Learn From The Leader.

2019 PROFESSIONAL DEVELOPMENT
YOUR GUIDE TO
Internal Audit Training & Development

TRAINING DELIVERY OPTIONS
The IIA offers training through a variety of delivery options. Use this icon/overview guide to understand the delivery options and determine what fits your needs effectively and efficiently.

In-person training is located conveniently throughout the U.S. and Canada all year long. It is hands-on, interactive, in-depth training with seasoned instructors who share real-world experience, reveal leading practices and techniques, and facilitate immersive peer-to-peer knowledge sharing.

Online training gives you greater flexibility with the convenience of learning from your office or preferred location. These real-time, interactive courses are scheduled in short sessions over multiple days to cater to your busy schedule.

OnDemand training allows you to learn at your own pace, at any time, and in any location with an internet connection. Many courses are available on a wide variety of topics, ranging from practical guidance for onboarding new staff to risk management for seasoned leaders. We continue to add new titles, so check our website often.

On-site training offers the opportunity to train your whole team at your location. From interactive classroom sessions, online access for remote staff, or any combination of both, an IIA consultant can work with you to create a professional development plan for your team.

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The IIA’s 2019 course schedule can be found in the gatefold insert in the center of this guide. Please refer to it to schedule your training.

Note: All courses and dates are subject to change without notice.

OUR PLACE OR YOUR PLACE.
Our pace or your pace.
MEMBERSHIP MEANS MORE.

As a member of The IIA, you receive access to the premier standards-setting and guidance-producing organization for the internal audit profession. Your membership includes many valuable benefits, such as free monthly members-only webinars, as well as discounts on training, certifications, books, and other products and services.

Benefits include:

- **Certifications and Qualifications.** Develop your career by earning professional internal audit credentials and save money doing it.

- **Complimentary CPE Reporting.** Report your CPE credits and maintain your certification with no annual fees (exclusions apply).

- **Training and Events.** Take advantage of special discounts for conferences and training events along with the ability to earn CPE credits through our complimentary monthly members-only webinars.

- **Publications.** Access the leading publication covering the internal audit profession, *Internal Auditor* magazine, as well as thought leadership pieces, blogs, and more.

The IIA offers multiple memberships to fit your professional and career goals. Groups of three or more individuals qualify for a Group Membership to save even more. Connect with more than 190,000 worldwide members of The IIA by joining today at www.theiia.org/Join.
## AUDIT FUNDAMENTALS COURSES:

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TOOLS & TECHNIQUES I: NEW INTERNAL AUDITOR

FOR: PRACTITIONERS / LEVEL: INTRODUCTORY

DESCRIPTION:
Learn the basics of auditing at the new internal auditor level. This course provides an overview of the life cycle of an audit from a new internal auditor’s perspective, while examining the internal control environment and audit governance.

TOPICS INCLUDE:
- Defining the phases of an audit life cycle
- Interviewing and communication skills
- Developing documentation, including audit reports
- Performing an audit risk assessment and walk-through of internal controls
- Utilizing sampling and data analysis in fieldwork
- Developing audit observations and findings

RELATED TITLES:
- Audit Report Writing
- Fundamentals of IT Auditing
- Tools & Techniques II: Lead Auditor
- Tools & Techniques III: Audit Manager

DURATION: 4 DAYS
32 CPEs
IN-PERSON ON-SITE

TESTIMONIALS:
“I learned a lot of new material that I will be able to apply at work.”
“Very informative and helpful...leaving with a better understanding of internal audit.”
“The instructor was one of the best I have ever had... extremely knowledgeable, providing real-world examples and application!”
AUDIT MANAGEMENT COURSES:

- Audit Reports – Communicating Assurance Results
- Best Practices in Internal Auditing
- Building a Sustainable Quality Program
- Developing Effective Audit Work Programs
- Financial Auditing for Internal Auditors
- Internal Audit Capability Model: Implementing IA-CM
- Project Management Skills for Internal Auditors
- Small Audit Shop: Doing More With Less
- Tools & Techniques II: Lead Auditor
- Tools & Techniques III: Audit Manager
TOOLS & TECHNIQUES III: AUDIT MANAGER

FOR: MANAGERS / LEVEL: ADVANCED

DESCRIPTION:
Learn the essential skills required at the audit manager level. This course provides new managers with the tools needed to manage efficiently and effectively in an internal auditing environment, while examining the life cycle of an audit from an audit manager’s perspective.

