

# IIA-CIA-PART3<sup>Q&As</sup>

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### QUESTION 1

Firms that sell products worldwide are most likely to have the lowest costs with a marketing mix that is

- A. Adapted to each market.
- B. Standardized for all markets.
- C. A combination of new and adapted products in each market.
- D. A combination of standardized products and adapted promotions.

Correct Answer: B

Firms that operate globally must choose a marketing program after considering the need for adaptation to local circumstances. The possibilities lie on a continuum from a purely standardized marketing mix to a purely adapted marketing mix. The former chooses to standardize products, promotion, and distribution. The latter adapts the elements of the mix to each local market. Worldwide standardization of all elements should be the lowest cost marketing strategy. However, even well established global brands ordinarily undergo some adaptation to local markets.

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### QUESTION 2

The dominant firm in a market pursues a market-leader strategy. It may defend its market share by offensive and defensive actions. According to Kotler and Singh, which defensive strategy involves market broadening?

- A. Mobile defense.
- B. Flank defense.
- C. Contraction defense.
- D. Counteroffensive defense.

Correct Answer: A

A mobile defense may involve market broadening, a reorientation from a specific product to the underlying need. An example is the repositioning of oil companies as energy companies. An alternative is market diversification, an effect of conglomerate mergers of firms in wholly different industries.

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### QUESTION 3

International marketing activities often begin with:

- A. Standardization.
- B. Global marketing.
- C. Limited exporting.
- D. Domestic marketing.

Correct Answer: C

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#### QUESTION 4

The General Electric (GE) portfolio model for competitive analysis of strategic business units (SBUs) should be compared with the Boston Consulting Group's growth-share matrix.

The GE model:

- A. Is a matrix with two variables: relative market share and market growth rate.
- B. Calculates an index for each of its two variables.
- C. Considers such factors for business strength as market size, growth rate, and price levels.
- D. Considers such factors for market attractiveness as market share, growth rate, and marketing skills.

Correct Answer: B

The GE model is a multifactor portfolio matrix with two variables. Business strength or competitive position (BUS) is on one axis, and market attractiveness (MAT) is on the other. BUS is classified as strong, medium, or weak, and MAT is classified as high, medium, or low. Thus, the matrix in this model is 3 x 3 and has nine cells. SBUs are shown in the matrix as circles. Circle size is directly proportional to the size of the related market, with a shaded portion in the circle that represents the SBU's market share. To measure BUS and MAT, the firm must isolate the multiple factors affecting each, quantify them, and create an index. Factors will vary with each business. The measurements will provide the values on the axes of the matrix.

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#### QUESTION 5

Which of the following theories includes the assertion that employees may be motivated by achievement of acceptance or esteem in the workplace?

- A. Equity theory.
- B. Expectancy theory.
- C. Needs hierarchy theory.
- D. Goal-setting theory.

Correct Answer: C

Abraham Maslow presented one of the most widely cited theories of motivation. He saw human needs as a hierarchy, from lowest to highest. Lower-level needs must be satisfied before higher-level needs can influence the individual. He concluded that as the set of needs on each level was satisfied, those needs ceased to be a motivator. Affiliation or acceptance (love and affection) needs are the needs of people as social beings to belong to groups and be accepted by others. Esteem is the need to be valued, including the need to be esteemed by both one's self and others. These needs are satisfied by power, prestige, status, and self-confidence.

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#### QUESTION 6

Noise may disrupt communication during transmission. All of the following are examples of noise except:

- A. Selective perception.
- B. Static on a telephone line.
- C. A letter lost because it was interspersed with junk mail.
- D. A participant in a conversation being called away for a meeting.

Correct Answer: A

Noise in a communication channel is an outside disruption that impedes the flow of a message. It can vary from real noise, such as loud machines running and static on a phone line, to disruptions such as phone calls during a face-to-face conversation. Selective perception on the part of either the sender or the receiver of a message is not noise because it is not an outside disruption.

