

Revised March 2004

For Candidates Starting the CPS or  
CAP Program November 2004 & After

# Certification

**Review**

**Guide**

**Certified Professional Secretary® (CPS®)**

- and -

**Certified Administrative Professional® (CAP®)**

**Examinations**

**The Accepted Standard of Proficiency  
the recognized capstone of the secretarial  
and administrative support professions.**

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**International Association of  
Administrative Professionals®**

# **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 61,000 administrative professionals have achieved the CPS rating since 1951.

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 2,000 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. 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 Web site [www.iaap-hq.org](http://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 through the Certification Department, Distribution Department, or on the IAAP Web site under Professional Certification – in 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.
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 on-line review for the CPS and CAP exams. Metcalf Educational Services has audio tapes, 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 done 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 list.

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. Candidates should be encouraged to read current business periodicals. *OfficePRO*® magazine, published by IAAP, includes a variety of articles related to the administrative profession.

### 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.”

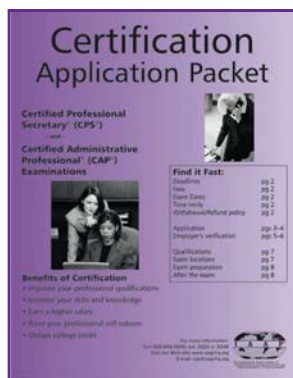
### 5. Notify IAAP

Notify the Certification Department of IAAP of your review course. Provide location and contact information. Send information to [cps@iaap-hq.org](mailto:cps@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 exams. Order the free-of-charge brochure from IAAP Headquarters, PO Box 20404, Kansas City MO 64195-0404 or download from the Web site ([www.iaap-hq.org](http://www.iaap-hq.org), under Professional Certification—Forms). All applicants will 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, 8, 12, and 18) 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 4, 8, 13, and 19) are college-level textbooks used in writing actual examination questions.

References for Broad Overview (page 23) 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 5–7, 9–11, 14–17, and 20–21 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 secretary/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: 150–165

Time: 2 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 changes—using books by the same authors with slightly different titles is appropriate.*

Currid, Cheryl C. and Arch D. Currid. *Introduction to Networking*. Novell Press.

Long, Larry and Nancy Long. *Introduction to Computers and Information Systems*. Prentice Hall Inc.

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

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

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

Parker, Roger C. *Looking Good in Print*. Ventana Press.

Quible, Zane K. *Administrative Office Management – An Introduction*. Prentice Hall Inc.\*

Shelly, Cashman, & Vermaat. *Discovering Computers, Concepts for the Digital World – Course Technology*. Thompson Learning.

Williams and Tollett. *Robin Williams Design Workshop*. Peachpit Press.

\*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 24. Check your answers with the answer key on page 25.

- Each Web page has its own unique address called a/an
  - URL (Uniform Resource Locator)
  - FTP (File Transfer Protocol)
  - NAP (Network Access Point)
  - TCP (Transmission Control Protocol)
- Which one of the following allows employees at different geographical locations to exchange ideas using voice, video, and facsimile communication?
  - Telecommuting
  - Teleconferencing
  - Telepathy
  - Telephony
- A method used to link two or more computers located in different cities is
  - digitizing tablets
  - docking stations
  - local area networks
  - telephone lines
- Which one of the following stores more data?
  - 3 ½" floppy disk
  - 3 ½" HD floppy disk
  - hard disk
  - 5 ¼" floppy disk
- Which one of the following print devices is considered to be the fastest and uses a dry toner?
  - Ink jet printer
  - Print wheel
  - Laser printer
  - Dot matrix printer
- Which one of the following word processing features will allow the user to reposition the insertion at a specified page within a document?
  - Macro
  - Go to
  - Search
  - Find