TOPICS INCLUDE:
• Communicating with the CAE, board of directors, and audit committee
• Preparing a value-added audit program
• Developing a strategy for presenting audit findings and recommendations
• Developing management leadership skills
• Understanding the difference between managing and leading
• Managing relationships
• Managing conflict and change
• Marketing internal audit

RELATED TITLES:
• Enterprise Risk Management: A Driver for Organizational Success
• Leadership Skills for Auditors
• The Effective Auditor: Understanding and Applying Emotional Intelligence
• Tools & Techniques II: Lead Auditor
CIA EXAM PREPARATION—PART I:
ESSENTIALS OF INTERNAL AUDITING

FOR: PRACTITIONERS  /  LEVEL: INTERMEDIATE

DESCRIPTION:
The Certified Internal Auditor® (CIA®) credential is the only globally accepted professional certification for internal auditors and remains the standard by which individuals demonstrate their competency and professionalism in the internal audit field. The CIA exam preparation courses provide CIA candidates, internal auditors seeking professional development, and students in accounting, business, or financial degree programs with a comprehensive review of the first part of the CIA exam. Taking this course prepares an internal auditor to take Part 1 of the three-part CIA exam, and, upon successfully passing the exam, applying for the Internal Audit Practitioner designation.

RELATED TITLES:
• CIA Exam Preparation—Part 2: Practice of Internal Auditing
• CIA Exam Preparation—Part 3: Business Knowledge for Internal Auditing
• CGAP Exam Prep Program
• Tools & Techniques I: New Internal Auditor

Now aligned with the 2019 updated edition of the International Professional Practices Framework® (IPPF®). These materials cover the entire global CIA exam syllabus, and allow you to create a customized SmartStudy™ plan that’s mobile-optimized, so you can study anywhere, at any time.

CIA AND OTHER EXAM PREPARATION COURSES:

• CGAP Exam Prep Program
• CIA Exam Preparation—Part 2: Practice of Internal Auditing
• CIA Exam Preparation—Part 3: Business Knowledge for Internal Auditing
ADVANCED PROCESS SAFETY MANAGEMENT

FOR: PRACTITIONERS
LEVEL: INTERMEDIATE

DESCRIPTION:
This course is targeted to those who are familiar with Process Safety Management (PSM) regulatory requirements and who now need to conduct PSM audits. In-house EHS auditors and third-party auditors will benefit from understanding the requirements of these complex regulations.

RELATED TITLES:
• Fundamentals of Environmental Auditing for Internal Auditors
• Introduction to Process Safety Management and Risk Management Plans

CONSTRUCTION ACTIVITY: AUDIT STRATEGIES

FOR: PRACTITIONERS
LEVEL: INTERMEDIATE

DESCRIPTION:
Capital construction projects can create significant exposure for organizations that may be unaware of the risks associated with excessive costs, project delays, and quality issues. This course reviews detailed audit strategies to address risk and exposure in each phase of the life cycle, with emphasis on the construction project delivery and compensation methodologies.

RELATED TITLES:
• Project Management Skills for Internal Auditors

ENVIRONMENTAL, HEALTH AND SAFETY COURSES:

• Auditing Environmental Compliance
• Auditing Health and Safety Compliance
• Environmental, Health and Safety Audit Skills
• Environmental, Health and Safety Lead Auditor
• Fundamentals of Environmental Auditing for Internal Auditors

• Health Benefits Administration Auditing
• Introduction to Process Safety Management and Risk Management Plans
**VISION UNIVERSITY**

**FOR:** EXECUTIVES / **LEVEL:** ADVANCED

**DESCRIPTION:**
Join your executive-level colleagues at Vision University, a unique educational program for new and aspiring chief audit executives (CAEs). Vision University provides internal auditors who are aspiring to the highest level of the audit profession with strategies, best practices, and tools to help you strengthen your audit team and inspire peak performance. The program is facilitated by expert instructors who will guide you and your peers to meet today’s internal auditing challenges.

