the workstation in the testing room and you may then begin your exam. The exam engine provides you with detailed instructions on how to take the exam and walks you through each step of the process. Scratch paper is provided by the proctor but is collected by the proctor prior to the candidate leaving the facility. Under no circumstances are candidates allowed to remove scratch paper from the facility, even if it is blank.

#### 6. Submitting Your Exam

At the end of your exam session, you will be prompted to notify the proctor that you have completed the exam. The KCP will submit your exam and complete the check-out process.

#### 7. Exam Results

Exam results are provided immediately on-screen after submission (results will not be printed by the Testing Center). However, any score provided at the conclusion of a candidate's exam session is considered preliminary until the candidate receives notice from CCM Institute that the result is official.

### Step 3.2 OLP Exam Instructions

#### 1. Registration & Payment

You will register for your exam through NCMA's Webassessor portal (access is provided in the application approval email mentioned in Step 2). During this process you will select your desired exam, choose OLP delivery, and select a date and time for your exam session. You will also be asked to pay the exam fee at this time or use your voucher.

#### 2. Confirmation

You will receive an email confirming your scheduled testing date and time. This email will contain important information and requirements for the OLP exams. Ensure that at least one day prior to your scheduled exam time, you have read the instructions on how to prepare for your OLP exam installed the secure browser and set up your Biometric Profile.

#### 3. Check-In

Log into your Webassessor account at least 15 minutes prior to your scheduled exam time. One form of identification is **required** and will be verified and recorded by the OLP proctor. Biometrics are used in OLP and serve as your second source of identification. The name on your identification **must match exactly** with your name as specified in your test-taker profile in Webassessor. Additionally, the identification must be current. Expired identification will not be

accepted.

#### 4. How to Launch an Online Proctored (OLP) Exam

Click the **My Assessments** tab of your Webassessor account to view the associated screen. You will find your exam listed in the Scheduled Exams section.

The Launch button appears 10 minutes before the exam is scheduled to start and remains visible for 20 minutes, or until you click it to begin.

Once you have selected the Launch button, Webassessor will automatically log you out of your account for security reasons. Your Webassessor browser page will display the following: "You have launched an online proctored test and have been logged out of the system for security reasons."

*Note:* All exam candidates are recorded during the entire exam.

## 5. Video Camera Preview Page and Camera Position

Webassessor will display a Video Camera Preview page.

- Use the live video display to adjust the location of your webcam.
- Verify that your microphone is working.

## 6. Security Check

CCM Institute requires you to complete a few simple exam security checks before starting your online proctored exam. This "pre-check" typically involves an ID confirmation and a 360-degree video review of your test environment.

## 7. Testing Environment Requirements

- Breaks during an exam are not allowed.
- Your room must be well lit, quiet, and free of distractions.
- Your immediate surroundings must be clutter-free. There is only one active computer, one active monitor, one keyboard, and one mouse.
- No exam aids are authorized. However, an online scratch space is available to the candidates during the exam. After the exam closes, no data or text from the scratch space will be stored.
- You must not wear anything that obstructs your face from proctors view (Large hats, sunglasses, etc.)
- You may not interact with anyone – aside from online support staff – during your exam.
- You may not use dual monitors.
- Do not lean out of the camera view during your exam. A proctor must be able to see you at all times. A momentary lean out may not end exam session but maybe flagged. Repeat or lengthy lean outs will result in exam suspension.
- Cell phones and all smart or connected devices including smartwatches, smart glasses, smart rings, or any other wearable or electronic communication devices are not permitted in the testing area.
- Reading the exam aloud or talking is prohibited. Silent mouthing or brief mumbling is permitted as long as you're not reading full questions text.
- Loss of video, or poor video resolution that interferes with the online proctoring process, will result in your exam being paused or suspended until troubleshooting is completed. A suspension of this nature is to ensure exam content is being secured.
- Bulletin and whiteboards must be free of exam aids. Please remove text as proctor may not be able to determine context.
- Because breaks are not allowed you may have a beverage/snack available as long as it's not a distraction. However, if you repeatedly examine or interact with a bottle or food container in a manner that appears suspicious, this behavior will be flagged by the proctor.

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*Note:* If the testing environment or system set-up are not satisfactory, you will receive instructions to help you correct the issue(s). Once Kryterion approves the adjustments, your exam will resume.

