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## **Internal Audit of the Informational Management Process**

### **Interný audit procesu informačného manažmentu**

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#### **Abstract**

Information is one of the most important and valuable tools available to management. A well-designed document registration system, which includes: Directives, working procedures, as well as e-mail communications, meeting minutes, and more. Organizations have at their disposal several dozen tools that allow the setting up of new processes and procedures with which an organization can streamline the process of transmitting and obtaining information. These tools include, among others, the external Microsoft-office tool, which allows vast amounts of information to be stored on disks, as a service for the organization. This paper will address the implementation of new workflows in the processes of the investigated organization in order to streamline the work of documents and information shared between those responsible throughout the organization.

**Keywords:** Informational management. Audit. Risks. Documentation. Work-flow.

#### **Abstrakt**

Informace jsou jedním z nejdůležitějších a nejcennějších nástrojů, které má management k dispozici. Základním stavebním kamenem předávání informací uvnitř organizace se stává správně nastavený systém evidence dokumentů, mezi které patří: Směrnice, pracovní postupy, ale i e-mailová komunikace, zápisy z meetingů a další. Organizace mají k dispozici několik desítek nástrojů, které dovolují nastavování nových procesů a postupů, s nimiž může organizace zefektivnit proces předávání a získávání informací. Mezi tyto nástroje mimo jiné patří i externí nástroj Microsoft-office, který dovoluje uskladnění ohromného množství informací na discích, jakožto službu pro organizaci. Zároveň s ním ve správných rukou může odpovědná osoba nastavit postupy, které práci s dokumenty usnadní, zrychlí a zároveň je zavedou v souladu s požadavky norem na management kvality, jakými je například ISO 9001:2015, která je celosvětově uznávanou normou managementu kvality, se zaměřením, mimo jiné i na správné nastavení dokumentace a předávání informací uvnitř organizace. Tato práce se bude zabývat implementací nových work-flow do procesů zkoumané organizace za účelem zefektivnění práce s dokumenty a informacemi, které se mezi odpovědnými osobami uvnitř celé organizace sdílí.

**Klíčová Slova:** informační management, audit, rizika, dokumentace, work-flow.

**JEL Classification:** G32, M12, M42

## Introduction

Management is the cornerstone of group work, allowing us to organize and manage its members to achieve results. Organization management is a field that has evolved rapidly over the last few decades, and getting it right is crucial to the success of the entire organization. There are many definitions of what management means. (Robbins and Coulter, 2016) argue that management is the coordination and supervision of the work activities of others to complete their activities efficiently and effectively. (Bateman and Co., 2017) argue that management is a process of working with people and resources to achieve organizational goals. As such, we divide management into several degrees according to periods and the size of the process it deals with. The basic division is strategic and operational management. The strategic perspective concerns questions of securing the future of the organization as well as deriving organizational ideas of success. The operational perspective focuses on aspects of effective management of daily working life and the use of resources (Rüegg-Stürm & Grand, 2020). (Bleicher, 2011) describes strategic and operational management as follows: The role of strategic management is to provide guidance for operational activities and to manage them following the founding regulations. Operational management includes implementing normative and strategic rules, achieving performance, and carrying out work by managing daily activities. This work will explore the process of information management and specifically the process of controlled documentation. It will audit this process and, based on new methods, set up corrective action to remove risk factors.

## 1 Theoretical framework

If we are talking about knowledge management, we can divide its levels according to (Bureš, 2007) into transnational, national, organizational, and knowledge management levels. This is a hierarchy where the supranational level is the highest and the level of knowledge management is the lowest and most professional area available to the manager. On knowledge management, we need to mention the concept of information, as this goes hand in hand with management knowledge. Information is processed data. They provide context and allow decisions to be implemented. Those decisions are then contingent on the knowledge of the manager concerned, who makes the decisions based on those two metrics. (Wilson, 1996) had already argued that information and knowledge could be viewed as closely related and complementary phases and as such played both essential roles in the decision-making process. We have to process the information as such, and according to (Webb, 2017), the hierarchy of process processing will help. This shows that by selecting and analyzing data it is possible to gather information, selecting and combining information it is possible to acquire knowledge from which decisions can be made and action taken.

