

Certification

Review Guide

Certified Professional Secretary® (CPS®)

- and -

Certified Administrative Professional® (CAP®)

Examinations

March 2008

For more information:
Call 816.891.6600, ext. 2248, 2225, 2227
Visit our website: www.iaap-hq.org
E-mail: certification@iaap-hq.org



Certified Professional Secretary® (CPS®) and Certified Administrative Professional® (CAP®) Examinations Overview

IAAP, through its department, the Institute for Certification, offers two separate certification programs, the CPS rating and the CAP rating.

To attain the CPS rating, a secretary/admin must meet certain educational and work experience requirements and pass a three-part one-day examination. The CPS Examination is administered the first Saturday of May and November. More than 65,000 administrative professionals have achieved the CPS rating since 1951, with nearly 30,000 holding an active CPS rating.

To attain the CAP rating, an administrative professional must meet certain educational and work experience requirements and pass a four-part, one and one-half day examination. The four-part exam is administered the first Friday afternoon and Saturday of May and November. Nearly 5,000 individuals have achieved the CAP rating since its first administration in May 2001. New CAP candidates do not receive the CPS rating upon passing parts 1–3 of the CAP exam. Active CPS holders are required to take only Part 4 of the CAP exam.

Complete experience and education requirements for both exams can be found in the *Certification Application Packet*, available on the website www.iaap-hq.org under Professional Certification—Forms. Although advantageous, membership in IAAP is not required to take either exam.

The exams cover:

- Part 1 CPS and CAP Exams
Office Systems and Technology
- Part 2 CPS and CAP Exams
Office Administration
- Part 3 CPS and CAP Exams
Management
- Part 4 CAP Exam only
Advanced Organizational Management

The examinations include a mix of three levels of questions designed to test (1) basic knowledge such as facts and terminology; (2) understanding of concepts, procedures, and principles; and (3) application of concepts. Examination questions in the first three parts appear in the multiple-choice format (one best response). The fourth part of the advanced exam is a scenario based multiple-choice exam, also with one best answer.

Parts 1–3 of the CPS and CAP exams primarily focus on testing the candidates' knowledge of a single concept in a single question. In contrast, part four of the CAP exam is designed to measure the candidate's ability to properly analyze a situation, determine the critical factors of the situation and properly apply a wide range of knowledge in a variety of situations. While candidates will not be successful on part four unless they have a solid theoretical foundation, this part is designed to test critical thinking skills and the ability to properly apply sound managerial concepts.

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Tips to Assist You in Preparing for the CPS and CAP Exams

1. Obtain the latest *Certification Application Packet* for complete requirements, application forms, fees, etc. This *Packet* is available on the IAAP website (www.iaap-hq.org) under Professional Certification – Forms. Pay close attention to deadline dates and proper fees.
2. Plan your study around this *Certification Review Guide*. This *Guide*, which should be used to direct any course of study, includes the outline, bibliography, and sample questions. Comparing the outline with your own background helps you determine what course of study will work best for you.
3. Obtain at least one or two comprehensive textbooks in the areas tested (these are listed in the bibliography). Check public libraries, college libraries, publishers, Amazon.com, etc., for these references. **It is important to use several sources when studying for the CPS and/or CAP exams.** References listed in the bibliography are actual college texts used to write examination questions.
4. Plan your study schedule for each area tested. Plan to spend 8–10 hours per week dedicated to intensive study of each area. If you have a good background in the areas tested, a minimum of 2–4 weeks will be required for a *review* of materials previously learned. Without a good background, candidates may need 3–6 hours of course work at community college level in the areas covered on Parts 1–3 of the CPS and CAP exams. For Part 4 of the CAP exam 6–9 hours of upper division management courses are recommended, or the equivalent in on-the-job management training courses.
5. If you prefer to study in a group, some IAAP chapters and local colleges provide review courses. These courses are intended strictly as a review of materials previously studied. Check the IAAP website under Professional Certification, then CPS/CAP Review Materials/Courses for information on courses IAAP has been made aware of. IAAP does not endorse any particular course.
6. Review materials are available in various forms. These review materials are listed in the “References for Broad Overview” section of this *Certification Review Guide*. Prentice Hall has review manuals and an E-learning review for the CPS and CAP exams. Metcalf Educational Services has audio CD-ROMs, a PC tutorial, PC mock exams, and flash cards. (Keep in mind that these are intended strictly for review of materials previously learned. These materials are not intended to teach or to cover everything that will be on the exams. These materials are not used to write the actual examination questions. Any review materials should be used **in conjunction** with the bibliographic references listed in this *Guide*.)
7. Whatever methods of study are used, take notes, re-read chapters, highlight and make notes in the margins of books you have purchased. Quiz yourself after completing the study of each area.
8. After completing your initial study for an area, again compare what you’ve studied with the outline found in this *Guide*. Make sure all areas in the outline have been covered. Quiz yourself.
9. A few days before the exam, go over your notes again. Some candidates like to spend this time taking quizzes from the review materials they have used. Remember though, you will not see those same questions on the exam.
10. Get a good night’s sleep the night before the exam. If you are not familiar with the location of the exam center make a test drive to avoid any delays exam day. For those candidates traveling a distance to take the exam, make sure you check into the hotel early and have time to relax.
11. Exam day is not the day to cram. Your studying should be finished and you should take time to calmly arrive at the exam center.
12. When the exam starts, listen carefully to the proctor’s instructions. Properly fill out the answer sheets. Read each question carefully. Do your best.
13. After the exam, don’t try to rehash how well you did. Enjoy the evening with your family and friends.
14. Relax and wait for the performance report that will be mailed to you approximately 45 days after the exam.