7. A key that tells the computer to perform a specific action is a/an
- A) alpha key
  - B) function key
  - C) answer key
  - D) numeric key
8. In word processing, the term “justify” means that
- A) the printout will have even top and bottom margins
  - B) the printout will have even left and right margins
  - C) text that extends outside the right margin will wrap to the next line
  - D) widow and orphan control are turned on
9. The type of wireless personal computer that is small enough to fit in your pocket, yet powerful enough to access the Internet is a/an
- A) minicomputer
  - B) personal digital assistant
  - C) subnotebook
  - D) intelligent terminal
10. A screen display presenting a list of options from which a selection can be made is called a
- A) save button
  - B) scroll bar
  - C) prompt
  - D) menu
11. A notebook computer falls under which one of the following classifications?
- A) Mainframe
  - B) Microcomputer
  - C) Minicomputer
  - D) Supercomputer
12. In word processing, a typed, printed page is an example of
- A) hard copy
  - B) merging text
  - C) using stop codes
  - D) multiple copies
13. Which one of the following word processing features is designed to allow the user to substitute a word in a document with a word that has a similar meaning?
- A) Spell Check
  - B) Insert
  - C) Indexing
  - D) Thesaurus
14. RAM stands for
- A) Realtime Available Memory
  - B) Random Access Memory
  - C) Readable Active Memory
  - D) Registered Automated Memory

15. Which one of the following documents would derive the least amount of benefit from being produced by desktop publishing?
- A) Newsletters
  - B) Sales materials
  - C) Advertisements
  - D) Letters
16. Which one of the following office design elements can provide a relaxing and calming environment for workers?
- A) Natural lighting
  - B) Safety
  - C) Zoning
  - D) Color
17. A person who works to ensure that human needs are factored into the design of the work environment is considered which kind of specialist?
- A) Documentation
  - B) Technical support
  - C) Training
  - D) Ergonomic
18. Which one of the following is the physical foundation of a PC?
- A) Microprocessor
  - B) System board
  - C) Support electronic circuitry
  - D) Expansion slots
19. Which one of the following software commands allows the user to increase the size of the contents of a window?
- A) Print preview
  - B) Extend
  - C) Zoom
  - D) Restore
20. Application software sent by the host and processed at the end-user's workstation describes a
- A) LAN
  - B) computerized branch exchange
  - C) CBMS
  - D) client/server platform

# Part 2: Office Administration

## Outline

### CPS and CAP Exams

Items: 150–165

Time 2 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

# 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 & Stulz. *Procedures & Theory for Administrative Professionals*. Thomson South-Western.

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

Keeling, B. Lewis and Norman F. Kallaus. *Administrative Office Management*. South-Western Publishing Co.

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

# 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 24. Check your answers with the answer key on page 25.

- Which of the following sentences is grammatically correct?
  - It pays to look good.
  - The affect of these changes was good.
  - She has lain in the hospital bed for one week.
  - We set on the porch.
- Which of the following filing storage systems is a direct access system?
  - Subject storage
  - Numeric storage
  - Alphabetic
  - Geographic
- When speaking with business associates from another country, which of the following should be avoided?
  - Idioms
  - Movies
  - Food
  - Sports
- Which one of the sentences uses capitalization correctly?
  - Many adventurers went to find their fortunes in the West.
  - Go West for two miles and turn South.
  - We enjoyed our winter in the south.
  - Harvey moved to the Southern part of the state.
- Which is the systematic control of records from the creation of the record to its final disposition?
  - Record life control
  - Indexing
  - Records management
  - Microform
- A business document that would be classified as a vital record is a
  - corporate charter
  - catalog
  - bank statement
  - business report

7. Applying the Simplified Filing Standard Rules established by the Association of Records Managers and Administrators, Inc. for alphabetizing business names, which one of the following is placed first using alphabetical ordering?
- A) The \$1 Store
  - B) 50% Discount Store
  - C) The 50+ Travel Club
  - D) The #1 Hair Salon
8. According to the Association of Records Managers and Administrators, Inc. filing rules, which one of the following shows the correct indexing for U.S. Food and Drug Administration?
- A) Food/and/Drug/Administration
  - B) Administration/Food/and/Drug
  - C) U./S./Government/Food/and/Drug/Administration
  - D) United/States/Government/Food/and/Drug/Administration
9. When the simplified business letter format is used, the
- A) signature is not required
  - B) modified block indent is used
  - C) salutation and complimentary close are eliminated
  - D) salutation and complimentary close are in all caps
10. The correct position for on-arrival notations (such as Personal or Confidential) within a letter is
- A) a double space above the date at the left margin
  - B) a double space below the date at the left margin
  - C) centered after the salutation
  - D) centered before the salutation
11. Three styles of business letters are: the direct approach, the indirect approach, and the persuasive approach. The indirect approach is preferable when
- A) making a request
  - B) selling a product
  - C) asking a favor
  - D) refusing a request
12. What does the abbreviation op.cit mean?
- A) In the same place
  - B) Optional citation
  - C) In the work cited
  - D) Additional reference
13. A nasal or high-pitched voice is an example of
- A) voice quality
  - B) proxemics
  - C) body language
  - D) voice inflection

