

THE CONCEPTION OF MANAGEMENT CONTROL IN THE PUBLIC FINANCE SECTOR

Summary

The paper presents the essence of management control in the public finance sector, its goals (tasks) and standards, which describe practical aspects of implementing and functioning the systems of management control in this sector's institutions. In the article there were shown the connections between management control and internal control included in the COSO model and were also emphasized the profits which, in creators and legislator's ideas, the management control is supposed to bring the managers of the public finance sector's units.

Translated by Ewa W. Babuška

**THE ANALYZING AND THE COMPARISON OF THE NATIONAL
AND INTERNATIONAL STANDARDS OF INTERNAL CONTROL
REGARDING INTERNAL ENVIRONMENT
FOR THE PUBLIC SECTOR ENTITIES**

Summary

The new law about public finances and the internal control standards for the public sector entities introduced new duties for the managers regarding the internal control.

The general content of these standards of the internal control leaves the large choice in the range of objects, criteria and the measures for the evaluation of the internal control for the entities. Such solution is universal, but also inconvenient for entities, because it requires the studies of solutions adapted to the needs dependent from the character of activity and the risks of the given entity. So it arises the question, how to evaluate the internal environment in the entity of the public sector.

The present article presents the analyze of and the comparison of the national and international standards of internal control regarding internal environment for the public sector entities and the proposal of general foundations to his evaluation.

Translated by Piotr Bednarek

FUNCTIONING OF THE MANAGEMENT CONTROL IN THE INTERNAL CONTROL SYSTEM OF AN ENTERPRISE

Summary

The effectiveness of the enterprise activity depends on many factors. One of them is the effectively working internal control system taking into consideration, among other things, miscellaneous forms of control, for example management control or internal audit. However, it should be emphasized that the diversity of forms of control is not a panacea for the incorrectness inside of the organization. Additionally it may be noted that, due to functioning of many different forms of control, miscellaneous organizational problems, methodical or practical, may arise. The incorrectly functioning internal control system may additionally generate high costs or even losses.

Translated by Magdalena Janowicz

MANAGEMENT AUDIT AND METHODS OF ORGANIZATION MANAGEMENT

Summary

The term 'management audit' has been introduced with the amended act of 27 August 2009 concerning public finances in public finance sector, thus, occurring by the end of 2009 the term 'financial control' was replaced. The rationale for introducing these changes was, among other things, the fact of frequent identification of financial control with a purely financial aspect of the units' activities. In addition, the aim of changes is to provide effective management methods by the superior body or supervising the processes undertaken by subordinated or supervising units, since the existing regulations in this area were inadequate. In this article, the issue of management audit is considered in relation to its objectives and way of implementation using the existing in a literature and used in practice management methods. In this paper reference was made to the human resources management, management by objectives, culture, knowledge and processes. There were also pointed the elements and principles of a various methods use for the purpose of the management control.

Translated by Przemysław Dowgiallo

STANDARDS OF THE MANAGEMENT CONTROL AS A DETERMINANT OF ACTIVITIES IN ENTITIES OF THE PUBLIC FINANCE SECTOR

Summary

The management control as well as standards of the management control are quite a novelty, which for experienced persons as well as theoreticians determines the need of talking and writing about the subject. The article was divided into two parts. In the first part standards of the management control as well as the necessity and the essence of using them were described. The second part contains a detailed attribution of activities which should be undertaken in local government entities in order to realise standards of the management control. The article answers practical questions about how to apply regulations implementing the management control and its standards.

Translated by Magdalena Janowicz

MANAGEMENT CONTROL AS A NEW MEANS OF CONTROL WITHIN PUBLIC FINANCIAL SECTOR

Summary

The previous requirements as to the control within the public financial sector entities have mainly concerned whether the scope of their activity is in compliance with the applicable laws and regulations. Currently, control as such has become one of management tools. Contemporarily, it is expected to secure the efficient and effective activity of a particular entity. Management control is to guarantee the efficient management of public funds. Hence, it has brought such a dimension into the public financial sector, which is presented by the article. It is therefore, inscribed in the concept of New Public Management (NPM) and performance based budgeting. Whereas, to organize the system of management control there are management control standards, drawn up by the Minister of Finances available.