Suggested Plans and Procedures for Establishing a Review Course

Review Course

Ideas and suggestions included in this *Review Guide* provide curriculum assistance for instructors or administrators in a variety of teaching/learning situations. An instructor may teach one course or several. One or more courses may be completed during one year. The Review Course may be scheduled once a week for three hours, or the instructor can plan options to fit student or instructor requirements.

Review Courses are not mandatory prior to taking either exam. Review Courses are designed to refresh, update, and help candidates prepare to take the certification examinations. **Review course participants are expected to have a basic knowledge of the topics to be covered in the course.** When potential students do not have this knowledge, they should be encouraged to enroll in a regularly scheduled course in a postsecondary institution.

1. Location

Select a location which will encourage participation by the greatest number of people in your area. Check with educational institutions or businesses in your city for appropriate facilities.

2. Textbooks for Review Courses

Appropriate textbooks and references are listed in the bibliography prepared for each exam part. **It is important for instructors to use references in this Guide.**

Instructors need to correlate the text material with the topics on the Outline. **Textbooks which have the broadest coverage of the topics listed will be most suitable for classroom use.** Other reference materials should be made available to course participants.

3. Planning the Course

Content for the Review Course may include material from any or all parts of the certification exams. Adapt the course schedule to the needs of the class.

Candidates may select the option of attending courses offered in schools to prepare for the exam or may find Review Courses to be more appropriate for them as an alternative means of preparation. Instructors may wish to help prospective candidates plan their schedule.

In all cases, the course of study should relate to the outline for each exam part.

4. Suggested Time Schedule

Three hours a week is suggested as a minimum requirement for meeting with the class. A recommended schedule is 30–40 classroom hours for each of Parts 1–3 of the CPS and CAP exams. For Part 4 of the CAP exam, 45–60 hours is recommended.

This schedule should provide adequate time to *review* all parts of the examination. Instructors should encourage students to study and read liberally from supplemental sources in addition to course requirements. All students should secure a copy of this *Certification Review Guide* to assist in their exam preparation.

The recommended review programs are appropriate for:

- Candidates who have had some post-high school education in the areas covered by the CPS or CAP examination.
- Candidates whose academic background was completed several years ago.
- Candidates who wish to review or update their knowledge in all areas of the examination.

A typical comment from the successful examination candidate: “This examination was absolutely the most comprehensive testing of business knowledge I have ever seen. I feel a review course is the most practical method of preparing for the examination. That course provided much more information on each outline topic than I would ever have gathered myself. *Additionally*, each experienced secretary/administrative professional in the class seemed very familiar with and knowledgeable in areas that weren’t my specialty. It was very easy to absorb information from them as opposed to reading from a book or report. Students just finishing regular courses also had new ideas, etc., to add to our source of knowledge from daily activities and work.”

5. Notify IAAP

Notify the Certification Department of IAAP of your review course. Provide location and contact information. Send information to certification@iaap-hq.org. Approval must be gained from IAAP before using trademarks and logos.

Using this Review Guide

Certification Application Packet

The *Certification Application Packet* provides complete information about and the application for both the CPS and CAP exams. Download from the website (www.iaap-hq.org, under Professional Certification—Forms) or request at certification@iaap-hq.org. All applicants need a complete copy of the brochure in order to apply for approval to take either exam. Application deadlines are: February 15 for the May exam; August 15 for the November exam.



Examination Outlines

The outlines (pages 4, 9, 13, and 19) provide the content areas that will be tested on the CPS and CAP exams. All courses of study should follow these outlines.

Examination Bibliography

References listed in the Examination Bibliography (pages 5, 9, 14, and 20) are college-level textbooks used in writing actual examination questions.

References for Broad Overview (page 25) are intended for use as a review of material previously learned. They may be used *in conjunction with* the references listed in the Examination Bibliography.

Examination Sample Questions

Sample questions are a means of acquainting candidates and review course instructors with the CPS and CAP examinations.

The examinations include a mix of three levels of questions designed to test (1) basic knowledge such as facts and terminology; (2) understanding of concepts, procedures, and principles; and (3) application of concepts. Examination questions in the first three parts appear in the multiple choice format (one best response). The fourth part of the CAP exam is a scenario-based, multiple-choice exam, also with one best answer.

Sample questions are found on pages 6–8, 10–12, 15–18, and 21–24 of this *Guide*.

Summary

Every effort is made in the CPS and CAP examinations to adhere to the common office experience familiar to any effective administrative professional. However, some of the examination is necessarily based on information which must be obtained through formal education and informal reading. The Institute believes that a top-level administrative professional should have basic knowledge of office systems, technology, office administration, and management from which to draw as required on the job.

The suggested plans and procedures and sample questions in this *Certification Review Guide* should assist in intelligent preparation for the CPS and CAP examinations; however, they do not guarantee passing the examinations.

Part 1: Office Systems and Technology

Outline

CPS and CAP Exams

Items: Approximately 175

Time: 2¼ Hours

I. Computer Hardware, Systems, and Configuration	12%
II. Document layout, design, and reproduction	16%
III. Software	60%
Usage	
Installation and configuration	
Types	
Troubleshooting	
IV. Managing Physical Resources	12%
Equipment and supplies	
Ergonomics	

Part 1: Office Systems and Technology

Bibliography

CPS and CAP Exams

Use the latest edition (not more than two years old) of at least one of the following or similar college-level textbooks for each major subsection of Part 1.

Note: Many of these books are updated on an annual basis and titles are sometimes changed— using books by the same authors with slightly different titles is appropriate.

