UTTARA UNIVERSITY

PROJECT REPORT

ON

THE ROLE OF AUDITING IN ORGANISATIONAL EFFECTIVE

SUBMITTED BY

Mohsina Akter

ID:2162011025

Major: Accounting

BBA Program

Batch:40th

PREPARED FOR

Md. Mohedul Islam

Assistant Professor of accounting

Department Business Administration

UTTARA UNIVERSITY

Submission Date- 30/08/2020

LETTER OF TRANSMITTAL

Md. Mohedul Islam

Assistant professor of Accounting
Department of Business Administration
School of Business

Submission of Project report on " THE ROLR OF AUDITING IN ORGANISATIONAL EFFECTIVENESS"

Dear sir,

With due respect, I am here by submitting by project report , which is a part of the BBA Program curriculum. It was great achievement to work under your active supervision. This report is based on "**the role of auditing in organizational effectiveness** "under the major of accounting course. I have prepared this report as a partial fulfillment of BBA program .so it becomes as an extremely challenging and interesting experience .Thank you for your supportive consideration foe formulating an idea. Without your inspiring this report would have been an incomplete one.

Lastly I Would be thankful once again if you please give your judicious advise on effort .

Yours Sincerely

Mohsina akter

ID:2162011025

Batch: 40th Major: Accounting

STUDENT'S DECLARATION

I , the undersigned declare that the project report is my original work and has been done by me under the general supervision of my supervisor .

The work has not been submitted to any other instituation for any other degree /diploma /in this university.

Signature…………………….

MOHSINAAKTER
ID:2162011025

Batch:40th

<u>SUPERVISOR DECLARATION</u>

I am pleased to certify that the project on " **THE ROLE OF AUDITING IN ORGANISATIONAL EFFECTIVENESS** " has been successfully completed by **MOHSINA AKTER** his bearing ID: 2162011025, Department of Business Administration has been approved for presentation and viva voce. Under my Supervision Mohsina akter.

I am pleased to hereby certify that data and findings presented are the authentic work of Mohsina akter . I strongly recommend the Project presented for further academic commendation and viva voce.

It has indeed been a great pleasure working with him. I wish him all success in life.

Signature ………………

Name of Supervisor: **MD : Mohedul Islam**

Assistant Professor of Accounting .

Department of Business administration

School of Business ,

Uttara University

Acknowledgement

I am very much grateful to the almighty Allah for giving me strength and opportunity and sound mind and health to complete the internship project. A lot of thank to my Honorable teacher, **Md. Mohedul Islam** , who always gave me guidelines and suggestion during the period of completing my Project paper.

I have taken efforts in this project. However, it would not have been possible without the kind support and help of many individuals and organizations data. I would like to extend my sincere thanks to all of them.

I am highly indebted to uttara university for their guidance and constant supervision as well as for providing necessary information regarding the project & also for their support in completing the project. I would like to express my gratitude towards my parents & member of uttrara university for their kind co-operation and encouragement which help me in completion of this project.

I would like to express my special gratitude and thanks to industry persons for giving me such attention and time. For Successful completion of this project ,I have been fortunate to have the support.

TABLE OF CONTENTS

ABSTRACT

In the questions section of the module there is a case study where you can practice all the knowledge gained in this unit so far. The case study is called Start ford Yachts and it also has the answers for you to see how you got on.

An Audit plays a valuable role for companies and charitable organizations to maintain integrity and specific goals.

An effective Audit helps organizations achieve goals and objectives by measuring overall performance and productivity, as detected in transactions and business records.

An Audit protects an organization from financial misstatements, presenting a reliable health picture of the organization to the markets.

Audit is nothing but an independent and systematic examination of statutory records, books of accounts, documents and vouchers of an organization. This mainly performed or conducted to ascertain how far the financial statements as well as non-financial disclosures present a true and fair view of the concern. Audit is an activity that attempts to ensure that the books of accounts are properly maintained by the concern as required by law.

Audit is an effective tool for a Business Management, as internal audit is conducted in order to ensure the policies are being followed. It

enables to make valuable suggestions for improvement and to formulate future policies of a business

SECTION 1: JUSTIFICITION OF THE STUDY

This is unique in that it addresses the relationship The role of auditing in organizational effective . That's the reasons I am highly motivated in doing research about this topic.

Every sector in Bangladesh and other county whether it is government or non government organization need audit justify actual asset of the organization . to justify company / organization loss and profit audit is the method of justment. In modern business audit is the protocol of the company to run the business properly .more over audit is indeed for a business organization. That's why I am very much curious about this topic.

