Index

80/20 rule, usage, 339	Accrued expenses, 80 Accrued liabilities, face value recording, 80 Accumulation, standards, 97
Access controls/restriction, 84, 124, 276, 387	Adjusted balance, reconciliation, 76
Accountability, 131, 181	Adjusted trial balance, 10, 17, 326
Accounting, 300, 303–304	Adjusting entries, creation, 9–10
bodies, 31	Adjustments, 152–153
business partnerships matrix, 372–374	Allocation, 56–60
contrast, 32	Allowance accounts, 91
department, cost center example, 53	American Institute of Certified Public
GAAP principles, 30	Accountants (AICPA), 21, 22, 396
policy, 24	American Productivity & Quality Center
principle, change, 122, 389	(APQC), 19, 47
procedure, 24, 387	Amor ization, recording, 212
process accounting, construction, 207	Analysis, 169
staff, cross-training, 324	process, 247, 271, 273, 283–298
Accounting Principles Board (APB), 21, 22	Analytical capabilities, 18
Accounting Provision (FCPA), 3	Analytical spreadsheet category, 81
Accounting Rate of Return (ARR), 206	Analytics, usage, 237
Accounts, 16, 48	Anti-Bribery Provision (FCPA), 3
activity, 89, 280	Anti-fraud data analytics tests, 242
aggregation, 191	Application system, usage, 82
assignment, 89, 93	Assertions, 36
balances, 83, 89	Asset quality index (AQI), 244
common chart of accounts,	Assets, 132, 212–213
implementation, 47–51	account reviews, 377
fluctuations, 94, 132	business use, absence, 218
monitoring, 191	due diligence, 365
number/numbering, 48, 387	operation/maintenance/protection, 208
quality/reconciliation, 380	purchases, 200, 219
reconciliation, 29, 75–78, 95	retirement scheme, 219
Accounts payable, 75, 78–80	valuation, 243
function, closing, 309	Assets held for sale, process narrative,
purchasing, relationship, 314	157–159
roles/responsibilities year-end checklist,	Audit committees, 31, 240, 388
73–74	Audit functions. 240
tactical responsibilities, 40	Auditors, roles (establishment), 31
Accounts receivable, 40, 259, 260–261	Audits, regulation, 320
Accruals, 129, 387	Automation, 23, 235
	, ,

Balanced scorecard (BSC), 233–235, 388	Carter, Larry, 301
Balance sheet	Cascading, 235
accounts, assignment, 76	Cash flow, 173, 366
analysis, 131	statement, 276-277, 287-289
consolidation, 155-157, 161-163	Cash processing function, closing, 309
ratios, 259–260	Centralized application architecture, 18
reviews, 37	Change controls/testing, 84
Bank reconciliations, 23	Charts of accounts (COAs), 47–51, 303,
Bank Secrecy Act (BSA), 341	308, 389
Benchmarking, 269, 388	Checklists, closing, 25–26
Benchmarks, usage, 258–259	Chief accounting officer (CAO), reference, 39
Benefits data, checking, 146–148	Chief Compliance Officer (CCO), 340–343
Beneish model, 243, 244	Cisco, virtual close (case study), 300-303
Best-in-class documentation philosophy,	Close, 311
following, 20, 23	impact, 124
Best practices, 129–130, 303, 312, 315,	participants, status (elevation), 339–340
327, 388	Close calendar, implementation, 25–26
Billing function, closing, 309	Closed GL, 91, 96
Bottlenecks, 13	Closing, 124, 127
Bottom-up approach, iteration, 188	activities, timing (alteration), 308
Bragg, Stephen M., 230	date, establish. vent, 9, 326
Breakeven point, determination, 187	process 308, 310, 324, 326
Budget, 199, 313	time, reduction, 17
directors, impact, 56	Cloud based computing, usage, 5
owner, establishment, 191	Cloud-based reporting, usage, 304
process, 2, 182–195, 388–389	Cloud providers, disaster recovery
projections, making, 186–187	(relationship), 321–322
purposes, 182	Collaboration, 20, 24, 189
targets, 221	Collaborative planning, 189
	Commercial sources, benchmarks, 258
variance report, format, 192 Budgeting, 57–60, 181, 184, 187, 194–195	Committee of Sponsoring Organizations of the
	Treadway Commission (COSO), 240,
Bureau of Industry and Security (BIS), 341	242
Business	Common chart of accounts, implementation,
combinations, 120	47–51
conditions, charge (adaptation), 189–190	Common size financial statement
continuity, 37, 315–322, 389	analysis, 268
control, 35–36	Communication, 18, 20, 23–24, 131
late filing, consequences/issues, 178	Companies
model business drivers, 190	activities, SEC review, 123
partnerships matrix, 372–374	codes, 89, 389
process management systems, 129	decision-making frameworks, 81
resiliency, 320–321	insiders, reporting requirements, 179–180
rules, 54–55, 130, 208	performance results, real-time access, 301
taxes, 80	Compensating controls, 389–390
Business unit (BU) leaders, impact, 56	Complete closing adjustments, 69–70
	Compliance requirements, adherence, 2
Capital Approval and Review Board (CARB),	Computational models, usage, 82
201–207	Concealed liabilities, 242–243
Capital budget/budgeting, 199–201,	Concealment, 218
204–208, 217–219	Consolidated budget, 184