Baker, John Marshall. *Internet Systems and Applications*. EMC Paradigm Publishers.

Fulton-Calkins and Stulz. *Procedures and Theory for Administrative Professionals*. Thomson/South-Western.*

Graham, Lisa. *Basics of Design*. Delmar/IITP Thomson.

Long, Larry and Nancy Long. *Computers Information Technology in Perspective, Complete*. Pearson Education.

Norton, Peter. *Computing Fundamentals*. Glencoe McGraw Hill.

Norton, Peter. *Essential Concepts*. Glencoe McGraw Hill.

Norton, Peter. *Introduction to Computers*. Glencoe McGraw Hill.

O'Leary, Timothy and Linda. *Computing Essentials – Introductory*. McGraw Hill Higher Education.

Oliverio, Pasewark, & White. *The Office: Procedures and Technology*. South-Western Publishing Co.*

Quible, Zane K. *Administrative Office Management – An Introduction*. Pearson Education.*

Shelly, Cashman, Gunter, & Gunter. *Integrating Technology and Digital Media in the Classroom*. Course Technology, Thompson Learning.

Shelly, Cashman, & Vermaat. *Discovering Computers, Complete*. Course Technology, Thompson Learning.

Shelly, Cashman, & Vermaat. *Discovering Computers Fundamentals*. Course Technology, Thompson Learning.

*These books can also be used to study for Part 2, Office Administration

Part 1: Office Systems and Technology

Sample Questions CPS and CAP Exams

Directions: Each of the numbered questions is followed by four suggested answers or completions. Select the **ONE** letter response that is **BEST** in each case and completely fill in the circle that corresponds to that letter on the answer sheet.

Use the answer sheet on page 26. Check your answers with the answer key on page 27.

1. When transferring an image from a color transparency to the monitor, the scanner tool most appropriate to be used is a/an
 - A) video capture board
 - B) image scanner
 - C) flatbed scanner
 - D) handheld scanner
2. Which one of the following storage options provides sequential access to information?
 - A) Disk packs
 - B) Tape drives
 - C) Hard disk
 - D) Optical disk
3. The most cost effective method of reproducing fewer than 50 copies of a one-page advertising flyer would be to use a
 - A) commercial printer
 - B) spirit duplicator
 - C) convenience copier
 - D) laser printer
4. The process of recording and reducing paper documents or computer-generated information onto film for long-term storage is known as
 - A) micrology
 - B) micrographics
 - C) reprographics
 - D) micrography
5. A collection of related items or facts arranged in a specific structure is a
 - A) form
 - B) record
 - C) table
 - D) database
6. To be termed a range, worksheet cells must be
 - A) continuous
 - B) homogeneous
 - C) analogous
 - D) parallel

7. A user interface that displays graphics in addition to text when it communicates with the user is called
- A) graphical user interface
 - B) command-line interface
 - C) menu-driven interface
 - D) web-based interface
8. To utilize communications software, a user must have access to a
- A) CD-ROM and laser printer
 - B) modem and telephone line
 - C) OCR scanner and digitizer
 - D) facsimile machine and server
9. Which one of the following technologies automatically configures a new device as it is being installed?
- A) Wizard program
 - B) Device driver
 - C) Spooling process
 - D) Plug and play
10. Which one of the following allows you to delete a program and update system file entries?
- A) Uninstaller
 - B) File manager
 - C) Personal firewall
 - D) Diagnostic utility
11. Which one of the following is a Web design tool that uses special codes or tags to set up Web pages?
- A) GIF (Graphics Interchange Format)
 - B) JPEG (Joint Photographic Experts Group)
 - C) WYSIWYG (What You See Is What You Get)
 - D) HTML (Hypertext Markup Language)
12. A computerized voice response system is
- A) used to input dictation
 - B) used for output in safety warning systems
 - C) a user's speech patterns that must be taught to the software
 - D) output is produced in hard copy format
13. Destructive programs loaded onto a computer and run without the user's knowledge are known as
- A) viruses
 - B) browsers
 - C) utilities
 - D) applications
14. Application software whose primary function is to record a repeat financial transaction is
- A) project management software
 - B) desktop publishing software
 - C) database software
 - D) accounting software

15. The minimum space requirements for an individual reception room in an organization is
- A) 75-100 square feet
 - B) 25 square feet per person
 - C) 35 square feet per person
 - D) 200 square feet
16. One of the three major types of telecommunications transmission media is a
- A) Centrex
 - B) microcomputer
 - C) IP telephony
 - D) white board
17. Of the four major resources available to successful managers, which one of the following is least developed?
- A) Money
 - B) Materials
 - C) People
 - D) Information
18. When a worker is using a computer terminal, research indicates that the ergonomic correct position is to adjust the
- A) monitor to a distance of 28 inches from the eyes
 - B) chair backrest to 22 inches above the seat
 - C) seat pan tilt forward 0-10°
 - D) keyboard to a flat position
19. When selecting furniture and equipment, eyestrain will be reduced by
- A) using liquid crystal displays (LCDs)
 - B) selecting light characters on dark screen backgrounds
 - C) placing furniture near natural light
 - D) choosing adjustable height for chairs
20. Because of the pressure of a deadline, Lee needs help from the word processing department to complete the typing of a long report. What is the best way to show the word processing operators the format of the report?
- A) Provide a photocopy of a previously produced report
 - B) Prepare a list of instructions
 - C) Refer operators to an office reference manual
 - D) Dictate instructions for the report to the operators

Part 2: Office Administration

Outline

CPS and CAP Exams

Items: Approximately 175

Time 2¼ Hours

I. Records Management 28%

- Filing systems
- File management
- Filing rules and standards
- Security of records

II. Communication 72%

- Verbal
- Written
- Rules of grammar
- Business etiquette

11/04

Part 2: Office Administration

Bibliography

CPS and CAP Exams

Use the latest edition (not more than two years old) of at least one of the following or similar college-level textbooks for each major subsection of Part 2.