According to this hierarchy, the decision-making process proceeds as follows. The manager collects the data and selects the necessary information for processing it. Based on the experience he has accumulated, he will make a decision, and the relevant activities within the organization will be triggered accordingly. It follows

from this process that knowledge is therefore the cornerstone of this process. Knowledge is an abstract concept that philosophers such as Plato and Aristotle used in ancient Greece, since when many philosophers and other scholars have tried to describe the concept. (Bolisani & Bratinau, 2017) specifies knowledge as an abstract that must meet three conditions.

- A condition of truth. It requires that if a person knows a fact, that fact must be true. Because truthfulness is what makes opinions different from knowledge.
- A condition of faith. This condition requires a person who works with a fact to believe that fact.
- Justification condition. This condition requires a justification that the belief a person has in a given fact is true.

As the world becomes increasingly globalized and organizations face a higher level of competitiveness, what they know and how they manage this knowledge becomes crucial to their survival (Halil and Co., 2019). Knowledge management is a planned structured approach to the management, creation, sharing, collection, and use of knowledge as an organizational asset, resulting in enhanced company capability, speed, and efficiency in delivering products or services for the benefit of clients, consistent with its business strategy (Du Plessis, 2007). (Abubakar and Associates, 2019) identify the process of knowledge work and identify individual steps such as the process of knowledge creation, the process of knowledge capture, the organization of knowledge, the preservation of knowledge, the dissemination of knowledge, and the process of the application of knowledge.

- Knowledge creation process — Knowledge creation is a process of generating and sharing the knowledge of the organization of its individual staff, with the aim of ensuring the competent and comprehensive leadership of the whole organization' (Baker, 2015).
- The Knowledge Capture Process- (Pentland, 1995) argues that capturing lies in the creation of new experiences and is essential in the replacement of existing, that is, obsolete processes. Modern technologies are used for this capture, which currently includes video conferences, data banks, and others (Sharma, Gupta, & Wickramasinghe, 2004).
- Knowledge Organization Process - If an organization owns knowledge, it must organize and manage it. This process is then linked to the sharing of this knowledge. There are three stages of organizing knowledge. These include the selection and evaluation of knowledge, its organization, and pooling, or re-selection (Abukar, Elc Ei, Elrehail & Alatailat, 2017).
- Knowledge storage process - This process occurs after the acquisition and organization of knowledge acquired by an organization. (Alavi, 2000) argues that setting up a mechanism for storing and later acquiring knowledge is critical to the success of the organization. Electronic databases, printed company documentation covering guidelines, procedures, and the overall know-how of the entire organization are now used for this purpose.
- The knowledge dissemination process - is a process of sharing knowledge with the organization's members to improve results and foster an innovative mindset (Huang & Mas-Tur, 2016). For this purpose, a training tool is used

in the company from the rule. (Abukar, Elc Ei, Elrehail & Alatailat., 2017) describe this process as a set of behaviors that involves exchanging information or helping others through different communication channels.

- Process of application of experience - Organisations apply and use the experience to be used productively and to generate a reasonable profit (Probst and Associates, 2000) By applying experience in the organization, we can grow and streamline the processes that the organization uses in its existence.

As such, technology has started to play a key role in this process. It serves as a tool for sophisticated storage, organization, and indexing of organization knowledge details (Webb, 2017). Technology has clearly become the most effective tool for the entire process of working with knowledge from acquiring it, to tools that allow us to connect across the world, to the process of storing knowledge on online servers accessible everywhere at the click of a finger. (Ngoc, 2005) argues that IT plays a decisive role in promoting communication, cooperation, and critical assistance in the search for knowledge.

