



# 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

Among the non-financial rewards to an employee, a paid vacation trip can best be categorized as:

- A. Social reward.
- B. Token award.
- C. Visual/auditory reward.
- D. Manipulatable.

Correct Answer: B

Token awards are normally nonrecurring. They show appreciation for the role of the employee. Other similar examples are gift coupons, stock options, early time off with pay, or dinner and theater tickets.

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### QUESTION 3

In which of the following situations will organizational politics most likely have a significant impact?

- A. When space allocations are made according to objective criteria.
- B. When the budget allows for generous salary increases for all employees.
- C. When promotions are based on an employee's attitude.
- D. When performance outcomes are clearly stated and objective.

Correct Answer: C

Organizational politics, or impression management, is defined by Andrew Durbin as the pursuit of self-interest at work

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in the face of real or imagined opposition." Also, employees tend to believe that pursuit of self-interest at work in the form of career advancement is aided by playing politics. Hence, employees will try to, among other things, manage the impression of their attitudes held by superiors.

#### QUESTION 4

Which approach to understanding leadership focuses on the social skills, judgment, and maturity of the leader?

- A. Behavioral styles theory.
- B. Emotional intelligence theory.
- C. The Ohio State model.
- D. Path-goal theory.

Correct Answer: B

A recent traitist approach is based on the emotional intelligence of leaders, that is, their social skills and judgment, maturity, and emotional control. These abilities can be learned, especially when a manager or employee understands that

immaturity, erratic behavior, and uncontrolled negative emotions have a bad effect on the workplace. According to Daniel Goleman, a leader can acquire social capital through exhibiting the following leadership traits:

1 Self-awareness is knowing oneself.

2 Self-management is the ability to prevent one's mood swings from interfering with positive relationships.

3 Social awareness is understanding the actions and emotions of others. This ability helps a person to adapt in a productive way.

4 Relationship management is an ability possessed by a person who communicates and resolves conflict effectively. Humor and a benign approach are characteristics of people who develop good relationships.

#### QUESTION 5

Coping with fragmentation requires strategic positioning. Which strategic position is a focus strategy that enhances bargaining power with suppliers and increases differentiation?

- A. Backward integration.
- B. Tightly managed decentralization.
- C. Specialization by product type or segment.
- D. Developing formula facilities.

Correct Answer: C

Specialization by product type or segment is a focus strategy that is used to cope with fragmentation. This strategy may enhance bargaining power with suppliers and increase differentiation because of perceived expertise and image. The downside is reduced growth opportunities.



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