14. Which of the following is not a technique that will help improve active listening skills?
- A) Do not let your mind wander
  - B) Listen for facts only
  - C) Minimize mental blocks and filters
  - D) Question and paraphrase
15. The process of marking the units of the filing name (or segment) by which the record is to be stored is called
- A) cross-referencing
  - B) inspecting
  - C) indexing
  - D) coding
16. The numeric method of filing is not particularly useful in the following situation:
- A) Law firms that assign a case number to each client.
  - B) Utility companies where street names and numbers are of primary importance.
  - C) Warehouses that stock by part numbers.
  - D) Insurance companies that keep records according to policy numbers.
17. Which of the following sentences or questions is grammatically correct?
- A) Whom did Professor Stewart prefer for the job?
  - B) Mr. Fitzgerald is the one whom helped me most in Cincinnati.
  - C) Give the package to whomever can identify it.
  - D) I will give the book to whomever will take it.
18. Which of the following sentences or questions is grammatically correct?
- A) Which is easiest for you to do, the graph or a chart?
  - B) He asked the class to sit quietly and read.
  - C) Since both brands are good, order the least expensive one.
  - D) An union official would probably refuse an hourly wage.
19. Which of the following sentences is grammatically correct?
- A) The attorney advised him to wave his right to a jury trial.
  - B) Although the objects were moving, they appeared to be stationary.
  - C) The principal's roll in discipline is important.
  - D) He plans to pedal fresh pears at the fair.
20. Which of the following records are essential to the effective, continued operation of an organization and should never be destroyed?
- A) Vital records
  - B) Useful records
  - C) Nonessential records
  - D) Important records

# Part 3: Management

## Outline

### CPS and CAP Exams

Items: 150–165

Time: 2 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.

Harris, Michael. *Human Resource Management*. The Dryden Press.

Ivancevich, John M. *Human Resource Management*. Irwin/McGraw Hill.

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

Robbins, Stephen P. *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.

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

*OfficePRO Magazine*

*Fortune*

*Forbes*

*Business Week*

*Wall Street Journal*

# Part 3: Management

## Sample Questions

### Both 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 24. Check your answers with the answer key on page 25.

### Human Resources

1. Policies are best described as those that
  - A) make the best decision for the person
  - B) express a company's mission statement
  - C) guide decision making
  - D) state the actions to be taken in a given situation
2. Getting work done through other people is the process of
  - A) management
  - B) administration
  - C) delegation
  - D) production
3. If your job includes working with outsiders and keeping informed regarding external environmental developments, you are a
  - A) boundary spanner
  - B) systems manager
  - C) research analyst
  - D) resource developer
4. An arrangement of people to achieve a goal is a/an
  - A) organization
  - B) firm
  - C) company
  - D) team
5. The percentage of employees who remain in a job or leave it, or who are promoted, demoted, or transferred is shown in a
  - A) Markov analysis
  - B) relocation spreadsheet
  - C) predictive data base
  - D) placement chart
6. A company's code of ethics needs to clearly state the organization's
  - A) primary values and ethical rules
  - B) employee benefits
  - C) decision processes
  - D) departmental options