When using information technology for knowledge management, we need to mention information systems that help organizations manage and store their knowledge as tools. In the current business environment, information systems serve to improve performance, promote the sustainability of competitive advantages and help ensure long-term success (Ghobakhlooa & Tang, 2015). Information systems take multiple forms. (Stair and Reynolds 2020) divide them into a staff information system, a working group information system, a corporate information system, and an inter-organizational information system. The different systems are described in their publication (Stair and Reynolds 2020) as follows:

- Personnel IS - an information system that increases the productivity of individual users when performing separate tasks.
- IS working groups - A system that supports teamwork and allows people to work together effectively, whether team members are in the same location or dispersed around the world.
- Corporate IS - Information system used by the organization to define structured interactions between its own employees and/or with external customers, suppliers, government agencies, and other business partners.
- Inter-organizational IS - An information system that allows information and business to be shared electronically across organizational boundaries.

## 2 Materials and Methodology

The research material is the organization's information management and, above all, the process of storing and using the organization's internal documents. The objective (A1) was to identify weaknesses in the information management process in the area of organization documentation. The second objective (A2) was to propose recommendations to address weaknesses in the field of information management, specifically for the preservation and updating processes of internal documents. Analytical activity is one of the basic ways to control processes within an organization. The modern concept of internal audit evolved in the last century from

the position of the comptroller of financial statements. At the moment, the internal audit is used for independent verification of the activities of the organization, mainly due to the complexity of these activities (Dvořáček, 2003). Internal audit serves as a management tool to control and validate processes within an organization. It offers analysis and a complete picture of the activities carried out through the working methods used in the company, the methods of organization of the entities, and the operations carried out within the company itself (Fülöp & Szekely, 2017). Internal auditing underwent many changes in the 20th and early 21st centuries. The publication of new internal audit standards in 2008 is crucial. These standards broadened the scope of audit work by including performance and ethics measures. These standards require auditors to carry out their work in accordance with the adopted criteria for professional experience (Temirkhanova & Jurayevna, 2020). IPPF standards, or the international framework for the professional practice of internal audit, currently exist for the use of internal auditors. These documents then describe the duties of the auditor, and mainly implement the procedures and ethics that the audit has to fulfill in the exercise of its profession (Müllerová & Králíček, 2020). The audit process has several phases, according to (Synek 2011), the audit phase is divided into the understanding of the object and the setting of the audit objective, the identification of evidence, the decisions on techniques, the collection and analysis of documents, the finding of audit conclusions and the drawing up of the audit report. These requirements are expressly linked to the core responsibilities of the internal auditor, which include the examination, evaluation, and monitoring of the adequacy and effectiveness of internal control objectives for operations, reporting, and compliance across the organization (Cheng et al., 2019). An internal audit model consisting of methods, sampling, interview, risk analysis, and a rating of these risks will be used for this work.

Picture 1: Methodology



Source: author's work

### ***Sample selection***

Sampling the audited process or entity is one of the most critical parts of the audit. The sample shall be sufficiently fungible and a cross-section of the processor body under examination. When designing an audit sample, the auditor should first consider the objectives of the audit procedure and the attributes of the population from which the sample will be drawn (Puttick et al., 2007). In principle, we distinguish two approaches - statistical and non-statistical. Sampling by assessment, or non-statistical, is a method of selection whereby the auditor selects, on the basis of his professional judgment, the number of units to serve as a fungible sample. The statistical approach aims to create such a sample using statistical methods to be representative of the entire population. There is often a big difference between

statistical and non-statistical methods. This leads people to use the notion of a sample only for statistical methods and to use the notion of selection for non-statistical methods. But both statistical and non-statistical methods aim to select a sample to help the auditor draw a conclusion covering the entire population (Jones, 2017). The choice of method is contingent, among other things, on the size of the sample. If the population is greater than 50 entries, it is recommended to use a statistical method that includes random selection using statistical practices, systematic selection, and sampling of individual groups. In the case of a smaller population, it is recommended to examine the population as a whole and to use non-statistical methods only if such an objective survey is impossible or ineffective for reasons (Mucha, Brestovanská & Peráček, 2018). There are risks with sampling that need to be considered by the auditor. There is a probability that we may miss the variations in sampling. The sample size should then be sufficient to enable the auditor to conclude that the rate of these variations in the control tests does not exceed the acceptable rate of variation that the auditor is willing to accept (Felix, 1987). The auditor, therefore, considers the risk of sampling, which is that the conclusion of the auditor who created the sample may differ from the conclusion that this same auditor would have reached if he had audited the entire data set (Hitzig, 1995).