**THIS PROGRAM INCLUDES:**
- Proven solutions for real problems, delivered through presentations and small group discussions.
- Ideas and knowledge from expert instructors and guest speakers.
- Techniques to elevate you and your internal audit function to the role of trusted advisor.
- Opportunities to network and build lasting relationships with top executives of major corporations and notable leaders in our profession.

For more information on how to apply for Vision University, please contact VisionU@theiia.org.

**RELATED TITLES:**
- Auditing Culture: Challenges and Proven Techniques
- Leadership Skills for Auditors
- Leveraging and Influencing Millennials and Other Generations
- Political Pressure

**CPES:** 30

**DURATION:** 3.5 DAYS

**IN-PERSON**
FRAUD DETECTION, DETERRENCE, AND INCIDENT RESPONSE FOR INTERNAL AUDITORS

FOR: PRACTITIONERS / LEVEL: INTERMEDIATE

DESCRIPTION:
For many auditors, management's anti-fraud expectations exceed the audit team's capability to deliver. Result: a challenging gap to fill and difficult decisions to be made regarding the application of scarce resources and management of stakeholder expectations.

This program will show you how to close that gap. You will learn a comprehensive anti-fraud response that will fit in any organizational setting, as well as discover how to build a tailored battle plan for fighting fraud. Step-by-step instructions will allow you to meet and exceed your professional obligations to objectivity and independence while leading management through what it must do to foster an anti-fraud environment.

RELATED TITLES:
- Auditing Culture: Challenges and Proven Techniques
- Cybersecurity Auditing in an Unsecure World
- FCPA: Anti-corruption Overview
- Risk Fraud and Illegal Acts

FRAUD COURSES:

- Catching the Bad Guys: Fraud Auditing for Internal Auditors
- FCPA Anti-corruption Overview
- Fraud Detection and Investigation for Government Auditors
- Fraud Detection and Investigation for Internal Auditors
- Risk Fraud and Illegal Acts
## GOVERNANCE, RISK, AND CONTROL COURSES:

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COSO ENTERPRISE RISK MANAGEMENT CERTIFICATE PROGRAM

FOR: MANAGERS
LEVEL: INTERMEDIATE

DESCRIPTION:
The complexity of enterprise risk has changed. New risks have emerged, and managing this has become everyone’s responsibility. The new COSO Enterprise Risk Management Certificate offers you the unique opportunity to learn the concepts and principles of the newly updated ERM Framework and be prepared to integrate the framework into your organization’s strategy-setting process to drive business performance.

RELATED TITLES:
- COSO-based Auditing: Auditing for Control Activities
- COSO-based Auditing: Overview
- COSO-based Auditing: Risk Assessment
- COSO-based Internal Auditing
- COSO Internal Control Certificate

COSO INTERNAL CONTROL CERTIFICATE

FOR: PRACTITIONERS, MANAGERS
LEVEL: INTERMEDIATE

DESCRIPTION:
This course offers you a unique opportunity to develop expertise in designing, implementing, and conducting an internal control system. This 25.5-credit program takes you through the COSO Internal Control – Integrated Framework (Framework) from start to finish and, through the use of real-world scenarios, allows you to understand the principles-based approach, identify and analyze risks, develop confidence in the internal control system, and learn from experts as well as share your experiences with your peers. Upon completion of the course, you will be eligible to sit for the exam and earn your COSO Internal Control Certificate.

NOTE: Two pre-work self-study courses are required to be completed prior to the start of the in-person training. Access to the pre-work is provided 7–10 business days before the start of the in-person training.