Finally, as a student of business studies it will also help me in finding a lucrative job and my future research. The finding of this study will redound to the benefit of society considering that the impact of Organizational will help our business.

SECTION 2: OBJECTIVE OF THE STUDY

The following are the key objectives the researcher proposes the study /researcher to active:

1. I want to learn more about determine if auditing is really the backbone of organizational effectiveness or not .

2 I want to describe as a tool to prevent fraud ,embezzlement of funds in organizations .

2. I want to tell my readers that improve the investment potentials of companies through the mechanism of auditing .

SECTION 3: METHODOLOGY

Every research has a methodology. On the way of the formation of this report, it has a methodology too. The study is descriptive in nature to analyze the existing studies. In this report qualitative approach has been applied by analyzing existing theories and relevant kinds of literature. Due to this CORONA Pandemic situation this study is largely based on the secondary data from academic articles, books, working papers, academic theses, reports, policy documents by the government, and domestic and international development agencies. The applied data have been gathered from several authentic sources.

In this report most of the information's are collected from various articles. To collect all this articles my supervisor suggests me go ABDC journal ranking website. Where I found several categories of journal related to Accounting, Finance and economics, human resources . I choose some A categories of journal website and go through it. After analyzing all the journals, I selected my topic.

Then, I selected some key words related to my topic as like " the role of auditing organizations in effective " ,what is audit , audit is backbone of organizational effective, audit how much important in any organization etc. I put these key words in Google Scholars. Then I found many articles related to my topic. From those articles I selected 10 important articles based on my topic. It was quite impossible for me to collect or download all my articles. But in this case my supervisor helped me very much. Even he collects some articles for me. After collecting those articles, I numbering those articles from 1 to 10 which helps me in preparing my report appendices. After collecting articles at first, I read them very carefully and marked my important paragraph from those articles. Then I started to write my report.

Initially, the thesis will review the previous studies on audit , human resources' , and sustainable development in organizational effectiveness .

SECTION 4: Discussion

OBJECTIVE : 1

*I want to learn more about determine if auditing is really the backbone of organizational effectiveness or not .

Audit is nothing but an independent and systematic examination of statutory records, books of accounts, documents and vouchers of an organization. This mainly performed or conducted to ascertain how far the financial statements as well as non-financial disclosures present a true and fair view of the concern. Audit is an activity that attempts to ensure that the books of accounts are properly maintained by the concern as required by law. It ensure the companies financial successful business activities. And this the method make company effective enforcement 0f business effective success.

Academics have started identifying an "Audit Society" .Since, auditing has become an ubiquitous phenomenon in the corporate as well as the public sector and government as well. It is an individual that perceives and recognizes the propositions before them for examination. Auditor obtains evidence and formulates an opinion on the basis of his judgemant which is communicated through their audit report .Third party assurance is provided by the auditor on every subject matter. There are many other areas which are commonly audited such as Secretarial &Compliance Audit, Internal Controls, Quality Management, Project Management, Water Management, and Energy Conservation.

In case Small Business owners, the thought of a **financial audit** is formality. The financial position and organization of a business can be revealed by auditor. Through this, Small Businesses can receive tremendous benefits from better understanding their financial position. Financial audits are also beneficial in highlighting areas of success or concern in a business and help the management team find greater pathways to future.

OBJECTIVE : 2 I want to use as a tool to prevent fraud ,embezzlement of funds in organizations .

I describe that prevent fraud ,embezzlement of funds in organizations .E j Mc millan (2006) studies an experienced fraud examiner and teaches fraud prevention courses to organization.

The subject of fraud prevention at business conventions of all types and can be reached.

Embezzlement and fraud are a reality that all organizations are confronted with .

This manual is designed to help auditing CPAS internal auditors, and management understand how to evaluate the system of internal controls, expose weaknesses that could lead to fraud ,and take corrective action to reduce the possibility of victimization.

That fraud or embezzlement will be eliminated. However , if the suggestions offered in this manual are implemented, this risk will be reduced substantially.

OBJECTIVE : 3 I want to tell my readers that improve the investment potentials of companies through the mechanism of auditing ?