### ***Interview***

Among the most frequently used methods in the audit process is an interview, an interview with a person who has relevant and factual knowledge and experience in the field regardless of their position within the organization (Müllerová & Králíček, 2020). One of the most important skills an auditor should acquire is the ability to ask and receive answers to relevant questions. The best way to find out something is simply to ask the person involved in the process. The auditor's first contact with the client may be the initial interview initiating the audit (Pickett, 2004). For a successfully performed interview, attention must be paid to all stages of the interview. These include preparation or study of issues, planning, in particular the implementation environment, the start-up, the interview with the audited area itself, the conclusion, and sufficient recording of the information received (Dvořáček, 2005). The auditor must learn to judge when an answer is sufficient before moving on to the next question. If the answer is incomplete or vague, auditors should ensure that the question is understood or they should draw more information from the audited entity to supplement the answer. The inspectors can verify the accuracy of the answers by requesting supporting documents from the inspected body (Vallebhaneni, 2013).

The success and quality of the information collected are determined, among other things, not only by the nature of the respondents and the scope of the questions but also by the way the interview is organized. Thought of the overall atmosphere during the interview. It should be mentioned here that not every interview benefits from this because the order of questions and behavior of respondents can be examined (Przybylska, Rydzak & Trębecki, 2021). We distinguish several types of interviews that the auditor can use in his examination, three in total. These types

include interviewing closed questions that have limited answers (e.g. How many people work in your department?), interview with closed questions with additional commentary, or semi-open questions (e.g. What is the distribution of professional experience for employees in the department?) and open questions without specified answers (e.g. How does the billing process work?) (Kagermann et al., 2007).

### ***Risk Analysis***

Risk analysis is one part of risk management that works to reduce the negative impact of risks in an organization. There are five basic parts to the risk management activity, all linked by continued risk communication. The five parts are risk identification, risk estimation, evaluation, control, and monitoring (Yoe, 2019). Each undertaking encounters risks of an internal and external nature; these risks must be assessed and identified (Sawyer, 2003). The risk analysis shall identify the relevant motivating events and create an informal picture and picture of the consequences. The method of implementation depends on which method is used and what results are to be used. However, the intention is always the same, to describe the risk (Aven, 2015).

Risk identification is the first step in full risk analysis, given that the decision maker's objective has been well defined. There are a number of techniques to help formalize risk identification. This part of risk analysis will often prove to be the most informative and constructive element of the process, improving corporate culture by encouraging more team effort and reducing blame. It should be carried out with caution (Vose, 2008). There are three main categories of risk analysis methods, which include: Qualitative simplified risk analysis, which is an informal process that creates a risk process by brainstorming or group discussion. Standard risk analysis, where is a formalized process in which accepted risk analysis methods such as hazard analysis and distinctiveness are used (Aven, 2015).

### ***Risk Rating***

A risk rating serves as an output tool for analysis. We then decide according to the risk rating which risks are the most serious and what are the most likely, which we deal with first. Risk analysis and subsequent rating is a systematic approach to risk assessment. It is a process of determining the probability of the risk incurred and the consequences of that risk. It is an essential component of an effective risk management program, an essential management tool consisting of risk assessment and risk control (Lee T., Ostrom, Cheryl A. & Wilhelmsen, 2019). In risk analysis, we can look at the process quantitatively and qualitatively. The risk rating takes into account two important conditions, namely the frequency of occurrence of the risk and its impact. Frequency analysis determined the frequency/appropriateness of the initiation event. Given that the opening event can evolve through a number of possible accident scenarios into different events, we also need to develop options for the different scenarios we have identified. This is then used to determine the probability of end events (Rausand & Haugen, 2020). In determining the impact of risks, we need to take into account several factors, including: What impacts can accident scenarios have? How will the consequences vary depending on the scenario

of the accident and its development? What effects can individual emergency scenarios have on the assets under consideration? On the basis of the above information, how likely is it that the assets under consideration will be damaged? (Rausand & Haugen, 2020).

The risk analysis for the case study selected the following range.