RELATED TITLES:
- COSO-based Auditing: Auditing for Control Activities
- COSO-based Auditing: Overview
- COSO-based Auditing: Risk Assessment
SOFT SKILLS COURSES:

- Assurance Engagement Communications
- Audit Evidence and Professional Judgment: How to Effectively Use Critical Thinking
- Audit Interviews
- Audit Report Quality
- Communicating Effectively for Audit Success
- Communication and Negotiation Skills for the 21st Century Auditor
- Communication Basics
- Communication Skills for Auditors
- Creative Problem-solving Techniques for Auditors
- Critical Thinking: An Essential Skill for Internal Audit Success
- Critical Thinking in the Audit Process
- Embedding Critical Thinking in the Internal Audit Process
- Interviewing Techniques for Successful Audits
- Leadership Skills for Auditors
- Leveraging and Influencing Generational Differences
- Relationships, Interpersonal Skills, and Auditing: Becoming a Trusted Advisor
- The Effective Auditor: Understanding and Applying Emotional Intelligence
COMMUNICATION AND NEGOTIATION SKILLS FOR THE 21ST CENTURY AUDITOR

FOR: PRACTITIONERS / LEVEL: INTERMEDIATE

DESCRIPTION:
Skilled communication, including the art of negotiation, can be the difference between success and failure in auditing — or in business itself. Tools, techniques, and perceptions will be reviewed, discussed, and practiced in this training to enable internal auditors to meet stakeholder expectations more successfully. This course is recommended for auditors who may be technically proficient, but desire to polish their soft skills necessary for success.

RELATED TITLES:
- Audit Interviews
- Communication Basics
- Communication Skills for Auditors
- The Effective Auditor: Understanding and Applying Emotional Intelligence

LEADERSHIP SKILLS FOR AUDITORS

FOR: MANAGERS / LEVEL: INTERMEDIATE

DESCRIPTION:
Learn tools and techniques for cultivating and maintaining an effective and efficient team, while staying motivated and productive through the entire audit process. Experienced facilitators will utilize various teaching methods and provide valuable input on understanding human behavior, helping you focus on the needs of individuals and improve communication abilities within an audit team as well as with stakeholders.

RELATED TITLES:
- Relationships, Interpersonal Skills, and Auditing: Becoming a Trusted Advisor
- The Effective Auditor: Understanding and Applying Emotional Intelligence
### TECHNOLOGY COURSES:

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CYBERSECURITY AUDITING IN AN UNSECURE WORLD

FOR: PRACTITIONERS, MANAGERS, EXECUTIVES / LEVEL: INTRODUCTORY

DESCRIPTION:
Cybersecurity issues present grave risks beyond IT security. A severe breach can be costly enough to sink a company or substantially impact its shareholder value, oust its leadership, potentially bury its reputation, and worse. Developed by leading industry experts, this course views cybersecurity from preventive, detective, and corrective angles, and applies audit processes and protections to the cloud and today’s ever-present mobile devices.

RELATED TITLES:
- Application Controls
- Application Security
- Audit Recovery Processes
- Fundamentals of IT Auditing

DURATION: 2 DAYS
16 CPEs
ON-SITE
ON-LINE

FUNDAMENTALS OF IT AUDITING

FOR: PRACTITIONERS, MANAGERS, EXECUTIVES / LEVEL: INTRODUCTORY

DESCRIPTION:
The continued advent of technology means that to be fully effective and focused on the areas of greatest return, auditors can no longer afford to ignore IT auditing. Even without technical knowledge, auditors can and should develop knowledge of basic IT audit concepts that can be used to facilitate integrated audits. After this course, internal auditors will be able to perform an audit of IT applications supporting key business processes and perform a risk assessment and evaluation of controls over end-user computer applications.

RELATED TITLES:
- Cybersecurity Auditing in an Unsecure World
- End-user Computing
- Logical Security: Application, Database, and Operating System Layers
- Logical Security: The Network Layer

DURATION: 2 DAYS
16 CPEs
ON-SITE
ON-LINE
Group Training Solutions help you control costs and reduce your staff's downtime by bringing The IIA’s industry-leading training to you.

