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**QUESTION 1**

Identify the management technique in which employees assist in setting goals, making decisions, solving problems, and designing and implementing organizational changes.

- A. Total quality control.
- B. Job enlargement.
- C. Kanban.
- D. Participative management.

Correct Answer: D

According to Marshall Soshkin ["Participative Management is an Ethical Imperative," *Organizational Dynamics* 12 (Spring 1984):4-22] employees may participate in goal setting, decision making, problem solving, and designing and implementing change. Subject to various individual (values and attitudes), organizational (e.g. job design and company culture), and environmental (such as technological change and competition) contingencies, workers who participate in the aforementioned ways should experience greater autonomy and find their tasks more meaningful. In turn, this experience should lead to satisfaction, challenge, security, and acceptance and commitment. Ultimate results are innovation and improved performance and productivity.

QUESTION 2

Which audit approach should be employed to test the accuracy of information housed in a database on an un-networked computer?

- A. Submit batches of test transactions through the current system and verify with expected results.
- B. Use a test program to simulate the normal data entering process.
- C. Select a sample of records from the database and ensure it matches supporting documentation.
- D. Evaluate compliance with the organization's change management process.

Correct Answer: C

QUESTION 3

In the Boston Consulting Group (BCG) growth-share matrix, which strategic business units generate large amounts of cash, need heavy investment to grow and maintain competitive positioning, but usually have modest net cash flow?

- A. Cash cows.
- B. Question marks.
- C. Dogs.
- D. Stars.



Correct Answer: D

A star is a business with a strong competitive position in a growth industry. It has a high relative market share, and the market growth rate is high. Thus, the industry is robust, and the SBU is highly attractive. Net cash flow is modest because investment is heavy, although stars generate large amounts of cash.

QUESTION 4

Which of the following would increase understanding of a complex and ambiguous situation confronted by an organization?

I. Brainstorming.

II. Polling.

III.

Lateral thinking.

A.

I only.

B.

I and III only.

C.

II and III only.

D.

I, II, and III.

Correct Answer: B

Brainstorming is a method of group decision making that nonjudgmentally records all ideas offered. By encouraging groups to identify novel or unusual contributions, brainstorming helps make all of the elements of a problem and its resolution visible. Lateral thinking explores different ways of viewing an issue. Taking alternative perspectives increases the likelihood of finding better solutions. However, by identifying views without further analysis, polling does not increase understanding of a complex situation.

QUESTION 5

Which of the following strategies is most appropriate for an industry that is in decline?

A. Invest in marketing.

B. Invest in research and development.

C. Control costs.



D. Shift toward mass production.

Correct Answer: C

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