- Likelihood: 1- Negligible, 2- Slight, 3- Maybe, 4- Almost probable, 5 – Very likely.
- Impact of risk: 1- Negligible, 2- Slight, 3 - Small, 4- Medium, 5- Considerable.

Table 1: Risk measurement

<b>Impact of risk</b>	<b>5</b>	Medium/ High	Medium/ High	High	High	High
	<b>4</b>	Small/Medium	Medium/ High	Medium/ High	High	High
	<b>3</b>	Small/Medium	Small/Medium	Medium/ High	Medium/ High	High
	<b>2</b>	Small	Small	Small/Medium	Small/Medium	Medium/ High
	<b>1</b>	Small	Small	Small	Small/Medium	Small/Medium
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>Likelihood</b>						

Source: (Hrudey & Vatanpour, 2015)

## Results and Discussion

The risk analysis of information management revealed two risks in the process of reviewing and implementing the new documentation in the form of a Sharepoint used by the organization.

Table 2: Risk 1

Risk	Implementation is not standardized and is transferred to one person in the organization who does this on a superstructure basis.
Risk assessment	The probability of risk was assessed as 4 and its impact as 3.
Impact of risk on the organization	The reintroduction of documentation may have time delays and thereby cause problems across the organization. Particularly when it comes to new working practices and organizational guidelines.

Source: author's work

Table 3: Risk 2

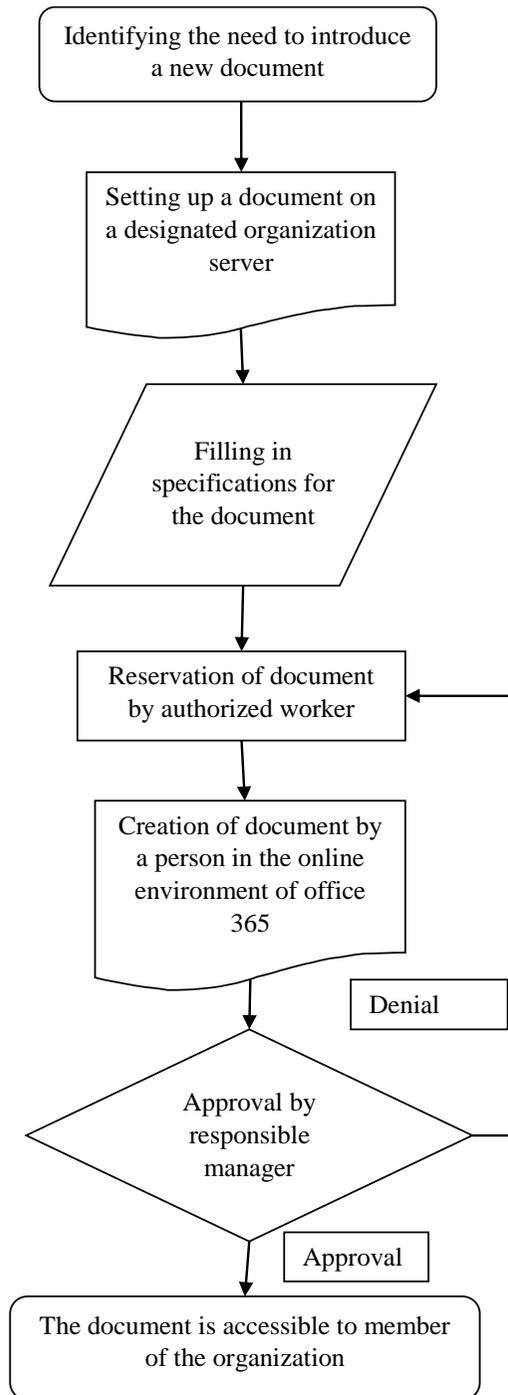
Risk	Failure to review organization documents.
Risk assessment	The probability of risk was assessed as 3 and its impact was assessed as 4
Impact on the organization	The impact varies according to the document. The impact may be critical for a document correlated with safety audits or certificates owned by the organization.

