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### IIA Business Knowledge for Internal Auditing Sample Questions (Q36-Q41):

#### NEW QUESTION # 36

Which of the following is required in effective IT change management?

- **A. Change management follows a consistent process and is done in a controlled environment.**
- B. Internal audit participates in the implementation of change management throughout the organisation.
- C. All changes to systems must be approved by the highest level of authority within an organization.
- D. The sole responsibility for change management is assigned to an experienced and competent IT team

**Answer: A**

#### NEW QUESTION # 37

Which of the following is true of matrix organizations?

- A. A combination of product and functional departments allows management to utilize personnel from various functions.
- B. A unity-of-command concept requires employees to report technically, functionally, and administratively to the same manager.
- C. It is best suited for firms with scattered locations or for multi-line, large-scale firms.
- **D. Authority, responsibility and accountability of the units involved may vary based on the project's life, or the organization's culture**

**Answer: D**

Explanation:

Understanding Matrix Organizations:

A matrix organization is a hybrid structure that combines functional and project-based structures, where employees report to multiple managers (e.g., a functional manager and a project manager).

These organizations adapt to projects by adjusting authority, responsibility, and accountability based on the project's stage or the organization's culture.

Why Option C Is Correct?

In a matrix organization, roles and decision-making authority evolve based on the project's phase, size, or complexity.

Employees might report to different managers at different times, and accountability structures may change.

This aligns with IIA Standard 2110 - Governance, which emphasizes clear roles and responsibilities in dynamic organizational structures.

Why Other Options Are Incorrect?

Option A (Unity-of-command concept):

The unity-of-command principle states that employees should report to only one superior, which contradicts the nature of a matrix organization, where dual reporting exists.

Option B (Combination of product and functional departments allows management to utilize personnel from various functions):

While matrix organizations integrate product and functional departments, the key defining feature is the variable authority, responsibility, and accountability, making option C a better fit.

Option D (Best suited for firms with scattered locations or large-scale firms):

While matrix structures can be used in large firms, they are not limited to them and are often found in project-based industries (e.g., engineering, IT, consulting).

Matrix organizations adapt their authority structures based on project needs, making option C the best choice.

IIA Standard 2110 supports governance structures that evolve with organizational needs.

Final Justification: IIA References:

IPPF Standard 2110 - Governance (Organizational Structure & Accountability) COSO ERM - Governance & Decision-Making in Matrix Organizations

### NEW QUESTION # 38

Which of the following is a likely result of outsourcing?

- A. Increased importance of market strategy.
- **B. Decreased sensitivity to government regulation**
- C. Increased dependence on suppliers.
- D. Decreased focus on costs

**Answer: B**

### NEW QUESTION # 39

The best source of evidence to determine if ex-employees continue to have access to a company's computer systems is:

- **A. Reconciling current payroll lists with database access lists.**
- B. Discussing the password removal process with the information security officer.
- C. Reviewing computer logs of access attempts.
- D. Reviewing access control software to determine whether the most current version is implemented.

**Answer: A**

Explanation:

To determine if ex-employees are accessing the company's computer systems, the auditor should obtain the log showing system access. This log should be compared with current payroll lists to see if anyone not on the payroll is still accessing or is able to access the systems.

### NEW QUESTION # 40

Assume that C Company offers to perform the operation 2 function on 1,000 units at a unit price of US \$40, excluding direct materials cost. Also assume that Y Company offers to perform the Operation 1 function on 1,000 units at a unit price of US \$7, excluding direct materials cost. Which of these mutually exclusive offers is acceptable?

- A. X or Y.
- **B. C but not Y.**
- C. Neither offer should be accepted.
- D. Y but not C.

**Answer: B**

Explanation:

KG's offer should be accepted because its cost is US \$40,000 (1,000 units x \$40), but the increase in throughput contribution is US \$72,000 [1,000 units \$120 unit price - \$48 E 1 per unit]. Hence, the relevant cost of QC's offer is less than the incremental throughput contribution. ms's offer effectively increases the capacity of the bottleneck operation. Y's offer should be rejected because, even though its US \$7 unit price is less than the US \$8 unit operating cost (excluding direct materials) for Operation 1, it will result in the incurrence of additional costs with no increase in throughput contribution, given that Operation 2 is already producing at its 150,000-unit capacity.

### NEW QUESTION # 41

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