Organizations with a need to train multiple team members can take advantage of group training solutions through The IIA. Our Group Training Solutions consultants will tailor an IIA Training program based on your organization’s priorities, the needs of your staff, and the learning objectives you set.

Your Group Training Solutions consultant can build group training packages that bundle all training: In-person, Online, and OnDemand, as well as CIA exam preparation. We can provide a package with savings and convenience to support your entire team’s training needs.

Your consultant will:
- Conduct a detailed needs analysis to understand your professional development needs.
- Match your team with a skilled facilitator who specializes in the specific training you need.

FOR A COMPLIMENTARY CONSULTATION, contact us at +1-407-937-1388 or TeamDevelopment@theiia.org, or visit www.theiia.org/TeamDev.
$10 OFF*

USE PROMO CODE MINCAT219 OFFER EXPIRES JULY 31, 2019.
*Limit one promotional code per order. Cannot be combined with other promo codes.

Sawyer’s Internal Auditing: Enhancing and Protecting Organizational Value, 7th Edition
SEE PAGE 7 FOR DETAILS.

CIA Exam Practice Questions
SEE PAGE 12 FOR DETAILS.

The Speed of Risk: Lessons Learned on the Audit Trail - 2nd Edition
SEE PAGE 10 FOR DETAILS.
This IIA Bookstore catalog was created with your professional development needs in mind. Whether you are just beginning your internal audit career, need management-minded and team training resources, or seek executive-level thought leadership, we have organized resources by category and topic.

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ENTRY LEVEL LIBRARY ESSENTIALS

New Internal Auditor Bundle

Comprehensive, yet easy-to-read content is the cornerstone of any new auditor’s professional library.

Item No. 1238
Member Price: $219.99
Nonmember Price: $269.99

MANAGEMENT LEVEL LIBRARY ESSENTIALS

New Internal Audit Manager Bundle

As your career advances, so should your knowledge and ability to handle higher level issues.

Item No. 1237
Member Price: $141.57
Nonmember Price: $176.97

EXECUTIVE LEVEL LIBRARY ESSENTIALS

Chief Audit Executive Bundle

Becoming — and remaining — an effective and trusted audit leader requires continuous learning.

Item No. 1235
Member Price: $159.99
Nonmember Price: $199.99

Visit www.theiia.org/Bookstore for more details and additional resources.
Get the Risk Bundle That Nails It!

Risk challenges come from every direction. To hit the mark and make sure you’re covered from every angle, you must draw from a variety of resources.

The IIA Bookstore’s new risk bundle hits the bullseye with four new publications that cover the most pressing issues related to risk.

This bundle is designed to empower practitioners to enhance the value they add to their organizations around risk.

All four titles offer practical, real-world advice for strengthening risk assessment and management processes, with tools to support your efforts.

Purchase the whole bundle now and SAVE 25%!

BUY YOUR BUNDLE TODAY! Visit www.theiia.org/RiskBundle
Letting any of your organization’s data slip through your fingers can cost you. It’s why creating an effective data mining and analytics framework is critical.

The IIA Bookstore, powered by the Internal Audit Foundation, is offering a new data analytics bundle that stops the chaos of information overload and helps you:

- Develop a data analytics framework to accomplish multiple audit objectives.
- Enhance internal audit efficiency through the use of data mining and analytics.
- Eliminate duplicate data mining and analysis efforts across audit and other functions.
- Determine the optimal effort needed to maximize your framework.

With these two publications, *Data Analytics: Elevating Internal Audit’s Value* and *Data Analytics: A Road Map for Expanding Analytics Capabilities*, you will receive a step-by-step approach to accomplishing all of this while also saving money. Add this book bundle to your library today and save!

With insightful input from internal auditors around the world, The IIA’s updated International Professional Practices Framework® (IPPF®), or “Red Book,” is more relevant than ever and should be a staple for all audit practitioners as they strive to align with improvements to the framework that steers the profession.

