

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

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**QUESTION 1**

"But I mailed the order 4 weeks ago, giving the supplier plenty of time," said the parts manager when asked why a critical part was not available. The most likely reason for this failed communication between the parts manager and the supplier was?

- A. Lack of feedback.
- B. Confusing language.
- C. Inappropriate medium.
- D. Perceptual selectivity.

Correct Answer: A

The effectiveness of communication can be determined only by the sender seeking feedback and observing the impact of the communication on the receiver. The sender is obligated to solicit feedback to ensure that the communication process is complete. The receiver should give feedback to the sender. The importance of feedback to check the effectiveness of the communication process indicates the limitations of one-way communications e.g., memos). Effectiveness can only be measured when the sender perceives a change in the receiver's behavior. Thus, the parts manager the sender) should have sought and the supplier the receiver) should have provided, feedback.

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**QUESTION 2**

Which of the following is the best measure of productivity to use to evaluate several departments in a large retail store?

- A. Number of customers served per employee per day.
- B. Revenue per square foot.
- C. Number of units sold per department per day.
- D. Average number of units stocked per month per department.

Correct Answer: B

Productivity is the ratio of real output to a unit of input. Increased productivity is the goal of every organization because its effect is to improve the ultimate measures of performance, such as the profits of a business. For a retail store, a critical output of interest is revenue per square foot. The floor space in the store is a limited resource whose productivity should be analyzed.

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**QUESTION 3**

Which of the following is a management approach to motivating employees?

- I. Providing performance feedback.
- II. Presenting opportunities for responsibility.
- III.

Satisfying personal needs.

- A.
- III only.
- B.
- I and II only.
- C.
- II and III only.
- D.
- I, II, and III

Correct Answer: D

Performance feedback is an important part of goal-based approaches to motivating employees. Moreover, presenting opportunities for responsibilities will motivate employees by helping them meet the personal need for achievement. Thus, satisfying personal needs is a method of motivating employees. Many motivational theories are based on analysis of employee needs.

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#### QUESTION 4

Which of the following would be the best approach for negotiating the purchase of a large number of microcomputers, assuming that both parties follow the same approach?

- A. Review previous demands, concessions, and settlements (precedents).
- B. Attempt to get personal information about the opposing negotiators.
- C. Enter without preconceived ideas about what should be accomplished.
- D. Ask as few questions as possible during negotiations.

Correct Answer: A

The best approach to negotiating a large purchase, assuming that both parties follow the same approach, is to review previous settlements, demands, and concessions to determine what can be achieved. The history of past practices and interactions tends to define current standards of fairness in negotiations.

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#### QUESTION 5

A firm may decide to enter a new business by creating a new entity. After undertaking a structural analysis, the internal entrant chooses an appropriate target industry. The most likely target is an industry in which the entrant:

- A. Will have to develop its own distribution network.
- B. Can raise mobility barriers after entry.

- C. Will not have to compete with a dominant firm that seeks to protect the industry.
- D. Calculates that the costs of retaliation to existing firms are less than the benefits.

Correct Answer: B

A distinctive ability to influence industry structure is another basis for earning above- average profits. Thus, an ability to raise mobility barriers after the firm has entered the industry is a reason to target that industry. Moreover, a firm may be able to recognize that entering a fragmented industry will start a process of consolidation and increased entry barriers.

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