Consolidation, 17, 117, 137-138,	Corporation, controllers (layers), 181
142–143, 169	Cost, 53-59, 223-224, 385-386, 391
component, 15	Cost of capital (forecasting tool), 225
points, number, 123	Critical application, 315, 316, 391
process, 124, 149-152, 155, 161	Critical processes, 391
software, 310, 390	Critical systems, identification, 59
tools, leverage, 304	Cross-departmental projects,
Construction in Progress (CIP), 207	cost analysis, 314
Consumer confidence (economic data), 193	Cross-functional issues, recurrence
Consumer Identification Program (CIP), 341	(resolution), 325
Contingency location, identification, 317	Currency trends (economic data), 193
Contingency planning, 315–322	Current-state diagnosis, 60
Contingency plans, 18, 390	Customers, 314, 378
Continuous auditing (CA), 390	Cutoff dates, 16–18
Continuous budget, 183	Cycle time, 11f, 391
Continuous controls monitoring (CCM),	
390, 391	Data, 66–67
Contra asset accounts, 377	achievement, 2
Contra revenue, 391	collection activities, 302
Control, 66	completeness, 25
assertions, 97–101, 109, 161–164,	÷
283–290, 387–388	flow, streamlining, 17 gathering 276
requirements, adherence, 2	mixing, auditing software applications
standards, 83–84	
testing, completion, 35	(usage), 243
Controlled journal entry process,	model, 392
implementation, 20, 22	quality, 301
Controller meeting agenda, 131–132	repository, 82
Controller's Dashboard, 25, 380	security plans, 18
Controller's Function, The (Bragg), 230	transporters, 82
Controls Self-Assessment (CSA) processes,	Data/security integrity, 84
37, 390	Days' sales in receivable index (DSRI), 244
Copyrights, 208, 211	Debt, 258, 277–281, 290–298, 392
Core general ledger, accounting data	Debt-to-equity ratios, 259, 262
(minimization). 303-304	Decision forecasting, 226
Corporate Close, 15-17, 117, 169	Decision support, 82
areas, year-end review, 142–143	Deficiency findings, development, 35
checklist, 137–138	Delays, communication, 152
internal close standards, 161	Delays/errors, 150–151
policies, sample, 149	Delegation of Authority, 208
process narratives, 155	Deliverables, cost analysis, 314
Corporate compliance principles, 340, 341	Depreciation, 208–211, 217
Corporate culture, budget process	Depreciation index (DEPI), 244
(inclusion), 188	De-recognition, 119
Corporate direction, absence, 58	Detailed Fiscal Close Scorecard, 25
Corporate financial models, 223	Deterministic financial models, 223
Corporate identity, 208	Development costs, 119
Corporate performance management	Digital Equipment Corporation (DEC), 3–4, 45
(CPM), 194	Direct costs, 186
Corporate Strategic and Operational Controls	Disaster, 315–316, 392
(Kyriazoglou/Nasuti), 230	Disaster recovery, 315–316, 321–322

