



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

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### QUESTION 1

The use of power in an organization may be defined as the ability to influence employees to do what they would not ordinarily do. The exercise of this power:

- A. Affects decisions, behavior, and situations.
- B. Tends to be accepted by employees only when it is based on legitimate power.
- C. Is most likely to be accepted by employees when a manager's source of power is informal.
- D. Requires the authority to manage.

Correct Answer: A

The exercise of power affects the decisions made by employees, for example, as the result of advice offered by someone with expert power. It also affects behavior, for example, as the result of a warning from someone with coercive power. Moreover, the exercise of power affects situations, for example, a change in the nature or type of resources used in operations effected by someone with any base of power.

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### QUESTION 2

What strategy seeks to gain a larger share of a current market for a current product?

- A. Market penetration.
- B. Market development.
- C. Product development.
- D. Diversification.

Correct Answer: A

Market penetration is the percentage of potential users of a product in a current market who buy the product. A firm's market penetration strategy may be to (1) convince its current customers to increase their usage frequency, (2) convince other firms' customers to switch, or (3) convert nonusers in the target market.

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### QUESTION 3

The email received by the executive committee was faulty. In terms of the links in the communications process, the error occurred because of:

- A. Noise in the communication chain.
- B. The sender's perception.
- C. Message encoding.
- D. The choice of transmission medium.



Correct Answer: C

Encoding is the sender's packaging of an idea for better understanding. It entails translating the message into symbols that can be transmitted through the chosen medium of communication and then decoded by the recipient. In this example, the sender's wording of the message was misleading. 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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#### QUESTION 4

One of the keys to successful redesigning of jobs in order to motivate employees is:

- A. Creating autonomous work teams.
- B. Enlarging jobs by adding more tasks similar to tasks being performed.
- C. Rotating workers to different jobs to provide the workers with variety.
- D. Changing the content of jobs so that the jobs fit each worker's need for growth.

Correct Answer: D

One of the major principles of successful job design and redesign is to consider employee needs and skills and match them with jobs. An alternative is to change the jobs to fit those needs and skills. The objective is to conform to strengths and to avoid weaknesses.

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#### QUESTION 5

The organizational chart:

- A. Is used only in centralized organizations.
- B. Is applicable only to profit-oriented companies.
- C. Depicts only line functions.
- D. Depicts the lines of authority linking various positions.

Correct Answer: D

An organizational chart is used to represent the organizational structure of an entity. It normally resembles a pyramid, with the chief executive on top and the operating work force on the bottom. Lines show reporting relationships, lines of authority, and task groupings. An organizational chart depicts promotional or career tracks and illustrates the span of control and the number of organizational levels.