Certo, Samuel. *Supervision Concepts and Skill Building*. Irwin/McGraw Hill.

Fulton-Calkins and Stulz. *Procedures and Theory for Administrative Professionals*. Thomson/South-Western.

Guffey, Mary Ellen. *Essentials of Business Communication*. South-Western Publishing Co.

Locker and Kaczmarek. *Business Communication: Building Critical Skills*. McGraw Hill Irwin.

Ober, Scot. *Contemporary Business Communication*. Houghton Mifflin.

Oliverio, Mary Ellen, William R. Pasewark, and Bonnie R. White. *The Office: Procedures and Technology*. South-Western Publishing Co.

Read, Judith and Mary Lea Ginn. *Records Management*. Thomson/South-Western.

Smith, Leila R. *English for Careers*. Prentice Hall.

Part 2: Office Administration

Sample Questions CPS and CAP Exams

Directions: Each of the numbered questions is followed by four suggested answers or completions. Select the **ONE** letter response that is **BEST** in each case and completely fill in the circle that corresponds to that letter on the answer sheet. Use the answer sheet on page 26. Check your answers with the answer key on page 27.

- Which one of the following records storage systems provides the highest confidentiality of customer records?
 - Alphabetic
 - Subject
 - Numeric
 - Geographic
- Determining where a record should be filed is known as
 - coding
 - cross-referencing
 - indexing
 - sorting
- The first step in establishing an effective records management system is to
 - appoint an employee to oversee the system
 - conduct an inventory of all the organization's records
 - determine if the organization's records are subject to any federal or state statutes
 - obtain a written statement of support from top management
- Files which contain information needed by an organization for day-to-day business of the company are files that are
 - active
 - archival
 - mobile
 - official
- In a numeric classification system using terminal digit ordering, which one of the following files would be placed in front of the others?
 - 02-71-18
 - 01-17-21
 - 02-81-17
 - 01-87-21
- To be classified as a record worth keeping, paperwork must
 - be used a minimum of two times a year
 - contain factual information
 - have value to the organization
 - meet the Revised Rule 26 of ARMA

7. Applying the Simplified Filing Standard Rules established by ARMA International, which one of the following elements is compared first in determining the filing order for identical names?
- A) City
 - B) Building number
 - C) State
 - D) Street
8. Procedures to be followed in the event of a fire, flood, earthquake or power outage are known as a
- A) healing plan
 - B) safety plan
 - C) preservation plan
 - D) disaster recovery plan
9. The best type of shredder to use to destroy sensitive material is a/an
- A) strip-cut
 - B) industrial strength cut
 - C) crosscut
 - D) spaghetti cut
10. The introductory section of an oral presentation should
- A) capture the audience's attention and preview main ideas
 - B) give the major points and discuss courses of action
 - C) preview main ideas and compare differing views
 - D) capture the audience's attention and list all of the speaker's ideas
11. Samantha stops by to see Joyce and to chat about her plans for the weekend. Joyce is working on a major report and continues keyboarding while listening to Samantha. What barriers exist in this communication?
- A) Grandstanding
 - B) Faking attention
 - C) Thought speed
 - D) Nonverbal distractions
12. Some job interviews are designed to test the reactions of candidates by asking them to respond to difficult situations. This type of job interview is known as a
- A) stress interview
 - B) indirect interview
 - C) real-life interview
 - D) hostile interview
13. When collecting secondary data for a research project, the process of taking important ideas from a document and presenting an overview of the report recorded in your own words is
- A) plagiarizing
 - B) abstracting
 - C) quoting
 - D) annotating

14. Which one of the following sentences uses correct capitalization?
- A) He tells stories about his life in Northern New York
 - B) Head North and then drive to the state line
 - C) He lives on the West side of the lake
 - D) She is from the sunny South
15. Which one of the following would offer a satisfactory closing to a negative news message?
- A) We hope the enclosed materials will explain our policy.
 - B) If we can be of further assistance, please let us know.
 - C) I trust you will continue to let us help you with your maintenance products in the future.
 - D) We look forward to working with your staff on a future project.
16. In which one of the following sentences is an abbreviation used correctly?
- A) We used a mixture of 25 lb of cement and 100 lb of gravel
 - B) He became a member of the U.S.M.C. after he graduated from high school
 - C) My first class meets at 8 a.m. every day
 - D) George received a BS degree in chemistry last year
17. Which one of the following sentences displays correct English usage?
- A) What is the principle reason for the delay?
 - B) That scarf complements her suit.
 - C) Whenever we need help, he gives us good council.
 - D) A miner cannot be served alcoholic drinks.
18. Which one of the following statements uses the correct pronoun reference?
- A) She and me worked late.
 - B) She and I worked late.
 - C) Her and I worked late.
 - D) Her and me worked late.
19. When attending functions where nametags are provided, place your nametag
- A) on your left shoulder
 - B) around your neck
 - C) on or near you belt
 - D) on your right shoulder
20. Which one of the following is recommended for business email messages?
- A) Use capital letters for the majority of the message
 - B) Send copies only to concerned individuals
 - C) Assume all email messages are confidential
 - D) Use humor to convey the message

Part 3: Management

Outline

CPS and CAP Exams

Items: Approximately 175

Time: 2¼ Hours

I. Human Resources 48%

- Basic management principles
- Recruitment and selection
- Evaluation
- Legal and ethical issues
- Job analysis
- Training
- Compensation and benefits
- Record keeping

II. Accounting Procedures and Analysis 16%

- Accounting procedures
- Financial statement analysis
- Managerial accounting

III. Time Management 12%

IV. Communication 24%

- Nonverbal
- Presentation techniques
- Professional protocol
- Legal issues

Part 3: Management

Bibliography

CPS and CAP Exams

Use the latest edition (not more than two years old) of at least one of the following or similar college-level textbooks for each major subsection of Part 3.

