

THE EXAM GUIDE

Certification
For The
Administrative
Professional



Organizational Management Specialty

Using this Guide

General Info

This guide provides complete information about the Organizational Management specialty exam.

All applicants need a complete copy to apply for approval to take the exam. Included are:

- Regulations for applying
- Deadline dates
- Fee structure
- Exam outline
- Suggestions on how to prepare
- Complete bibliography
- Sample questions

Examination Outline

The outline provides the content areas that will be tested on the exam. All courses of study should follow this outline.

Examination Bibliography

References listed in the Examination Bibliography are college-level textbooks used in writing actual examination questions.

References for Broad Overview 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 with the examination.

The Organizational Management specialty examination is a scenario-based, multiple-choice exam. Questions based on the scenarios are designed to test application of concepts.

Summary

Every effort is made in the examination 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 sample questions in this guide should assist in intelligent preparation for the Organizational Management specialty exam; however, they do not guarantee passing the examination.

Candidates for the Organizational Management specialty exam must have a current CAP rating or be applying to take the CAP exam at the same time. The guide to that program is found [here](#).



Benefits of Certification

- Improve your professional qualifications
- Increase your skills and knowledge
- Earn a higher salary
- Raise your professional self-esteem
- Possible college credit

The

International Association of

Administrative Professionals, the premier association for administrative professionals, offers the Certified Administrative Professional rating and the Organizational Management specialty.

Today's administrative professional needs a wide base of knowledge ranging from technical skills to expert communication abilities. As you prepare to take the exam, you'll increase your aptitude in key areas of organization and planning, information distribution and administration skills. Employers expect their admin to be familiar with current technologies as well as advanced practices and procedures that are integral in business today. Be in the know. **Get certified.**

Applying

for the Organization Management specialty exam

Taking The Exam

If you are thinking about taking this exam, you must first have the CAP rating or be applying for the CAP exam at the same time.

Frequently Asked Questions

What do I study to prepare for the exam?

Each candidate must decide which method or methods of preparation work best for them. Use the information in this packet to direct your study for the exam. The guide includes outlines, sample questions, bibliography of recommended study materials and suggestions on exam review. College texts listed in the bibliography are the materials used to write the exams.

Are there review materials available specific to the Organizational Management specialty exam?

Yes. Review materials by Metcalf Educational Services can be used as one tool to prepare for the exam. However, the review materials should not be a candidate's primary source of study. Any review materials used should be in conjunction with college texts listed. Using a variety of materials is key in successfully preparing for the exam.

If I take the CAP exam and Organizational Management specialty exam at the same time, and pass only the specialty exam, will I be certified?

No. The IAAP certification is the CAP. You cannot attain certification without passing the CAP exam.

Can I take the Organizational Management specialty exam and then take the CAP exam?

No. You must have a current CAP rating before taking the Organizational Management specialty exam; or be applying for the CAP exam at the same time.

Experience Requirements

Applicants for the Organizational Management specialty exam must have a current CAP rating or be applying for the CAP exam at the same time.

Dates To Remember

Application Deadline

Exam Date

Received by Feb. 15

First Saturday of May

Received by Aug. 15

First Saturday of Nov.

The Organizational Management specialty exam is a 3½-hour exam administered Saturday afternoon. Certain international centers have been approved to give the exam on days other than Saturday.

Late applications will be accepted February 16-28 and August 16-31 with a late fee of \$50. No applications will be accepted beyond those dates.

Find The Exam Dates Online:

www.iaap-hq.org/certification/exams.html

Member **\$125**

Nonmember **\$175**

Submit Your Application:

Submit completed application and fees

The application is found at:

www.iaap-hq.org/certification/exams

By Mail: IAAP
 10502 Ambassador Drive
 PO Box 20404
 Kansas City, MO 64195

By E-mail: Scan and send
 documents to
 certification@iaap-hq.org

Notification:

You will be notified by e-mail within three business days when the Certification Department has received the application. Those who do not have e-mail will be notified by mail.

