

Controls over Spreadsheets for Financial Reporting in Practice

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ABSTRACT

Past studies show that only a small percent of organizations implement and enforce formal rules or informal guidelines for the designing, testing, documenting, using, modifying, sharing and archiving of spreadsheet models. Due to lack of such policies, there has been little research on how companies can effectively govern spreadsheets throughout their life cycle. This paper describes a survey involving 38 participants from the United States, representing companies that were working on compliance with the Sarbanes-Oxley Act of 2002 (SOX) as it relates to spreadsheets for financial reporting. The findings of this survey describe specific controls organizations have implemented to manage spreadsheets for financial reporting throughout the spreadsheet's lifecycle. Our findings indicate that there are problems in all stages of a spreadsheet's life cycle and suggest several important areas for future research.

1 INTRODUCTION

It is broadly accepted that errors are prevalent in spreadsheets [Panko, 2006]. Spreadsheet risk can be defined as the likelihood of adverse operational or financial consequences resulting from use of a spreadsheet. To date, most spreadsheet research has focused primarily on understanding and mitigating spreadsheet risks associated with quantitative errors that occur during system development, the first part of the system's life cycle. This line of research investigates and often suggests implementation of more formal software engineering techniques during the creation of a spreadsheet [Leon, Abraham & Kalbers, 2010; Grossman & Ozluk, 2010; Panko, 2006]. While there are definite risks of developing an erroneous spreadsheet, there are additional and just as serious risks associated with the maintenance and operational use of the spreadsheet throughout the later parts of its life cycle.

We surveyed 38 companies working on compliance with the Sarbanes-Oxley Act of 2002 (SOX) as it relates to spreadsheets associated with financial reporting. We collected information about the controls and processes they have implemented in their organization as well as the difficulties/challenges they have encountered. This paper presents the findings of this survey. While these findings describe spreadsheets associated with financial reporting, the identification of effective controls and processes are applicable to other key spreadsheets in an organization and therefore should be considered in developing best practices for IT governance. Similarly we expect all organizations will encounter the same difficulties that these

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Table of Contents Controls Over Spreadsheets For Financial Reporting In Practice

1. Understanding the eBook Controls Over Spreadsheets For Financial Reporting In Practice
 - The Rise of Digital Reading Controls Over Spreadsheets For Financial Reporting In Practice
 - Advantages of eBooks Over Traditional Books
2. Identifying Controls Over Spreadsheets For Financial Reporting In Practice
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Controls Over Spreadsheets For Financial Reporting In Practice
 - User-Friendly Interface
4. Exploring eBook Recommendations from Controls Over Spreadsheets For Financial Reporting In Practice
 - Personalized Recommendations
 - Controls Over Spreadsheets For Financial Reporting In Practice User Reviews and Ratings
 - Controls Over Spreadsheets For Financial Reporting In Practice and Bestseller Lists
5. Accessing Controls Over Spreadsheets For Financial Reporting In Practice Free and Paid eBooks
 - Controls Over Spreadsheets For Financial Reporting In Practice Public Domain eBooks
 - Controls Over Spreadsheets For Financial Reporting In Practice eBook Subscription Services
 - Controls Over Spreadsheets For Financial Reporting In Practice Budget-Friendly Options
6. Navigating Controls Over Spreadsheets For Financial Reporting In Practice eBook Formats
 - ePub, PDF, MOBI, and More
 - Controls Over Spreadsheets For Financial Reporting In Practice Compatibility with Devices
 - Controls Over Spreadsheets For Financial Reporting In Practice Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Controls Over Spreadsheets For Financial Reporting In Practice
 - Highlighting and Note-Taking Controls Over Spreadsheets For Financial Reporting In Practice
 - Interactive Elements Controls Over Spreadsheets For Financial Reporting In Practice

8. Staying Engaged with Controls Over Spreadsheets For Financial Reporting In Practice
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Controls Over Spreadsheets For Financial Reporting In Practice
9. Balancing eBooks and Physical Books Controls Over Spreadsheets For Financial Reporting In Practice
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Controls Over Spreadsheets For Financial Reporting In Practice
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Controls Over Spreadsheets For Financial Reporting In Practice
 - Setting Reading Goals Controls Over Spreadsheets For Financial Reporting In Practice
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Controls Over Spreadsheets For Financial Reporting In Practice
 - Fact-Checking eBook Content of Controls Over Spreadsheets For Financial Reporting In Practice
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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