



# IIA-CIA-PART4<sup>Q&As</sup>

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### QUESTION 1

Which of the following is a source of global competitive advantage?

- A. Low fixed costs.
- B. Production economies of scale.
- C. Weak copyright protection.
- D. Intensive local service requirements.

Correct Answer: B

Production economies of scale exist when a firm can produce and sell the output at which the average total cost of production is minimized. (The archetypal example is oil refining.) In other words, economies of scale in centralized production may yield a cost advantage achievable only when output exceeds the demand in one country, and exports are feasible.

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### QUESTION 2

A network organizational structure is one in which:

- A. An employee reports to two bosses.
- B. Authority and responsibility are concentrated at the top of the organization.
- C. Labor is specialized.
- D. Major business functions are subcontracted to third-party providers.

Correct Answer: D

The subcontracting of major business functions to others is a feature of network structures.

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### QUESTION 3

Job enrichment is a motivational approach used by management that:

- A. Emphasizes the need for close supervision.
- B. Is based on Maslow's analysis of survival needs.
- C. Is based on Herzberg's analysis of factors extrinsic to the work.
- D. Applies the principle of worker participation.

Correct Answer: D



Job enrichment increases the scope of boring, repetitive tasks by using more of the employee's skills and allowing the employee more power to make decisions concerning the job, such as order of tasks, etc. Thus, it encourages worker participation in decisions previously made by management.

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#### QUESTION 4

People with a high need for achievement usually do not:

- A. Perform best when they perceive risks are high.
- B. Seek situations in which they can attain personal responsibility for problem solving.
- C. Function effectively as salespeople.
- D. Prefer frequent and unambiguous feedback.

Correct Answer: A

People with a high need for achievement prefer tasks of intermediate difficulty. They want success or failure to be the result of their own actions. High achievers avoid easy tasks because of the lack of challenge and difficult tasks because of the low probability of success.

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#### QUESTION 5

Two managers have been arguing about the distribution of money for capital investment projects affecting their respective production units. All of the projects are worthwhile and significantly exceed the organization's required rate of return. The approach that would create a win-win solution for the managers under these circumstances would be to:

- A. Smooth the differences of the two managers by emphasizing their common interests.
- B. Alter the attitudes and behaviors of the managers so that agreement can be reached.
- C. Force the managers to compromise by asking each of them to give up something.
- D. Expand the resources available so that both manager's projects can be funded.

Correct Answer: D

Expanding the pool of scarce resources, in this case, the money available for capital projects, permits both managers to achieve his/her objectives without having to give up anything of value. Thus, each side wins.

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