**Failure to satisfy the preceding requirements or follow instructions can lead to termination of your exam and forfeiture of your payment. Where conflicts exist, CCMI Institute, NCMA and WorldCC rules supersede any guidance shared by Kryterion Global Testing Solutions.**

## 8. Online Exam System Requirements

**Summary:** Online or remote proctored exams should be done on a personal computer, no virtual machines are allowed, and the download of required software may require an

Administrative user account. To see the full list of online exam system requirements and to perform a system check, please visit the [Kryterion Website](#).

**Additional Consideration:** You must disable all software that can interfere with your online proctored exam. This includes, but is not limited to, pop-up blockers, antivirus software, firewalls, VMWare/Bootcamp, Skype, Photobooth, and TeamViewer. This exam is supported by Standard English keyboards only. If you are using a non-English keyboard, please go to [Microsoft's Support Website](#) for instructions on modifying your keyboard to ensure a successful exam launch

## 9. Communication with the Testing Center After the Exam Session Starts

**PLEASE NOTE:** Once the exam session begins, chat is the only method of communication with the testing center. Also, getting the technician engaged could take 3 – 4 minutes, but any lost time will be added to the exam session.

### Step 3.3 How to Reschedule or Cancel Your Exam Appointment

#### On-Site Proctored Exam:

You may cancel or reschedule an exam through your Webassessor portal with no additional fee up to 72 hours prior to your scheduled exam time. No Shows, Cancellations and Reschedules within 72 hours of your scheduled exam time will incur an additional fee or the forfeiture of your exam fee altogether.

Exam fees, vouchers or coupons used to pay for the exam will not be refunded for sessions canceled without proper notice.

#### Online Proctored Exam:

You may cancel or reschedule an exam through your Webassessor portal with no additional fee up to 24 hours prior to your scheduled exam time. No Shows, Cancellations and Reschedules within 24 hours of your scheduled exam time will incur an additional fee or the forfeiture of your exam fee altogether.

Exam fees, vouchers or coupons used to pay for the exam will not be refunded for sessions canceled without proper notice.

#### How to Reschedule Your Assessment:

1. Log in to your account in Webassessor.
2. Click on the **My Assessments** tab and locate the Scheduled Assessments section and click on the Reschedule/Cancel link to the right of your scheduled assessment. From this exam details page, the Reschedule and Cancel buttons will be available.
3. **To reschedule your assessment**, select the Reschedule/Cancel link and follow the prompts.
  - If you are within the reschedule window, you will be prompted to pay the reschedule fee. Submit your payment details in order to complete the reschedule process. An email will be sent confirming the payment and rescheduling of your assessment.
  - Click Done on the purchase-confirmation page to return to your account home

#### How to Cancel Your Assessment:

1. Log in to your account in Webassessor.
2. Click on the **My Assessments** tab and locate the Scheduled Assessments section and click on the Reschedule/Cancel link to the right of your scheduled assessment. From this assessment details page, the Reschedule and Cancel buttons will be available.
3. If you cancel an upcoming assessment at a testing center outside of the 72-hour window, you will receive a refund for any fees you paid for the assessment. If you cancel an upcoming assessment within the 72-hour window, you will receive a partial

refund (the assessment fee less the late-cancellation fee).

4. If you cancel an upcoming OLP assessment outside of the 24-hour window, you will receive a refund for any fees you paid for the assessment. If you cancel an upcoming assessment within the 24-hour window, you will receive a partial refund (the assessment fee less the late- cancellation fee).
5. **To cancel your assessment**, select the Cancel option.
  - If you are within the cancellation window, you will see your total eligible refund amount on the following screen.
  - If you submit the cancellation request, your assessment will be cancelled, and you will be issued a refund to the original credit card used to complete the transaction. You will then be redirected to your account home screen. This refund may take 8-10 days to fully process.
    - An email will be sent confirming the cancellation of your assessment and the amount refunded.

## No-Show Status

Failure to notify Kryterion (or NCMA or WorldCC) within the specified time periods to reschedule or cancel your exam and failure to meet a scheduled exam appointment will result in a no-show status. With a no-show status, you will forfeit the exam fee and you must pay the full exam fee to schedule another exam appointment.

