



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

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### QUESTION 1

Which of the following is generally true regarding a manager's span of control?

- A. Narrow spans of control are typically found in flat organizations, those with few hierarchical levels.
- B. An organization with narrow spans of control needs more managers than those with wide spans.
- C. Wider spans of control mean higher administrative expense and less self-management.
- D. Wider spans of control help ensure good internal controls and policy compliance throughout an organization.

Correct Answer: B

Span of control (span of management or span of authority) is an upper limit to the number of people who can be effectively and efficiently supervised by one person. Narrow spans of control mean that the ratio of those supervised (subordinates) to those doing the supervision (managers) is lower. Hence, more managers are required.

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### QUESTION 2

As a conflict resolution strategy, optimizing (or a win-win strategy) is most appropriate when:

- A. The benefits being contested cannot be changed.
- B. The relationship between the parties is likely to continue.
- C. People are deeply committed to established habits and patterns.
- D. Time is scarce and the manager's patience is wearing thin.

Correct Answer: B

Optimizing or problem solving entails addressing the source of conflict and finding alternative strategies that benefit all parties. It promotes cooperative, positive attitudes that transfer to other organizational behaviors. Hence, optimizing may be worth the expenditure of more resources than other strategies because it improves the future relationship of the parties.

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### QUESTION 3

Communication must occur in various directions within an organization. The kind of communication that is the slowest is:

- A. Upward.
- B. Downward.
- C. Horizontal.
- D. Diagonal.

Correct Answer: A



The directions of communication are upward, downward, horizontal, and diagonal. Upward communication is from a subordinate to a superior morale surveys, grievance procedures, interviews, conferences). It is usually slower and must overcome more barriers than other directions of communication. Moreover, subordinates may be hesitant to communicate with superiors when interpersonal problems arise.

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#### QUESTION 4

Which of the following is true regarding Fiedler's studies of contingency theory?

- A. The three dimensions to contingency theory are position power, task structure, and relationship structure.
- B. The two types of leaders that emerged from Fiedler's studies include task-oriented style and leader-member style.
- C. Placement of leaders in the organization is not as important as the leaders' leadership skills.
- D. People become leaders not only because of personality attributes, but also because of various situational factors and the interaction between the leaders and the situation.

Correct Answer: D

According to Fred E. Fiedler's contingency theory, people become leaders not only because of personality attributes, but also because of various situational factors and the interaction between the leaders and the situation. Thus, the right person at the right time may rise to a position of leadership if his or her personality and the needs of the situation complement each other.

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#### QUESTION 5

A small engineering consulting firm accepts special projects from customers in a variety of fields. Its choice of an organic organizational design was most likely based on its:

- A. Lack of concern for self-fulfillment of employees.
- B. Preference for formal communication.
- C. Adoption of directive leadership style.
- D. Participative decision making processes.

Correct Answer: D

The organic structure is best suited to a company that emphasizes operational efficiency less than the flexibility needed to respond quickly to changes in its environment and the creativity to find solutions to new problems. Decision making in this context tends to rely on input from many sources and requires multidirectional communication. Hence, a horizontal or flat structure typified by project or matrix management will be appropriate.

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