Human Resources

- Bateman, Thomas S. & Scott A. Snell. *Management: The New Competitive Landscape*. Irwin/McGraw-Hill.
- Dessler, Gary. *Human Resource Management*. Prentice-Hall.
- DeCenzo, David A. and Stephen P. Robbins. *Human Resource Management*. John Wiley & Sons, Inc.
- Ivancevich, John M. *Human Resource Management*. Irwin/McGraw Hill.
- Robbins, Stephen P. and Mary Coulter. *Management*. Prentice-Hall.
- Robbins, Stephen P. and Tim A. Judge. *Organizational Behavior*. Prentice-Hall.
- Schermerhorn, John R. Jr. *Management*. John Wiley & Sons, Inc.

Accounting Procedures and Analysis

- Harrison, Walter and Charles Horngren. *Accounting*. Prentice-Hall.
- Terrell, Katherine and Robert Terrell. *Accounting: Making Sense of Business*. Prentice-Hall.

Time Management

- Covey, Stephen R. *The Seven Habits of Highly Effective People*. Franklin Covey.
- Robbins, Stephen P. and Mary Coulter. *Management*. Prentice-Hall.
- Rue, Leslie W. and Lloyd Byars. *Supervision: Key Link to Productivity*. Irwin/McGraw-Hill.

Communication

- Bovee, Courtland L. and John V. Thill. *Business Communication Today*. Prentice Hall.
- Dessler, Gary. *Essentials of Management*. Prentice Hall
- Hersey, Paul, Kenneth H. Blanchard, and Dewey E. Johnson. *Management of Organizational Behavior*. Prentice Hall.

Part 3: Management

Sample Questions CPS and CAP Exams

Directions: Each of the numbered questions is followed by four suggested answers or completions. Select the **ONE** letter response that is **BEST** in each case and completely fill in the circle that corresponds to that letter on the answer sheet.

Use the answer sheet on page 26. Check your answers with the answer key on page 27.

1. Evaluation and feedback are part of which phase of the planned-change process?
 - A) Anticipation
 - B) Freezing
 - C) Refreezing
 - D) Unfreezing

2. The willingness to exert significant effort toward a company goal, conditioned by the ability of that exertion to satisfy some individual requirement is called
 - A) motivation
 - B) hygiene
 - C) incentive
 - D) self-actualization

3. The cohesiveness of groups is
 - A) always helpful in increasing productivity
 - B) conducive to productivity if that is the group goal
 - C) never conducive to increasing productivity
 - D) reduced under external threats

4. Increasing the number and variety of tasks included in a job is known as job
 - A) enlargement
 - B) expansion
 - C) domain
 - D) amplification

5. The method of appraising employee performance on only two characteristics, job performance and promotability, is
 - A) paired comparison
 - B) factor comparison
 - C) forced distribution
 - D) simple ranking or grading

6. Written essays, critical incidents, and behaviorally anchored rating scales are methods of
 - A) defining job satisfaction
 - B) identifying task outcomes
 - C) conducting performance evaluations
 - D) empowering employees

7. Which one of the following is a key pointer for dealing with sexual harassment?
- A) Verbally object to the behavior; and if that doesn't help the situation, write a letter to the harasser
 - B) Threaten to resign your position if something is not done to alleviate the situation
 - C) Ignore suggestive words and actions
 - D) Make an issue of each incident
8. A manager should conduct a disciplinary interview in private because
- A) employees prefer to be criticized in front of peers
 - B) criticism in public has better response rates
 - C) employees react best to criticism in private
 - D) public criticism is favored by corporate trainers
9. Movement of information vertically between superiors and subordinates or horizontally among workers on the same level is known as
- A) territoriality
 - B) informal structure
 - C) distribution
 - D) work flow
10. Using an off-site setting to develop technical skills of an employee is called
- A) vestibule training
 - B) distance learning
 - C) mentoring
 - D) transfer of training
11. Protocols, unstructured formats, and situational frameworks are used in
- A) interviews
 - B) evaluations
 - C) simulations
 - D) training
12. One of the most important attributes of a top manager is
- A) long-term focus
 - B) team building
 - C) motivational ability
 - D) decision-making skill
13. Gains and losses are reported on the
- A) balance sheet
 - B) equity statement
 - C) income statement
 - D) sales budget
14. If management needed to know whether a company had the ability to meet its periodic interest payments, which ratio should be calculated?
- A) Return on assets
 - B) Coverage
 - C) Debt
 - D) Return on equity