## Step 4. Take the Exam

### CCM Institute Exam Confidentiality Agreement

Prior to beginning the exam, all candidates are presented with the following Exam Confidentiality Agreement (ECA):

As a candidate for this exam, you are required to follow the terms of the CCM Institute Exam Confidentiality Agreement (ECA) and the CCM Institute Code of Ethics. Please read and agree to the following before beginning your exam:

1. I will follow all CCM Institute certification program policies and requirements. I understand that failure to do so may result in investigation and sanctions by NCMA, which could include canceling my exam results and forbidding me from taking future exams.
2. I understand that CCM Institute exams are confidential. I will not discuss or disclose the questions, content, or answers from my exam to any person or organization, including other candidates, education providers, or exam preparation services, etc. at any time.
3. Prior to this exam, I have not received information from any source regarding the confidential questions, content, or answers of this exam.
4. I will promptly report to CCM Institute any possible violations of the ECA, CCM Institute Code of Ethics, or CCM Institute certification program policies by myself or others.

The ECA is a reminder of some, but not all, of the security related policies that the candidate previously accepted during their application. Failure to agree with any or all of the ECA will result in the immediate termination of the candidate's exam session.

The CCMA exam is based on the competencies found in the CMS™ Fourth Edition. The exam is comprised of 80 multiple-choice questions, with each question having four (4) options. Candidates are allowed up to two (2) hours to complete the exam.

Successful candidates receive a passing score of at least 70.0% on the exam.

Candidates who do not receive a passing score must wait at least ten (10) days before retaking the exam. If the exam is not passed on the second attempt, candidates must wait at least ten (10) days before retaking the exam. If the exam is not passed on the third attempt candidates must submit a new certification application, to include the application fee and receive approval prior to scheduling and retaking the exam. Please follow the process outlined in Step 1. Application and Fee Submission of this Handbook.

## CCMA Exam Information

The CCMA a two (2) hour exam is comprised of 80 multiple-choice questions, of which ten (10) are beta questions. Beta questions do not impact the final score and are used to assess the validity of future exam questions. The beta questions are randomly placed throughout the exam.

## CCMA Job Task Analysis (JTA)

NCMA conducts a JTA to determine what job tasks are important and used frequently by contract managers. NCMA’s JTA process includes a public survey, review by subject matter experts, and public comments. This structured approach identifies the skills, knowledge, abilities, and other characteristics needed to effectively perform contract management.

The NCMA JTA led to the identification of contract management competencies and the creation of the Contract Management Standard. A competency is the blend of related skills, knowledge, abilities, and other work-related characteristics that:

- Affects a major part of one’s job (a role or responsibility);
- Correlates with job performance;
- Can be measured against well-accepted standards;
- Can be improved through education, training, and work experience; and
- Differentiates individuals and organizations from the competition.

## Item Development

The exam questions for the CCMA are:

- Developed and independently validated by working groups,
- Referenced to or in congruence to the CMS™, and
- Monitored through psychometric analysis

## CCMA Modules/Exam Blueprint

The exam blueprint details the topics and range of questions contained in each of the CCMA Modules/Exam sections. The following table presents the number of possible questions in each section as well as the exam objectives.