Disclosures, 243, 273–274, 283	Federal Financial Institutions Examination
Disclosure standards, 22–26	Council (FFIEC), 341
Discontinued operations, assets held for sale,	Fictitious revenue, 242
157–159, 164–168	Final expense activity, reporting, 10
Disposable income, 222	Finance business partnerships matrix,
Documentation, 78–79, 83–84, 92, 94	372–374
Dollar change, computation, 267	Finance function, 197
Double declining balance depreciation	Financial Accounting Standards Board (FASB),
method, 210	21–22, 31, 392
Draft cash flow statement, completion, 277	Financial architecture, 392-393
Dynamic budgeting/planning, 197–198	Financial budget, 184
Dynamic caagemy, planning, 197-190	Financial close, 13-14, 20-21, 337-340
Famings now shows 110	Financial closing strategies, 129–130, 326
Earnings-per-share, 119	Financial Crimes Enforcement Network
Econometric analysis, 223	(FinCEN), 341
Econometric analysis-based models, 222	Financial ERP systems, minimization, 303
Economic data, 193–194	Financial hierarchy, 375, 393
Economic downturns (economic data), 193	Financial (GAAP) hierarchy,
EDGAR website, 175	implementation, 21
Education, recommendations, 241–242	Financial information, 71, 313, 374–379
Efficient-market hypothesis, 268	Financial instruments, 119
Employee Health and Safety (EH&S), 37	Financiar negels, 222–224
Employees, 146, 148	Financial planning and analysis (FP&A), 393
benefits, 120	Financial ratios, usage, 267–268
due diligence, 363	Financial reporting, 25, 44, 72, 170–175,
Employer, indicative data, 146, 148	271–272, 377–378
Enterprise resource planning (ERP), 4–5,	Financial reports, 243, 378
47–48, 79, 129, 185, 317, 392	Financial statement fraud detection,
Entries, 17, 63, 129	237–239, 243–245
Equity, due diligence, 366	Financial statements, 7, 170, 192–193,
Error tracking, 300	242-243
Escalation procedures, establishment,	analysis, 152, 225, 257-264, 268-269
322–327	assertions, 133–135
Executive-level closing shocklist, 139–141	contents, revision, 308
Executive responsibilities, 43–44	presentation, 119
Expense information, gathering, 186	translation, 378
	Financial year (FY), 16
Expense reporting, usage, 326	Firewall, 369
Expenses, accruing, 80	Firms, success (omission), 268
External audit, 343, 392	First Data, roles/responsibilities, 319
External contacts, documentation, 317	First-in first-out (FIFO), 118
External reporting, 171, 175–180,	Fiscal assets/liabilities, 121
251–254, 392	Fiscal close, 26, 311–313, 322–327,
	374–382, 393
Fair Disclosure Regulation (Regulation FD),	accounting year, 16
177-178	attention, signs, 8
Fair value, 119, 121, 213	checklist, 69–72
False precision, avoidance, 190	components, 15
Fast close, 305–306, 315, 340–361	cycle times, reduction, 197
Fast financial close, 307–310	governance process, implementation,
Fast fiscal closing processes, types, 306	20–21

