| | Parts: | When will be tested? | No. of lectu |
|--------|---|----------------------|---------------|
| part 1 | Corp gov-ce - preparerers of fin statements | | |
| | scope | midterm test | lecture 1 |
| | structure | midterm test | lecture 1 |
| | IC | midterm test | lecture 2 |
| part 2 | Assurance - assurares of fin statements | | |
| | general | midterm test | lecture 2, le |
| | Stages of audit | | |
| part 3 | Acceptance of client | midterm test | lecture 4 |
| part 4 | Planning of audit | final exam | lecture 5, le |
| part 5 | Audit tests | final exam | lecture 7, le |
| part 6 | Audit report | final exam | lecture 9, le |

Note: topics for midterm test will be also included into final exam

| ire class | MU week | Total split of points: | | |
|-----------|------------|------------------------|---------------|--------------|
| | wk1 | Task | Points Co | omments: |
| | wk1 | presentation of 1 case | | chedule w |
| | wk2 | midterm test | 20 w | ill be on N |
| | | final exam | 60 w | ill be in Ja |
| ecture 3 | wk2, wk3 | total | 100 | |
| | | | | |
| | wk4 | | | |
| ecture 6 | wk5,wk7 | | | |
| ecture 8 | wk8, wk9 | | | |
| ecture 10 | wk10, wk11 | max grade | 100 points (A | .) |

ith cases and dates will be confirmed. Complex case can be presented by two persons and simple case s lov 4, 2020. Duration ot test will be confirmed later nuary 2021. Date and duration will be confirmed later.

:

hould be presented by one person.

Part I. Corp gov-ce (CG) - is about how company is managed on day-to-day basis

 purpose of CG - to direct and control resources owned by investors and intraste
 why CG is needed? - management, shareholders and government (as major sha objectives of management - to sustain listing on the exchange, to im objectives of shareholders - to have environment within which they objectives of government - to create conditions for growth and emp
 scope of CG (see see principles of corporate gove-ce as per Code of corp gov-ce board of directors aka those charged with governance

responsibilities of effective board:

lead the company strategy

set company's values

meet regularly

issue annual report

to uphold the law

to safeguard the assets of the organization should ensure that chairman and non-executi should ensure that non-executive directors (N no one person or group should be able to do should be of appropriate size, right balance o at least of half of the board should be made u NED should

> not be an employee within the la: not have business relationships w be only remunerated with a fee fc no lcose family ties to the compar no cross-directorship any NED who has been on the boa

not be a major shareholder advantages and disadvantages of advantages

auvantages

provide exp provide mc demonstra facilitate sh facilitate cc

disadvantages

this will cre NEDs do nc some NEDs

types of companies depending on role of board:

unitary board - board represents superviosry

two-tier board - shareholders and stakeholde committees - report to the board

they allow the board to offload responsibility for a partic they provide a forum to focus on a limited and distinct ta they should prvide an epretise in the given area of opera they should provide disclosure to shareholders they prvide assurance to shareholders types of committees:

audit committee

organization: should consist of at lea at least 1 member sho responsibilities make recommendation review and monitor ex review and monitor hc review of company's ir review and monitor ef provide advice on whe to review cases of whis benefits of audit committee it assists to external au it increases confidence it follows up external a limitations of audit committee it imposes additional c difficulty in finding me audit committee and internal aud AC should ensure that review and assess IAD receive periodic report review and monitor ma meet with head of IAD risk management committee responsibilities advice the board on ar monitor company to e help to identify major receive reports from h receive report from IAI ensure all risk-related benefits of risk committee independence in decis support for board of d if committee works eff more pred impact of d greater con phases of risk management identify risks. risks may impact of n

fraud regulations estimate impact and p develop solutions implement risk strateg review, adapt and disc

nomination committee

remuneration committee

all directors should get induction and training

board, its committies and individual directors should hav directors should be elected at least every 3 years (for FTS significant proportion of remuneration of directors shoul remuneration should consider industry level.

board should insure sound system of controls, the effect if the board has the audit committee, it should be made board should have regular dialogue with shareholders ar

chairman and COE

should not be the same person

chairman leads the board, sets agenda for board's meeti CEO runs the company

chairman is key contact for shareholders

4 CG and internal controls

IC - is system of values, rules, procedures and systems (IS) implement
 Controls are designed by risk management committee as response t
 => Impact of quality of IC on scope of statutory audit

if IC are strong (there is low control risk) the $\boldsymbol{\epsilon}$

if IC are weak (there is high control risk), the a

purpose of IC

to prevent and detect errors (unintentional or ontention to help safeguard the assets (against theft)

to ensure the business runs cost efficiently

components of IC

control environment

management attitudes and values

staff attitudes and values

control procedures

application controls

general controls

comparison

authorization

reconciliation

computer control

arithmetical control

physical control

segregaition of duties

risk assessment

information systems

monitoring of existing controls limitations of IC human error collusion to commit fraud the cost/time to implement the controls may outweight it may be impossible to design a control for one-off trans IC are designed and implemented within each accounting cycle. For

sales cycle - stages, risks emerging at each stage and con

| Stage | Risks | Control p |
|----------|-------------------|------------|
| Order | Orders not | Confirm o |
| received | recorded | writing. |
| | accurately. | |
| | | All new ci |
| | Customers | subject to |
| | cannot pay, or | check bef |
| | do not pay on | accepted |
| | time. | checks pe |
| | | existing c |
| | Orders cannot | |
| | be honoured, | Credit lim |
| | and customer | on custon |
| | goodwill is lost. | |
| | | All orders |
| | | by sales a |
| | | production |
| | | |
| | | |

| Stage | Risks | Control p |
|------------|-----------------|---|
| Goods | Goods are not | Sequential |
| despatched | despatched. | numbered order pads |
| | Incorrect goods | |
| | sent. | Copy of or the wareho picking. |
| | | Weekly on to ensure : is complete missing) |

məəniy).

Order sign inventory r

Goods des (GDN) mai order (stap and file).