CCMA Modules/Exam Sections	Objectives	# of Questions
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1. Building Relationships that last	1. Contract Relationship Fundamentals 1.1 Recognize impacts of business context and complexity on contract management 1.2 Describe the five phases of the contract management lifecycle and critical factors and fundamental approaches to take at each stage	5-6
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	<p>1.3 Recognize the guiding principles of contract management outlined in the Contract Management Standard (CMS), to include:</p> <ul style="list-style-type: none"> <li>- Skills and Roles</li> <li>- Commercial Acumen</li> <li>- Business Ethics (Standards of Conduct)</li> <li>- Compliance</li> <li>- Situational Assessment</li> <li>- Team Dynamics</li> <li>- Communication and Documentation</li> </ul>	
2. Essentials	<p>2. Contract Essentials</p> <p>2.1 Define what a contract is</p> <p>2.2 Recognize the nature and purpose of preliminary agreements</p> <p>2.3 Identify the different types of contracts for goods and services</p> <p>2.4 Explain pricing principles (what and how to charge for goods or services)</p> <p>2.5 Explain payment terms and approaches to managing payment</p>	9-10
3. Initiate	<p>3. Initiate Phase (Contract Management Standard Pre-Award Phase)</p> <p>3.1 Understand Stakeholder perspectives</p> <p>3.2 Recognize the basis of defining and developing requirements (to include buying strategies and tasks outlined in the Contract Management Standard)</p> <p>3.3 Describe the request for proposal (RFP) process and how to construct it</p> <p>3.4 Understand the supplier perspective (to include selling strategies and tasks outlined in the Contract Management Standard)</p>	8-9
4. Bid	<p>4. Bid Phase (Contract Management Standard Pre-Award Phase)</p> <p>4.1 Recognize key decision points from buyers and sellers when entering a bid scenario and the activities required to prepare for the bid phase</p> <p>4.2 Understand the fundamental elements and processes when developing a proposal request</p> <p>4.3 Describe pricing and payment strategies as well as payment terms and types important to the bid phase</p>	7-8
5. Develop	<p>5. Develop Phase (Contract Management Standard Pre-Award Phase)</p> <p>5.1 Recognize the key elements of the develop stage</p> <p>5.2 Identify the elements of services agreements and the relationships established</p> <p>5.3 Understand ownership, licensing, and intellectual property</p> <p>5.4 Understand business relationships with agents and distributors</p>	11-13

	<p>5.5 Identify the implications of differing legal systems on business transactions and responsibilities</p> <p>5.6 Consider the correct contract and process elements to apply</p>	
6. Negotiate	<p>6. Negotiate Phase (Contract Management Standard Award Phase)</p> <p>6.1 Understand key tasks to evaluate an offer, to include due Diligence, pricing and non-price factors, cost analysis and TCO, and risk as outlined in the Contract Management Standard</p> <p>6.2 Identify the principles of framing a negotiation</p> <p>6.3 Recognize the who, how, what, when, where, and contingency planning of negotiations</p> <p>6.4 Understand strategies for successful negotiations</p> <p>6.5 Identify tasks to conduct while rewarding a successful contract, to include documentation, approvals and dealing with protests and appeals as outlined in the Contract Management Standard</p>	10-11
7. Manage: Transformation Change	<p>7. Manage Phase (Contract Management Standard Post-Award Phase)</p> <p>7.1 Explain how to manage delivery against contract terms</p> <p>7.2 Describe the use of tools and techniques to address operational problems, challenges, and differing perceptions</p> <p>7.3 Identify the role of contract administration and day-to-day operational practices</p> <p>7.4 Understand how to manage contract changes and adapt to evolving requirements</p> <p>7.5 Explain the use of metrics and management processes to monitor performance and support decision-making</p> <p>7.6 Recognize the concepts of Prime and Subcontracts as outlined in the Contract Management Standard</p>	12-14
8. Manage Operations	<p>8. Manage Operations (Contract Management Standard Post-Award Phase)</p> <p>8.1 Understand available tools and techniques to manage contracts to achieve successful outcomes</p> <p>8.2 Explain the acceptance process and criteria</p> <p>8.3 Understand the process to manage payment</p> <p>8.4 Identify methodologies for resolving disputes</p>	8-9
Total		80

## Sample Exam Questions

The following are sample CCMA exam questions. The intent is to provide an indicator as to how the questions are constructed. The correct responses are in bold font. Also, there are no options on the exam with “all of the above”, “none of the above”, or any other option where multiple options are correct or incorrect. In addition, there are no true/false, fill-in, or short answer questions.

1. In the Contract Management Standard, the *Award Life Cycle Phase* is \_\_.
  - a. **the second of three life cycle phases**
  - b. the third of three life cycle phases
  - c. under the *Administer Contract* competency
  - d. under the *Develop Solicitation & Offer* competency
  
2. Which job task is performed in the *Post-Award Life Cycle Phase*?
  - a. Conduct Post-Sales Activities
  - b. Execute Sales Plan
  - c. Execute Solicitation Plan
  - d. **Plan for Contract Performance Delivery**

## Establishing the Passing Score

The passing score for the CCMA exam is determined by sound psychometric analysis. In addition, CCM Institute uses subject matter experts – contract management professionals from all aspects of the profession (e.g., buyers, sellers, academics, etc.) to determine how many questions you must answer correctly to pass the exam. All questions are valued at equal weight, and your final score is calculated by totaling the points you have earned on the exam.

