



Dear CMA Part 4 Candidate,

You have arrived at the final step of your CMA journey. Part 4 is designed to be a culminating experience, combining new material and all of the previous topics that you have studied. Part 4 is also unique because it is a written response exam instead of a multiple-choice exam. Many candidates find the Part 4 exam more challenging to prepare for than the other exams. However, just arriving at this point means that you are among the dedicated individuals who get this far, and you should be proud of your accomplishment of passing Parts 1, 2 and 3.

Your HOCK textbook and flash cards for this exam include only the new material for Part 4. Because success on the first three exams is required in order to sit for the Part 4 exam, we assume that you already have materials to review for the comprehensive portion of this exam. If you took good notes as you prepared for the Parts 1, 2 and 3 exams, you will find those notes very helpful in your review, and your review should go faster.

Even if you received a waiver for the CMA Part 1 exam and did not sit for it, you may still find that you need study materials for Part 1 to properly prepare for Part 4. We recommend that you look over the ICMA's Learning Outcome Statements for the Part 1 exam to determine whether or not you will need study materials.

The IMA's Statement of Ethical Professional Practice is an important part of this exam. You will need to be able to quote the sections of it that apply to a particular situation and discuss their relevance. Ethical considerations could also be integrated with any question on any topic.

The comprehensive portion of this study plan is less structured than the study plans for the first three exams. While anything from the first three exams could be tested in Part 4, it is not necessary to know the material from the first three Parts in as much depth as you knew it for those exams. However, you do need to be able to integrate the material from the first three exams with management concepts and ethics concepts. It is important to know the issues, benefits, limitations, costs, risks, advantages, disadvantages, etc. of various management decisions as well as the effect(s) they could have on employee behavior.

We wish you every success in this, your final step to completing your CMA journey, and we stand ready to assist you however we can. If you have any questions during your preparation, please do not hesitate to contact us.

Sincerely,

A handwritten signature in black ink that reads "Brian J. Hock". The signature is written in a cursive, slightly slanted style.

Brian Hock, CMA, CIA

President and CEO

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Administrative Task: As you begin your studies for CMA Part 4, decide when you want to take the exam. The exam is offered only during the months of April, August, and December. Whichever month you choose, you should probably register for the exam about 6 weeks before you plan to take the exam.

The ICMA states that they process exam registrations within 3 to 4 business days, and they send the authorization number out by the U.S. postal service. Therefore, it could take 1-2 weeks for persons in the U.S. to receive their authorization number after registering and much longer for persons outside the U.S. After you have registered, you can send an email to the IMA at ima@imanet.org and ask them to send your authorization number to you by email so you can get it sooner. But you must make a special request to receive it by email if you want to receive it that way.

Your exam registration will authorize you to take the exam within the next one-month authorization window. Registrations for Part 4 received on or after April 16th, August 16th, or December 16th will be registered for the following testing window.

The ICMA recommends that you schedule your exam appointment at least 4 weeks before your desired date to insure your first choice of date, time, and location.

Since you will need 1-2 weeks for your registration to be processed and then 4 weeks to schedule your exam appointment, you should register 5-6 weeks before you expect to take the exam.

Using the Part 4 Practice Questions: While preparing for the CMA Part 4 exam, you will use Practice Questions in the same style and format as the current exam questions. Each Unit in the Study Plan will list the Practice Questions you should complete as part of that Unit. The Practice Questions are available from My Studies on our web site and are in Adobe Acrobat (pdf) format. Answers to the Practice Questions are in a separate file.

In order to simulate the actual Prometric testing environment, we have formatted the Practice Questions so that they can be viewed on one-half of the computer screen. Size the Adobe Reader window so that it is as long as your monitor and fills the left half of your screen. Then, open Notepad or any similar basic text editor (not a full word processor like Microsoft Word) and position the Notepad window beside the window containing the questions. Size the Notepad window so that it is as long as your monitor and fills the right half of your screen. With the Adobe Reader question window on the left and the Notepad answer window on the right, compose your answers to the questions directly into the Notepad window as you read the questions in Adobe Reader.

We are not able to calculate a score for your answer. However, by comparing your answer with the suggested answer, you should be able to get a good idea of whether you know enough about the topic. The real value in this exercise is in learning what kind of questions you might face and becoming comfortable with reading a long question on the screen and composing your answer directly on the computer.