Customer copy of the returns it to receipt of g

Use seque numbered review freq incomplete and unmat items.

| Stage | Risks | Control pr |
|-------------------|--|--|
| Invoice raised | Risks Invoices may be missed, incorrectly raised or sent to the wrong customer. Credit notes may | Copy of GE accounts a matched to the invoice. |
| - | be raised incorrectly. | reviewed. |
| - | | Copy invoid as agreed 1 order, GDN |
| - | | customer p |
| - | | Copy invoid to agree ar accuracy. |
| - | | Credit note |
| - | | allocated to relates to a authorised manager. |
| Stage | Risks | Control pro |
| Sale recorded | Invoices may be inaccurately | Review rece ledger for cr |

| | recoraea, missed or recorded for the wrong customer. | Dalances. Perform a re ledger recor Double che- to invoice. Customer s sent out (cu let you know wrong). |
|---------------------------|--|---|
| Stage Cash received | Risks Incorrect amounts received. Customer does not pay. | Control pro Agree cash back to the Review rece ledger for ci balances (c overpaid). Review age listing and i old balance Debt chasir procedures/ control. |
| Cash recorded | Cash incorrectly recorded or the wrong account Cash stolen | Monthly cus statements Bank recond Regular banking/phy security ove (i.e. a safe). Reconciliation banking to c receipts recond Segregation duties. |

purchases cycle

| Stage | Risks | Control pre |
|-------------|--------------------------------|-------------------------------|
| Requisition | Unauthorised | All requisition |
| raised | purchases | authorised |
| | made. | manager. |
| | | Central pur dept. |
| | | Check inver levels first. |
| Order | Invalid or | Sequentiall |
| placed | incorrect orders | numbered r |
| | made or | pads, copie |
| | recorded | numerically |
| | The most | with copy of stapled to it |
| | favourable terms | Stapica to i |
| | not obtained | Request or |
| | | confirmation |
| | | writing. |
| | | Preferred s |
| | | agreed pric |
| | | 2 . |
| | | Check quot |
| | | against sup |
| | | list. |
| Stage | Risks | Control pro |
| Goods | Goods stolen. | One secure |
| received | | area. |
| | Goods may be | |
| | accepted that have not been | Inventory re updated on |
| | ordered or are of | basis. |
| | wrong quantity or | |
| | inferior quality. | Goods inwa |
| | | inspected fo |
| | | condition ar |
| | | quantity & c |
| | | agreed to or goods recei |
| | | (GRN). |
| | | |
| | | Copy of pur |
| | | order (PO) |
| | | warehouse |

matched to Raise GRN stamp it, sig goods chec PO and che quality. Stage Control pro Risks Invoice Invoices not Copy of seq received recorded numbered G resulting in nonto invoicing payment and department, loss of supplier matched to goodwill. invoice (star Invoices may be If no GRN a logged for goods supplier for | not received. delivery + m PO (authori: mentioned a Invoices may contain errors. Purchase Purchases Batch contro recorded missed or input. recorded incorrectly. Stamp the ir indicate reco check all file invoices are stamped. Suppliers se monthly stat reconcile the suppliers led account. Stage Risks Control pro Cash paid Invoices not paid Stamp invoi or incorrect paid; check amount paid. invoices sta Keep paid ir

separately fi unpaid ones

warenouse, sequentially numbered, t

Cheque sigr check to inv when signin cheque/auth BACS.

Have author cheque sign

Get invoices as authorise relevant mai

payroll cycle

| Stage | Risks | Control proc |
|------------|--|---|
| Timesheets | Bogus | Supervision o |
| submitted | employees paid or employees | clocking in ar |
| | paid for hours not worked. | Check numbe cards to num employees. |
| | | Keep all spar locked in cup |
| | | Supervisor to authorise all timesheets. |
| Standing | Standing data | Monthly print |
| data input | could be changed without authorisation. | changes to g senior mana <u>c</u> for review and signature. |
| | Unprocessed | |
| | updates may mean employees who have left are paid or joiners are missed. | Standing data regularly print and sent to department managers for confirm. |
| | | Restriction to standing data e.g. passwor |
| | | Managers sh complete a leavers/joiner noting date o |

| | | departure/arri send prompti payroll dept. |
|--------------------------------|---|---|
| Stage Processing of data | Risks Inaccurate processing of data could lead to wages and | Control proc Sample of wa recalculated manually. |
| | taxes being incorrectly calculated. | Exception rep produced automatically anyone paid c \$xxx, or paid \$yyy. |
| | | Sample of de (PAYE, NIC) recalculated. |
| | | Managerial re weekly paym summaries. |
| Otomo | 2222 | |
| Stage | Risks | Control proce |
| Recording of payroll | Risks Recorded payroll may not match actual payroll. | (1) (1) |
| Recording | Recorded payroll may not match actual payroll. | Nominal ledge signs payroll ; to confirm ent double-checke |
| Recording | Recorded payroll may not match actual payroll. | Nominal ledge signs payroll ; to confirm ent double-checke print. Senior manag review wages expenses for reasonablene |

ed to those charged with gov-ce so that to contribute to creating long-term shareholder value. reholders) have different objectives. Corporate governance is a glue that keeps objectives of these thr uplement best practices in managing of entrasted resources, to attract investments can invest with min risk loyment, to attract global invetsments from OECD)

ive directors (NED) meet without executives to consider their performance
NED) meet without chairman to consider the perfoamnce of chairman
minate the board
f skills and experience. This includes diversity, including gender.
up of NEDs

st 5 years ithin the last 3 years >r director duties - no profit share or share options >y

ard for longer than 9 years is assumed to no longer be independent and should be re-appointed annua

having NEDs in the board

pertise phitoring to curb excessive behavior of executives te that decisions are made in shareholder's best interests hareholder representation on the board pmpromise and creaet balance on the board

eate costs and may slow down decision-making of work full time for the company. It is debatable how much they actually know about the company an are too willing to accept what executives tell them.