Enhancements include the new Mission of Internal Audit, Core Principles for the Professional Practice of Internal Auditing, two new standards, alignment of the Standards to the Core Principles, and updates to existing standards.

The user-friendly guide includes an intuitive table of contents, well laid-out pages, and a quick reference index. In addition, your purchase of the hardcover edition comes with a USB drive containing all Supplemental Guidance. Also available as an eBook with enhanced search capabilities.

Item No. 1250
Member Price: $69.99
Nonmember Price: $89.99

Internal Auditing: Assurance & Advisory Services, Fourth Edition

This comprehensive textbook is designed to teach students the fast-growing global profession of internal auditing. Written through the collaboration of educators and practitioners, this textbook serves as a cornerstone for internal audit education. It covers key fundamentals of internal auditing that can be applied in an ever-changing business world, serving as a reference and training tool for internal audit practitioners.

Item No. 1249
Member Price: $149.99
Nonmember Price: $199.99

Clarity, Impact, Speed: Delivering Audit Reports That Matter

This time-tested handbook covers report-design and report-writing techniques, enabling auditors to construct clear and persuasive audit reports that address current and emerging demands. Small or large, newly established or long-standing, private or public, this book is applicable to all.

Item No. 1085
Member Price: $57.59
Nonmember Price: $71.99


This handbook prepares new internal auditors who face constant organizational change and other challenges by providing tools used by successful audit professionals, tactics to implement within the organization, and practical information on conducting engagements, report development, internal control, and much more.

Item No. 1077
Member Price: $47.99
Nonmember Price: $59.99

$10 OFF*

www.theiia.org/Bookstore

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Applying the IPPF, 4th Edition

With practical guidance on how to put The IIA’s International Professional Practices Framework (IPPF) into action, this edition reflects the 2017 revisions to the International Standards for the Professional Practice of Internal Auditing, the Core Principles, and the Implementation Guides. The authors take two new approaches — looking at internal audit application of the IPPF through a maturity model lens and from the perspective of small audit departments. They review basic information on the essential elements required for providing high-quality internal audit services, discuss in depth those elements representing significant change, and provide specific practical tools and techniques.

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Message, Brand, and Dollars: Auditing Marketing Operations

When it comes to marketing and internal auditing, most people don’t envision the two departments as part of a collaborative effort for the good of the organization. Marketing is the pie-in-the-sky service where creativity trumps controls every time. Internal audit is the down-to-earth activity where common sense drives the mitigation of risks. This book shows how these two opposites can work together to drive an organization’s marketing success.

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Raise the Red Flag: An Internal Auditor’s Guide to Detect and Prevent Fraud

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Available in a convenient CD/DVD, internal audit departments can upgrade, refresh, and revitalize their internal audit manual and download as many of the copyright-free documents provided as desired to update, revise, blend, and customize for their own use. Organizations in the private and public sectors at any stage of maturity will find valuable resources to upgrade their internal audit function to a world-class standard, adding enterprisewide value and a greater capacity to meet stakeholder expectations.

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The U.S. Sarbanes-Oxley Act of 2002 was passed by the U.S. Congress to protect investors from the possibility of fraudulent accounting activities by corporations. Every organization is required to use a recognized internal controls framework for its Sarbanes-Oxley program. Sarbanes-Oxley Act Section 404 mandates that all publicly traded companies must establish internal controls and procedures for financial reporting and must document, test, and maintain those controls.

The primary change in this 4th edition is incorporating the comments and explanations of Staff Audit Practice Alert No. 11 and subsequent publications by the U.S. Public Company Accounting Oversight Board (PCAOB). There is a new section on management review controls, a more general chapter on the impact of the PCAOB’s examinations, and a chapter that discusses prosecutions under Sarbanes-Oxley. A helpful checklist that helps management teams complete a self-assessment and ensure their Sarbanes-Oxley program is efficient is also included.

Popular author and thought leader Norman Marks shows readers how to:

• Design a scope of work for their Sarbanes-Oxley assessment that is top-down and risk-based.
• Understand the relationship between Sarbanes-Oxley Sections 302 and 404.
• Appreciate alternative methods, including the use of technology, to test key controls.
• Improve the overall efficiency of their internal control systems, not just the controls relied on for financial reporting.