The ICMA has provided one sample question with a grading guide, which you can also download from My Studies. This should help you get a feel for how the essays are graded.



CMA Part 4 Study Plan

Unit 1: 1 Week

A. Organization Management

The topic of Organization Management is almost half of the new material in CMA Part 4. These are qualitative topics, not quantitative ones, and there are a lot of different theories, names and terms that you will need to be familiar with for the exam. An exam question may ask you to simply identify the basic tenets of a theory, or you may be asked to suggest ways that a particular management theory could be applied to a given circumstance. Either way, you will need to know the various terms, what each approach to management includes, and what situations it may be used in. Know the names of the theorists' and what each theory includes. Learn advantages, disadvantages, what the issues are and how to deal with them, and so forth. You will probably need to do some memorization; the flash cards may help with this.

After you have finished reading and studying this topic, complete Practice Question #1 - Teams Management and #2 - Job Enrichment.



CMA Part 4 Study Plan
Unit 2: 1 Week
B. Organization Communication,
C. Behavioral Issues, and D. Ethical Considerations

As with the topic of Organization Management, these topics are qualitative and will require memorization.

In the Organization Communication section, the most important concept is Deterrents to Effective Communication. However, in order to discuss those and what to do about them, you need to know the background on general communication theory.

After you have finished reading and studying Organization Communication, complete Practice Question #3 - Communication.

In Behavioral Issues, you will need to be able to integrate the behavioral concepts with concepts from other exam parts. As you are reading that section, think about how behavioral issues can become a consideration in other management accounting processes, such as budgeting and cost allocations. Cost allocations and other accounting concepts such as transfer pricing are integrated into the topic of Performance Evaluation.

After you have finished reading and studying Behavioral Issues, complete Practice Question #4 - Performance Report.

In the Ethical Considerations section, you will find the IMA's Statement of Ethical Professional Practice in its entirety. You will need to know this statement very well in order to be able to quote the relevant portion(s) of it and be able to apply it to the situation presented by giving the specifics of actions to be taken. This will need to be very explicit; ethics is not a topic that you can bluff your way through.

After you have finished reading and studying Ethical Considerations, complete Practice Questions #5, #6, #7 and #8 on Ethics.



CMA Part 4 Study Plan Unit 3: 2 Weeks Review CMA Part 1 Topics

Begin your review of the CMA Part 1 exam topics by doing study sessions in ExamSuccess from each of the topics and subtopics in Part 1 to find out where you are weak. It is not necessary to do all of the available questions; a sampling from each subtopic will do. Then, re-read and re-study in the textbook the topics that you did not do well on.

If you took notes as you were studying for the Part 1 exam, review them now.

As you are reviewing, think about ways in which each topic could be applied to a management situation. Know the benefits, advantages, disadvantages, effect on employee behavior, etc. It is more important to have a good understanding of the major topics and the issues relating to them than it is to know every little detail about a subject.

You may know someone who has taken the Part 4 exam and has told you that certain topics were or were not asked on their exam. Do not expect that you will get questions on the same topics on your exam. There are several different versions of the exam at any given time, and furthermore, the questions are changed frequently. Any topic is fair game on this exam.

After you have finished your review, complete Practice Questions #9 - Linear Programming and Marketing; #10 - Internal Audit; #11 - Minimum Wage; and #12 - Liquidity Ratios.

If you would like even more practice with the written response style of questions, there are Supplemental Problems for Part 1 available in My Studies. The Supplemental Problems are previously released questions from the ICMA from the 1990s when the CMA exam was still written response rather than multiple-choice. Do not be concerned if some of the content does not exactly match the topics that you have been studying. These problems can still be used to test your knowledge of the major topics and practice answering more complex questions.



CMA Part 4 Study Plan Unit 4: 2 Weeks Review CMA Part 2 Topics

Begin your review of the CMA Part 2 exam topics by doing study sessions in ExamSuccess from each of the topics and subtopics in Part 2 to find out where you are weak. It is not necessary to do all of the available questions; a sampling from each subtopic will do. Then, re-read and re-study in the textbook the topics that you did not do well on.

If you took notes as you were studying for the Part 2 exam, review them now.

As you are reviewing, think about ways in which each topic could be applied to a management situation. Know the benefits, advantages, disadvantages, effect on employee behavior, etc. It is more important to have a good understanding of the major topics and the issues relating to them than it is to know every little detail about a subject.

