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https://www.100test.com/kao_ti2020/86/2021_2022_CIA_E5_86_85_E5_AE_A1_E5_c53_86718.htm 31. A new manager of a

production department has been asked to assess the effectiveness of that department. The organization needs to satisfy both internal and external constituents and takes a broad approach to effectiveness. In order to complete the assignment successfully, the manager should

A. measure the daily productivity of the department.
B. Do a survey of employee morale, as it is often a major underlying factor in productivity.
C. Compare the past year ' s production against annual goals.
D. Consider short-, medium-, and long-term effectiveness.

D yes. Kreitner (6th ed., pages 279-80) states, “ organizational effectiveness can be defined as meeting organizational objectives and prevailing societal expectations in the near future, adapting and developing in the intermediate future, and surviving in the distant future. In the near term (about one year), it should be effective in achieving its goals, efficient in its use of resources, and a source of satisfaction to its constituencies (owners, employees, customers, and society). In the intermediate term (2 to 4 years), it should adapt to new possibilities and obstacles and develop its abilities and those of its members. In the long term (5 years), the organization should be able to survive in an uncertain world.

A no. daily productivity relates to short-term effectiveness only.
B no. A survey of employee morale may contribute to assessing effectiveness, but it is not sufficient for assessing overall effectiveness.
C no Comparing production against

goals is a measure of short-term effectiveness. 32. For the past several years, many organizations have attempted to reduce administrative costs and respond more rapidly to customer and competitive demands. One method is to eliminate layers of middle management. The element of organization structure affected by such reductions is

A. spatial differentiation. B. formalization. C. Vertical differentiation. D. formalization of jobs.

C yes. Vertical differentiation concerns the depth of the organizational hierarchy. The greater the number of levels, the more complex the organization, the greater the potential for information distortion, the more difficult the coordination of management activities, and the slower and less effective the response to changing conditions.

A no. spatial differentiation refers to the degree of geographic dispersion of facilities and personnel. B no. formalization refers to the degree of job standardization through descriptions and rules. D no same as B.

33. When an organization depends to a great extent on its environment, which of the following statements best characterizes the relationship among an organization ' s environment, the level of uncertainty it faces, and its structure? The more dynamic and complex the environment, the

A. more uncertainty the organization will face and the more organic the structure should be. B. More uncertainty the organization will face and the more mechanistic the structure should be. C. Less uncertainty the organization will face and the more autocratic the structure should be. D. Less uncertainty the organization will face and the more organic the structure should be.

A .yes .A dynamic and complex organizational environment faces

constant change, so the level of uncertainty increases. The more uncertainty an organization faces, the more organic the structure should be. Organic organizations tend to be flexible and adaptive to change.

34. In what form of organization does an employee report to multiple managers?

A. bureaucracy. B. matrix. C. departmental. D. mechanistic.

B yes. A matrix organization (project management) is characterized by vertical and horizontal lines of authority. The project manager borrows specialists from line functions as needed. This manager's authority is limited to the project, and the specialists will otherwise report to the line managers.

A. in a bureaucracy, each subordinate reports to a single manager. C no. departmental organization structures represent the typical organization with unified and clear single lines of authority. D no. mechanistic organization structure is another term for a bureaucracy.

35. The relationship between organizational structure and technology suggests that, in an organization using mass production technology (for example, automobile manufacturing), the best structure is

A. organic, emphasizing loose controls and flexibility. B. matrix, in which individuals report to both product and functional area managers. C mechanistic, that is, highly formalized, with tight controls. D Integrated, emphasizing cooperation among departments.

C yes. According to Joan Woodward's work on the relationship of technology and structure in manufacturing, companies may be categorized as engaged in unit production (units

or small batches), mass production (large batches), or process production(continuous processing). Mass production is most effective if the entity has a mechanistic structure characterized by moderate vertical differentiation, high horizontal differentiation, and high formalization. This structure is one in which tasks are well-defined, most communication is downward, and control is tight. A no. an organic structure is flexible and therefore not suited to mass production. B no. matrix is not a type of structure but rather a type of departmentation. D no. in integrated structure is a nonsense term in this context. 100Test 下载频道开通，各类考试题目直接下载。详细请访问 www.100test.com