improvement, 3–4	G&A expenses, 186
overview, 9–10	Gain on disposal, 214
planning, 227	General accounting, 29, 393
postmortem meetings, 132	General Data Protection Regulation
process, 19, 125, 149–152	(GDPR), 393
roles/responsibilities, 39	General ledger (GL), 28–30, 45–46, 76–77,
schedules, 150	378
Fiscal Close Dashboard, 25	accounts, 48-49, 89, 339, 362, 378
Fiscal closing process, 7, 117	closed GL, 91, 96
Fiscal information, usage, 7	differences, 94
Fiscal instruments, 121	responsibilities, 149
Fiscal metrics, usage, 195	sub-ledger, integration, 17
Fiscal ratios, usage, 195, 225	usage, 3–4
Fiscal schedules/statements,	Generally Accepted Accounting Principles
development, 195	(GAAP), 21–22, 30, 75, 90,
Fiscal transactions/disclosures, support, 82	118–122, 398
Fiscal year-end close sample schedule,	comparison, 149
checklist, 72–73	following, 376
Fiscal year-end close schedule, checklist, 73	requirements, 170
Fiscal year (FY), primary accounting year, 1	violations, 243
Fixed assets, 199, 214–219, 393	Global organizations, operation, 5
budget process, 201	Goodwill 21
management, 207–208	Governance suite, superimposition, 20
tactical responsibilities, 42	Govern nental Accounting Standards Board
transactions, 208	(GASB), 31
Fixed budget, 183	Government data, availability, 193 Government sources, benchmarks, 259
Fixed costs, 186	Gramm-Leach-Bliley Act (GBLA), 341
Fluctuation analysis, 274–275, 284–286	Gross margin index (GMI), 244
Follow-up action templates, 242	Gross national product (GNP), 222
Forecasting (forecast), 181, 189–190,	oross national product (Orvi), 222
221–226	Handaount/workland halance 201
cycle, linkages (establishment), 59	Headcount/workload balance, 381
impact, 57	Health and Insurance Portability and Accountability Act (HIPAA), 341
procedures, review 60	Highly significant transaction, 394
process, 313, 393	Historic data, gathering, 185–186
Foreign Corrupt Practices Act (FCPA), 2, 3, 36,	Horizontal analysis, 266–267
336–337, 341	Horizontal ownership, absence, 59
Foreign exchange rates, 222	Human Resources (HR), 53, 56
Foreign Terrorist Organization (FTO), 341	
Form 8K, 176–178	Impairment loss, recognition, 213
Form 10K, 175–177, 192, 251–257	Improper treatment of sales, 242
Form 10Q, 175, 177, 192, 247–250	Improved Regulation of the Public Accounting
Form S1, usage, 176	Profession, 241
Form S3, usage, 178	Improvement opportunities, symptoms, 59
Fraud flags, 242–243	Income statement, ratios (basis), 259,
Free cash flow ratio, 259, 263	262–263
Functional areas, involvement, 20, 24–25	Incremental budgeting, 187
Funding sources, 206–207	Independent public accountant,
Funds, allotment, 221	recommendations, 240–241

