



Dear CIA Part 4 Candidate,

Studying for and passing the CIA Exams is a mission that requires dedication and hard work. From our experience at HOCK with thousands of candidates, we know that planning makes this process much easier. Because the exam is available on an ongoing basis and there is no date by which you need to be prepared, studying can seem endless without a proper plan. We know it is easy to "put things off until tomorrow."

We believe that you will find studying easier and less time consuming if you have a solid plan that targets passing the Part 4 Exam within two months after you begin studying. Set out below is an 8 week plan, studying 8 to 10 hours per week. This is simply a guide based on the expected amount of study time for a person with some accounting background who is familiar with the basic exam concepts.

As you go through your schedule, you may find yourself getting ahead or somewhat behind due to changes in your work or personal commitments. This does not matter. Each person should study at his or her own pace and feel comfortable with the study process and time required to prepare for the exams.

While studying, there are sure to be topics that are not clear to you and perhaps some that you find incredibly difficult. When encountering these topics, you can always contact HOCK and we will help you as much as possible. Also, keep in mind that you do not need to have 100% knowledge of 100% of the exam content in order to pass. At certain points you will need to decide whether the extra time spent learning something is worth the extra knowledge gained. When in doubt about what to do, contact us and we will guide you.

I wish you great success in your studies and look forward to helping you pass the exams.

Sincerely,

A handwritten signature in black ink that reads "Brian J. Hock".

Brian Hock, CIA, CMA
President and CEO

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Part 4 is divided into 5 study units; it should take you about 8 weeks to study all of the material, including 4 weeks of review at the end.

Our basic study methodology is the same for each study unit:

- 1) Carefully read through the textbook to learn and understand the concepts. We include multiple-choice questions in the book to help you better understand the subject matter and help you get used to the style of the questions on the exam.
- 2) After reading each section, you should answer all of the study questions in Exam-Success. At first, it will take you longer than it should for each question, but for the exam you should take no more than a minute and a half on each question. Continued practice will improve your test taking skills and you will get faster as you become more familiar with the process and how questions are asked. We include detailed explanations so you can understand why an answer is right or wrong.
- 3) Develop a 75+ proficiency level within each Section. Your goal is to improve your knowledge, not just memorization. You should have enough understanding of the subject matter to be able to explain it to someone else.

Note: Flash cards are included in the HOCK study material. We consider the flash cards to be a useful study tool. You can study them when you have only a few minutes of time to spare, while riding into work, or simply before going to bed.

Strategic managers differ from operation managers in that they take a longer-term planning view. These managers focus more on where the company wants to go, and less on how it will get there. But, before these managers are able to develop this long-range plan, they first have to have a clear understanding of where the company is and what factors will influence achieving its objectives.

In this section, we take a look at the competitive structures of industries. This includes studying Michael Porter's five forces model. The other topics covered in this section include competitive strategies and analysis, industry evolution, integration strategies, capacity expansion and entry into new businesses.

ExamSuccess

After completing the reading, create and complete a Study Session in ExamSuccess consisting of all of the questions in *Section A – Strategic Management*. Re-study all questions missed by creating a new Study Session from all incorrectly answered questions.

CIA Part 4 Study Plan
Unit 2: 1 Week
Section B
Global Business Environment

Section B looks at the globalization of the world economy. The world has become more global for a variety of reasons including the advances in communications, travel and transportation. This section has four main topics, including: 1) international marketing, 2) comparative and competitive advantages, 3) leadership in global operations, and 4) human recourse issues in global operations.

ExamSuccess

After completing the reading, create and complete a Study Session in ExamSuccess consisting of all of the questions in *Section B – Global Business Environment*. Re-study all questions missed by creating a new Study Session from all incorrectly answered questions.

Section C starts to look at how employees are motivated. It also looks at organizational communications. The essence of management is communication, so managers who are able to more effectively communicate have a better chance of succeeding.

Finally, we want to look at the organizing function of management. There are many theories that describe organizational design and the elements of organizational effectiveness, but the one of particular interest to us is the contingency approach to organizational design, which assumes that no design will fit all organizations.

ExamSuccess

After completing the reading, create and complete a Study Session in ExamSuccess consisting of all of the questions in *Section C – Organizational Behavior*. Re-study all questions missed by creating a new Study Session from all incorrectly answered questions.

In Unit 4 we cover both Sections D and E because Section E is very short and not very complicated.

Section D covers management skills. The topics covered in this section are: 1) group dynamics, 2) influence and power, 3) leadership, and 4) time management.

Section E first covers the different types of conflicts that can occur within an organization. It then covers the different elements of effective negotiations and ways to overcome resistance during the negotiation process.

ExamSuccess

After completing the reading, create and complete a Study Session in ExamSuccess consisting of all of the questions in *Section D – Management Skills* and *Section E - Negotiating*. Re-study all questions missed by creating a new Study Session from all incorrectly answered questions.

Prior to your exam and after you have completed studying, you will want to at least skim through the entire material one more time. While doing this, you won't want to focus on any individual idea or topic or try to memorize the formulas. Simply make certain that you are familiar with all of the topics, both large and small, and refresh your memory as to the key terms and ideas.

After you skim through the materials, you will want to focus on the main topics, which are identified in the Section Overviews.

If you have not been using them up to this point, now is a good time to use the flash cards. The flash cards do not cover every little detail in the materials, but they address the main topics, definitions and formulas that are most likely to be tested. Get out the flash cards whenever you can, even for a few minutes.

During the final week or two before your exam, create several Exam Simulations in ExamSuccess. Each of these Exam Simulations will contain 100 questions selected randomly from the entire question base in approximately the same distribution as the questions will be on the real exam. For example, if a particular major section will account for 25% of the questions on the real exam, 25% of the questions on the simulation exam will also come from that section. The simulation exams will be timed for 2.75 hours, so set aside this much time when you will not be interrupted for taking each test. You need to become accustomed to sitting for almost three hours in one place and answering questions on the computer.

And as always, if you have any questions at all, contact the HOCK team and we will be happy to help you.

Mock Exam: You should be prepared to take the Part 4 Mock Exam and then pass the real exam shortly after. Email us at cia@hockinternational.com and ask for the mock exam to be emailed to you. It is a paper and pencil exam containing 100 questions to be completed in 2.75 hours.