15. Revenue is which one of the following?
- A) Cash receipts
 - B) Enforceable right to receive assets from completed performance
 - C) Collection of accounts receivable
 - D) Customer deposits on contract services
16. An activity which involves the selection and management of resources that will be used to develop, produce, and sell goods and services is
- A) investing
 - B) financing
 - C) crediting
 - D) operating
17. In a fast-paced environment, tools to relieve stress and anger are
- A) time management skills
 - B) creative thinking skills
 - C) critical thinking skills
 - D) decision making skills
18. When is the best time to prepare your daily to-do lists?
- A) Each morning
 - B) Monday morning for a week
 - C) At the end of the day
 - D) Midday
19. Which one of the following facial expressions is universally understood?
- A) Anxiety
 - B) Eagerness
 - C) Anticipation
 - D) Joy
20. Individuals from low-context cultures rely on
- A) implicit nonverbal actions
 - B) environmental stimuli
 - C) written communication
 - D) building relationships
21. To make a successful presentation, one should
- A) rely on internet sources
 - B) only distribute handouts after the presentation
 - C) carefully sequence the presentation
 - D) make sure every speaking point is bulleted
22. The most important consideration in planning a successful presentation is
- A) selecting the proper attire
 - B) meeting the audience needs and interests
 - C) including humor throughout
 - D) providing detailed statistical information

23. When speaking to a group of fifteen people, the most engaging seating arrangement would be
- A) classroom
 - B) theatre
 - C) circular
 - D) u-shaped
24. Which one of the following countries would be considered to be low-context culture?
- A) Greece
 - B) Korea
 - C) United States
 - D) Vietnam
25. In a high-context culture, the most important aspect of a business transaction is the
- A) amount of profit
 - B) business relationship
 - C) power balance
 - D) written agreement
26. As a general rule, acceptance is effective upon
- A) dispatch by the specified means of communication
 - B) receipt by the specified means of communication
 - C) reformation of the offer
 - D) revocation of the offer
27. The exclusive legal right that prohibits reproduction of a published work is called a
- A) copyright
 - B) patent
 - C) franchise agreement
 - D) trademark

Part 4: Advanced Organizational Management

Outline

CAP Exam Only

Items: Approximately 175

Time: 3½ Hours

In addition to the knowledge base of parts 1–3, this part includes four major subject areas listed below. Scenario based questions will cover all areas.

Type: Scenario-based multiple-choice. One correct answer.

I. Organizational Planning	28%
Critical thinking & decision making	
Strategic planning	
Communicating mission and values	
Allocating resources	
II. Advanced Administration	24%
Mentoring and training	
Conducting research	
Coordinating projects	
Delegating and empowering	
III. Team Skills	24%
Team building	
Team leading	
Group problem solving	
Resolving conflict	
Conducting meetings	
IV. Advanced Communication	24%
Nonverbal	
Presentation techniques	
Legal issues	
Professional protocol	

Part 4: Advanced Organizational Management

Bibliography

CAP Exam Only

Use the latest edition (not more than two years old) of at least one of the following or similar college-level textbooks for each major subsection of Part 4. Additionally, references in Parts 1–3 should be used in conjunction with the references listed here.

Fundamentals/Principles of Management

Bateman, Thomas S. & Scott A. Snell. *Management: The New Competitive Landscape*. Irwin/McGraw-Hill.

Robbins, Stephen P. and Mary Coulter. *Management*. Prentice-Hall.

Schermerhorn, John R. Jr. *Management*. John Wiley & Sons, Inc.

Human Resource Management

Dessler, Gary. *Human Resource Management*. Prentice-Hall.

DeCenzo, David A. and Stephen P. Robbins. *Human Resource Management*. John Wiley & Sons, Inc.

Organization Behavior

Robbins, Stephen P and Tim A. Judge.. *Organizational Behavior*. Prentice-Hall.

Strategic Management

David, Fred R. *Strategic Management*. Prentice-Hall.

Wheelen, Thomas and J. David Hunger. *Strategic Management and Business Policy*. Prentice-Hall.

Part 4: Advanced Organizational Management

Sample Questions

CAP Exam Only

Directions: Each of the numbered questions is followed by suggested answers. Select the **ONE** letter response that is **BEST** in each case.

Use the answer sheet on page 26. Check your answers with the answer key on page 27.

Children First

Bob Williams is the Chief financial officer for a non-profit agency called Children First, A United Way agency. The agency's annual budget has been approximately \$500,000. The new director of the agency, Dr. Wendell Jackson, received a \$25,000 grant to provide advocacy services to foster parents. The grant is to be used for direct advocacy expenses only--not administrative expenses.

Jackson has proudly announced the grant award to the Board of Directors, the city officials, and the world in general. Williams, however, is less than enthusiastic about the grant. Children First does not provide services for foster parents: its mission is to provide services for children. Administering the grant will require a significant amount of Williams' time. He will not receive additional compensation and his other duties will not be reduced. Williams is concerned this new grant will actually undermine the agency's ability to fulfill its mission.

Williams is quite certain that Jackson is using the agency as a springboard to a political career, and this grant serves to bring Jackson's name before the public.

1. Which one of the following is the best use of the \$25,000 grant?
 - A) Sponsor a picnic for foster parents and local legislators
 - B) Remodel the reception area of the agency
 - C) Initiate a letter-writing campaign to support foster parents wishing to adopt
 - D) Paying for Jackson to attend a conference on foster parent's rights
2. Which one of the following is the best use of the \$25,000 grant?
 - A) Hire an assistant for Williams
 - B) Purchase cost tracking software
 - C) Provide foster parent financial planning workshop
 - D) Hire a lobbyist for foster parent's rights
3. Who has the authority for accepting the \$25,000 grant?
 - A) Board of Directors
 - B) Jackson
 - C) United Way
 - D) Williams
4. Williams department more closely resembles
 - A) staff
 - B) indirect labor
 - C) line
 - D) production