Transfer Policy:

If you apply for the exam and decide you will not be prepared in time or if other obligations or health issues prevent you from taking the exam, you may request a transfer to the next examination. Candidates who transfer to the next exam must pay a \$50 transfer fee. Neither the transferred exam fee nor the \$50 transfer fee are refundable.

Your request to transfer must be submitted in writing or e-mail to the IAAP Certification Department by April 1 if registered for the May exam or October 1 if registered for the November exam.

No transfers are given without prior written notice to the IAAP Certification Department.

FAQs

What information will be included on the Organizational Management specialty exam?

- 36%** Organizational Planning
- 27%** Advanced Communication
- 23%** Advanced Administration
- 14%** Team Skills

Useful Websites:

IAAP Certification Online:
www.iaap-hq.org/certification

Exam Review Materials:
www.iaap-hq.org/certification/exams

IAAP Membership Information:
www.iaap-hq.org/join

Am I required to be a member of IAAP before taking the Organizational Management specialty exam?

No, although members of IAAP do receive discounts on exam fees and some study materials. Details on member benefits are on the IAAP website (www.iaap-hq.org).

How do I find out where the exams are given?

The list of exam centers can be found on the IAAP website at www.iaap-hq.org/certification/exams. Not all centers listed are used for each exam, so candidates are asked to make three choices of possible centers. Candidates will be notified of their center assignment approximately one month before the exam.

Do I need to attend college classes before I take the exam?

To prepare for the exam, candidates may need three to six hours of upper management courses (or the equivalent in on-the-job management training courses). General knowledge of management theories and all areas listed on the exam will also be tested.

What happens after the exam?

About 45 days after the exam you'll receive a performance report showing either a "pass" or "need." Those who pass will receive a certificate. Scoring is determined by the educators on the Institute for Certification and a psychometric consultant using psychometric data.

Do I receive certification by passing the Organizational Management specialty exam?

No. The professional certification is the CAP rating. The Organizational Management specialty exam is a certificate program.

Is it possible to attain college credit after passing the Organizational Management specialty exam?

That will be determined after a review by the American Council on Education (ACE) probably in 2013.



1. Plan your study around this guide. This guide, which should be used to direct any course of study, includes the outline, bibliography, references for broad review and sample questions.

Comparing the outline with your own background helps you determine what course of study will work best for you.

2. 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, bookstores, etc., for these references.

It is important to use several sources when studying for the Organizational Management specialty exam.

References listed in the bibliography are actual college texts used to write examination questions.

3. Plan your study schedule for each area tested. Plan to spend five to ten hours per week for four to six months, dedicated to intensive study of each area. Without a good background, candidates may need course work at community college level in the areas tested.

4. Some IAAP chapters have study groups. These courses are intended strictly as a review of materials previously studied. Check the IAAP website under About > Chapter Locator for information on IAAP chapters in your area. IAAP does not endorse any particular course of study.

5. Review materials are available in various forms. Metcalf Educational Services has audio CD-ROMs, a PC tutorial, PC mock exams, and flash cards. Keep in mind 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.

6. Review each outline category separately. Whatever methods of study are used, take notes, re-read chapters, use flash cards, and quiz yourself after completing the study of each area.

7. 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.

Tips

to assist you in preparing for the exam

8. Spend a few days before the exam, going 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. Exam day is not the day to cram.

9. Get a good night's sleep the night before the exam.

If you are not familiar with the location of the exam center, take 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. You should take time to calmly arrive at the exam center. Eat a nutritious breakfast.

10. When the exam starts, listen carefully to the proctor's instructions. Properly fill out the answer sheets. Relax. Take a deep breath. Read each question carefully. Do your best.

11. After the exam, don't try to rehash how well you did. Enjoy the evening with your family and friends.

12. Relax and wait for the performance report that will be mailed to you approximately 45 days after the exam.



Suggestions

for establishing a study group



A group leader may assign one or more study sessions to one course or several. One or more courses may be completed during one year. The study group may be scheduled once a week for three hours, or the instructor can plan options to fit student or instructor requirements.

Participation in a study group is not mandatory prior to taking the exam. Study groups are designed to refresh, update, and help candidates prepare to take the examination. **Group participants are expected to have a basic knowledge of the topics to be covered in the study.** When potential participants do not have this knowledge, they should be encouraged to enroll in a regularly-scheduled course in a postsecondary institution. 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.

