

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

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**QUESTION 1**

Departmentalization is a common form of business integration. Grouping together all related jobs, activities, and processes for a given business objective into a major organizational subunit is an example of:

- A. Product-service departmentalization.
- B. Functional departmentalization.
- C. Geographic location departmentalization.
- D. Customer classification departmentalization.

Correct Answer: A

Departmentation by product or service is growing in importance for multiline, large-scale enterprises and is an outgrowth of functional departmentation. The result is that product-service subunits may be treated as separate businesses with a high degree of autonomy. Managers must therefore have a broad perspective, not a merely functional orientation.

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**QUESTION 2**

A team member who focuses on the overall perspective and reminds others of the vision, mission, or goal of the team informally assumes the role of a:

- A. Contributor.
- B. Collaborator.
- C. Communicator.
- D. Challenger.

Correct Answer: C

A communicator is a people-oriented member. S)he is process-driven and an effective listener. Thus, a communicator plays the role of a facilitator and a consensus builder.

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**QUESTION 3**

In some regions of the world, business is conducted more often through personal relationship building than through legal contracts. This is an example of a

- A. Cultural factor.
- B. Commercial factor.
- C. Technical factor.
- D. Legal factor.

Correct Answer: A

In high-context cultures (e.g., Japanese, Chinese, Arabic, and Korean), much meaning is transmitted by nonverbal cues and situational circumstances. Thus, a person's status in a firm, rank in society, and reputation convey the primary message. In low-context cultures (e.g., Northern Europe and North America), primary messages are transmitted verbally. Hence, precise written contractual agreements are highly valued. In contrast, social events are more highly valued in a high-context culture. Attitudes, tastes, behavior, and social codes are cultural factors. Accordingly, a preference for personal relationships rather than precise written contracts is a cultural factor.

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**QUESTION 4**

The creation of regional free trade zones is a global phenomenon. Trade barriers are lowered in these areas, and other steps are taken to promote economic cooperation. For example, a common currency has been adopted by the nations of:

- A. NAFTA.
- B. Mercosul.
- C. APEC.
- D. The European Union.

Correct Answer: D

The European Union (EU) is a collection of 27 European nations that have lowered trade barriers among member states, and most of the nations share a common currency and trade policy. The euro is the common currency of the European Union.

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**QUESTION 5**

Which one of the following is generally not beneficial to group decision making in an organization?

- A. More information.
- B. Acceptance.
- C. More knowledge.
- D. Dominant members.

Correct Answer: D

Group decision making, such as by committee, works better when the committee is small and the members accept each other as contributing parts of the group. A dominant member is not desirable. The chair should act as a moderator and not be considered threatening or overbearing by the other members.

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