and management level ers who have an active interest in running the company represent superviosory tier and board represer

ular activity sks 3st 3 NEDs (for smaller companies - 2) uld have recent and relevant financial experience

ns to the board in relation to apointment, re-appointment and removal of external auditor sternal auditor;s independence and objectivity and effectiveness of audit process ow external audior recommendations are followed up once statutory audit is over nternal controls fectiveness of company's internal audit function other the annual report and accounts taken as a whole is fair, balanced and undertsndable and prvides stleblowing

iditors => better communication between external auditor and the board
in the company's fin controls and reporting mechanisms.
iuditor's recommendations with regard to internal control weaknesses

iosts mbers with the right experience at the market it department IAD has direct access to the chairman and that it is accountable to IA workplan ts on the results of IAD work anagement responsiveness to IAD's findings and recommendations at least once a year without presence of management

approprate risk strategy for the company
nsure the risk strategy is embedded and strategy notbeing ignored by certain departments/staf
risks, suggest solutions
eads of toher departments on their specific risk issues
D and assess their recommendations
disclosures are in Annual report

ion-making irectors and for AC fectively, then: ictable cash flows are produced listater is limited ifidence among investors, employees, customers, suppliers and partners

y arie from many sources: new technology or changing competition

tion

riority in their tackling

y lose

*v*e performance appraisal at least annuallySE-350 companies re-election should be every year.Id be performance-based

iveness of which should be reviewed evety year as part of annual report. up of at least 3 NEDs. Main role of such committee is to liason with internal (i.e. internal audit departr nd encourage debate through AGM (annual general meetings)

ngs ensuring there is enough time forimportant matters

nted by a company to ensure the integrity of financial and accounting information, promote accountal to identified internal and external risks and volnurabilities and which are reviewed regularly by internal

auditors can rely on these controls and reduce the amount of detailed (substantive) testing that they d auditors cannot rely on these controls and they must increase the amount of detailed (substantive) tes

al)

the benefit of following them so the controls are ignored

sactions e.g. determining a provision for a court case. Controls work best in systems where there is a hierample:

trol procedures to minimize the exisitng and potencila risks

Tests used by auditors during planning stage to assess effectiveness of system (



| vrocedures | Example tests of controls |
|--|---|
| rder in | Select a sample of sales made and inspect copy of order retained on file. |
| ustomers) credit iore order and regular erformed on sustomers. | Inspect a sample of new customer's files to ensure a satisfactory credit check has been obtained. |
| its imposed ners. approved and | With the client's permission, attempt to enter a sales order which will take a customer over the agreed credit limit, the system should reject the order. |
| n managers. | Inspect a sample of sales orders for approval by an appropriate senior member of staff. |
| rocedures | Example tests of controls |
| lly customer 3. | Inspect orders held by warehouse to ensure sequence is complete. |
| rder sent to buse for | Visit warehouse and observe the goods despatch process to assess whether all goods are double checked against the order and goods despatch note (GDN) prior |
| der check sequence ie (i.e. none | to sending out. Inspect documentary evidence of sequence check. |

| ied by picker. | Inspect a sample of orders to ensure signed by inventory picker. | |
|---|--|--|
| spatch note tched to ble together | Inspect a sample of GDNs and ensure an signed copy of the order is attached and filed with it. | |
| signs a e GDN and o confirm goods. | Select a sample of GDNs and reperform matching to order, to ensure goods and quantities agree and any differences are noted/followed up. | |
| entially GDNs and | Inspect GDNs for incomplete sequence and unmatched items. | |
| uently for ∋ sequence tched | Inspect a sample of GDNs and ensure a copy was signed by the customer and filed with the original. | |
| ocedures | | |
| DN sent to Ind) copy of | Example tests of controls Inspect sample of GDNs and agree that a valid sales invoice has been correctly raised. | |
| 1 GDNs to ally: | Inspect file of unmatched GDNs to ensure no old GDNs remain unmatched (i.e. unmatched GDNs are being reviewed periodically). | |
| ce signed to original I, and price list. | Inspect sample of invoices to ensure signed as agreed to original order, GDN and price list. | |
| ce signed rithmetical | Inspect sample of invoices and agree prices to current authorised price list. | |
| s to be o invoice it | Recalculate sample of invoices to confirm arithmetical accuracy. | |
| by | Inspect sample of credit notes to ensure authorised by appropriate manager. | |
| vcedures I eivables redit | Example tests of controls Inspect receivables ledger for credit balances. | |

| eceivables | Inspect sample of reconciliations. |
|-------------|--------------------------------------|
| nciliation. | Deperform receivables ledger |
| nonenerr. | Reperform receivables ledger |
| ck back | reconciliation. |
| Ch Dach | |
| | Inspect customer correspondence |
| | re. statements sent out for |
| tatements | reported errors. |
| istomers | |
| N if | Inspect sample of invoices and |
| | agree to entries made in |
| | receivables ledger. |
| ocedures | Example tests of controls |
| | Agree sample of cash receipts |
| receipt | during the year to the copy invoice. |
| invoice. | daming the year to the copy involce. |
| eivables | Inspect aged debt listings for |
| | evidence of review. |
| redit | |
| ustomer | Inspect receivables ledger for |
| | evidence of review |
| | |
| d debt | Inspect aged debt listing and |
| nvestigate | enquire what action has been |
| S. | taken regarding old balances, |
| | |
| ng | obtaining corroborative evidence. |
| /credit | Devices and the ended area advector |
| | Review credit control procedures |
| | and inspect evidence of |
| | compliance with procedures. |
| stomer | |
| sent out. | Select a sample of customers with |
| - 11 - 41 | outstanding debts and ensure |
| ciliation. | |
| | Reperform bank reconciliation. |
| /sical | lease of a second set back |
| r cash | Inspect a sample of bank |
| | reconciliation to ensure |
| | reconciliations performed on a |
| on of | timely basis and evidenced as |
| ash | reviewed. |
| | |
| ords. | Obtain paying-in slips to ensure |
| | cash banked regularly. |
| of | |
| | Observe cash receipt and |
| | recording procedures to ensure |
| | adequate segregation of duties. |

| ocedures | Example tests of control | |
|---|--|--|
| ons by | Inspect sample of requisitions to ensure authorised by manager. | |
| chasing | Inspect sample of requisitions for evidence of inventory levels having been checked first. | |
| ntory | | |
| y requisition es filed f order | Inspect a sample of requisitions and ensure an order is attached, and supplier confirmation filed with it. | |
| t. der : n in | Inspect requisitions held by purchasing department and ensure sequence is complete. | |
| uppliers/ :e lists. | Inspect sample of orders and ensure price agrees to agreed price list. | |
| ted price oplier price | Inspect sample of orders and ensure placed with supplier on preferred suppliers list. | |
| ocedures delivery | Example tests of control Visit a warehouse and inspect delivery area for security of goods. | |
| cords a timely | Inspect a sample of recent delivery notes to ensure inventory records updated. | |
| ard or nd goods rder and | Visit a warehouse and observe goods receipt process to assess whether all goods are double checked against PO & GRN and inspected for quality. | |
| ived note | Inspect sample of GRNs for evidence of signature confirming checks. | |
| sent to | Inspect sample of POs and ensure | |

| | GRN raised and filed with, and |
|--------|--------------------------------|
| 1 | enquire about action taken re. |
| filed, | outstanding POs. |
| GRN. | |

and grid gned as :ked to ecked for For a sample of GRNs reperform matching to PO to confirm amount and description received agrees to amount and description ordered.