This book has a high-level section for CEOs and CFOs who must sign off on required internal controls-related reports, as well as detailed guidance for managers of their company’s Sarbanes-Oxley programs. It is written for management by an experienced head of internal audit who has been involved with The IIA’s advice and guidance on Sarbanes-Oxley compliance since 2002. It incorporates and reflects up-to-date guidance from the U.S. Securities and Exchange Commission (SEC), the PCAOB, and The IIA.


New insights from the SEC, PCAOB, and The IIA prompted award-winning author Norman Marks to update his book, Management’s Guide to Sarbanes-Oxley Section 404. The new edition includes information intended to keep CEOs, CFOs, and anyone who signs off on required internal control-related reports from running afoul of guidelines.

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Wayfinding: Stories of Internal Audit Leaders Navigating to Success

There is no formula for success, but there is a method. Many of the stories in this book describe life courses navigated by an ancient method: wayfinding. They tell the experience each of the leaders had finding their way through a unique combination of chance and choice.

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The Evolving Role of the CAE: Taking on Compliance and ERM

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Trusted Advisors: Key Attributes of Outstanding Internal Auditors

Trust is crucial to internal audit's success. It is how we are able to be heard and effect positive change on critical issues. Award-winning author Richard Chambers, president and CEO of The IIA, taps the insights of an array of leading internal auditors and, from their experiences, provides insights into the traits that characterize outstanding internal auditors and those who have also earned a “seat at the table.”

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GREAT Ways to Motivate Your Staff: Shaping an Audit Team that Adds Value and Inspires Business Improvement

Effective CAEs position their internal audit departments to add value and inspire business improvement by maximizing the productivity and contribution of their internal audit colleagues. This report provides insights on how CAEs and other audit leaders can improve their practices for evaluating and motivating internal auditors. Learn strategies for goal setting, retaining talent, equipping employees, assessing performance, and treating success.

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Data Analytics: Elevating Internal Audit’s Value

Today’s audit leader struggles with creating an integrated, efficient approach to data mining that maximizes the impact and value the audit department delivers. Data Analytics: Elevating Internal Audit’s Value is the result of a research project that aimed to lead to the design of a data analytics framework to help internal audit functions.

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Data Analytics: A Road Map for Expanding Analytics Capabilities

Data analytics is becoming a key tool for internal auditors and many business users. Written in collaboration with Grant Thornton, this book addresses the need for the right organizational structure to achieve analytics success. Topics include the evolving data and analytics needs of companies, the shift toward an analytics and digital transformation, how to define and score analytics priorities, how to blend and enrich data to create “thick data,” and how to measure the impact and value of analytics activities.

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Managing Risk in Uncertain Times: Leveraging COSO’s New ERM Framework

In today’s business environment, risk can come from all directions and knowing where to turn for guidance can be challenging. Author and ERM expert Paul Sobel helps internal auditors and risk managers understand the implications of COSO Enterprise Risk Management – Integrating with Strategy and Performance.

Sobel explains how to use the COSO ERM Framework as an evaluation tool and highlights the alignment of the updated framework with The IIA’s latest IPPF and implementation guidance.

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COSO Enterprise Risk Management - Integrating with Strategy and Performance

The updated Framework helps organizations stay several moves ahead of the game in today’s volatile, complex, and ambiguous ERM landscape by focusing on ERM challenges and evolving expectations that business leaders and boards face, highlighting the importance of ERM in strategic planning, and emphasizing the embedding of ERM throughout an organization.

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Practical Enterprise Risk Management: Getting to the Truth

Rather than wasting time mulling over theories, this book delivers “how-to” applications of ERM methods that work and step-by-step descriptions of two practical ERM approaches. Based on the more than 20 years and estimated 40,000 hours of ERM experience of author Larry Baker, the book offers concise, focused, and practical guidance for those interested in initiating, executing, and evolving ERM, regardless of experience level. It also includes support forms, tools, and customizable templates.

