

24. Management and audit in an enterprise

Subject code		Subject name	Management and audit in an enterprise	
Field of studies			Finances and accountancy –second-cycle studies	
Type of subject or module			D. Specialization module: D2. Accountancy and management audit	
Educational profile (of studies)	Practical			
Semester	3			
Course coordinator				
Teacher				
Language	Polish			
Workload of the teacher and students in hours			Full-time	Extramural
1. Lectures (common participation of academics and students)			15	9
2. Other forms (common participation of academics and students)			30	18
Total 1+2			45	27
3. Trainings (performed by students themselves)				
4. Students' own work (including homework and project tasks, preparation for an in-class test or an exam)			30	48
Total 3+4			30	48
SUM 1+2+3+4			75	75
Total number of ECTS points according to the study programme			3	3
Preliminary and additional requirements				
Credits in core and basic subjects in previous semesters				
Subject Learning Outcome				
	DESCRIPTION OF A SUBJECT LEARNING OUTCOME			EKK symbol

		(reference of learning outcomes to the subject)
	is knowledgeable about – knows and understands:	
	has extensive, organized and theory-based knowledge about management and audit in an enterprise	FR.II_W02
	major audit development trends	FR.II_W03
	various, complex organizational solutions used in occupational activity in finances in the context of solutions used in other domains	FR.II_W05
	rules of development of various entrepreneurship forms with particular regard of the financial industry	FR.II_W09
	has the following skills – can/is able to:	
	formulate and solve complex and untypical problems and innovatively perform tasks in unpredictable conditions due to the right selection of sources and information as a result of applying existing or developing new adequate methods and tools	FR.II_U01
	formulate and solve problems, and perform tasks typical of occupational activities in finances and accountancy, including the management of credit institutions, financial reporting, cost accounting, financial audit and the assessment of creditworthiness.	FR.II_U03
	apply rules, methods and techniques of managing credit institutions, financial reporting, cost accounting, financial audit and the assessment of creditworthiness in occupational activities	FR.II_U06
	use rules, methods and techniques of managing finances, costs, an investment portfolio and an organization)	FR.II_U07
	use knowledge about a separated specialization, including banking, financial advisory services, accountancy and financial audit, in professional practice	FR.II_U09
	has the following social skills – is conscious and ready to	
	recognize the importance of knowledge in solving cognitive and practical problems and seek experts' advice in the case of difficulties with finding an independent solution to an occupational problem (of a banker, a financial advisor, an accountant and an auditor)	FR.II_K02

	fulfill social obligations, inspiring and organizing the activity for the social environment and initiating actions for public interest	FR.II_K03
	be responsible for performing occupational roles (of the banker, the financial advisor, the accountant and of the auditor) with respect to ever changing social needs, including the development of occupational achievements, supporting the ethos of an employee of the financial industry, obeying and developing the rules of occupational ethics and taking actions for obeying these rules	FR.II_K05
	conscientiously perform occupational roles of the banker, the financial advisor, the accountant and the auditor by forming and maintaining appropriate working relationships in the working environment, promoting a pro-quality culture in occupational activities in finances and accountancy	FR.II_K06
Learning objectives		
Familiarization of students with the notion and importance of control, controlling and audit in an enterprise. Presentation and description of control and audit types and their importance to the enterprise. Familiarization of students with tasks and functions of a controller and an auditor. Formation of the students' ability to use reference literature items to solve practical problems related to control and audit.		
Curriculum contents		
Lectures:		
<ul style="list-style-type: none"> • Managing an enterprise – essence, objectives and importance. Planning in the enterprise, its connection to control. Goal setting management. • Decision in management, views on the 'decision' definition, a decision-making process in an enterprise – from analysis to functional situations, decision-making process typology, problem structure and management levels • Management as an information-decision process, contemporary global sources of information , a chain of transforming primitive information into decisions, information classification in management processes, information system and qualitative information system criteria • Control in an enterprise as a management function, a control concept, a relationship between planning and controlling, organizational factors creating a need for control of a certain degree, control types • Controlling process designing, defining the required results, specifying indicators of future results, specifying norms of future results, forming types of an information network and feedback and undertaking corrective actions 		