The most interesting learning that I will share now potentials of companies through the mechanism of auditing. RL Watts, JL Zimmerman (1983) external auditing as a mechanism for potentials of company s has attracted considerable attention of late. Academics and policy makers in both developed and emerging markets are increasingly grappling with this issue as they seek to reform their company s mechanisms of auditing.

which is supported by the quality of the audit – so it is in the interests of directors and audit committees to support the audit process. This includes ensuring that management produces quality financial information on a timely basis, and that the audit is appropriately resourced. We strongly caution against selecting auditors on the basis of cost rather than to ensure a quality audit.

Auditors should deliver professional, high quality audits through:

- a strong internal culture focused on quality audits and professional scepticism
- applying appropriate resources, experience and expertise to audits
- effective internal supervision and review
- robust accountability mechanisms
- identifying and addressing audit risks and issues on a timely basis
- accepting and addressing findings from audit inspections, including findings on asset values and revenue recognition.

Factors audit firms should consider to improve auditing

- conducting effective quality reviews of audits
- remediating findings by obtaining the audit evidence necessary to form an opinion on the financial report
- identifying root causes of findings from their own quality reviews and our audit inspections
- developing and implementing action plans to address those findings, and monitoring and revising these action plans to ensure that they are effective
- reviewing their staff structure to ensure they are appropriately resourced to undertake increasingly complex audits into the future.

SECTION 5: FUTURE FORWARD

Question

The study has some limitations which could not avail to overcome during the study. As the study mainly covers the recent trend, a short time period 2014 to 2019 on a single country which does not show any broader and comparative view. The research is qualitative in nature based on a secondary study which lacks some concrete findings. As the study is futuristic in nature based on recent trend and covering very few factors is challenging to measure the auditing is organizational effectiveness . In terms of methodologies, the study lacks any scientific methods which challenge the reliability. Despite of these limitations, the thesis makes a scope for further study by forwarding few questions in relevant areas:

1 : Can auditing truly evaluate company's internal control system ?

2: Would auditing ensure a reduction, if not elimination of fraud , embezzlement in company annual reports?

3:Between internal and external auditing which auditing is very much effective for an organization?

4: How auditing affects an organizations performance ?

5: problems in obtaining sufficient and appropriate audit evidence?

6: To use disclose any firm of material misstatement that may exist in the account of a company ?

7: The unattractiveness of company's shares due to unaudited nature of its account which might scare of investors?

SECTION : 6 APPENDICES

APPENDIX I

introducing consulted articles

SL	Article Title	Author	Journal Name	Volume & Issue	Year	Publisher
1	Accounting for The audit commission.	B. McSEENEY	The political quarterly	Volume 40, issue 6	1988	Academia. edu
2	The role of auditing in the management of corporate fraud.	K Omoteso ,M Obalola	Ethics , Governance And Corporate	Volume 37, issue 4	2014	Books . google.com
3	A framework for auditing HR strengthenin The role of HR in the organization.	A cannings T Hills	Industrial and commercial Training		2012	Emerald.co m
4	Auditing best practice for effective product innovation management .	K cormican	DO Sullivan Technovation		2004	Elsevier
5	Agency theory and the internal	M B adams	Managerial auditing journal	Volume 25, issue 6	1994	Emerald .com
6	Strategic planning and the marketing effectiveness audit .	M A Camilleri	Travel marketing , tourism , economics and the airline.	Volume 40, issue 6	2018	Springer

7	The contribution internal auditors make to strategic management	R Melville	International journal of auditing	Volume 15, issue 2	2003	Wiley online library
8	The impact of human resource capabilities on internal customer satisfaction and organization effectiveness.	WJA chang TC huang	Total quality management		2010	Taylor &francis
9	In search of the audit society , some evidence form health care , polish and school.	M bowerman , H raby	Journal of auditing	Volume 7, issue 5	2000	Wiley online library
10	Governance factors affecting internal decision making.	C O,Leary , Jstewart	Auditing management journal	Volume 4, issue 9	2007	Emerald .com

SECTION :6 APPENDIX II

Compilation of objective / purpose/ Hypotheses addressed by the:

article

Article	Objective/ purpose/ question / hypotheses
1	The criterion of "effectiveness" assumes that what appeared to happen did happen. One does not need to accept a strong view of subjective interpretation of reality to accept perceptual bias and uncertainty.* Do auditors have privileged perceptual powers allowing them uniquely to see not only nothing but the truth about complex organisations, such as local authorities, but the whole truth also? Equally important, brief as the Commission's definition of effectiveness is, it also assumes a direct and knowable link between intentions and outcomes.
2	Corporate governance interacts with auditing and it is useful to understand how corporate governance and auditing affect companies. A related issue is whether better governance is a substitute for auditing or a complement. Previous studies of that issue have had mixed results. corporate governance and auditing that assesses what has been found and examines issues that can be explored using multiple studies.
3	This paper aims to propose that a new approach to human resource (HR) audit is needed. It also aims to explain the new approach and introduce a range of tools to support it The work proposes a new framework to assess HR activity against alignment and contribution to organization strategy and goals, as well as the prevailing culture, thus forcing HR audit to move beyond legal compliance of HR practices. A range of processes, tools and techniques are identified..
4	The product innovation process is extremely complex and involves the effective management of many different activities. Despite the fact that many tools and techniques have been developed in an attempt to make this process more effective, product development