Successful candidates must correctly answer at least 49 of the 70 questions (70.0%).

## CCM Institute Exam Security and Confidentiality

The exam, answer sheets, worksheets, and/or any other exam or exam-related materials remain the sole and exclusive property of CCM Institute. These materials are confidential and, unless directed by valid and lawful subpoena or court order, are not available for review by any person or organization for any reason.

Exam (pass/fail) results are confidential and will not be disclosed to anyone without candidate consent, unless directed by valid and lawful subpoena or court order. If you would like your exam results to be released to a third party, you must provide CCM Institute with a written request that specifically identifies the

types of details (e.g., exam date, pass/fail status, etc.) about the exam results that the third-party person or organization should receive.

When you register for you CCMA exam , you agree to abide by the CCM Institute Exam Confidentiality Agreement (found in this handbook). Among other things, this document addresses post- exam questions and discussions. It states: “I will not discuss or disclose the questions, content, or answers from my exam to any person or organization, including other candidates, education providers, or exam preparation services, etc. at any time.”

Any such discussion would be a potential violation of the [Certification Policies & Procedures Agreement](#) and thus, could affect the status of your certification, up to and including revocation of your certification or permanent suspension from any CCM Institute certification exams.

## Preliminary Exam Scores

Any score provided at the conclusion of a candidate’s testing session is considered preliminary until the candidate receives notice from CCM Institute that the result is official.

## Reexamination(s) Policies and Procedures

When your course is completed, you are granted a one (1) year eligibility period in which to pass the exam. During the eligibility period, you may take the exam up to three (3) times because candidates do not always pass the exam on their first attempt. Gauge your time carefully to leave enough time during the eligibility period to retake the exam, if needed.

Reexam fees apply to the second and third attempts to pass the exam. If you do not pass the exam there is a required waiting period before you can sit for another attempt. The intent of this waiting period is to allow for additional exam preparation.

If your eligibility period expires without you passing the exam, you must retake the course and sit the exam for the certification. The following figure presents reexam fees, wait periods, and other comments applicable to retaking exams.

Action	Fees	Comments
<b>Attempt 1 Exam Fee</b> (payable when scheduling exam)	\$135 (	To retest after attempt 1, you must wait 10 days and return to Step 3
<b>Attempt 2 Exam Fee</b> (payable when scheduling exam)	\$100 (	To retest after attempt 2, you must wait 10 days and return to Step 3
<b>Attempt 3 Exam Fee</b> (payable when scheduling exam)	\$100	To retest after attempt 3, you must wait 10 days and return to Step 1
<b>CCMA Bundle</b> (Good up to 1 year or 3 exam attempts)	\$770	Voucher for 1 exam attempt with Membership included

*Note: Your application is valid for one year from the date of submission/payment. All certification requirements must be completed within this period. Application fees are non-refundable.*

The CCMA requirements and exam structure may be occasionally revised. CCM Institute may update this CCMA Handbook at any time. It is your responsibility to understand the current requirements and exam structure. Please be sure to monitor this handbook for possible revisions. If you have any questions, please contact CCM Institute.

## Step 5. Certification

Once you have been notified directly by CCM Institute that you have officially passed the exam and you have met all requirements, you are granted the CCMA. You may refer to yourself as a CCMA holder as long as you have an active certification status. You are authorized to use the CCMA designation in block letters after your name on business cards, personal letterhead, resumes, websites, and in your email signature.

Please note that as part of the exam registration process, you agreed to adhere to the [CCM Institute Certification Policies and Procedures Agreement](#) and the [CCM Institute Code of Ethics](#). This means, among other things, that you will only use the CCMA designation in the manner stated above and that you will not use the CCMA designation in company names, domain names, product names, or any other unauthorized manner.

### Certificate

Your certificate and letter will be mailed to you at the beginning of the next month following certification.

### Public Information

Upon request, CCM Institute will verify and provide information as to whether an individual holds a current, valid certification and the scope of that certification, except where the law requires such information not to be disclosed.