Translated by Monika Kaczurak-Kozak

THE INFORMATION AND COMMUNICATION AS AN ELEMENT OF MANAGEMENT CONTROL IN THE UNITS OF PUBLIC SECTOR

Summary

The condition of functioning of the management control system is appropriately structured information system. This article presents the role of information and communication as part of management control in the units of public sector. It discusses the requirements for information in the system of management control and rules for its collection and transmission to meet the information needs of managers.

Translated by Bożena Nadolna

MANAGEMENT CONTROL IN A BUDGET ENTITY – THE EXAMPLE OF PRIMARY SCHOOL

Summary

Control has been one of the basic functions of business management for years. It was always present in companies.

In modern organizational management system control plays a role of a verifier of accuracy of economic decisions. Thanks to control the criterion of effectiveness that is the relation of effects and inputs is commonly used in assessing correctness of decision-making. It became the basis for assessing the existence and activities of the organization.

Control is inherent in the management of budget entities.

In the public sector control consists of verification and evaluation of the activity from the perspective of the requirements of applicable law. Currently, public sector entities are obliged to maintain management control.

The purpose of this study is to present the functioning of the management control in the educational institution such as the Primary School as an example.

Translated by Renata Biadacz

CONTROL AS A TOOL FOR DETECTING IRREGULARITIES IN EU PROJECTS

Summary

Detecting irregularities in EU projects carried out by means of the control performed by national and EU institutions. The article presents the essence, types and scope of the control of EU projects. Moreover this paper shows, most frequently irregularities in EU projects detected during the control of EU funds.

Translated by Krzysztof Dziadek

IMPROVE OF MANAGEMENT CONTROL OF INDIRECT COSTS IN CAR TRANSPORT ENTERPRISES

Summary

In article show of introduce budgeting and rules control of costs in car transport enterprises. Management control could be important appliance to take management of decisions. It the possibility is introduction control of budgets, which will check the costs control in car transport enterprises.

Translated by Krzysztof Konstantyn

THE FUNCTIONING OF EXTERNAL AND MANAGEMENT CONTROL IN SPA FACILITIES

Summary

The paper shows the rules and functioning of external and management control in spa facilities. The usage of these control systems should fulfill spa tasks effectively and guarantee high service quality. Apart from that in the paper one can find description of some instrument like control self-assessment and internal audit that can identify control problems, and aim at correcting lapses before they are discovered during an external control.

Translated by Dariusz Kotarski

MANAGEMENT CONTROL IN PUBLIC UNIVERSITIES – THEORY AND PRACTICE

Summary

The aim of this article is to present the subject connected with the duty of implementing the management control in public universities. In article identify the control processes based on literature researchers was made. There were presented targets of management control according to the new regulations. The key challenges of universities in Poland connected with management control were shown. Moreover, process issue in strategic management in public universities and problems with implementing control management in public Universities as a result of own researches was talked .

Translated by Sylwia Łęgowik-Świącik

RESPONSIBILITY OF THE MANAGER LOCAL GOVERNMENT UNIT FOR CONTROL OF MANAGEMENT

Summary

The control of management concerns all of areas of activity of local government units. This type of control cannot be equated with financial control. Purpose of this type of control is to ensure that the local government unit operate in a manner consistent with the law, efficient, economical and timely. This article presents the duties and responsibilities of the manager local government unit in the control of management.

Translated by Marzena Rydzewska-Włodarczyk

THE IMPLEMENTATION AND THE ORGANIZATION OF THE MANAGEMENT CONTROL IN A POLISH LOCAL GOVERNMENT ON THE EXAMPLE OF WEST POMERANIAN VOIVODESHIP

Summary

The management control in entities of local government is a new tool – obligatory, but not formalized by the legislator – which improves the quality of management. In this situation, the implementation and the organization of the management control in a municipality have become an important issue. The purpose of the article is to identify and assess the method of implementing and organizing the management control in local government entities. Opinions about the issue were formulated on the basis of the own questionnaire research conducted in 14 municipalities of West Pomeranian Voivodeship. The subject of the detailed analysis were among others: the implementation of the management control, its institutionalisation and personalization.

Translated by Magdalena Janowicz

THE MEASURES OF MONITORING TARGETS AND TASKS OF A LOCAL GOVERNMENT ENTITY

Summary

The article presents the possibility of using measures of performance budget for measuring targets and tasks of organizational entities of local governments. The theoretical reflections were supplemented with the presentation of solutions which can be found in the performance budget of Goleniów Municipality. The conclusion contains the advantages of this solution of the management control as well as the limitations. It also points to the alternative solutions, like the Performance Measurement and the Balanced Scorecard.