ocedures Example tests of control

| | Example tests of control |
|---------------------------------------|---|
| ุนentially 3RNs sent | Inspect sample of GRNs and t check that an invoice has been |
| , filed and copy of pled). | recorded and payment made for the goods received. Obtain explanations for any missing invoices/payments. |
| isk proof of natch to sed as | Inspect sample of invoices to ensure signed as agreed to PO, GRN and supplier's price list. |
| above). | Inspect sample of invoices and match to PO, GRN and supplier's price list. |
| ols on | Inspect batch control sheets for evidence of performance of batch controls. |
| nvoice to orded, ∋d | Inspect sample of invoices for record stamp. |
| ' | Reperform supplier statement reconciliations for a sample of |
| end in tements, ese to dger | suppliers. |

ocedures

| ices when | Example tests of control | |
|--------------|--|--|
| all mped. | Inspect sample of invoices for payment stamp. | |
| nvoices | Observe procedures for keeping | |

| nvoices | Observe procedures for keeping | | |
|---------|------------------------------------|--|--|
| rom | paid invoices separate from unpaid | | |
| 5. | ones. | | |

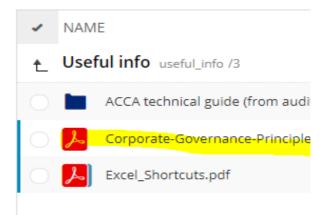
| natory to /oice lg horising | Inspect evidence of cheque signatory reviewing invoices before payment. |
|--------------------------------------|---|
| rised natories. | Review authorised cheque signatories for appropriate seniority of signatories and limits. |
| s signed ed by nager. | Inspect sample of invoices for authorisation by relevant manager. |

| edures of nd out. | Example tests of controls Observe procedures for supervision of clocking in and out. |
|--------------------------------|---|
| er of ber of | Reconcile recorded number of cards issued to number of employees. |
| re cards board. | Observe procedures for locking spare cards away. |
|) | Inspect sample of timesheets for supervisor authorisation. |
| of any to gement d | Inspect monthly print of changes to standing data for senior management signature. |
| a files | Inspect sample of printed standing data files for evidence of department manager's confirmation |
| ted out | Attempt (with client's permission) to access and amend standing data without the appropriate passwords |
|) a files, rds. | Select a sample of leavers forms and inspect payroll records to ensure leavers were not paid after departure date. |
| iould rs form if | Select a sample of joiners forms and inspect payroll records to ensure first pay date is correct, and ioiners are paid the correct |

| ival and ly to | amount. |
|--|--|
| edures ages | Example tests of controls Reperform manual recalculation of sample of wages. |
| oort for over | Review exception report produced and evidence of action taken in respect of exceptions identified. Reperform recalculation of sample |
| under | of deductions. |
| ductions | Inspect evidence of managerial review of weekly payment summaries. |
| view of ent | |
| edures I er clerk I print out I tries ed to I I gement | Example tests of controls Inspect payroll print out for ledger clerk's signature. Inspect evidence of managerial review of wages expenses. |
| ss. ople re cash aid. | Observe procedures in place for payment of cash wages. |
| ould | Inspect BACS payroll summary for signature of responsible individual. |

e parts together.

| 1 pu | rpose of |
|-------|-----------|
| 2 nee | ed for CC |
| 3 sco | pe of CC |
| 4 CG | and IC |



lly after this

d how much they can add value

ists the management tier

the information necessary for shareholders to assess the company's performance and strategy

nent) and external auditors on all matters

bility, and prevent fraud.

I audit department and which are tested by external auditors during statutory audit.

0

sting that they do. Audit statistics indicate that sample sizes needed should be tripled to compensate for I

igh volume of routine transactions.

of IC of the client

| CG | |
|----|--|
| 3 | |
| 3 | |

| | POSTED BY | UPLOADE | RIGHTS |
|--|--------------|------------|--------|
| | Lemeshko, O. | 15/9/2019 | •°° |
| it client perspective) acca_technical_guid | Lemeshko, O. | 15/9/2019 | •°° |
| s-ENG.pdf | Lemeshko, O. | 14/10/2020 | •°° |
| | Lemeshko, O. | 15/9/2019 | •°° |

poor internal control



Part II. Assurance engagement

1 need for extrenal assurance

stewardship and agency theory

directors are stewars of shareholders, to whom sharehold auditors are agents of shareholders who give assurance to

2 purpose of assurance service

to increase confidence

to reduce risk of users of services

3 levels of assurance and types of assurance services

reasonable (aka positive) - e.g. external audit which confirms that fin-

Note! Reasonable assurance is not = to 100% guarantee t

use of testing - because it is impracticable to t inherent limitations of IC

audit just like fin statements under audit is ba many audit conclusions are based on judgeme possibility of fraud

Also many users of audit report often assume that audito

limited (aka negative) - e.g. review which states that nothing what co

4 external audit

objectives

to obtain reasonable assurance about whether the fin sta to report on fin statements

elements of audit engagement

3 parties - assurer (i.e. auditor), intended users (of fin stat subject matter - fin statements

suitable criteria - reporting framework (e.g. IFRS) plus law sufficient appropriate evidence

written report (i.e. audit report)

5 external auditor

who can be external auditor

pass an approved set of qualifications set by Recognized (become a member of Recognized Qualifying Body must not be either director or employee of the lient or its

must not be a business partner of director or employee o ethical requirements

professional scepticism - auditor should have open and qu professional judgement - auditor should exercise professi audir risk - auditor should evaluate audit risk throughout

appointment of external auditor

candidate is proposed by board and approved by shareho removal of external auditor

resignation

before resignation

in this case auditors need to write

to speak at the GM to shareholder after resignation

auditors need to issue a statment

forced removal

this should be agrred on GM by shareholders

quality control

quality control procedures are internal controls implement

characteristics (components) of strong quality control env appointment of quality control partner

have documented processes for staff to follow ensure all staff are trained in these processes have strcit recruitment policies

ensure appraisal porcess to recognize high qua ensure careful selection of assignment teams

have a cold review process where a selection quality control during audit engagement

pre-appointment checks should be carried out all work of audit team should be

directed

supervised by senior memebrs of t recorded in woking papers reviewed by senior

there should be appropriate consultations wit a hot review should be done before audit is fin there should be careful procedures on accept;