## Step 6. Recertification

Immediately upon certification, the two (2) year recertification cycle starts. To continue to hold the CCMA in good standing, you are required to earn forty (20) Continuing Professional Education (CPE)/ Continuing Professional Develop (CPD) credits and be approved for recertification by December 31 following two (2) full years of certification. Certificants are responsible for submitting correct and timely applications to allow for review and approval by December 31 of the 2nd year after certification or recertification.

Once your recertification application and fee have been successfully submitted, you will receive an email notification within fifteen (15) business days if your application is approved, if your application has been selected for CPE audit, and/or if additional information or evidence is required. In accordance with Section 7.0 of the CPE Guide, all certification and recertification applications are subject to audit of CPE documentation prior to application approval.

As you approach the end of your two (2) year cycle, as a courtesy, you will receive emails to remind you of your need to recertify. These notices will be sent to the email you have on file with NCMA or World CC. Please keep in mind that you are responsible for keeping your email address up to date. If your email is not up to date, you will not receive the reminders.

Please allow 15 business days for your application to be reviewed and processed. Note that this does not mean your application will be approved within 15 business days. It is the responsibility of the certificant to track, plan, and achieve the recertification requirements by the deadline.

The CCMA requirements may be revised from time to time. When revisions occur, CCM Institute will make a public announcement and contact you as a certificant in good standing at the email address in your NCMA or World CC profile. However, it is your responsibility to understand and comply with the current requirements to be recertified. If you have any questions, please contact CCM Institute.

## Recertification Program Overview

CCM Institute’s recertification requirements support the continuous learning expected of our certification holders so they are always prepared to meet the demands of today’s complex business environment. The purpose of the program is to:

- Enhance continuous learning and development among certification holders,
- Provide direction in development areas to ensure relevancy of certified practitioners,
- Encourage and recognize individualized learning opportunities,
- Offer a mechanism for attaining and recording professional development activities, and
- Sustain the value of CCM Institute certifications.

Everyone who earns a CCMA must actively maintain their certification(s) through continuous learning and renewal of their certification(s) every two (2) years.

Being actively engaged in professional development and learning activities allows certification holders to earn CPE, fulfilling the continuing certification requirements and ultimately growing and developing as a practitioner.

CCM Institute recognizes that each individual has different professional needs and desires. The recertification program is designed to be flexible so it can adapt to those needs and allow you to customize your activities. The program provides a general framework and guidance—you determine your ultimate development path.

For details and instructions on how to earn and track CPE, download the [Contract Management Continuing Professional Education Guide](#) (CPE Guide).

Action	Member Fee	CPE Requirement
<b>Recertification Application</b>	April-July: \$47.50 August-October: \$76.00 November-March*: \$95.00	Evidence of 20 CPE (must conform to CPE Guide)

\*Recertification applications submitted after 12/31 of their recertification cycle end date may be subject to a late fee in accordance with [Step 8 Credential Suspension](#).

## Application Review

The application review will take up to 15 business days. Note that this does not mean your application will be approved within 15 business days. It is the responsibility of the certificant to track, plan, and achieve the recertification requirements by the deadline.

Please keep in mind that:

- You agree to abide by the [CCM Institute Code of Ethics](#) and the [CCM Institute Certification Policies and Procedures Agreement](#);
- The same type of documentation used to verify CPE in recertification is the same as that used in the certification process; and
- Any requests for additional information on an incomplete recertification application does not extend the recertification deadline.

## Recertification Notification

Upon recertification, CCM Institute will issue a letter to recognize the accomplishment along with a gold seal with the updated year of recertification to place on your certificate.

## Step 7. Retired Status

The retired certification status allows individuals to continue to be recognized for achieving CCM Institute certification(s) after leaving the contract management profession or related fields. Retired certification status does not require the CPE requirements of the active certifications, which may no longer provide value to a retired individual. Please note that retired certification status does not qualify for and is not considered an active certification. **Eligibility**

Those eligible to apply for retired certification status must meet the following criteria:

- The individual must hold an active CCMA in good standing for at least 10 years;
- Provide 20 CPE hours; and
- The individual must be, or soon to be, separated from the contract management profession or related fields.

