



# IIA-CIA-PART3<sup>Q&As</sup>

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### QUESTION 1

When an organization depends to a great extent on its environment, which of the following statements best characterizes the relationship among an organization's environment, the level of uncertainty it faces, and its structure? The more dynamic and complex the environment, the

- A. More uncertainty the organization will face and the more organic the structure should be.
- B. More uncertainty the organization will face and the more mechanistic the structure should be.
- C. Less uncertainty the organization will face and the more autocratic the structure should be.
- D. Less uncertainty the organization will face and the more organic the structure should be.

Correct Answer: A

A dynamic and complex organizational environment faces constant change, so the level of uncertainty increases. The more uncertainty an organization faces, the more organic the structure should be. Organic organizations tend to be flexible and adaptive to change.

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### QUESTION 2

The manager of a team of actuaries has been asked to develop the basic pricing structure for a new health insurance product. The team has successfully designed other pricing structures in recent years. The manager was assigned to the team 6 months ago that is the best leadership style for the manager of this team?

- A. Directive.
- B. Supportive.
- C. Participative.
- D. Achievement-oriented.

Correct Answer: C

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### QUESTION 3

Which of the following statements about group decision making is most likely false?

- A. There is a lack of responsibility for group decisions.
- B. Group decision making is almost always less efficient than individual decision making.
- C. The desire by individual members to be accepted by the group often restrains open disagreement.
- D. Group decision making tends to be less creative than individual decision making.

Correct Answer: D

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Groups tend to be more creative than individuals because diversity of member views generally results in the consideration of more alternatives for solving a problem but the social pressure to conform also may inhibit creativity.

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#### QUESTION 4

An organization's board of directors is particularly focused on positioning the organization as a leader in the industry and beating the competition.

Which of the following strategies offers the greatest alignment with the board's focus?

- A. Divesting product lines expected to have negative profitability.
- B. Increasing the diversity of strategic business units.
- C. Increasing investment in research and development for a new product.
- D. Relocating the organization's manufacturing to another country.

Correct Answer: B

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#### QUESTION 5

Which of the following is a product-oriented definition of a business rather than a market-oriented definition of a business?

- A. We are a people-and-goods mover.
- B. We supply energy.
- C. We make movies.
- D. We provide climate control in the home.

Correct Answer: C

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