6 internal auditor

role of internal auditor

role of IA department is to provide a feedback on effectiv having of IA deprtment is best practice rather than requir for IA department to be effective the following should be appropriate resourcing: money, tim, training, good organization (incl. audit documentation) regular reviews of work performed indepencence - reporting to audit committee Note! If it is impossible to insure independenc advantages of outsourcing: it can be cheaper it gives an access to ex it gives higher flexibility it gives max independe it ensures that auditors it reduces managemen it reduces training cost disadvantages of outsourcing: less depth of knowledg

limitations of IA department

independence - reporting to fin director instead of AC dec scope - scope of EA's work is defined by statute and cannfamiliarity - IA can become friendly with their collegues fc appointment - IA are appointed by management, while EA quality - EA keep theit knoewledge up-to-date and unders length - IA employed for a long period of time may be ex

can be expoused to sel manament has less dire

assignments

VFM (value-for-money) checks (also known as operationa effectiveness check - what should be achived | efficiency - if such department's objectives are economy - to purchase stock/services needed customer experience

IT - IA (and EA as well) check the security of company's IT, financial - fraud investigations, management accounts, te legal - regulatory compliance

assistence of IA to EA:

assignments for IA

testing of accuracy of management accounts (IC testings during the year

attendence at the inventory count

pre-requisites of assistence of IA to EA

experience and qualification of IA

whether or not the recommendations of IA ar

quality and organization of work of IA departn

7 Professional ethics

Role of auditor (external) is to increase confidence of end users of fin independence in mind - decision making of auditor is not independence in appearance - audit needs to be seen to l

Ethical principles of audit professions

professional behavior

integrity (=straigthforwardness and honesty)

professional competence and due care

confidentiality

objectivity (without bias)

Ethical threats - exposure to all all the threats below needs to be regu

self-interest threat

self-revie threat

familiarity threat

advocacy threat

intimidation threat

Confidentiality - auditors should never share client information with :

mandatory disclosure

client is suspected of money laundering

client is suspected of terrorism

qualifying body is investigating auditor's work

court order is obtained requiring the auditor t

volunary disclosure

client gives permission

auditor feeels it is in public interest to do so

auditor has to defend himself in the court or a

Conflict of interest - auditors must be seen to act in the bestinterest

if such situation arises, all clients involved must be inform

if consent is received, auditors need

to assign different audit teams headed by diffe

procedures to monitor confidentiality should |

if consent is not received, auditors should decline an appo

ders entrust their capital for management o shareholders over fin statements prepared by directors

ancial statements are true and fair. To be able to provide reasonable assurance, assurer needs to perfor hat fin statements are true and fair. This is known as 'expectation gap'. The reasons for this are the follo test all transactions, tests should be done one samples. Problems can be as follows: tests can be designe

sed on many judgements and estimates of auditors ents and estimates done by directors and built into fin statements

rs are required to detect fraud. BUT: auditors are required to do testing, gather evidence and issue an o ould suggest that statements are not true and unfair has come to attention of assurers. If assurer has pe

tements as a whole are free from material misstatement i.e. are true and fair

tements i.e. shareholders), responsible party (for issued fin statements i.e. board)

is and regulations plus assurance framework (IAAS) plus materiality threshold

Qualifying Body

s associated company f the client or its associated company

uestioning mind onal judgement in planning and perfoming audit all stages of audit

Iders at AGM by ordinary resolution (i.e. >50% of shareholders are required and shareholders must be g

a written explanation to shareholders about reasons of their resignation 's and explain them theit reasons of resignation

of circumstances.

(voiting)

nted by auditors to ensure that they produce high quality work vironment in audit firm

۷

ality of work based on skills, experience, overall workload of completed assignments are checked to help future workbe performed better

t on all clients

the team

h others where matters are nclear nished for those audits where audit risk is high ance/continuance of lcient relationhsips

reness of systems and procedures (including control procedures) in place red by law fulfilled: quality of staff and leadership

greatly strengthens internal auditors' independence. :y of IA department, then it is better to outsource it

perts y ence s have up-to-ate techniques and methodlogies it time is

ge about client
If-review threat
ection and control over the audit

creases IA's independence to minimum ot be limited y company's management while IA's work is defined by company's management om other departments. A are appointed by shareholders go regular trainings while IA might not (e.g. due to limited resources available for their department in th poused to familirity threat. I audits) - what should be achived by particular department/activity of the company? (effectiveness) by particular department/activity of the company? (effectiveness)
achieved with min resources?
at economic cost

/IS nders for contracts, VAT returns

durint the year

e taken serioously by the company and implemented nent

i statements by reducing the level of risk of misstatement hidden in fin statements. Thus the auditor nee influenced by client behave in professional manner

ularly assessed during whole course of the audit and other assurance arrangements. If there is any threa

3d parties. Exceptios are:

o disclose

at disciplinary hearing

of their lcients at all times.. Before accepting any new appointment auditors must be aware of any potened and give their consent to auditors to continue to act

erent partners so the team are kept physically separated be put in place (e,g, assign independent partner to oversee if it is fulfilled) pintment

| 1 |
|---|
| 2 |
| 3 |
| 4 |
| 5 |
| 6 |

m first a lot of work on subject matter, partiuclarly substatutive tests.
wig:
d incorrectly, can use not representative samples, can be done by not qualified e

pinion and it is responsibility of directors to prevent fraud in their fin statements erformed only limited amount of work over subject matter, for example, only and

given 21 days' notice prior voting)

e company)

eds to be trusted by end users. This can be achived only by independence of audi

It, appropriate safeguard needs to be taken. If safeguard cannot be take or if It is

ncila conflicts of interest:

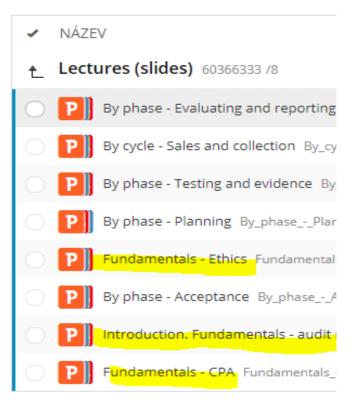
need for external assurance purpose of external assurance levels of external assurance external auditor internal auditor professional ethics

nough employees, tests can have bad timing

alytical procedures without substantive testing, then assurer is bale to confirm that nothing has come to

tor from preparer of fin statements.

not effective, then auditor needs to resign (as ultimate measure).