### Applying

- Applicants must complete the retired certification application form and include a one-time, non-refundable application fee.
- Individuals with a retired certification status designation must adhere to the same Code of Ethics as active certificants and may be subject to revocation in the event of a Code violation.
- If the individual with the retired certification status becomes re-employed within the contract management profession or a related field, he or she must discontinue use of the retired status designation and reactivate the certification.
- Applicants are not required to be NCMA members to hold the retired certification status.

Once your application and fee have been successfully submitted, you will receive an email notification within fifteen (15) business days if your application is approved, if your application has been selected for CPE audit, and/or if additional information or evidence is required. In accordance with Section 7.0 of the CPE Guide, all certification and recertification applications are subject to audit of CPE documentation prior to application approval, though only a percentage of applicants will be audited.

### Rights and Privileges

Individuals who qualify for retired certification status may use the applicable CCM Institute certification followed by the retired designation (Retired) after their name and all forms of address to indicate their status. For example, "John Smith, CCMA (Retired)" signifies a retired CCMA certification.

### Restrictions

Retired certification designees may not use the applicable CCM Institute certification without the "(Retired)" suffix, and they are not entitled to use or hold themselves out to the public as an active CCM Institute certificant.

### Reactivating a Retired Certification

Retired CCM Institute certifications may be reactivated under the following options:

Option 1. If the application for reactivation is made within 5 years of the last date of being an CCM Institute certificant in good standing, the retired certificant must complete the reactivation

application, which will include providing evidence of the applicable amount of CPE for each of the years in which the certification was retired. For example, the current requirement to recertify is 20 hours of CPE (an average of 10 CPE hours per year). If reactivation is requested after 2 years, the number of required CPE hours is prorated to 10 hours.

Option 2. If more than 5 years has passed since the last date of being an NCMA certificant in good standing, or the requirements to reactivate are not met, the individual must go through the certification process again to include completing the application process and passing the exam (starting at Step 1. Application & Fee Submission) of the certification process.

## Step 8. Credential Suspension

Certificants must plan accordingly and attain new CPE throughout the two (2) year recertification cycle and, if necessary, pass the exam in the third year. Complete recertification applications must be approved for recertification by December 31. Recertification applications not approved by or submitted after December 31 are considered "suspended."

During this period of suspension, you are not authorized to present yourself as holding an active CCMA.

A recertification late period will commence on January 1 with a requirement to be approved for recertification no later than March 31 following the recertification deadline, certificants may submit the recertification application with a nonrefundable late fee.

Please keep in mind that any requests for additional information on an incomplete recertification application does not extend the suspension deadline.

Please allow 15 business days for your application to be reviewed and processed. Note that this does not mean your application will be approved within 15 business days. It is the responsibility of the certificant to track, plan, and achieve the recertification requirements by the deadline.

## Step 9. Credential Expiration

Applications received after March 31 are not accepted and the certification is expired. As of April 1, you are not authorized to present yourself as holding an active CCMA.

To achieve the CCMA, the current certification process must be followed from the beginning. If you achieve an active CCMA again, the effective date will be as of the current date CCM Institute notifies you of the accomplishment. You will not be retroactively certified to cover the gap in which you did not hold an active CCMA.

## Certification Logo & Trademark Usage

All certification logos (including digital badge), trademarks, and related identifiers are the exclusive property of NCMA. Permission to use these marks is granted only to individuals with an active certification status.

Active certification holders may display the certification logo/mark on:

- Résumés and CVs
- Email signatures
- Business cards
- LinkedIn and other professional profiles
- Personal websites and portfolios
- Presentations or publications related to professional work
- Logos must be used exactly as provided. No editing, recoloring, or modification is permitted.

The certification logo/mark may **not** be:

- Used in any way that implies endorsement by NCMA

- Placed on commercial products, merchandise, or promotional giveaways
- Used to market or represent training, test prep, or educational materials
- Displayed in a manner that misrepresents an individual's certification status
- Used by companies or organizations to imply organizational certification
- Modified, distorted, combined with other graphics, or recreated

Individuals whose certification becomes suspended, withdrawn, or expired must:

- Immediately cease all use of the logo/mark
- Remove marks from all digital and printed materials
- Update public profiles within 14 calendar days

NCMA may monitor usage and request correction or removal of improper use. Continued misuse may result in disciplinary action, including suspension, withdrawal, or legal action.