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

Appropriate textbooks and references are listed in the bibliography of each Exam Guide. **It is important to use references in those guides.**

Group leaders need to correlate the text material with the topics on the Outline section of the guidebooks. **Textbooks which have the broadest coverage of the topics listed will be most suitable for use.** Use of other reference materials should be encouraged and may be shared.

3. Planning

Adapt the schedule to the needs of the group.

In all cases, the course of study/discussion should relate to the current exam outline.

Meet as a group.

Review the outline.

Review the study tips.

Establish the schedule. It could be four weeks for two hours a week, six weeks for 90 minutes a week; see what works best for the group.

Reiterate this is a study group to review materials already known.

Outside study is necessary for each group member.

Group leader is not there to teach—leader is there to guide the discussion.

Group leaders may want to assign outline categories to a variety of people. Group leaders need to be prepared to step in if that individual has to drop out. Group leaders need to touch base with each candidate from time-to-time throughout the time the group is meeting.

4. Suggested Time Schedule

Two to three hours a week is suggested for meeting with the group. A recommended schedule of 30–40 group hours is recommended for each exam.

This schedule should provide adequate time to review all areas of the outline. Group leaders should encourage candidates to study and read liberally from supplemental sources in addition to course requirements. All students should have a copy of this guide to assist in their exam preparation.

5. Notify IAAP

Approval must be gained from IAAP before using trademarks and logos. IAAP does not endorse any particular study group.

Outline

Organizational Management
specialty exam



Items: Approximately 175

Time: 3½ Hours

Organizational Planning36%

Critical thinking and decision making
Strategic planning
Communicating mission and values
Allocating resources

Advanced Communication.....27%

Nonverbal
Presentation techniques
Legal issues
Professional protocol

Advanced Administration23%

Mentoring and training
Conducting research
Coordinating projects
Delegating and empowering

Team Skills14%

Team building and leading
Group problem solving
Resolving conflict
Conducting meetings

**Candidates will also need a knowledge base of general management theories,
and of all areas tested on the CAP examination.**

Bibliography

Organizational Management specialty exam

The references listed are actual college texts used to write the examination questions. Use the latest edition (not more than two years old) of at least one of these references or similar college-level textbooks for each major subsection of the examination.

Candidates for the Organizational Management specialty exam will also need a general knowledge base from the eight areas tested on the CAP exam.

References listed for the CAP exam may also be used in writing items for the Organizational Management specialty exam.

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.



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

Bovee and Thill. *Business Communication Today*. Pearson Prentice-Hall.

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

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

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

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

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

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

Sample Questions

Organizational Management specialty exam

Directions: Each of the numbered questions is followed by answers. Select the **ONE** letter response that is **BEST** in each case. Check your answers with the answer key provided at the end of the exam.

Notes

The Physical Therapy Assistant

Hinton is a physical therapy assistant who has worked for 17 years in a small town hospital. His only training, 17 years ago, was a one-year program that legally entitled him to work as a therapy assistant. During the last 15 years, this hospital has been sequentially acquired by numerous health organizations. After the last acquisition, Hinton had some concerns about job security but thought his job was safe.

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

1. How should the new owners communicate the changes to Hinton?
 - A) Send Hinton an e-mail
 - 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 the hospital assist Hinton?
 - A) Provide Hinton an excellence reference
 - B) Reimburse Hinton for the cost of the training
 - C) Give Hinton a list of schools
 - D) Offer Hinton a housekeeping position
3. Whose responsibility was it for Hinton to meet the new requirements?
 - A) Insurance carrier
 - B) Hinton
 - C) Hospital administration
 - D) Physical therapist certification board

Notes

4. If he wants to keep his job at the hospital, what is the best action for Hinton to pursue?

- A) Sue the hospital
- B) Attempt to acquire a waiver for training based on experience
- C) Acquire the necessary credentials
- D) Apply at another health care facility

5. The administration discovers that 50% of its therapists fail to meet the current requirements. What should the administration do?

