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QUESTION 1

With the shift in some countries' economies toward service industries, a new form of organization has developed. This organization structure is referred to as the professional bureaucracy. While this structure resembles the machine bureaucracy which relies on standardized work processes) in several respects, it is different in one key aspect. This significant difference is that in a professional bureaucracy:

- A. Senior management has had to give up a substantial amount of control.
- B. Tasks are accomplished with a high degree of efficiency.
- C. There is strict adherence to rules.
- D. There is a tendency for subunit conflicts to develop.

Correct Answer: A

A professional bureaucracy e.g., a university or library) is a complex and formal but decentralized organization in which highly trained specialists have great autonomy. The jobs performed by these professionals require years of education and training. By their nature, such jobs can be performed effectively only if the employees are afforded substantial autonomy.

QUESTION 2

Which one of the following statements about quality circles is false?

- A. A quality circle is typically comprised of a group of 8 to 10 subordinates and supervisors.
- B. Part of the quality circle concept includes teaching participants communication skills, quality strategies, and problem analysis techniques.
- C. Quality circles meet on the company premises and on company time.
- D. The quality circle has the final control over implementation of recommended solutions.

Correct Answer: D

Use of quality circles is a form of participative management. A quality circle is a group of up to 10 individuals (managers and subordinates) who do similar work and who volunteer to meet weekly to discuss and solve work-related problems. However, management retains the right to make the final decisions.

QUESTION 3

A runner-up firm in a market may choose a market-challenger strategy. Which general attack strategy adopted by a market challenger is directed at a gap in customer need fulfillment?

- A. Guerilla warfare.
- B. Bypass attack.
- C. Frontal attack.



D. Flank attack.

Correct Answer: D

A flank attack may be directed at a geographic or segmental weakness of the target (an underserved market) or an unmet need (such as the desire for more healthful fast food). A flank attack succeeds when market segments shift. The result is a gap in need fulfillment that the attacker can convert into a strong position in a profitable segment.

QUESTION 4

Which of the following conflict resolution techniques has the goal of maintaining harmonious relationships by placing another's needs and concerns first?

- A. Accommodation.
- B. Compromise.
- C. Collaboration.
- D. Avoidance.

Correct Answer: A

The goal of accommodation is maintaining harmonious relationships by placing an emphasis on another's needs and concerns.

QUESTION 5

A purchasing agent placed a rush telephone order with a supplier. The clerk in the supplier's office repeated the order specifications back to the purchasing agent. No written confirmations were exchanged. The shipment arrived late and was of the wrong quantity.

However, the purchasing agent was unable to prove that the shipment was unsatisfactory. What link of the communication chain has failed in this scenario?

- A. Encoding.
- B. Decoding.
- C. Medium.
- D. Feedback.

Correct Answer: C

In the communication process, the medium is the channel through which the communication flows. The failure in this case was caused by the choice of a medium that did not create a permanent record of the facts of the communication. A multinational firm was attempting to buy a controlling interest in a medium size US \$10 million annual sales) foreign metal-working firm. The multinational firm's negotiator in the foreign country sent the following email: "The foreign firm won't deal unless 51% ownership." The executive committee of the multinational firm, not wanting a minority interest, then canceled the deal. Upon returning to the multinational firm, the negotiator pointed out that the foreign firm wanted to sell no more than 51% ownership in order to retain at least 49%. Thus, the deal could have been made.



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