Source: author's work

The processes were inconsistent and unset. This resulted in outdated documents that did not comply with the company's internal rules. The implementation and revision process was moved to one person and thus overwhelmed them and made time-inefficient use of the opportunities offered by Sharepoint.

The remedy involving the risk of the document being introduced and agreed upon by the responsible manager is as follows. On the Sharepoint used by the organization, the workflow must be set for introducing new documents and then approved by the manager. Microsoft 365 and its Sharepoint library, which the organization uses, offer some simple ways to set up this workflow. To remedy this risk, the simplest and most user-friendly procedure has been chosen, which is as follows: The person in charge introduces a new document and names it according to company guidelines. This person will then add to the specifications of the document the manager who will be responsible for checking this document, the department manager to whom this document belongs. Thereafter, other additional information such as the title of the document, the department under which it belongs and others will be specified in the following solution due to their direct correlation with the risk of updating will be filled in. It is then 'booked', or booked for editing. This modified document is then sent through the Microsoft 365 Auto Process to the manager who is assigned to the document, if they agree to it, the document will be made available to all members of the organization on the Sharepoint that is designed for the documentation. The process is mapped by flowchart No.1.

## Workflow 1: Process of document implementation



Source: author's work

Only the responsible person who edits the document shall have access to it while the document is being reserved. This will ensure that the implementation process is accelerated. At the same time, we are also automating the process of control by a supervisor, which is needed for validation of the document and its subsequent use across the organization. A second risk is associated with non-compliance with revisions of organization documents. Among these documents we can classify, for example, in the organization under review: room operating schedules, security guidelines, and more. The risk could be critical in these documents as it is directly linked to non-compliance with safety audits, ISO 9001:2015 certification, and more. The following corrective levels have been proposed for this risk: To the specifications of the dossier, which included the title of the document, the department under which the document falls, and the manager responsible for the document, the following specifications will be added with these parameters offered by the office 365 tool.

Table 4: Document parameters

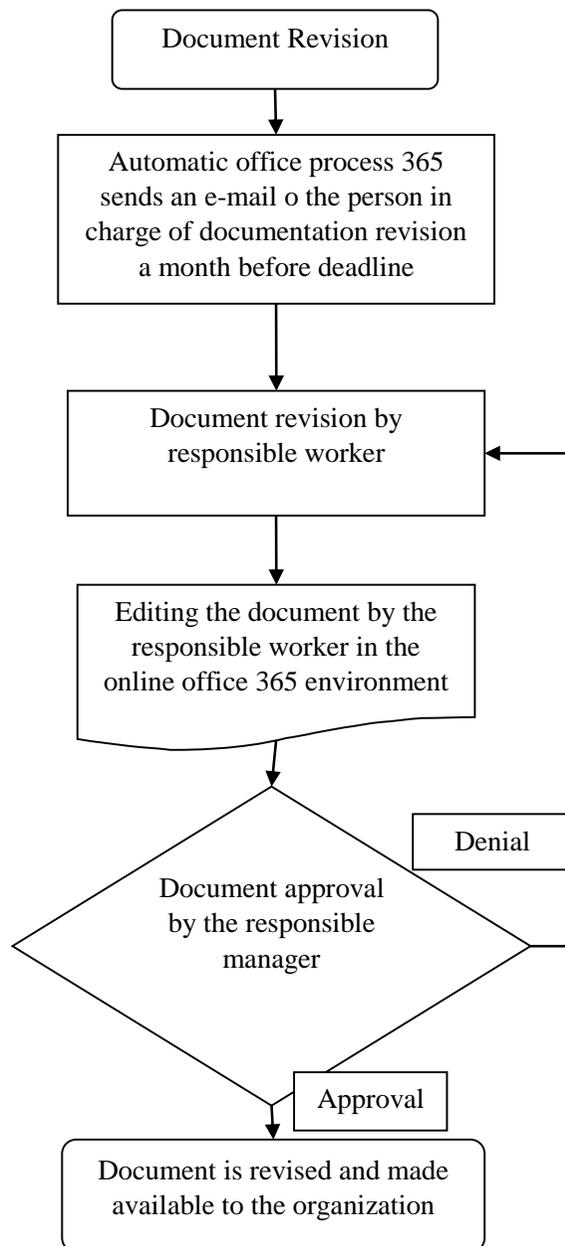
Reserved	Set the coloring of the document box during the booking process by the person responsible. The new version of the document is inaccessible to other members during the booking period.
Changed date	Descriptive format, Date, and time show the date the document was approved by the responsible manager.
Period of revision	Revision time settings. Default values, 0.5 years, 1 year, 2 years, 3 years.
Next revision	Computed information according to formula = Modified + ((Period of Revision]*365). The document must be revised by that date or the document will appear as unapproved.
Approved	Two options approved and not approved. When not approved, they have access to the old version.
Responsible personnel	The person responsible for reviewing the document.