	projects are still prone to failure. The authors surveyed senior research and development managers in an attempt to identify the critical success factors for effective product innovation management (PIM). From this, a best practice model and scorecard were developed. The scorecard enables managers to measure their performance in terms of product innovation management against best practice.
5	Agency theory is extensively employed in the accounting literature to explain and predict the appointment and performance of external auditors. Argues that agency theory also provides a useful theoretical framework for the study of the internal auditing function. Proposes that agency theory not only helps to explain and predict the existence of internal audit but that it also helps to explain the role and responsibilities assigned to internal auditors by the organization, and that agency theory predicts how the internal audit function is likely to be affected by organizational change. Concludes that agency theory provides a basis for rich research which can benefit both the academic community and the internal auditing profession.
6	The central role of marketing stems from identifying processes which create value to customers. Therefore, the marketing strategies and plans should be based on relevant frameworks which create and capture value to customers and to the businesses, themselves. The strategic planning involves a thorough analysis of the businesses' internal strengths and weaknesses, and an evaluation of opportunities and threats in the market place. The scanning of the marketing environment leads management to choose particular customers and product strategies.
7	This paper examines the role of internal auditors in strategic management, in particular their use of the Balanced Scorecard (BSC). The research is empirical, based on the results of a survey of an international, specialist group of professionals. This group comprised both internal auditors and non-internal auditors. Membership is multinational and a full range of industries was represented. The response rate was more than 22%, and all results were tested for significance. Respondents were asked to evaluate their own and their organization's attitudes towards a range of statements about strategy and the BSC. The results show that there is a significant awareness of the potential benefits of the Balanced Scorecard and its potential role in good corporate governance practice. It was also clear that 'soft' controls

	and qualitative issues are addressed and reported on.
8	Numerous studies have examined the link between HR practices and firm performance in recent decades (Arthur, 1994; Delery & Doty, 1996; Guest, 1997; Hustled, 1995; Pfeffer, 1994). The results showed that the proper use of human resource improves firm performance. Most empirical studies have assumed a causal chain between HR practices and organisational outcomes, but have left out the intermediate step between the two as a 'black box'. The remaining studies examined the relationships of HR practices – organisational outcomes and HR practices –employee outcomes separately. The second problem is the lack of consideration of employee opinion. Without employee contributions, it is impossible to determine whether HR practices are beneficial to employees, or whether they simply add to employee workload and stress levels, resulting in a negative quality of working life (Pass, 2002). Thirdly, previous studies have debated how to measure performance. Earlier research focused solely on improvements to financial performance (Harel et al., 2003). However, current research has indicated the limitations of this approach (Eccles, 1991) and the benefits of examining the variety of outcomes of HR have now been demonstrated, including employee motivation, commitment, reduced turnover, training levels and absenteeism rates (Jansen et al., 2001; Pass, 2002). Finally, the findings supporting the relationship between HR practices and firm performance are incomplete owing to excessive reliance on a single respondent and self-reporting (Gerhart et al., 2000; Pass, 2002), resulting in limited analysis and a failure to examine the organization more broadly.
9	we are moving towards an 'audit society' (Power 1994, 1997) are fuelled by the emergence of a wealth of audit and other performance monitoring initiatives. To date, however, very little empirical evidence has been gathered on the precise nature, role and scope of this 'society'. This paper draws on academic literature, official and unofficial reports and interviews with auditors, inspectors and audiles across three major public service organizations. The paper argues that audit is just one aspect of a broader, but rapidly evolving, 'performance measurement society'; other important elements of which include the growth of inspection and self-assessment. Public sector audit emerges as an increasingly questionable function. The remainder of the paper

	dismantles some of the myths associated with its practice, particularly regarding its public visibility and contribution in terms of enhancing processes of public service delivery, management and accountability.
10	The purpose of this paper is to explore the ethical decision making of internal auditors and the impact of corporate governance mechanisms thereon. It also aims to explore whether ethical decision making is influenced by years of experience in internal auditing. Participants were generally sensitive to ethical dilemmas but were not always confident that their peers would act ethically. A higher quality external audit function was positively associated with internal auditors' ethical decision making.