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#### QUESTION 7

For employees, the primary value of implementing job enrichment is which of the following?

- A. Validation of the achievement of their goals and objectives.
- B. Increased knowledge through the performance of additional tasks.
- C. Support for personal growth and a meaningful work experience.
- D. An increased opportunity to manage better the work done by their subordinates.

Correct Answer: C

Reference: <https://na.theiia.org/about-us/Public%20Documents/Esther%20R%20%20Sawyer%20Research%20Manuscript%207-26-11-Rachel%20Bond.pdf>

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#### QUESTION 8

Which of the following is generally true regarding a manager's span of control?

- A. Narrow spans of control are typically found in flat organizations, those with few hierarchical levels.
- B. An organization with narrow spans of control needs more managers than those with wide spans.
- C. Wider spans of control mean higher administrative expense and less self-management.
- D. Wider spans of control help ensure good internal controls and policy compliance throughout an organization.

Correct Answer: B

Span of control (span of management or span of authority) is an upper limit to the number of people who can be effectively and efficiently supervised by one person. Narrow spans of control mean that the ratio of those supervised (subordinates) to those doing the supervision (managers) is lower. Hence, more managers are required.

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### QUESTION 9

A corporation produces uniforms that it sells and rents to businesses. The corporation recently acquired a textile mill that produces synthetic cloth. This acquisition is an example of:

- A. Horizontal integration Forward integration
- B. Horizontal integration Backward integration
- C. Vertical integration Forward integration
- D. Vertical integration Backward integration

Correct Answer: D

The degree of backward and forward vertical integration along the value chain varies with the industry. The corporation acquired one of its suppliers, which is on a different level of the value chain. Thus, the combination involved vertical integration. Moreover, the acquisition of a supplier is characteristic of backward integration.

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### QUESTION 10

Which of the following statements about market signaling is correct?

- 1.  
The organization releases information about a new product generation.
- 2.  
The organization limits a challenger's access to the best source of raw materials or labor.
- 3.  
The organization announces that it is fighting a new process technology.
- 4.  
The organization makes exclusive arrangements with the channels.

- A. 1 and 3 only
- B. 1 and 4 only
- C. 2 and 3 only
- D. 2 and 4 only

Correct Answer: A

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### QUESTION 11

A large company uses assembly line techniques to manufacture a single product. Its choice of relatively mechanistic organizational design was more likely based on its:

- A. Need for rapid response to environmental change.
- B. Primary concern for operational efficiency.
- C. Low fixed technology requirements.
- D. Project management emphasis.

Correct Answer: B

Mechanistic organizations have vertical structures with duties and authority clearly defined by position in the hierarchy, a stringent set of formal controls, and a centralized staff. Such organizations tend to emphasize efficiency and operate in a stable environment with well-established technology. Large firms in basic industries (autos, utilities) often adopt this structure.

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#### QUESTION 12

Which of the following is useful for forecasting the required level of inventory?

- 1.  
Statistical modeling.
  - 2.  
Information about seasonal variations in demand.
  - 3.  
Knowledge of the behavior of different business cycles.
  - 4.  
Pricing models linked to seasonal demand.
- A. 1 and 2 only
  - B. 2 and 3 only
  - C. 1, 2, and 3 only
  - D. 1, 2, 3, and 4

Correct Answer: C

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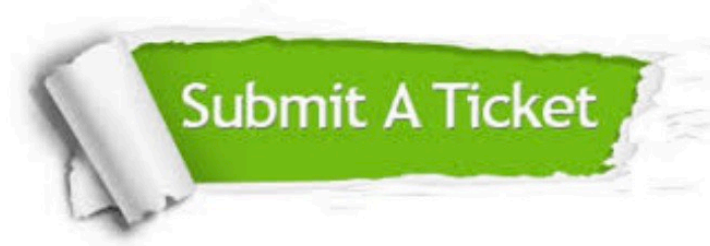
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