) light to suggest that errors or problems exist.

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Part III. Client assessment

1 before accepting the client auditor should

check available resources and integrity of client

agree on fee and deadlines

determine the level of audit risk

check professional clearance

ask client permission to contact predecessor if there any if client refuses to give permission - test is failed

if client gives its permission but predecessor confirms tha

check formal preconditions for accepting the client

what is the reporting framework used by client

if management of client agrees to provide to auditor acce

2 after accepting the client

prepare engagement letter with description of all conditions of the u

objective and scope of audit

management's responsibilities

auditor's responsibilities

form and content of any reports to be issued

description of audit procedures

arrangements regarding planning and performance of aucrisk assessment matters

auditor's use of external specialists and internal auditors access to information

communication between auditor and client

basis of fees and billing arrangements

agreement of management to inform the auditor of facts

agreement of management to make available to auditor a

reasons why new auditor needs to decline acception of this client

It there are such reasons - discuss this with client and if not fully agreed on all potencial issues, decline a

ess to all information relevant for the audit

pcoming audit. It should contain info about:

dit

that may affect fin statements all supporting evidence related to prepared fin statements actions of auditor before accepting the client
 actions of auditor after accepting the client

ccepting this client

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Part III. Planning of audit

1 Planning - it is not a descrete phase of audit but it is a continual process that staplanning helps the auditor to:

devote appropriate attention to important areas of the a identify audit risks

identify and solve potencial problems on a timely basis properly organize and manage the audit engagement so select engagement team members with appropriate leve direct and supervise engagement team and to review the coordinate the work done by external experts

2 Stages of planning

setting up of audit strategy

parts of strategy

scope of audit

timing of individual audit procedures

direction of procedures

it is based on such assertions

initial assessment of materiality

initial identification of risk areas

about the nature, timing and resources neces

preparing of detailed audit plan - it is a set of instructions

parts of plan

detailed description of client

description of accountig policies and internal detailed materiality assessment

results of preliminary analytical procedures o likely audit approach to each area of fin state detailed description of high risk areas and ho⁻ specific audit testing issues (e.g. if external ex timing of specific procedures

details of staffing, a budget and a timetable

special areas for planning

fraund and error

fraud vs error

fraud - intentional act by one or m

error - unintentioal mistake, can ii

types of fraud

misstatement (i.e. fraudulent fin r

misappropriation of assets (i.e. the

responsibilities of management and auditors

management - has primary respor

auditors - should consider the risk

any audit evidence tha economic downturn p

impact of fraud on audit strategy

reduction inmateriality level

increased level of testing in areas reduced reliance on evidence genreduced reliance on management reporting of fraud - if fraud is identified the aaudit committee if it exists highest level of management shareholders if fraud was commit to 3d parties (official authorities) Note! Communication should be c keep management and discover what actions evaluate the likelihood discover what if any le

law and regulations

auditors cannot know and understand every l any breach of the law may need to make prov audit procedures to get assurance in terms og obtain general understanding of c inspect correspondence with the a obtain written representation tha

materiality

during audit auditors concentrate on identific misstatements incl. omissions are considered auditors must design their audit procedures t there is no specific methodology for calculatin however some guidance as to when misstate

1/2 - 1% of turnover/revenue
 5-10% of profit before tax
 1-2% of gross assets
 overall vs performance materiality vs tolerabl
 overall materiality - level of mater
 performance materiality - amount
 initial assessment of materiality may change v
 all misstatements discovered shou
 clearly trivial misstatemer
 not trivial misstatemer

immaterial

analytical procedures (AP)

AP are important tool used by auditors. When AP are used at many different stages through at planning AP are compulsory. Th

during testing

AP are optional. They l

at completition

AP are compulsory. Au

How to use AP AP can be used in the following waratio analysis (profitab

trend analysis proof in total process to be followed auditors create their or compare their expecta investigate any signific possible reference points for used vs last year vs budget/forecast vs industry average vs change in gross mar

internal controls

there are two audit approches based on initia when IC are assessed as strong - a when IC are assessed as weak - in Usually IC are tested during interim audit whi Tests of IC

Tests used by auditors during plar

assistance from internal audit department internal audit is part of the client's system of types of work the external auditor tests of effectiveness c fraud investigations observation of invento compliance with laws a substantive procedure tracing transactions th see also: assignments for IA pre-conditions which should be m IA's work is properly su persons from IA depar sufficient and appropri conclusions drawn are recommendations mac see also: pre-requisi Note! External auditor cannot devolve respor If external auditors plan to use helpfrom IA de management must agree in writin internal auditors must provide wri external auditor will provide direc

arts at the end of previous audit and continues until the end of the current audit.

ıudit

that it is performed in an effective and efficient manner

els of capabilities and competence to respond to anticipated risks and the proper assignment of work to eir work

ssary to perform the engagement

control systems

n the draft of fin statements tements w these to be delt with (perts will be needed)

nore individuals among management, those charged with governance, employees or 3d parties to obta nclude accidental misapplication of accountng policies, oversights or misinterpretation of facts

eporting) eft)

nsibility for prevention and detection of fraud. Implementing of an efefctive system ofinternal control, c od material misstatement due to fraud. Auditors should be alert to: it contradicts other audit evidence utting pressure on results where fraud is suspected

erated internally and increased focus on externally generated evidence representations if management if suspected of involvement with fraud uditor should report if to appropriate level of management

ted by highest level of management and no audit committee is in place

Jone asap in order to:

directors informed and to ensure that they understand the position correctly they have taken or intend to take to rectify the position I that the regularity had reccured or will recur gal advice is needed

law and regulation that affects every client but they should be aware of those that could materially affects visions for future legal costs and fines g laws and regulations linet's legal and regulatory environment authorities depending on compny's business t directors have disclosed all instances of known and possible noncompliance to the auditors

cation of significant risks of material misstatements in fin statements to be material if they individually or in aggregate can influence economic decisions pf users takenon the coreduce the risk of material misstatements to an acceptable level ng materiality because it is a matetr of professional judgement and this ultimately lies with the audit pa ments should be noted and therefore be brought to partner's attention exists:

le misstatements

'iality set by auditors for the financial statements as a whole at the planning stage.