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Fraud Risk Management Guide

Issued by COSO, this guide offers guidance that defines principles and points of focus for fraud risk management and describes how organizations of various sizes and types can establish their own effective and efficient fraud risk management program. It also includes examples of key program components and resources that organizations can use as a starting place to develop their own program.

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Assessing and Managing Strategic Risks: What, Why, How for Internal Auditors

Designed to provide internal auditors with sound, practical advice that can better enable them to meet the critical challenge of today’s dynamic risk environment. The primary focus is on two key processes: the assessment of strategic risks and strategic risk management. Content outlines frameworks on strategy, strategic risks, and a basic strategic risk assessment methodology.

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Performance Auditing: Measuring Inputs, Outputs, and Outcomes, 3rd Edition

Developed for the practitioner and trainer, it emphasizes the use of measurement and comparison in performance assessment. Gleaning leading standards from the U.S. Government Accountability Office (GAO), the International Organization of Supreme Audit Institutions (INTOSAI), and The IIA, this valuable resource provides concepts and best practices to execute a performance assessment.

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Internal Audit Capability Model (IA-CM) for the Public Sector

Designed for the public sector, this book serves as the global model for communicating what is meant by effective internal auditing and how it serves an organization and its stakeholders — and for advocating the importance of internal auditing to decision makers. It is also a framework for assessing the capabilities of an internal audit activity against professional internal audit standards and practices, either as a self-assessment or an external assessment.

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It’s critical that professionals continuously refine their skills and knowledge to assess risk. Internal auditors at all levels and functions will gain confidence, be prepared to conduct risk assessments, receive step-by-step guidelines on how to use a risk assessment to create an audit plan, and understand the merits of alignment with business objectives. Purchase includes a comprehensive resource package with customizable templates and other useful elements.

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The Future of Cybersecurity in Internal Audit

This whitepaper provides a road map for internal auditors to build a cybersecurity audit plan, understand the changes coming for technology audits, recognize specific risks/threats, and ensure proper controls are operating effectively.

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Artificial Intelligence: The Data Below

Awareness of data’s role in artificial intelligence will help internal auditors design an audit plan that addresses distinctive risks. Importantly, failure to identify and control artificial intelligence data risks upfront will generate further risks downstream, specifically to reputation, reporting, and management decision-making, just a few of the land mines associated with artificial intelligence.

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Auditing and Disruptive Technologies

There are huge risks in implementing disruptive technologies, and some will stumble, fall, and fail. Those that thrive will most likely have cutting-edge audit teams working on and with the latest technologies. The time for action is today. Are you ready to lead from the front?

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The Security Intelligence Center / Next Steps: Beyond Response to Anticipation

As cyberattacks grow in frequency, severity, and complexity, cybersecurity professionals are urging organizations to move beyond a defensive and reactive approach, to a more proactive approach, allowing for the prediction and anticipation of cybersecurity threats. This report is intended to help cybersecurity professionals, CAEs, and other stakeholders explore broader issues of cybersecurity and answer important questions.

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The Top 7 Skills CAEs Want: Building the Right Mix of Talent for Your Organization

The evolution of the internal audit profession toward a more value-added risk assurance function continues to move forward. While technical skills are needed for day-to-day work, critical thinking and communication skills continue to be at the top of the list. This report identifies the top seven skills sought by CAEs and attributes that most CAEs are recruiting or building into their functions.

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Collaborative Auditing

Collaborative Auditing provides guidance through an understanding that internal audit’s responsibility goes beyond individual audit engagements to ensuring that key stakeholders get the knowledge and tools they need to improve processes and address the root causes of issues within their organizations.

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The Politics of Internal Auditing

This research report addresses political pressure on CAEs and their internal audit departments. Surveying and interviewing nearly 500 CAEs from various business sectors around the world, researchers Larry Rittenberg and Patty Miller share how effective CAEs work to mitigate political pressure and lessons learned that may assist you in managing it.

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