- A) Assign a mentor to each therapist lacking credentials
- B) Immediately implement an on-the-job recertification/work program
- C) Advertise for replacements
- D) Notify all employees that they have 13 months to obtain certification

Accounting Associates

Accounting Associates is a small professional accounting firm best described as a simple structure with little formalization. Decision making is concentrated with the three partners, all CPAs. However, the partners have hired Simpson as office manager in charge of day-to-day operations. Simpson manages two full-time bookkeepers, a receptionist, a filing clerk, and one part-time employee. Simpson herself does some write-up and tax work, but is not a degreed accountant. In addition, a friend of one of the partners subleases some office space and occasionally secretarial assistance from Simpson's staff.

Simpson was so excited when she accepted the job, but after two weeks is discouraged. One of the full-time bookkeepers is not knowledgeable. This morning he asked Simpson, "What's a capital account?" A few minutes ago, he cheerfully queried, "What's accrual accounting?" Simpson cringed and thought, "I don't suppose I should ask him to calculate ending inventory, amortization or depreciation! But if he asks me to explain the difference between a debit and credit, he's gone or I'm gone." By contrast, the other bookkeeper is attending the local college and knows all the answers. Yesterday, she lectured Simpson on profitability measures and suggested that Simpson carefully manage the office's variable costs. The partners hold Simpson accountable for costs, though she has relatively 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."

Because the part-time employee is the easiest to work with, Simpson is spending too much time with him. He seems genuinely interested in efficiency. He is learning how to use an electronic spreadsheet and create macros. Simpson likes his initiative, It reminds her of her own drive and determination.

When the receptionist calls to Simpson saying, "The dry cleaners called to say that they still have not found the partners' orders," she shrugs her shoulders, indifferent to this latest affront.

Notes

6. The major problem of the partners at Accounting Associates is

- A) establishing parity between authority and responsibility
- B) not monitoring costs
- C) not monitoring revenues
- D) avoiding upward delegation

7. Partners could better delegate to Simpson if they

- A) used Theory X
- B) lack the time to do the work
- C) clarified her role and responsibilities
- D) each communicate their individual priorities

8. If the partners empower Simpson, results will be that

- A) tasks are readily accepted
- B) interpersonal relationships are unchanged
- C) organizational inefficiency increases
- D) motivation is no longer necessary

9. The part-time employee reminds Simpson of her own drive and determination. Simpson's attention to this employee illustrates

- A) the bureaucratic process
- B) leader member exchange theory
- C) attribution theory
- D) initiating structure

10. Simpson's response to the dry cleaners' call indicates that she feels stress. Some of the stress is due to

- A) incompetency
- B) role conflict
- C) uncertainty regarding job evaluation
- D) span of control

Examination Preparation

Listed below are References for Broad Overview that can be used in preparation for the exam. **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 this guide.** The guide should be used to direct any course of study for the examination.

The examination is not written from the references for broad overview. Books listed in this guide are actual college texts used to write examination questions. It is recommended 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 tested. General knowledge of management theories will also be needed.

Answer Key

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

References for Broad Overview

Current editions of the following references may be helpful for broad range review:

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

Business Week

Research (Google search)

Fortune

Wall Street Journal

Review of common workplace terms

Forbes

Review of general management theories

Metcalf Educational Services CAP® Exam Review,

available from: PO Box 678, Logan, UT 84323-0678.

Phone 435-753-2222; Fax 435-753-7727

E-mail: support@capreview.com

Website: www.capreview.com



Available materials include: CD and Mock Exam, Audio

CD-ROMs, Flash Cards, Spiral-Bound Textbook

IAAP does not endorse or guarantee any particular course.

Taking a review course does not guarantee passing the Organizational Management specialty exam.

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



Certified Professional Secretary®, CPS®, Certified Administrative Professional® and CAP® are registered service marks of the International Association of Administrative Professionals®, IAAP®.

For More Information

IAAP
Certification Department
10502 NW Ambassador Drive
PO Box 20404
Kansas City, MO 64195-0404

tel: 816-891-6600
e-mail: certification@iaap-hq.org
web: www.iaap-hq.org