Source: author's work

By setting a simple workflow warning, see. Flowchart 2. The process of alerting the person responsible and editing the document. The timely revision of the documentation by the responsible officer is ensured, and the subsequent approval of the document by the supervisor. This avoids outdated documents and eliminates

outdated information in directives, forms, operating schedules, and working practices.

Flowchart 2: The process of alerting the responsible person and modifying documentation



Source: Author's work

With the implementation of these changes, it is proposed to create training on the new treatment and procedures for working with documented information. Training will ensure effective implementation of the changes that emerge in this process.

## **Resume**

The audit resulted in the creation of new processes for handling documented information that is relevant to the running of the company. Risks have been identified and remedial actions have been developed to mitigate the impact of these risks. At the same time, a system has been set up that continues to work with these risks in the future. Following the use of knowledge in the field of information management, corrective measures have been created that allow the storage of information and know-how in the company in such a way that it is accessible to all and is revised to remain relevant. This achieved the A1 target by identifying risk processes and subsequently meeting the A2 target by addressing these deficiencies through the proposed remedies. The limit of this result is the fact that the audit was carried out for the first time and at the same time is not process-based and therefore has no potential for future development. Another limit revealed in the implementation is that slow techniques with minimal use of modern computer techniques were used. The evaluation of risk processes was carried out by interviewing interested workers in the organization. Here we run into the problem of the relevance of their answers, which may be colorful and not entirely true. Several facts become potential for the future. The first would be to correctly set the schedule for audits to be carried out on a periodic basis. If this setting occurs, we can monitor process maturity on an ongoing basis and detect risk processes quickly enough to avoid any adverse impacts. Another potential for the future is the use of information technology for auditing. As such, Sharepoint has statistics on usability, attendance, and dozens of other more detailed statistics that can serve as background material for the future audit process. With these statistics and information already implemented and with processes set up correctly within the organization, there is the potential to create an audit process using these tools, i.e. to perform an audit basically on a button.

## **Závěr**

Výsledkem auditu bylo vytvoření nových procesů při nakládání s dokumentovanými informacemi, které jsou relevantní pro chod firmy. Byla identifikována rizika a byly vytvořeny nápravné kroky, které dopad těchto rizik zmírňují. Zároveň byl nastaven systém, který s těmito riziky pracuje i do budoucna. V návaznosti na využití znalostí z oboru informativního managementu došlo k vytvoření takových nápravných opatření, které dovolují ukládání informací a know-how ve firmě takovým způsobem, že je všem přístupné a je revidované, aby zůstávalo relevantní. Potenciálem do budoucna se stává hned několik faktů. Prvním by bylo správné nastavení plánu auditů, které budou probíhat na periodické bázi. Pokud dojde k tomuto nastavení, můžeme zralost procesů kontrolovat průběžně a odhalovat

rizikové procesy dostatečně rychle na to, abychom zamezili případným nežádoucím dopadům. Dalším potenciálem do budoucnosti je skutečnost využití informačních technologií, pro provedení auditu. Sharepoint jako takový má statistiky o využitelnosti, navštěvovanosti a desítky dalších podrobnějších statistik, které mohou sloužit jako podkladový materiál pro budoucí auditní proces. Pomocí těchto již implementovaných statistik a informací a za správného nastavení procesů uvnitř organizace existuje potenciál na vytvoření procesu auditu za využitím těchto pomůcek, tedy provést audit v podstatě na tlačítko.

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