Indirect cost allocation methodology,	International Federation of Accountants
implementation, 59–61	(IFAC), 31
Indirect cost-allocation reporting,	International Financial Reporting Standards
achievement, 56	(IFRS), 118-122, 170, 299,
Indirect costs, 186	394–395, 398
Indirect costs, allocation strategies, 56	Internet, firewall, 369
Industry financial models, 222–223	Inventory, 41, 118, 259, 261, 309
Industry-specific requirements, 5	Investigation levels, reduction, 129
Industry trends (budget process), 192–194	Invoice-to-PO matching, 23
Inflation (economic data), 193	Issue tracker, 132
Information flow/gathering, 185, 186	
Information Technology (IT), 56, 315,	JOBS Act, 341
318–319	Journal entry (JE), 63–64, 87–88,
department, cost center example, 53	96–115, 159
due diligence, 368–369	documentation, 377
systems, investment, 129	minimization/automation, 324
Input, 66, 83	
Insurance contracts, 121	usage, optimization, 308
Intangible assets, 119, 211–212	Journals, creation/reviev//approval, 22
Integrated financial systems, usage, 303	
Intellectual property, 208, 364	Kaplan, Beth, 302
Interactive scorecards, 242	Kaplan, Robert, 254
Intercompany accounting, 324, 394	Key performance indicators (KPIs), 14, 57, 60,
Intercompany reconciliations, 23	132, 380, 395
Interdepartmental corrections,	Knowledge, transfer, 25
elimination, 340	Kyriazoglou, John, 230
Interest rates, 193, 222	
Internal accounting, 240	Last-in first-out (LIFO), 118
Internal audit, 37, 243, 394	Late filing, consequences/issues, 178
Internal control, 34–37, 74, 376–379, 394	Leases, 119
establishment/assessment, 272	Ledger, reconciliation, 3–4
reporting/certification, IFRS (impact), 122	Legal environment, improvement, 241
standards, 33, 97–115, 161, 283–298, 400	Leverage index (LVGI), 244
Internal Control over Financial Reporting	Liabilities, due diligence, 365–366
(ICFR), 122	Liabilities Subject to Compromise (LSTC),
Internal Controls Team, formation, 34	discharge, 131
Internal financial reporting process, defining	Liquidity ratios, 258
(questions), 172–175	Long-term activities, investment, 200
Internal financial reports, users	Long-term assets, 89–92, 101–108
(identification), 172	Long-term liabilities, 92–96, 109–115
Internal rate of return (IRR), 205	Loss on disposal, 215
Internal reporting, 171–172, 394	
Internal Revenue Service (IRS), records	Macroeconomic financial models, 222
retention, 341	Management, 33–35, 93, 340
International Accounting Standards	best practices, 130, 327
(IAS), 394	Manager review, 92
International Accounting Standards Board	Manual allocation procedures, reliance, 56
(IASB), 31, 119	Manual tasks, automation, 20, 23
International Association of Risk and	Master Data Reviews, 36
Compliance Professionals	Material account variances, 132
(IARCP), 342	Memorandum of Understanding, 122

Merger and acquisition (M&A), 1, 362–371, 395 Metrics, 20, 25–26, 321–322 Middleware, 82 Mini-corporate consolidation process, 3–4 Miss-posted activity, 89 Model business drivers, 190 Monthly close, 10–11, 43 Monthly consolidated financial statements (completion), cycle time (impact), 11f Monthly financial close process checklist, 327–335	Organizations cash flow surplus, generation, 174 content management, 190–191 debt service reserves, balance, 174 fiscal operating results, 175 total liabilities, ratio, 174 Other current assets, 89–92, 101–108 Other current liabilities, 92–96, 109–115 Output validation, 83 Outstanding documentation, 92 Ownership, 33
Monthly trend analysis, 90 M-score, creation, 244 Multi-period comparative analytical reviews, 83	Pain points, 13 Patents, 208, 212 Payables, face value recording, 80 Payback period, 206 Payroll, 40, 71–72, 309
Nasuti, Frank, 230 National Commission on Fraudulent Financial Reporting (The Treadway Commission), 240–243 National Institute for Standards and Technology (NIST), Special Toolkit 800-34, 318	Peer review process, 326 Pending transactions, review, 157 Per-capita giving, trend, 173 Percentage change, 267–269 Performance, 234–236, 312, 325 Point of-discussion templates, 242 Pol'cy controls, 396
Natural disasters (economic data), 193–194 Net income, 118, 183, 206, 212, 266, 395 Net Present Value (NPV), 206, 225 New SEC Sanctions and Greater Criminal	Political, Economic, Sociocultural, and Technological (PEST) analysis, 233, 396 Politics (economic data), 193
Prosecution, 241 Nickolaisen, Niel, 321 Nonprofit leaders, questions, 172–173 Non-scalable systems, 59 Nonstandard transactions, 377 Non-value-adding activities impact, 339	Post-allocation support, 57 Post-close adjustment, 275 Post-closing entries, 129, 130, 132 Pre-close activities, executive responsibilities, 43 Principle-based accounting, rule-based
Norton, David, 234 Office of Foreign Asset Control (OFAC), 341	accounting (contrast), 32 Principles-based method, 118, 170 Prior period ending balances, 94
Office of Inspector General (OIG), 341 Ongoing training, conducting, 35 Open-access file storage, usage, 66 Operating budget, 183–184	Private-sector bodies, activities, 241 Procedural best practices, 129–130 Procedure controls, 396 Process
Operating data, access, 301 Operating plans, strategic plans (alignment), 188 Operating unit, understanding, 34 Operational data stores, deployment, 303	accounting, construction, 207 activity description, 87–96, 155–159, 273–281 areas, impact, 340 flow, 310, 397
Operational risks/challenges, 374–375 Operational spreadsheet category, 81 Operational systems, 303 Organizational controls, 395–396	improvement opportunities/themes, 132 narratives, 87–88, 92–96, 155–159, 273–281 stakeholders, input, 56