ts set by auditors at below overall materiality to reduce to an appropriately low level the probability the when final draft of fin statements becomes available for auditors. Also materiality must be constantly uld be categorized into

nents

nts - all are required to be corrected by management

nanagement cannot refuse to correct such misstatements if they are discovered. Refusal to correct the - material can refuse to correct such misstatements motivating its rejection by the immateriality of each statements motivating its rejection by the immateriality of each statements motivating its respectively.

n performing analytical procedures auditors compare numbers, ratios or even non-fin information in or out the audit.

ey help to identify risk. Large changes are supect and might point to errors unless a good explanaition

help to substantiate balances. If balances are roughly in line with last year's then that is some evidence

Idit partner stands back and looks at the overall fin statements to see if they look sensible and credible

ays ility, efficiency, liquidity, return etc)

wn expectations of what they think the figure should be itions to actual figure ant differences for comparison

[.]gin/sales

al assessment of state of internal controls of the client uditor will approach the audit by testing the effectiveness and operation of that control system. If cont this case the only way theaudit risk can be kept low is by performing a very high amount of work then ch is done 2-3 months before year-end date of the client.

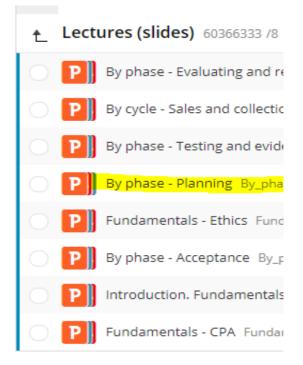
ining stage to assess effectiveness of system of IC of the client

internal control. Thus it may well reduce control risk and the need for external auditor to perfrom deta [•] may wish to use assistance from internal auditors of control

rry count and regulations s involving limited judgement rough the IS relevant to fin reporting

iet if external auditors are going to use help of internal auditors:
upervised, reviewed and documented
tment have relevant experience and training
iate evidence has been obtained
valid given the results of the work performed
de have been acted on by management
tes of assistence of IA to EA
nsibility for the audit opinion onto the internal audit department.
epartment followinghas to be agreed:
ig that IA department can provide such assistance and that they will not intervene in that work
itten confirmation that they will keep the external auditors information confidential

t, supervision and review of the internal auditr's work



identification of risk areas is done through obtaining understanding of entity and its environament: industry, regulatory and other external factors

nature of the entity (products and services, customers and suppliers, location, group struct its objectives, strategies and risks (e.g. new products and services, expension plans) internal control (all components)

financial performance (key ratios and statistics, forecasts and budgets, credit rating, trends

audit risk - the risk that auditors give the wrong opinion on the fin statements

it can be uncovered at any stage of the audit

in the light of the work done the level of risk may be reappraised

risk assessment procedures

enquires of management and others within the entity

observation and inspection

analytical procedures (e.g. ratio analysis, comparing actuals and budget)

unusual relations

unusual trends

risk components

in an unjust or illegal a inherent risk - a possibility of incorrect or misleding information in fin statemen control risk - a risk that company's controls fail to prevent or detect material fra detection risk - a risk that the auditor's procedures do not detect material misst

auditor's responsibility in regard of audit risk - auditors have to

- assess the risk
- address the risk

the directors should rereview the results to make sure that audit risk was reduced to acceptable level auditor's responses to assessed risk:

design audit procedures (e.g. tests of control and substantive tests) to address t assign more experienced staff or those with special skills or using experts incorporate additional elements of unpredictability

o them

ect fin statements (particularly money laundering)

he basis of fin st6atements

artner.

=>

at the aggregate of uncorrected and undetected misstatements exceeds overall materiality. In simple t reviewed as audit progresses and it may change due to misstatements discovered:

m will lead to qualification of audit report. ch such misstatement. If management refuses to correct immaterial misstatemens auditors need to ch

rder to identify unexpected trends or unexpected relationships which may indicate the existence of error

is received.

.

supporting the figures. If balances are very different, more evidence is needed.

rols are ndeed found to be operating well, then the risk of an error in the fin statements is low and the nselves to achieve a very low detection risk. This means a audit based on full substantive testing rather

ailed substantive testing. This will b obviously taken into account during planning phase of the audit.

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:ure etc.)

;)

Its resulting from something other than failure of controls. For example, use of judgments and approxin aud or errors because they do not exist, or are designed badly or they do not operate properly. Lack of atements, either individual or in aggregate. It can happen due to choosing an unrepresentative sample

the risk areas

terms, performance materiality is the 'working materiality'. It sets a numerical level which helps guide a

eck if such accumulated immaterial misstatements remaining as uncorrected do not in aggregate cons

ors.

e auditor will perfom relatively little substantive testing on the fin statements amounts. This results in a than relying on internal controls. This will ususally result in an inefficient, expensive audit because of t



mations like in case of complex fin instruments, nonroutine accounts or transactions controls may be due to costs of their implementation: installation of new equipment, employment of (3 to test, human error, lack of training, inexperience, misinterpretation og results of test

auditors to do enough work (but, importantly, not too much) to support their audit opinion. In compari

ititute a material amount.

In efficent and relatively inexpensive audit becasue the auditors work is reduced. :he high amount of audit work needed.

extra staff, time taken by additional administrative procedures

ison with overall materiality, performance materiality is a lower figure.