7. Information for developing job descriptions and job specifications is produced through
- A) chain of command
  - B) job analysis
  - C) organization charts
  - D) dejobbing
8. Which one of the following theories suggests that people acquire behavior by observing the actions and the consequences of others behaviors?
- A) Theory of manifest needs
  - B) Expectancy theory
  - C) Self-efficacy theory
  - D) Social learning theory
9. When employees are expected to perform or rotate to more than one job as a member of a team, this is known as
- A) versatile functioning
  - B) interactive competency
  - C) shared proficiency
  - D) multiskilling
10. Organizationally, benefits are intended to improve loyalty and
- A) behavior
  - B) motivation
  - C) incentives
  - D) differentials
11. The individual incentive plan which gives employees a percentage of sales is known as
- A) commission
  - B) gainsharing
  - C) allocation
  - D) profit-sharing
12. Employers must protect themselves legally by keeping careful records regarding
- A) occupational injuries
  - B) collective bargaining negotiations
  - C) employee participation programs
  - D) decision-making procedures

## Accounting Procedures and Analysis

13. Owner's equity is decreased by
- A) incurring expenses
  - B) making capital investments
  - C) earning revenues
  - D) purchasing fixed assets
14. Which one of the following accounts would be credited when billing clients for services rendered?
- A) Accounts receivable
  - B) Cash
  - C) Fees earned
  - D) Accounts payable

15. Total liabilities divided by total assets calculates
- A) debt ratio
  - B) return on asset ratio
  - C) current ratio
  - D) return on equity ratio

16. A cost that is fixed per unit of production is a/an
- A) variable cost
  - B) sunk cost
  - C) fixed cost
  - D) mixed cost

## Time Management

17. To manage time effectively, a supervisor must first
- A) set clear objectives
  - B) understand what he or she is expected to do
  - C) know how to eliminate time wasters
  - D) set long term goals
18. To coincide with America's productivity peaks, an important meeting should be scheduled in the
- A) midmorning
  - B) early afternoon
  - C) midafternoon
  - D) late afternoon
19. What priority level should be assigned to proofreading a proposal that must be submitted tomorrow?
- A) Must do first
  - B) Must do
  - C) Desirable to do
  - D) Can wait

## Communication

20. Nonverbal communication varies greatly among cultures. For example, to express understanding, which one of the following is correct?
- A) Bulgarians lower their eyes
  - B) Japanese raise their right hand
  - C) British blink their eyes
  - D) Latin Americans raise their chin
21. In communication, conflicting signals are given in which one of the following?
- A) The supervisor arrives at 2:30pm for a 2:00pm meeting.
  - B) A prospective employee arrives 15 minutes early for a job interview.
  - C) A potential receptionist dresses professionally for a job interview.
  - D) A receptionist smiles at visitors who enter the area.

22. Which one of the following facial expressions is universally understood?
- A) Anxiety
  - B) Eagerness
  - C) Anticipation
  - D) Joy
23. It is easiest to control which aspect of communication?
- A) Facial expressions
  - B) Words
  - C) Tone of voice
  - D) Body language
24. When one fidgets in a chair, this individual displays which type of nonverbal communication?
- A) Vocal characteristics
  - B) Use of space
  - C) Touching behavior
  - D) Gesture and posture
25. Audience attention peaks at which part of a presentation?
- A) in the closing
  - B) in the introduction
  - C) with the use of jokes
  - D) when the presenter engages the audience

# Part 4: Advanced Organizational Management

## Outline

### CAP Exam Only

Items: 150–165

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.

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

#### 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.

Robbins, Stephen P. *Human Resource Management*. Prentice-Hall.

#### Organization Behavior

Robbins, Stephen P. *Organizational Behavior*. Prentice-Hall.

Champoux, Joseph E. *Organizational Behavior: Integrating Individuals, Groups, and Processes*. Howard W Sams & Co.

#### Strategic Management

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

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

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

*OfficePRO Magazine*

*Fortune*

*Forbes*

*Business Week*

*Wall Street Journal*

# 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 24. Check your answers with the answer key on page 25.

#### The Child Care Worker

Smith is a child care worker who has worked for 8 years at KidLand. Her only training, 8 years ago, was a six-month program that licensed her to work with children. KidLand has changed owners recently. After the acquisition, Smith had some concerns about job security but thought her job was safe.

On the second day of work the supervisor discovers Smith does not meet current state requirements. The state law regarding certification had changed a number of years ago to require two years of training. Smith had heard about changes in the law but had ignored these changes; she did not think that the changes would affect her.