You may know someone who has taken the Part 4 exam and has told you that certain topics were or were not asked on their exam. Do not expect that you will get questions on the same topics on your exam. There are several different versions of the exam at any given time, and furthermore, the questions are changed frequently. Any topic is fair game on this exam.

After you have finished your review, complete Practice Questions #13 - Revenue Recognition; #14 - Cash Budgeting, Pricing and Marketing; and #15 - Budgeting and Costing.

If you would like even more practice with the written response style of questions, there are Supplemental Problems for Part 2 available in My Studies. The Supplemental Problems are previously released questions from the ICMA from the 1990s when the CMA exam was still written response rather than multiple-choice. Do not be concerned if some of the content does not exactly match the topics that you have been studying. These problems can still be used to test your knowledge of the major topics and practice answering more complex questions.



CMA Part 4 Study Plan Unit 5: 3 Weeks Review CMA Part 3 Topics

Begin your review of the CMA Part 3 exam topics by doing study sessions in ExamSuccess from each of the topics and subtopics in Part 3 to find out where you are weak. It is not necessary to do all of the available questions; a sampling from each subtopic will do. Then, re-read and re-study in the textbook the topics that you did not do well on.

If you took notes as you were studying for the Part 3 exam, review them now.

As you are reviewing, think about ways in which each topic could be applied to a management situation. Know the benefits, advantages, disadvantages, effect on employee behavior, etc. It is more important to have a good understanding of the major topics and the issues relating to them than it is to know every little detail about a subject.

You may know someone who has taken the Part 4 exam and has told you that certain topics were or were not asked on their exam. Do not expect that you will get questions on the same topics on your exam. There are several different versions of the exam at any given time, and furthermore, the questions are changed frequently. Any topic is fair game on this exam.

Note: The review for Part 3 is 3 weeks, rather than 2 weeks like for Parts 1 and 2. This is because those candidates who have taken the Part 4 exam have consistently indicated an emphasis being placed on the Part 3 materials. Since this is the Certified *Management* Accountant exam, we find this reasonable in light of the greater coverage of Management topics in Part 3 compared to Parts 1 and 2.

After you have finished your review, complete Practice Questions #16 – Incremental Cash Flows for Capital Budgeting; #17 – Break-Even and Pricing; #18 – Future Value, Costing and Effect of Taxes; #19 – Pricing; #20 – Financing; #21 – Strategic Planning; and #22 – Investment Decisions.

If you would like even more practice with the written response style of questions, there are Supplemental Problems for Part 3 available in My Studies. The Supplemental Problems are previously released questions from the ICMA from the 1990s when the CMA exam was still written response rather than multiple-choice. Do not be concerned if some of the content does not exactly match the topics that you have been studying. These problems can still be used to test your knowledge of the major topics and practice answering more complex questions.



CMA Part 4 Study Plan Unit 6: 1 Week Review

Prior to your exam and after you have completed studying, you will want to at least skim through the Part 4 material one more time. While doing this, you won't want to focus on any individual idea or topic. Simply make certain that you are familiar with all of the topics, both large and small, and refresh your memory as to the key terms and ideas.

Be sure that you have memorized the IMA's Statement of Ethical Professional Practice. You will need to be able to quote specific sections of it when taking the exam, and apply those sections to the situation presented. Ethics is not a topic that you can bluff your way through.

If you have not been using them up to this point, now is a good time to use the flash cards. You can use them to review both Part 4 and the other Parts. The flash cards do not cover every little detail in the materials, but they address the main topics, definitions and formulas that are most likely to be tested. Get out the flash cards whenever you can, even for a few minutes. Use them to drill on any formulas or theories that you need to memorize.

One other thing that you will want to do before taking the Part 4 exam is use the online demo of the Prometric environment to get a better feel for the exact screens that you will be using when taking the exam. You can access the demo environment at the following URL:

<http://www.prometric.com/icma/demo.htm>

Note: The Prometric demo requires Internet Explorer and will not work with Firefox, Safari, Opera, or any other browser. Depending on your security settings, you may need to give special permission for the demo software to install in Internet Explorer.

Our final piece of advice for the Part 4 exam is not to get too bogged down in entering and formatting your answers. It is more important to have the correct answer than have it be perfectly formatted. As long as your answer is reasonably presented, you will not be penalized for the way it looks. You will also not be graded on your spelling or grammar.

And as always, if you have any questions at all, contact the HOCK team and we will be happy to help you.