



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

Certified Internal Auditor - Part 4, Business Management Skills

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### QUESTION 1

An audit manager allowed a work group to make a decision about whether to adopt a new work procedure. In allowing the group to make the decision, the manager should be aware that groups tend to make: A. Very conservative decisions and do not want to assume risk.

B. Faster decisions than do individuals because groups have more expertise than does any one person.

C. Decisions that are less accurate than those made by individuals.

D. Riskier decisions than do individuals, and individual responsibility for the group's decision is lessened.

Correct Answer: D

Groupshift is the difference between the decisions that members of a group would make singly and the group's decision. Sometimes the group's decision is more conservative, but more often it is riskier. What apparently occurs is that the group discussion accentuates the initial tendency of the group. The most likely reason for the more frequent shift toward the riskier course is diffusion of responsibility among members of the group. Thus, no one will be wholly to blame for failure.

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### QUESTION 2

Auditor 1 and Auditor 2 are working on similar projects. After looking at Auditor 2's work, Auditor 1 informs Auditor 2 that Auditor 2's project contains many errors and is not acceptable. Auditor 1 discusses with Auditor 2 ways to improve to prevent the errors from happening again. Auditor 2 acknowledges the mistakes and vows to work harder. Auditor 2 listens to Auditor's 1 suggestions, corrects the errors on the current project, and returns a high-quality project. This is an example of:

A. Cooperative conflict.

B. Competitive conflict.

C. Destructive conflict.

D. None of the answers are correct.

Correct Answer: A

Auditor 1's conflict with Auditor 2 is productive because dialogue between the two workers is productive. The workers share the same goals for a high-quality project.

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### QUESTION 3

A construction manager is using a distributive-bargaining approach in negotiating the price of lumber with a supplier. The construction manager will:

A. Concede to the supplier's asking price in order to maintain a positive working relationship.

B. Hire a mediator to negotiate the deal on behalf of the manager.

C. Attempt to get agreement on a price within the settlement range (that is, within both the manager's and supplier's



aspiration ranges).

D. State the resistance point (that is, the highest price acceptable) and ask the supplier to concede.

Correct Answer: C

When using a distributive-bargaining approach, the negotiator operates with a maximum desired result (target point) and a minimum acceptable result (resistance point) in mind. If the ranges of feasible outcomes (aspiration ranges) overlap, an agreement is possible.

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#### QUESTION 4

A manager in a government agency supervises a section of clerical employees who review license applications for approval or denial. The clerical jobs are well defined procedurally and are covered by government regulations. In this case, what is the best leadership style for the manager?

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

Correct Answer: B

A supportive style is best when tasks are highly structured and the authority relationships are clear and bureaucratic. This approach depends on people who want to work, grow, and achieve. The supportive style may be best when tasks are unsatisfying.

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#### QUESTION 5

Which one of the following is least likely to contribute to group cohesiveness in an organization?

- A. Goal consensus.
- B. Subgroup formation.
- C. Leadership acceptance.
- D. Interpersonal trust.

Correct Answer: B

People naturally seek association and group acceptance. Members of groups react to pressures of the group. Groups are often complex, develop their own leaders, exist to fill the needs of the members, and result from the frequent interaction among individuals in the course of their work. In a sense, group members typically have an experience of togetherness. Members develop interpersonal trust for other group members. The formation of small subgroups, however, can splinter the harmony of the large group.



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