Translated by Magdalena Janowicz

**PRACTICAL ASPECTS OF IMPLEMENTING
THE MANAGERIAL CONTROL AND THE RISK MANAGEMENT
IN UNITS OF THE SECTOR OF THE PUBLIC FINANCE**

Summary

The basic aim of the managerial control as the management functions is to achieve established purposes by managers of units of the sector of the public finance and their management most effectively. One should combine the managerial control and comprehensively understood processes of managing the unit, in addition a system of giving targets and assignments should be a crucial element of this control and of monitoring the degree of their realization. An aspiration to eliminating or reducing the risk should be a priority action of every individual. By granting it the appropriate form, it is possible to make the positive phenomenon from it. If managing will change the view about the risk management, they can carry the so-called value added into their organization. The acquired knowledge in this respect can confirm managers of individuals in the greater awareness of values which can be achieved by proper applying the risk management in practice.

Translated by Anna Sulikowska

**PROBLEMS IN THE IMPLEMENTATION OF THE STANDARDS
OF MANAGEMENT CONTROL IN THE PUBLIC SECTOR
E.G. UNITS OF THE TAX ADMINISTRATION**

Summary

Management control in the public finance sector entities (PFSE), including units of the tax administration, means the total of actions taken to ensure that the objectives and tasks are executed and achieved in a legal, effective, economical and timely manner. It discusses the most important conclusions drawn from the internal audit of financial control systems in PFSE conducted in the years 2006-2009, which contributed to the improvement of the subsequent public financial control regulations and standards. Finally, it discussed the practical aspects of implementing these standards in units of the tax administration.

Translated by Elżbieta I. Szczepankiewicz

RISK MANAGEMENT IN UNITS OF THE PUBLIC FINANCE SECTOR AS ONE THE MANAGEMENT CONTROL STANDARDS

Summary

Risk management is a very important element of the compulsory management control process in units of the public finance sector. It helps to define threats that can affect realization of the units tasks. The object of the paper is to analyse risk management in respect of the management control standards issued by Minister of Finance.

Translated by Małgorzata Frańczuk

THE RISK MEASUREMENT AS AN INSEPARABLE ATTRIBUTE OF INTERNAL AUDITOR WORK ON THE EXAMPLE OF XYZ CITY OFFICE

Summary

The internal audit and quality audits, despite significant differences originating from limitations of the size and complexity of the tasks, are strictly coordinated and, as far as possible, mutually complement each other in order to provide the unit director with assurance that the implemented and kept management control system allows the organization to successfully achieve its aims.

Merging responsibility of the Internal Audit Team for realization the internal audit and quality audits allowed to prepare both plans on the basis of the mutually performed risk analysis, and in the result better coordination of work and preparation of the cumulative report, based on a research material covering a much wider scope than it was possible to achieve in case of the internal audit.

Translated by Magdalena Janowicz

MANAGEMENT RISK IN THE MANAGEMENT CONTROL IN MILITARY BUDGETARY UNIT

Summary

Management risk and his new functioning presents him within the management control in military budgetary unit theme of the present article but exerting is purpose, that forceful management risk assures adequate functioning by command , effective and forceful management control and correspondence of operation with regulations right, internal procedures and protection of stock.

Translated by Piotr J. Młynarczyk

RISK ANALYSIS OF COMMUNITY ACTIVITY

Summary

Risk is inseparably connected with the activity in both the private company sector, aim of which is the profit and the public finance sector units, of which the primary aim is to satisfy social needs.

The purpose of the article is to present issues related to risk of the community activities, and also to show methods of determination and analysis of the risk in various areas of activity of this unit.

Translated by Beata Zaleska

FINANCIAL AUDIT OF ACCRUED EXPENSES

Summary

The article presents the definition and classification of prepaid expenses, their records and the rules for apportioning costs in time on the plane of the accounting and tax. The purpose of this article is to define the substance and application of prepaid expenses. The article contains examples of costs accounted for at the time of the most commonly encountered in practice.

Translated by Paweł Futyma

INTERNAL AUDIT AS AN INSTRUMENT SUPPORTING THE MANAGEMENT CONTROL WITHIN SZCZECIN AND ŚWINOUJŚCIE SEAPORTS AUTHORITY S.A.