5. The mission statement of Children First
 - A) is unchanging
 - B) identifies the scope of operations
 - C) specifies the type of product and technology
 - D) guides the SWOT (TOWS) analysis

6. Opposition to strategic change is not unusual. Jackson can seek compliance by
 - A) treating resistant employees to lunch
 - B) modifying the structure to align rewards with changes
 - C) distributing written explanations of the change
 - D) appealing to company loyalty

7. Williams can best state his opposition to the \$25,000 grant by
 - A) writing a letter to the United Way
 - B) addressing his concerns to the Board of Directors
 - C) addressing his concerns to Jackson
 - D) discussing it with coworkers

8. If Williams' perception of Jackson is accurate, Jackson is placing his individual self-interest above
 - A) organizational interests
 - B) organizational uncertainty
 - C) governmental interests
 - D) functional objectives

9. Jackson learns that Williams is opposed to accepting the grant. Jackson responds by scheduling a staff meeting to listen to their concerns. This reflects which management style?
 - A) Authoritarian
 - B) Democratic
 - C) Participative
 - D) Laissez faire

10. Who must approve a change in the current budget to provide funds for administering the \$25,000 grant?
 - A) Williams
 - B) Jackson
 - C) Board of Directors
 - D) United Way

A Data-Entry Dilemma

In a small data-entry department of a large manufacturer, eight employees has the task of entering employee time cards. The time cards were handwritten, sometimes illegibly. The unfortunate data-entry employees deciphered the handwriting and entered the correct time. Not surprisingly, the employees made frequent errors due to the illegibility of the written time cards. Consequently, some paychecks were erroneous, and the employees were angry. The CEO wrote a memo to the department heads instructing them to teach the employees to write better. As the CEO explained in the memo, "Data-entry operators are trained mice, and they will only type what they see."

The head of the data-entry department, Smith, saw the memo and showed it to the data entry clerks. The clerks began to hang stuffed mice throughout the department. Mice hung from the windows, from the fixtures, and from the cubicle walls. The mice were visible throughout the building. Employees from other departments visited the data-entry department just to see the mice. Eventually, the stories of the hanging mice reached the CEO.

11. The organization's underlying problem is a lack of
 - A) cohesive organizational culture
 - B) mutual respect for different job positions
 - C) trust between management and staff
 - D) communication within the organization

12. What was the major error made by the CEO?
 - A) Writing the memo
 - B) Failing to respect the staff
 - C) Failing to indicate his "mice" analogy was a joke
 - D) Inaccurately analyzing the source of the problem

13. Instead of writing the memo, what would have been a better initial action by the CEO?
 - A) Ask the employees to write more legibly
 - B) Describe the demands of the data entry, the time limits, and the measurement of strokes
 - C) Have Smith develop and implement training for all employees
 - D) Hold a lottery for employees with legibly and accurately completed time sheets

14. What should Smith have done when the employees began hanging mice?
 - A) Write a memo to the CEO
 - B) Tell the clerks they cannot hang mice
 - C) Ask the clerks to write a memo to the CEO
 - D) Tell the clerks they need to hang something other than mice

15. Which one of the following best describes the corporate culture of this organization?
 - A) Insensitive
 - B) Fun-loving
 - C) Mutual respect
 - D) Hostile

16. How does the CEO repair the damage done with the memo?
 - A) Apologize to the clerks in person
 - B) Ban replicas of mice from the building
 - C) Reprimand Smith for sharing the memo
 - D) Write an apology to all employees

17. What is a realistic long-term solution to the problem of illegible time cards?
- A) Require penmanship instruction for all employees
 - B) Place all employees on salary and eliminate time cards
 - C) Install and implement an automated time card system
 - D) Require that supervisors review and correct all time cards
18. What is the best strategy to prevent future “mice” problems?
- A) Appoint a committee to study the problem
 - B) Endeavor to establish trust within the organization
 - C) Require sensitivity training for all employees
 - D) Ban all personal office decorations
19. What should Smith have done with the memo?
- A) Ignore the memo
 - B) Prevent the clerks from seeing the memo
 - C) Discuss the memo with Smith's supervisor
 - D) Discuss the memo with the CEO
20. How would you describe the CEO's leadership style?
- A) Authority-obedience
 - B) Team
 - C) Country Club
 - D) Impoverished
21. If Smith wishes to increase the respect for the data-entry clerks in the organization, which one of the strategies should be used?
- A) Communicate to all employees the training and knowledge required for the position of the data-entry clerks
 - B) Have the CEO take the data-entry clerks to lunch
 - C) Provide incentive pay for each rejected illegible time card
 - D) Give the data-entry clerks the authority to reject illegible time cards

Examination Preparation

Listed below are References for Broad Overview that can be used in preparation for the exams. **However, these are not study materials required by the Institute for Certification, and should always be used in conjunction with the other references listed in the *Certification Review Guide*.** The *Certification Review Guide* should be used to direct any course of study for the CPS and CAP Examinations.

The CPS and CAP Examinations are not written from the references for broad overview. References listed in the *Certification Examination Review Guide* are actual college texts used to write examination questions. It is recom-

mended that candidates use the latest edition of at least one textbook listed in each of the major areas tested.

For those candidates with limited background in the areas tested, the Institute for Certification recommends 3–6 hours of course work at community college level or higher in the areas of: office technology; records management; communications; information systems and management. For Part 4 of the CAP exam, 6–9 hours of upper division management and communication courses are recommended. Or, the equivalent in on-the-job management training courses.

References for Broad Overview

Prentice Hall CPS and CAP Exam Review—available in text and online formats.