1. How should the new owners communicate the changes to Smith?
  - A) Report Smith to the state agency
  - B) Hold organization-wide staff meeting regarding credentials
  - C) Put layoff notices with pay check
  - D) Conduct an individual job specification review for each employee
2. How could KidLand assist Smith?
  - A) Provide a recertification/work program
  - B) Change Smith's job title
  - C) Give Smith a list of schools
  - D) Offer Smith a housekeeping position
3. Whose responsibility was it for Smith to meet the new requirements?
  - A) Insurance carrier
  - B) Smith
  - C) The state agency
  - D) KidLand
4. If Smith wants to continue as a child care worker, what is the best action for her to pursue?
  - A) Contact an attorney
  - B) Attempt to acquire a waiver while completing the training
  - C) Request a change in job title
  - D) Apply to another child care facility
5. KidLand discovers that over 50% of its workers fail to meet the current requirements. What should the administration do?
  - A) Assign a mentor to each child care worker lacking credentials
  - B) Implement an on-the-job recertification work/program
  - C) Fire all child care workers without proper credentials
  - D) Notify all employees that they have 13 months to obtain credentials

## Maxillian & Associates

Maxillian & Associates is a small public relations firm best described as a simple structure with little formalization. Decision making is concentrated with the three partners. However, the partners have hired Harmon as office administrator in charge of day-to-day operations. Harmon manages two full-time researchers, a receptionist, a bookkeeper and one part-time employee. In addition, a friend of one of the partners subleases some office space and occasionally requests secretarial assistance from Harmon's staff.

Harmon was excited when she accepted the job, but after one month is discouraged. The bookkeeper is not knowledgeable—often asking Harmon fundamental questions. By contrast, one of the researchers attends the local college and believes he knows all the answers. The partners hold Harmon accountable for costs, though she has little authority to control costs. One of the partners is thinking about restricting use of the photocopier because “we can save paper by communicating electronically.”

One high point of Harmon's job is the part-time employee who is easy to work with and highly motivated. As a result, Harmon is spending too much time with him. He is genuinely interested in efficiency and makes effective use of technology. Harmon likes his initiative; it reminds her of her own drive and determination.

The receptionist calls Harmon saying “the caterer called to ask when you can come in to get information for Maxillian's son's wedding.” Harmon shrugs her shoulders, indifferent to this latest affront.

6. The major problem of the partners at Maxillian & Associates is
  - A) establishing parity between Harmon's responsibilities and her authority
  - B) not monitoring costs
  - C) hiring Harmon
  - D) avoiding upward delegation
7. Partners could better delegate to Harmon if they
  - A) define their mission
  - B) hold a weekly staff meeting
  - C) clarified her role and responsibilities
  - D) each communicate their individual priorities
8. If the partners empower Harmon, she can
  - A) be more effective
  - B) motivate the partners
  - C) increase organizational inefficiency
  - D) ignore motivational techniques
9. The part-time employee reminds Harmon of her own drive and determination. Harmon's attention to this employee illustrates
  - A) the bureaucratic process
  - B) the leader-member exchange theory
  - C) role ambiguity
  - D) initiating structure
10. Harmon's response to the caterer's call indicates that she feels stress. Some of this stress is due to
  - A) incompetency
  - B) role ambiguity
  - C) initiating structure
  - D) span of control

## Publishers

The Dryden Press (see Thomson Learning).

Franklin Covey

2200 W. Parkway Blvd., Salt Lake City UT 84119

800.819.8112

[www.franklincovey.com](http://www.franklincovey.com)

McGraw-Hill Companies

PO Box 182605, Columbus OH 43218-2605

800.262.4729

[www.mcgraw-hill.com](http://www.mcgraw-hill.com)

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CPS® and CAP® Exam Review,

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e-mail [support@cpsreview.com](mailto:support@cpsreview.com);

[www.cpsreview.com](http://www.cpsreview.com) or [www.capreview.com](http://www.capreview.com)

Novell Press

404 Wyman St., Waltham MA 02451

781.464.8000

[www.novell.com](http://www.novell.com)

Peachpit Press

1249 Eighth St., Berkeley CA 94710

510.524.2178

[www.peachpit.com](http://www.peachpit.com)

Pearson Education

One Lake St., Upper Saddle River NJ 07458

201.236.7000

[www.pearsoned.com](http://www.pearsoned.com)

Prentice-Hall, Inc. (see Pearson Education)

(Note: Prentice-Hall/Pearson listing is for texts listed in the Bibliography sections. See page 23 for CPS and CAP Review Manuals.)