APPENDIX III

Complication of Methods

Article	Methods
1	The Commission also produced performance assessments for councils, fire and rescue services, and housing organisations. In July 2009, it launched the Comprehensive Area Assessment, which assessed the effectiveness of local public services. The Commission had been criticized for its methods, particularly how it rated councils and health organisations.
2	Internal audit, external audit and audit committee to discuss the role auditing can play in the management of corporate fraud. the developments in external audit as an assurance service, the internal audit function and the audit committee.
3	HR auditing has evolved in recent years to the point that it has ceased to be a mere instrument of control and has become a necessary decision making tool in personnel related matters according to the global objectives of the company. As a result, all of the functions and competencies of HR auditing are being progressively expanded. This is creating a distinction between its component elements and the different types of HR audits.
4	The product innovation process is extremely complex and involves the effective management of many different activities. Despite the fact that many tools and techniques have been developed in an attempt to make this process more effective, product development projects are still prone to failure. The authors surveyed senior research and development managers in an attempt to identify the critical success factors for effective product innovation management .
5	Agency theory is extensively employed in the accounting literature to explain and predict the appointment and performance of external auditors. Argues that agency theory also provides a useful theoretical framework for the study of the internal auditing function.
6	The marketing strategies and plans should be based on relevant frameworks which create and capture value to customers and to the businesses, themselves. The strategic planning involves a

	thorough analysis of the businesses' internal strengths and weaknesses, and an evaluation of opportunities and threats in the market place. The scanning of the marketing environment leads management to choose particular customers and product strategies. Therefore, strategic planners have to assess their resources, competences and capabilities, as they should determine where their company stands relative to other competitors.
7	**The role of internal auditors in strategic management, in particular their use of the Balanced Scorecard(BSC).** This paper is the result of a survey of internal audit practitioners that sought to evaluate the actual and potential of internal audit at the strategic management level.
8	Human resource capability is valuable, rare, irreplaceable, and difficult to imitate; therefore, it is crucial for creating sustainable competitive advantages. Human resource capability can be appropriately used to improve the performance of an organization.
9	The audit society and the purpose of this essay is to revisit the central arguments and to pick up where they should be developed further. To understand the audit society it is not sufficient, although undoubtedly useful, simply to quantify the amount of auditing going on. It is also important to understand the growth and circulation of an idea of audit, a growth in which accountants have been powerful agents in selling their auditing capabilities
10	The ethical decision making of internal auditors and the impact of corporate governance mechanisms thereon. It also explores whether ethical decision making is influenced by years of experience in internal auditing.

APPENDIX III

Complication of conclusions

Article	conclusions
1	Amount of audit by the private firms greater emphasis on those authorities it regards as problematic which would involve imposing extra audit time including studies of their comparative perceived effectiveness or ineffectiveness. However, the Commission's downgrading of the statutory evaluation criterion of effectiveness is likely to remain as long as central government pressures and decisions to reduce local authority spending continue.
2	Based on the tripartite audit function involving internal auditors as the internal corporate watching, external, auditors ,as (the society 's corporate watchdog and audit committees as the internal and society 's corporate watchdog (through their oversight roles on both internal and external auditors), this chapter explained the nature , types and possible causes of corporate fraud within the context of business risk with a view to establishing how the three audit type can help in managing such frauds .The chapter also discussed the centrality of an entity's internal control systems to the effectiveness oof auditors ' roles in managing corporate fraud.
3	Indeed HR audit is an effective tool to assess the efficiency of the current HR activities. HR audit gives opportunity to align the HR practices with the organizational strategy, identify improvement areas, and keep abreast with the current practices. It allows an organization to assess and evaluate any gaps or potential risks and increase the commitment of HR professionals towards continuous improvement. On the whole HR audit increases the efficiency of Human Resource function, helps contribute towards the organization effectiveness, and develops professional image of the HR department. HR audit also helps in reducing HR cost and increasing motivation of the HR personnel. All the HR functions such as performance appraisal, training and development etc. are fine-tuned as a result of HR audit. Thus it goes without saying that the human resource department can transform itself to be a strategic business partner by making the HR audit a part of the audit cycle of the organization.