Process (continued)	procedural steps, 77–78
standardization, 21	process, 87–89, 92, 93
tracking, 191	template, checklist, 74
Product	Records management, 378
development, 368	Record to Report (R2R), 8, 15, 118-119, 169,
managers, impact, 56	238–239, 273, 276
product-centric companies, ERP system	Recurring journal entries, streamlining, 64
(development), 4	Red flags, 237–239, 371
Production process, 368	Re-forecasting, 189
Profitability, 258, 366	Regulation CC, 341
Profitability Index (PI), 206	Regulation E, 341
Profit center, 54, 397	Regulatory environment, improvement, 241
Program appraisal post-completion, 203	Regulatory requirements, adherence, 2
Program Management Office (PMO), 385	Regulatory trends (economic data), 194
Projections, making, 186–187	Related parties, 239, 397
Project Management Body of Knowledge	Remediation plan, development, 35
(PMBOK), 383, 386	Reporting, 10, 169, 179-130, 247
Project Management Institute (PMI), project	process, 17, 271, 273, 283–298
definition, 383	Resource planning, 365
Projects, 382–386	Return on investment (ROI), 195, 228,
accounting, 314, 397	302-399
budget, 191	Revaluation, 216–217
project-tracking system, customer billing	Reven 12, 41–42, 398
system (integration), 314	center, 54
Property	recognition, 119, 242, 398
records, maintenance, 200	Review controls, 397–398
taxes, 80	Risk assessment/management, 242,
Public Company Accounting Oversight Board	
(PCAOB), 31, 32, 133, 397	336–337, 365 Risk Management Association,
Public company summary	benchmarks, 259
recommendations, 240	
Publicly traded companies, SEC	Roll forward (roll-forward), 92, 131, 281,
requirements, 175	329–335, 399
Public-sector bodies, activities, 241	Rolling forecasts, 189–190
Purchase transaction 371	Rule 144(c) requirements, 178
	Rule-based accounting, principle-based
Quantitative information, merge, 20	accounting (contrast), 32
Quarter close cycles, 151	Rules-based method, 118, 170
Quarter-end fiscal close (10Q), 247–250	
Quarterly business control statements,	Sales, 186, 242, 367–368
provision, 35–36	Sales and general and administrative expenses
Quarterly reporting, 240	index (SGAI), 244
	Sales growth index (SGI), 244
Ranked projects, 206	Salvage value, absence, 214
Ratio analysis, 257–258, 264, 267–268	Sarbanes Oxley Act of 2002 (SOX), 2, 22, 122,
Real options, 206	299, 341, 399
Reconciliation, 15-17, 27, 95-97, 169	creation, 301
checklists, 69, 71	impact, 176
corrective steps, 77	Section 302, 36
policies, sample, 75	Section 404, 36, 122