Random House, Inc.

201 E. 50th St., New York NY 10022

IAAP *Complete Office Handbook* available from:

IAAP Distribution Department,

PO Box 20404, Kansas City MO 64195-0404

Phone 816.891.6600

[www.iaap-hq.org](http://www.iaap-hq.org)

Sams Publishing

800 E. 96th St., Indianapolis IN 46240

800.571.5840

[www.samspublishing.com](http://www.samspublishing.com)

South-Western College Division (a Thomson Business),

5101 Madison Rd., Cincinnati OH 45227

800.354.9706

[www.swcollege.com](http://www.swcollege.com)

Thomson Learning

PO Box 6904, Florence KY 41022-6904

800.354.9706

[www.thomson.com](http://www.thomson.com)

Thomson South-Western (see South-Western)

Ventana Press

John Wiley & Sons, Inc.

Customer Care Center, 10475 Crosspoint Blvd.,

Indianapolis IN 46256

877.762.2974

[www.wiley.com](http://www.wiley.com)

Information on publishers  
is subject to change.

## 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: 416.386.3522

(ask for Anna Lisa Issel)

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

**(2) Online version of the CPS and CAP Exam Review** is available one of two ways:

1) call to order the Access Code Card.

2) go to Web site [www.prenhall.com/cpsreview](http://www.prenhall.com/cpsreview), and purchase online by clicking on “Purchase a Subscription Here” in the bar across the top of the screen.

IAAP members must provide the IAAP ID# to receive a discount. That number can be found on the IAAP Web site (under Members’ Place), or by contacting the IAAP Certification Department.

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### Metcalfe Educational Services

**CPS® and CAP® Exam Review**, available from:

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Fax 435.753.7727

E-mail: [support@cpsreview.com](mailto:support@cpsreview.com)

Web site: [www.cpsreview.com](http://www.cpsreview.com)

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**A** VERSION CODE LETTER

G

**B** PART CODE NUMBER

1 2 3 4

**D** ID NUMBER

0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9

**C** FIELD TEST NUMBER

1 2 3 4 5 6 7 8

**E** PLEASE PRINT CLEARLY

LAST NAME	FIRST	M.I.
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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.

- A. Blacken the circle containing the VERSION CODE LETTER as it appears on the front cover of your test book.
- B. Blacken the circle containing the PART CODE NUMBER as it appears on the front cover of your test book.
- C. Blacken the circle containing the FIELD TEST NUMBER as it appears on the front cover of your test book.
- D. Enter your identification number as it appears on your admission card, then blacken the corresponding circles.
- E. Print your full name.
- F. Sign your name and enter today's date.

**F**

SIGNATURE

TODAY'S DATE

1	A B C D	21	A B C D	41	A B C D	61	A B C D	81	A B C D	101	A B C D
2	A B C D	22	A B C D	42	A B C D	62	A B C D	82	A B C D	102	A B C D
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. A  | 11. B |
| 2. B  | 12. A |
| 3. D  | 13. D |
| 4. C  | 14. B |
| 5. C  | 15. D |
| 6. B  | 16. D |
| 7. B  | 17. D |
| 8. B  | 18. A |
| 9. B  | 19. C |
| 10. D | 20. D |

## Part 2 – CPS and CAP Exams

### Office Administration

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

## Part 3 – CPS and CAP Exams

### Management

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

## Part 4 – CAP Exam Only

### Advanced Organizational Management

- |       |
|-------|
| 1. D  |
| 2. A  |
| 3. B  |
| 4. B  |
| 5. C  |
| 6. A  |
| 7. C  |
| 8. A  |
| 9. B  |
| 10. B |



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