4	In today's dynamic environment, it is becoming increasingly apparent that the survivors in this new era will be those companies who are rigorous in their pursuit to innovation, in order to develop and deploy new pro-ducts more effectively and probability . It is also increasingly clear that the only way to achieve this goal is to actively manage the innovation process. In order to do this, managers must develop and provide the appropriate infrastructures and support systems. By understanding the process and the factors that facilitate product innovation, organizations can increase the likelihood of developing an appropriate environment for innovation. This in turn will help minimize their failure rate and maximize changes 0f successful product innovation.
5	It is clear that audits serve a fundamental purpose in promoting confidence and trust in certain financial information in financial statements. The principal-agent conflict as depicted through agency theory is of particular importance in this respect and sheds light on the development of the audit in the UK over the centuries. Concern about trust and the reliability of financial information helps to explain why the audit is seen as an important mechanism for shareholders to help ensure that the directors are running the company in the shareholders' best interests. However, this explanation for the role of audit is too simplistic on its own. This paper outlines other issues and relationships that impact on the role of audit. The simple agency model cannot provide a complete explanation.
6	The views in the scientific literature, which define the marketing audit as a tool that can be used in the control phase or the analysis phase of the management process, are given. Treating the audit as part of the control phase seems more appropriate. In this approach, all the features of the strategic nature of the audit are exposed.
7	Adoption of the BSC has a positive effect on enabling internal auditors to become involved in strategic management . in high organizational awareness of the BCS coupled with a high knowledge and use of control models leads to more successful and effective implementation of CSA. It is clear that internal

	auditors already make a contribution to strategic management.
8	Based on a process perspective, this study proposed an integrated model that comprehensively considers crucial constructs relevant to HR capability and organizational effectiveness. In this study, empirical research was conducted, in which a state-owned Company-A was used as an example. Research results reveal the internal customer satisfaction, which is highly valued in internal marketing, was primarily influenced by team orientation, affective commitment, and normative commitment. However, the effects of training, pay for performance, and continuance commitment were not as strong as expected.
9	Compliance, is an attractive ideal. Defensive auditing is the antithesis of this ideal. The primary critical intention of The Audit Society remains relevant despite its weaknesses as an empirical set of arguments; the book is simply a plea for greater understanding of the consequences of checking and monitoring for industries, organizations and individuals. Some forms of audit and inspection need to be radically redesigned with greater sensitivity to their consequences and without slavish adherence to performance measures which serve the audit process and little else. But there is no general critical argument here, and each area needs to be looked at on its own merits. The prospects of a light, self directed audit process, which harnesses productive learning and selfhelp to regulatory
10	We propose the concept of the "Organizational Moral Structure" which we define as a comprehensive framework of organizational factors that condition, incite or influence good or bad individual moral behavior within an organization. Our findings suggest that there are seven underlying constituents of the OMS which seem interconnected: 1) leader's values and character, 2) vision and exercise of power, 3) corporate control systems, 4) internal network of influence, 5) organizational culture, 6) internal and competitive pressures, and 7) external influences. The OMS concept endorses individual rather than corporate responsibility, but it also takes into consideration structural elements that affect and may mitigate individual responsibility

SECTION: 7 REFFERNCES :

1: Mallin, Christine A (2011) Corporate governance developments in the UK in Mallin, Christine A (ed), Handbook on international corporate governance: Country analyses, 2nd Edn, Edward Elgar Publishing, ISBN 978-1-84980-123-2 2.

2: Bowen, William G (2008) The board book: An insider's guide for directors and trustees, WW Norton & Company, NY & London, ISBN 978-0-393-06645-6.

3: European Journal of Business and Management www.iiste.org
ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)
Vol.7, No.22, 2015

4: Employees are aware their benefits plans,
European Journal of Business and Management www.iiste.org
ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)

5: Kathryn Cormican (Ph.D.) is a lecturer in the Department of Industrial Engineering at the National University of Ireland, Galway.

https://reader.elsevier.com/reader/sd/pii/S2212567116303410?token=C7A5AD335FA941D9630232EBEB7611007502180BE568177F7721A313FEE1C22BC9089A6775DFE54F95143D51FA29FCAC

https://www.researchgate.net/profile/Babatunde_Lawal8/publication/341314365_The_Impact_of_Auditing_in_Controlling_Fraud_and_Other_Financial_Irregularities/links/5eba8ef84585152169c87689/The-Impact-of-Auditing-in-Controlling-Fraud-and-Other-Financial-Irregularities.pdf?origin=publication_detail