Part IV. Testing

1 Assertions buit into annual accounts (fin statements)

PL assertions

occurance - means that transactions and events and other matter Relevant test – select a sample of entries from completeness - all transactions have been recorded in the finance Relevant test – select a sample of customer of accuracy - amounts and other data relating to transactions and of Relevant test – reperformance of calculations cut off - transactions and events have been recorded in the corr Relevant test – recording last goods received classification - transactions recorded in the appropriate account Relevant test – check purchase invoices postipresentation - information about transactions and events is app Relevant test – confirm that the total employ

BS assertions

existence - assets, liabilities and equity interests (capital and res Relevant tests – physical verification of non–c

completeness

Relevant tests – A review of the repairs and e valuation - all items have been included in the financial stateme Relevant tests – Vouching the cost of assets to rights and obligations - the entity has a right to its assets – ie it is

Relevant tests – in the case of property, deed classification

Relevant tests – the test for transactions of cł presentation - information about account balances is appropriat Relevant tests – auditors often use disclosure

approach

identify the assertion that needs to be tested Identify the audit procedure

Choose the assertion that will be tested Identify the risk that will cause a material mis Think of the audit procedures that should be

2 Evidence

auditors are seeking for two types of evidence

evidence that controls are operating effectively. This evidence is evidence that amounts presented in fin statements are true and characteristics of audit evidence - in order to form an opinion on fin statem sufficient and

sufficiency is about quantity

the riskier the item is , the more e the more material the item is, mo the less reliable audit evidence is,

appropriate audit evidence in form of

reliable

auditor generated evidence is more external (3d party) evidence is more written evidence is more reliable 1 original documents are more relia

relevant

evidence collected by auditors sho

evidnce gathering techniques analytical procedures external confirmations inspections enquiries observations recalculation re-perfromance see also here:

risk assessment procedures

auditing accounting estimates - estimates are particularly difficult area for t types of estimates

provisions

doubtful debt provisions legal provision warranty provision

values

depreciation net realisale value fair value deferred tax deferred income

audit approach

auditors need to obtain an understanding of how management identifies those hom management actually makes procedures the auditors need to do in respon review the outcome of the estima discuss with management their pr develop an independent estimate review subsequet events - for exa

sampling

audit sample - application of audit procedures to less than 100% population - a set of data about which an auditor wishes to draw sampling is used in auditing because it is usually impossible to exrisks connected with sampling

sampling risk - risk that selected sample is no non-sampling risk - other factors not related t

sampling methods

statistical samling - when every member of pomethods:

random sampling systematic sampling mnetary unit sampling non-statistical sampling - when items selecter haphazard selection of items - nor judgemental sampling - non-statis ers that have been recorded actually took place - and relate to this organisation

n the sales account in the general ledger and trace to the appropriate sales invoice and supporting goo cial statements – ie all assets, liabilities, equity interests (capital and reserves) and other disclosures ha inders and check to dispatch notes and sales invoices and the posting to the sales account in the genera events have been recorded at the correct amounts – ie at the amounts appearing in the source documies on invoices, payroll, etc, and the review of control account reconciliations are designed to provide ass ect accounting period – for example, if goods are delivered prior to year end, they are included in the contest and dispatch notes at the inventory count and tracing to purchase and sales invoices to ensure t is – for example, the purchase of raw materials has not been posted to repairs and maintenance. Ings to general ledger accounts.

ropriately presented and disclosed, and disclosures are clearly expressed so as to make them understa ee benefits expense is analysed in the notes to the financial statements under separate headings- ie w

erves) are physically present/belong to the entity on the reporting date. current assets, circularisation of receivables, payables and the bank letter.

xpenditure account can sometimes identify items that should have been capitalised and have been or nts at appropriate amounts according to company policy and the relevant financial reporting framewo o purchase invoices and checking depreciation rates and calculations.

s free to use or dispose of the assets as it sees fit. Furthermore, the entity is obliged to pay off the liabi s of title can be reviewed. Current assets are often agreed to purchase invoices although these are prir

necking purchase invoice postings to the appropriate accounts in the general ledger will be relevant age tely presented and disclosed, and disclosures are clearly expressed so as to make them understandable checklists to ensure that financial statement presentation complies with accounting standards and rel

statement in the financial statements – the audit risk is the total value of PPE that may be misstated deperformed in order to avoid the risk mentioned More:

https://ww https://ww

collected by performing tests of conrols
 I fair. This evidence is collected by performing substantive tests.
 ents auditors must obtain

vidence should be collected re evidence about it is needed the more evidence is needed re reliable than external (3d party) evidence re reliable than client generated evidence than oral evidence ble than copies and faxes

buld support the particular assertion which they are testing

:he audit as they involve considerable judgement and are based on future events. Thus estimates are n

: transactions, events and conditions that give rise to the need for estimate

the estimates including the control porcedures in place to minimize the risk of misstatement

ise to above assessment

tes made in the prior period

ocess for calculating the estimate and assess whether this appears reasonable

to use as reference point (i.e. for comparison) - for this it may be needed to obtain an independent ex mple if there is a pending legal case with the legal provision in the balance sheet as per the year-end, t

of items within an account balance or population such that all items have a chance of selection v conclusions

xamine all transactions and ti inspect every asset.

t representative: if auditor would test the whole population, the result would be different. to sample itself e.g. human error or inexperience from side of audit team

opulation has an equal chance of selection in the sample

d by auditor into sample are based on professional judgement of auditor e.g.

ļ

n-statistical technique used to approximate random sampling by selecting sample items without any cc stical technique in which the sample members are chosen only on the basis of the researcher's knowled Ids dispatched notes and customer orders.
ve been included in the financial statements.
al ledger.
ents.
iurance about accuracy.
cost of goods sold, not inventory.
hat goods received before the year end are recorded in purchases at the year end and that goods dispatched

Indable to the users. For this, the disclosures should use simple language and state matters clearly and rages and salaries, pension costs, social security contributions and taxes, etc.

nitted from non-current assets. Reconciliation of payables ledger balances to suppliers' statements is p rk. Furthermore, any allocations or valuation adjustments required (like impairment) have been made

lities that are shown in the statement of financial position narily used to confirm cost. Long term liabilities such as loans can be agreed to the relevant loan agree

ain. Also that research expenditure is only classified as development expenditure if it meets the criteria to the users. For this, the disclosures should use simple language and state matters clearly and concis levant legislation. These cover all items (transactions, assets, liabilities and equity interests) and would

ue to over-valuation/ undervaluation of PPE

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concisely.

rimarily designed to confirm completeness although it also gives assurance about existence. and financial and other information is disclosed fairly and at appropriate amounts.

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specified in IAS[®] 38 Intangible Assets.
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 include for example confirming that disclosures relating to non-current assets include cost, additions,

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