spreadsheet management requirements,	Statutory/management information,
imposition, 223	integration, 18
SAS 99, guidance, 243–245	Statutory requirements, adherence, 2
Scenario planning, 197–198	Strategic initiatives, 235
Schedule 14A/14C, 179	Strategic planning, 227–236
Securities Act of 1933, 176	Strategic plans, 230–232
Securities and Exchange Commission (SEC), 31, 149, 241, 399	effectiveness (determination), performance metrics (establishment), 236
company activities review, 123	expected outcomes, 227-228
EDGAR website, 175	monitoring, 236
New Sanctions and Greater Criminal	operating plans, alignment, 188
Prosecution, 241	Strategy maps, 234
publicly traded company requirements, 175	Strengths Weaknesses Opportunities Threats
reports requirement, acceleration, 307	(SWOT) analysis, 232–233, 401
Schedule 14A/14C, 179	Sub-ledger, 17, 46, 78
Securities Exchange Act of 1934, 175	Sub-ledger close, 15–17, 27, 69, 169
Segregation of Duties (SoD), 109, 273,	policies, sample, 75
276, 400	process, 87–89, 93, 97
Self-checks, usage, 66	Sum of the years' digits (SYD) method, 210
Sensitivity analysis tables, usage, 223	"Super User," 400-401
Service level agreement (SLA), 384	Supervisory controls, 401
Share-based payment transactions, 121	Supplier spending, analysis, 314
SharePoint folder, usage, 78	Support, absence, 58
Short-term fiscal obligations, meeting, 225	Supporting documentation, 78, 92, 94, 279
Significant deficiency, 400	Suspense account transactions, 378
Significant spreadsheets, identification, 81–82	System-related delays/errors, 151
Simulation-based financial models, 224	
Simulation-based fiscal models, 224	Tactical responsibilities, 40–42
Single ERP system, usage, 4–5	Tax data, checking, 146-148
Single-instance strategy, usage, 5	Technological capabilities, evaluation, 60
Small businesses, forecasting process,	Technology, data/usage, 56, 194
224–226	Templates, 21, 323
Soft close, 300, 306	Theft, 217–218
Software International Ceneral Ledger (SIGL)	Timing schemes, 242
tool, usage, ±	Top-down approach, iteration, 188
Software, usage, 235	Total accruals to total assets (TATA), 244
Solicitations, impact, 179	Trade associations, 192, 259
Specialist functionality, provision, 21	Trademarks, 208
Specialized financial models, 224	Training, 35, 95
Special procedures, checking, 148	absence, 58
Spreadsheet management requirements,	provision, 20, 23
compliance, 223	Transaction accumulation, 15–17, 27,
Spreadsheets, 17, 65–67, 75, 81–85	69–72, 169
change controls/testing, 84	policies, sample, 75
online multiuser approaches, 194	
	process narratives, 87-89, 92
Staff, cross-training, 129	Transaction, date/balance/description, 56
Staff, cross-training, 129 Standard operating procedures (SOPs),	Transaction, date/balance/description, 56 Translation differences, 121
Staff, cross-training, 129 Standard operating procedures (SOPs), 315, 400	Transaction, date/balance/description, 56 Translation differences, 121 Trends, analysis, 264–269
Staff, cross-training, 129 Standard operating procedures (SOPs),	Transaction, date/balance/description, 56 Translation differences, 121

United States (US) Patriot Act, 341
United States (US) sentencing guidelines, 341
Units of production method (depreciation),
210–211

Variable budget (flexible budget), 183 Variable costs, 186 Variance analysis, 20–23, 191–192 Variances, 90, 192, 276 Version/logic documentation, 83–84 Virtual close, 299–304, 307 Vital business assessment, 316 Vitez, Osmond, 224

Wage data, checking, 146–148 What-if events, 197–198 Workarounds, reliance, 56 Work breakdown structure (WBS), 385 Work instruction, 401

XBRL, 178, 299

Year-end business control statements, provision, 35–36
Year-end close cycle, 150, 151
Year-end closing checklist, 251–254
Year-end financial statement, checklist, 143
Year-end fiscal close (10K), 251–257
Year-end payroll process, checklist, 146–148
Year-end transaction, checklist, 144–146

Zero-balance accounts, 90 Zero-based budgeting, 187