(1) Prentice Hall CPS and CAP Examination Review Manuals available from: Order Processing Department, PO Box 11073, Des Moines IA 50381-1073
Phone orders: 800.947.7700 or 515.284.6751
Fax orders: 515.284.2607
In Canada Phone: 416.928.2401

TITLE		ISBN#
Office Systems & Technology	5/E	0-13-114549-5
Office Administration	5/E	0-13-114551-7
Management	5/E	0-13-114550-9
Advanced Organizational Management (CAP exam only)	1/E	0-13-119337-6

E-learning courses also available.

(2) Additional information available through the IAAP Certification Department (certification@iaap-hq.org)

Contact the IAAP Certification Department for IAAP member discount information on the Prentice Hall materials.

Current editions of the following reference manuals may be helpful:

The Complete Office Handbook. Random House, IAAP.

The Gregg Reference Manual. McGraw Hill/Irwin.

Additionally, current issues of periodicals or business such as the following may be helpful:

OfficePro Magazine
Fortune
Forbes

Business Week
Wall Street Journal

Metcalf Educational Services

CPS® and CAP® Exam Review, available from:
PO Box 678, Logan UT 84323-0678.

Phone 435.753.2222; Fax 435.753.7727

E-mail: support@cpsreview.com

Website: www.cpsreview.com
www.capreview.com

Available materials include: CD and Mock Exam, Audio CD-ROMs, Flash Cards

IAAP does not endorse or guarantee any particular course. Taking a review course does not guarantee passing the CPS or CAP exams.

Contact individual publishers for current pricing on the References for Broad Overview.



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DIRECTIONS FOR MARKING ANSWER SHEET

Use a No. 2 pencil only. Make no stray marks and erase cleanly. Make heavy black marks that fill the circle completely.

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- Blacken the circle containing the FIELD TEST NUMBER as it appears on the front cover of your test book.
- Enter your identification number as it appears on your admission card, then blacken the corresponding circles.
- Print your full name.
- Sign your name and enter today's date.

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3	A B C D	23	A B C D	43	A B C D	63	A B C D	83	A B C D	103	A B C D
4	A B C D	24	A B C D	44	A B C D	64	A B C D	84	A B C D	104	A B C D
5	A B C D	25	A B C D	45	A B C D	65	A B C D	85	A B C D	105	A B C D
6	A B C D	26	A B C D	46	A B C D	66	A B C D	86	A B C D	106	A B C D
7	A B C D	27	A B C D	47	A B C D	67	A B C D	87	A B C D	107	A B C D
8	A B C D	28	A B C D	48	A B C D	68	A B C D	88	A B C D	108	A B C D
9	A B C D	29	A B C D	49	A B C D	69	A B C D	89	A B C D	109	A B C D
10	A B C D	30	A B C D	50	A B C D	70	A B C D	90	A B C D	110	A B C D
11	A B C D	31	A B C D	51	A B C D	71	A B C D	91	A B C D	111	A B C D
12	A B C D	32	A B C D	52	A B C D	72	A B C D	92	A B C D	112	A B C D
13	A B C D	33	A B C D	53	A B C D	73	A B C D	93	A B C D	113	A B C D
14	A B C D	34	A B C D	54	A B C D	74	A B C D	94	A B C D	114	A B C D
15	A B C D	35	A B C D	55	A B C D	75	A B C D	95	A B C D	115	A B C D
16	A B C D	36	A B C D	56	A B C D	76	A B C D	96	A B C D	116	A B C D
17	A B C D	37	A B C D	57	A B C D	77	A B C D	97	A B C D	117	A B C D
18	A B C D	38	A B C D	58	A B C D	78	A B C D	98	A B C D	118	A B C D
19	A B C D	39	A B C D	59	A B C D	79	A B C D	99	A B C D	119	A B C D
20	A B C D	40	A B C D	60	A B C D	80	A B C D	100	A B C D	120	A B C D

Answer Key

Part 1 – CPS and CAP Exams

Office Systems and Technology

- | | |
|-------|-------|
| 1. B | 11. D |
| 2. B | 12. B |
| 3. C | 13. A |
| 4. B | 14. D |
| 5. D | 15. C |
| 6. A | 16. C |
| 7. A | 17. D |
| 8. B | 18. C |
| 9. D | 19. D |
| 10. A | 20. A |

Part 2 – CPS and CAP Exams

Office Administration

- | | |
|-------|-------|
| 1. C | 11. B |
| 2. C | 12. A |
| 3. D | 13. B |
| 4. A | 14. D |
| 5. C | 15. D |
| 6. C | 16. C |
| 7. A | 17. B |
| 8. D | 18. B |
| 9. C | 19. D |
| 10. A | 20. B |

Part 3 – CPS and CAP Exams

Management

- | | |
|-------|-------|
| 1. C | 14. B |
| 2. A | 15. B |
| 3. B | 16. A |
| 4. A | 17. A |
| 5. C | 18. C |
| 6. C | 19. D |
| 7. A | 20. C |
| 8. C | 21. C |
| 9. D | 22. B |
| 10. A | 23. D |
| 11. A | 24. C |
| 12. D | 25. B |
| 13. C | 26. A |
| | 27. A |

Part 4 – CAP Exam Only

Advanced Organizational Management

- | | |
|-------|-------|
| 1. A | 12. B |
| 2. D | 13. A |
| 3. A | 14. A |
| 4. A | 15. A |
| 5. B | 16. A |
| 6. B | 17. C |
| 7. C | 18. B |
| 8. A | 19. C |
| 9. C | 20. A |
| 10. C | 21. A |
| 11. B | |



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