Summary

The article presents the role and use of internal audit as an instrument supporting a management control within a company on the example of Szczecin and Świnoujście Seaports Authority S.A. Internal audit activities within the entity are correlated with the management control in order to ensure the implementation and monitoring of tasks resulting from the statutory provisions.

Translated by Andrzej Baron

THE ORGANIZATION OF THE INTERNAL AUDIT IN CITY OF SZCZECIN MUNICIPALITY

Summary

The article present the method of implementing and organizing the internal audit in City of Szczecin Municipality. It also shows procedures and rules of conducting the internal audit in Szczecin City Office as well as organizational units of City of Szczecin Municipality on the basis of the disposition of the President of City of Szczecin on the subject of adopting the Internal Audit Car and the Book of the Internal Audit Procedures.

Translated by Magdalena Janowicz

AUDIT OF INTERNAL INVESTMENT PROCESS IN UNIT OF SECTOR OF PUBLIC FINANCE

Summary

Units of sectors of public finance, in order to bring up quality of realization of public services systematically, investment processes realize. It requires realization of investment process accustoming many process and operations of essential cells.

Fact-finding is purpose of following article with mechanisms of realization of investment processes in units of sectors of public finance by prism of methodics, objective range and subjective internal audit performing estimate it process.

Translated by Anna Zbaraszewska

PROCEDURE OF AUDIT OF PROJECT FROM UNION FUNDS SPONSORED

Summary

This article presents chosen questions in abstract from union funds concerning audit project sponsored. Particularly, it call attention on periods of audit work with taking into consideration analysis of risk and in range carried tests of correspondence public orders, accounting, financial monitoring objectively and promotion.

Translated by Przemysław Łagodzki

INNOVATION AUDIT AND KNOWLEDGE MANAGMENT IN PUBLIC FINANCE SECTOR

Summary

In this article author points the need of making innovation audit and knowledge management in public finance units. It is necessary for that units to function more effectively and efficiently and also to better function of entire economy. In innovative economies, besides modern companies, also public finance sector has to be innovative.

Translated by Rafał Mazur

THE BUDGET REPORTS OF LOCAL GOVERNMENT UNIT AS OBJECT OF INTERNAL AUDIT

Summary

This article aims to present the tasks of internal audit in budget reports of local government units. In addition, it discusses the rules for testing the reliability of the report in the context of the principles of accounting and compliance of records in the bookkeeping with accounting documents. The article indicates that the basis of the examination made by the auditor is to check compliance with the reports to the instruction.

Translated by Teresa Sadowska

OBLIGATION OF AUDIT OF THE ANNUAL ACCOUNTS OF LOCAL SELF-GOVERNMENT UNITS

Summary

Article discusses problems that arose during first obligatory audits of the annual accounts of local self-government units.

A new obligation imposed on local self-government units can contribute primarily to improve the quality of financial statements and increase the transparency of financial management of these bodies.

To avoid problems encountered during the audit for the year 2010, there should be a precise and comprehensive legislation in this area.

Translated by Mirosław Adamczyk

FINANCIAL AUDIT AND INTERNAL AUDITOR VERSUS THE EXAMINATION OF A FINANCIAL STATEMENT AND A STATUTORY AUDITOR

Summary

In 2009 the Act on the Public Finance and the Act on Statutory Auditors and Their Self-government, Entities Entitled to the Examination of a Financial Statement and on the Public Supervision were passed. Both Acts contain numerous changes in comparison to the previously existing legislation. The paper presents these modifications and the new solutions which are related to internal audit and internal auditors as well as to the examination of a financial statement and a statutory auditor. The study discusses the current legal state of the subject, compares the status of internal and statutory auditors, makes critical remarks and formulates proposals which objective would be to strengthen the role of internal audit and internal auditors in Poland.

Translated by Magdalena Janowicz

**THE TRENDS IN PROFESSIONALIZATION OF THE PROFESSION
OF INTERNAL AUDITOR IN PUBLIC FINANCE SECTOR ENTITIES
IN POLAND AND UK**

Summary

The article presents the characteristics of the qualifications of practitioners of the internal auditor of public sector units on the background of changing legal regulations in the years 1999–2010 in Poland and compared the requirements for auditors in the UK.

Translated by Elżbieta I. Szczepankiewicz