

**CHAPTER 7****CONTROL AND ACCOUNTING INFORMATION SYSTEMS****SUGGESTED ANSWERS TO DISCUSSION QUESTIONS****7.1 Answer the following questions about the audit of Springer's Lumber & Supply****a. What deficiencies existed in the internal environment at Springer's?**

The "internal environment" refers to the tone or culture of a company and helps determine how risk consciousness employees are. It is the foundation for all other ERM components, providing discipline and structure. It is essentially the same thing as the control environment in the internal control framework.

The internal environment also refers to management's attitude toward internal control, and to how that attitude is reflected in the organization's control policies and procedures. At Springer's, several deficiencies in the control environment are apparent:

1. Management authority is concentrated in three family members, so there are few, if any, checks and balances on their behavior. In addition, several other relatives and friends of the family are on the payroll.
2. Since the company has a "near monopoly" on the business in the Bozeman area, few competitive constraints restrain prices, wages, and other business practices.
3. Lines of authority and responsibility are loosely defined, which make it difficult to identify who is responsible for problems or decisions.
4. Management may have engaged in "creative accounting" to make its financial performance look better, which suggests a management philosophy that could encourage unethical behavior among employees.

**b. Do you agree with the decision to settle with the Springers rather than to prosecute them for fraud and embezzlement? Why or why not?**

Whether or not to settle with the Springers is a matter of opinion, with reasonable arguments on both sides of the issue.

- The reasons for reaching a settlement are clearly stated: the difficulty of obtaining convictions in court, and the possible adverse effects on the company's market position.

# Accounting Information Systems Discussion Questions Answers

**George H. Bodnar, William S. Hopwood**

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## **Table of Contents Accounting Information Systems Discussion Questions Answers**

1. Understanding the eBook Accounting Information Systems Discussion Questions Answers
  - The Rise of Digital Reading Accounting Information Systems Discussion Questions Answers
  - Advantages of eBooks Over Traditional Books
2. Identifying Accounting Information Systems Discussion Questions Answers
  - 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 Accounting Information Systems Discussion Questions Answers
  - User-Friendly Interface
4. Exploring eBook Recommendations from Accounting Information Systems Discussion Questions Answers
  - Personalized Recommendations
  - Accounting Information Systems Discussion Questions Answers User Reviews and Ratings
  - Accounting Information Systems Discussion Questions Answers and Bestseller Lists
5. Accessing Accounting Information Systems Discussion Questions Answers Free and Paid eBooks
  - Accounting Information Systems Discussion Questions Answers Public Domain eBooks
  - Accounting Information Systems Discussion Questions Answers eBook Subscription Services
  - Accounting Information Systems Discussion Questions Answers Budget-Friendly Options

6. Navigating Accounting Information Systems Discussion Questions Answers eBook Formats
  - ePub, PDF, MOBI, and More
  - Accounting Information Systems Discussion Questions Answers Compatibility with Devices
  - Accounting Information Systems Discussion Questions Answers Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Accounting Information Systems Discussion Questions Answers
  - Highlighting and Note-Taking Accounting Information Systems Discussion Questions Answers
  - Interactive Elements Accounting Information Systems Discussion Questions Answers
8. Staying Engaged with Accounting Information Systems Discussion Questions Answers
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Accounting Information Systems Discussion Questions Answers
9. Balancing eBooks and Physical Books Accounting Information Systems Discussion Questions Answers
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Accounting Information Systems Discussion Questions Answers
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Accounting Information Systems Discussion Questions Answers
  - Setting Reading Goals Accounting Information Systems Discussion Questions Answers
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Accounting Information Systems Discussion Questions Answers
  - Fact-Checking eBook Content of Accounting Information Systems Discussion Questions Answers
  - 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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