- Internal control in an enterprise – concept, importance, control types,
- Controlling in enterprise management: essence, controlling tasks, basic differences between control and controlling, controlling functions, controlling activity scope, controlling position in the enterprise structure, controlling organization forms. Operational vs. strategic controlling.
- Controller’s position and their tasks in the enterprise hierarchy. Accountancy as a controlling information base
- Audit in an enterprise: concept, essence and importance. Types of audit with regard to its position in a unit: internal and external audit.
- Types of audit with regard to the assessment subject: activity, ethical, financial, IT, quality, marketing, operational, personal, knowledge audits
- Internal audit and internal control as independent tools supporting the fulfillment of enterprise objectives
- Differences and relationships between internal audit (area of activity, objective of activity, organization method, activity method) and internal control

Other class forms:

- Management and its functions. Description, importance for an enterprise. Control position in enterprise management.
- Traditional vs. modern decision-making techniques, decision-making process efficiency condition. Make decisions-tests.
- Control process stages and their elements. Application. Organization factors causing a need for control. Features of effective control systems. Examples.
- Basic guidelines in an enterprise about the control system: types of measurements, number of measurements, authorizations to set norms and measurers, frequency of measurements, feedback direction. A case study.
- Key control effectiveness areas: strategic control points, features of effective control system, problems with establishing effective control systems. A case study.
- Operational and strategic controlling functions and features. Examples.
- Controlling tasks in enterprise management. A case study.
- Internal and external audit: scope of actions, functions, examples. Internal audit classification. Operational and financial audit – differences and similarities.

<ul style="list-style-type: none"> • Stages of an auditor’s activities. The auditor’s authorization in the audit performance. • Audit importance in enterprise activities. A case study. 	
Recommended literature:	
Basic:	
<ul style="list-style-type: none"> • Jedynak P. (red.), Audyt w zarządzaniu przedsiębiorstwem, wydawnictwo UJ, Kraków 2004. • Kuc B. (red.), Kontrola, kontroling i audyt: podobieństwa i różnice, Wydawnictwo Menedżerskie PTM, Warszawa 2008. • Szczepankiewicz E., Kontrola i audyt wewnętrzny w jednostkach, wydawnictwo UE w Poznaniu, Poznań 2016. 	
Complementary:	
<ul style="list-style-type: none"> • Gumińska B., Marchewka-Bartkowiak K, Szelał B. (red.), Audyt wewnętrzny i kontrola zarządcza: studium przypadku, CeDeWu, Warszawa 2012. • Lisiński M. (red.), Audyt wewnętrzny w doskonaleniu instytucji: aspekty teoretyczno-metodologiczne i praktyczne, PWE, Warszawa 2011. 	
Teaching methods and forms in classes	Yes (X) / No
Lecture with a multimodal presentation of selected problems	
Conversational lecture	
Problem-focused lecture	X
Information lecture	X
Discussion	X
Work with text	
Case study method	X
Problem-based learning	X
Teaching/simulation game	X
Practice method	
Workshop method	X
Project method	X
Multimodal presentation	

Sound and/or video demonstrations	X
Activating methods (e.g. „brainstorming”, SWOT analysis technique, decision-making tree technique, snowball sampling, “mind maps” construction)	X
Group work	X
Individual work with a student (including tutoring)	
Inspection of classes taught by teachers or other students	
Teaching classes with children (school children, alumni)	
Others (what?) -	
Verification of learning outcomes	Yes (X) / No
Written exam	
Oral exam	
Written in-class semester test	
Oral in-class semester test	X
Written mid-term test	
Oral mid-term test	
Test	X
Essay	X
Report	X
Multimodal presentation	
Participation in a debate	X
Project or product manufacturing	X
Report on laboratory classes	
Others (what?) -	
Teacher’s remarks	
Scale of grades and a method of giving grades	
Scale of grades: failing (2) satisfactory (3) satisfactory plus (3,5) good (4)	The grade is given based on the following scale: below 55.00 % - grade 2 55.00 % and more - grade 3 60.00 % and more - grade 3.5 70.00 % and more - grade 4

good plus (4,5)	80.00 % and more - grade 4.5
very good (5)	90.00 % and more - grade 5