## Certification Complaints Process

Examples of a complaint include but are not limited to:

- Dissatisfaction with a certification process,
- Dissatisfaction with exam content, or
- Dissatisfaction with the exam administration.

All certification related complaints must be reported within 30 days of the event/incident cited, made in writing, and sent to NCMA, who handles all certification operational issues for CCM Institute:

- Via email at [certification@ncmahq.org](mailto:certification@ncmahq.org)

All complaints should include evidence supporting the reason for the complaint and the nature of the request, including all reasons why the action or decision should be changed. A complaint must include:

- Date;
- Stated Complaint;
- Relevant supporting materials; and

- The complainant's phone number and email address.

We will acknowledge, in writing, your complaint within 14 business days of receipt. If a complaint is missing any necessary information, you will be informed and allowed an additional 30 days to supply the missing information. If the required information is not submitted within that time, the request will be closed. The review and validation of the complaint will occur in a constructive, impartial, and timely manner. You will be notified of the outcome within three (3) business days of the decision being made. A record of the complaint, including any subsequent action(s) taken, and the decision made will be maintained by NCMA. All information pertaining to the complaint will remain confidential.

You have the right to appeal the decision on your complaint within 14 calendar days of the notification of the decision rendered. The appeal must be submitted in writing and can be sent via email or mail to one of the addresses listed above. Please see the following section for appeals procedures.

## Certification Appeals Process

This appeal process is the only method to review complaint decisions made by CCM Institute. Examples of an appeal include but are not limited to:

- Rejection of a certification application,
- Decision of a filed complaint, or
- Failure to meet requirements resulting in a certification being suspended or terminated.

All certification related appeals must be reported within 30 calendar days of the event/incident cited, made in writing, and sent to the NCMA Certification Staff who can initiate the appeals process for either WorldCC or NCMA candidates:

- Via email at [certification@ncmahq.org](mailto:certification@ncmahq.org)

To request an appeal, you must submit a request and include evidence supporting the reason for the appeal and the nature of the request, including all reasons why the action or decision should be changed. An appeal must include:

- Name and e-mail address of the appellant,
- Nature of the objection,
- A description of why the appeal should be granted, and
- Any applicable evidence that supports the appeal.

We will acknowledge, in writing, your appeal within 14 business days of receipt. The review and validation of the appeal will occur in a constructive, impartial, and timely manner. You will be notified of the appeal decision within 30 calendar days of receipt of the appeal, unless circumstances warrant a delay. If a delay is expected, you will be notified. A record of the appeal, including any subsequent action(s) taken, and the decision made will be maintained by CCM Institute. All information pertaining to the appeal will remain confidential.

## Appendix: How to Approach the Examination

For the mental side of examinations, here are some recommended exam-taking techniques:

1. Relax. The examination is based on your profession.
  2. Read the questions carefully, answering those you can easily and quickly answer. It is usually a good idea to go with your first impression when answering a question; second-guessing can cause you to change a correct answer to an incorrect one.
  3. Skip over or flag questions that appear too difficult and return to them later.
  4. Don't stop. Keep going. Keep reading questions until you find one you can answer. The questions you've read will be in the back of your mind; when you return to them, you'll have a fresh perspective. Avoid overanalyzing and second-guessing the question. Choose the correct answer for the question as it is written. Do not make assumptions about what the question means. Don't regard questions as being "trick questions" or concentrate on the exceptions to normal practice.
  5. Keep an eye on the clock. Judge the time you have so you don't spend a lot of time puzzling over one question to the detriment of being able to answer several others. Flag questions you are having trouble with and move on.
  6. Don't try to "game" the system by choosing answers to ensure that an equal number of As, Bs, Cs and so on are selected.
  7. Try to answer the question in your mind before you read the choices. Good test questions are constructed to allow the knowledgeable examination candidate to do this.
  8. If you can't readily identify the correct answer, make an educated guess. Eliminate the choices you know to be false and select from those remaining.
  9. If time permits, look over your answers. However, avoid trying to second-guess your answers.
  10. Don't worry about the examination. You may feel wrung out and exhausted at the end of it, but that is not necessarily an indication of how well or how poorly you may have performed.
- *This section and its content are meant to provide helpful tips. CCM Institute cannot and does not guarantee that its practices will result in a passing exam.*