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## The Role of Internal Audit in Assessing the Risks of Management Decisions regarding Strategic Operations (Acquisition)

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### Abstract:

The research aims to verify the Role of Internal Auditing in Assessing the Risks of Strategic Operations (Acquisition) and then reflect on management decisions. Since all corporations wish to expand, growth and domination of the market may expose them to multiple risks that lead to failure. The research assumes two main hypotheses. First, there is no role for internal audit in evaluating the strategic operations (acquisition). Second, there is no relationship between internal auditing in assessing the risks of strategic operations (Acquisition) and management decisions. The data was collected by using a questionnaire distributed to a group of private bank employees. The statistical analysis regarding research rejected the two hypotheses and accepted the two alternative hypotheses, which stated that there is a role for internal audit in assessing the strategic operation's risks (Acquisition) and that there is a significant relationship between internal auditing in assessing the risks of strategic operations (Acquisition) and management decisions. Among the most important conclusions reached is that an internal audit is so important in determining the risks regarding decision making for acquisition. The important recommendation is to activate the role of internal auditing regarding acquisition. The value of the research clarifies the role of internal auditing in assessing the risks of acquisition processes and encourages the adoption of the idea in the Iraqi environment. It's considered as one of the recent research as it keeps pace with developments in the world.

**Keywords:** internal audit, strategic operations, acquisition, risk assessment, strategic operations, management decisions.

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Classification: Research paper

### **1. Introduction:**

In 2009, The Institute of Internal auditors (IIA) approved the contemporary definition of internal auditing as an independent, objective assurance and consulting activity. (The Institute of the Internal auditors, 2009) More Specifically, this updated definition explains internal auditing, designed to add value improve an organization's operations. It helps an organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluating and enhancing the effectiveness of risk management, control, and governance processes. (The Institute of Internal Auditors, 2022) The researcher believes that the work of the internal audit is to take note of the company's activities and support it towards achieving the company's goals and strategies, in spite that the risks are the part of commercial operations and that the company must face risks.

### **2. Literature Review**

There are many studies in the same field we can display, which treat with some variable mentioned in our research. (Badubi, 2017) Based on literature the research aims to explain the core assessment risks by looking at similar cases, which happened in Botswana, intending to help the companies in practising acquisition to avoid risks. Using direct interviews to collect data and analyze it the research educates companies about assessing the risks of the strategic operations and identifying the reasons which lead to failure to overcome the risks. Explaining the negative impact in strategic operations (Acquisition), the researcher recommends future quantitative studies to analyze this state. (Fisher & Rich, 2017) Points out the audit plan which includes the need of affiliate companies and their subsidiary companies this audit plan contains how to research the risks which surrounded the subsidiary companies. The idea of this study depended on how audit plan allocates the audit resources to their subsidiary company by estimating the risk assessment process. Finishing the study by explaining that the audit plan changed due to the risks which happened, and how the audit participant the management in decisions by providing them all data analysis about the period. (MANDIANT, 2018) Pointed out acquisition security assessment, since various risks, face the corporations before, during and after acquisition. One kind of these risks is the cyber threat, indicating how can assess this threat and reduce it because this kind of risk is part of acquisition process. This study recommends to understanding the current security posture for acquisition's target and studying the risk profile of this target to reduce it during acquisition and identify the threats to the security earlier in acquisition. (Raval, 2018) Examined the relationship between internal audit and acquisition by its role in due diligence within acquisition companies. The study researched the role of internal auditors, a road map, that must use in planning the strategic operations this road map draws how on how to deal with the process integration, and people integration regarding this map as a key. The research recommendation by indicating to the internal auditing team must communicate with owners to explain the factors which related to key risks of acquisition. (Chartered Institute of Internal Auditors, 2021) Focuses on acquisition and how internal auditing involved throughout this strategic process by ensuring that all risks are being identified and all issues are being managed. The result of study indicates that the internal audit ensures the company which practices acquisition invests in planning, resourcing appropriately, and suitable

engagement with senior management also auditing all objectives. (Agence Francaise Anticorruption AFA, 2021) Considers the purpose of the audit is to verifying the anti-corruption program for the target company in acquisition processing and indicate whether this program is so appropriate to identify risks or not. Suggesting that the audit is vital and active in this critical time. (Chartered Institute of Internal Auditors, 2022) Identifies the vital role of auditors in auditing the acquisition activity and its risks and how the auditors work as a team, and they depending on risk-based in their approach. The findings of this study suggest that the internal audit is so necessary for acquisition and its role in indicating the risks and how they are managed. Also, internal auditing has a positive impact on acquisition decisions by providin -transparent reports.

### 3. Research Variables

The research has one independent variable: the internal audit, and mediator variable which is the evaluation of risks of strategic operations. And one dependent variable is management decision making. Figure (1) explains the relationship between the various variables of the research.

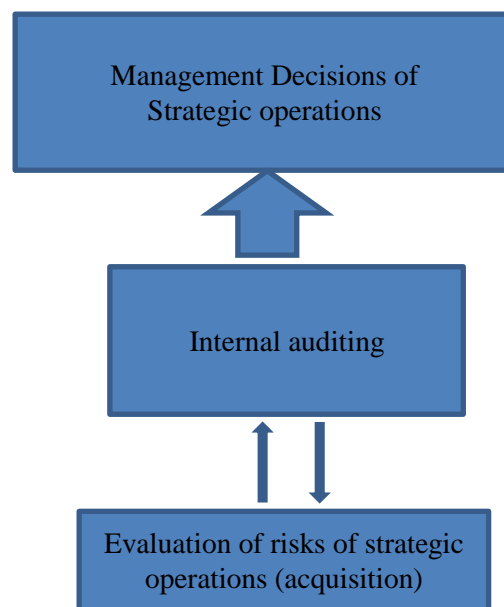


Figure: (1) The relationship between the various variables of the research

Source: the researcher Effects of variables: Internal auditing, evaluation of the risks of strategic operations on Management Decisions of the Strategy Operations.

### 4. The Acquisitions:

Acquisitions are arguably the most popular strategy among firms that seek to establish a competitive advantage over their rivals. In other words, the acquisition may be considered to “occur everywhere”. In the various type of industry sectors and variously sized organizations. Acquisition is also considered one of the mechanisms by which firms gain access to new resources and, via resource redeployment, increase revenues and decrease costs. This major proposition for the acquisition strategy of increased activity is mainly imposed by

intense competition, evolving technology, low-interest rates, changing regulations in the financial markets, and many other factors. (Karagiorgos. et al, 2009) Because the companies can expand and develop externally to achieve a competitive advantage that makes them continue, it requires them to carry out acquisition operation which is considered as operation strategy because it contains dimensions that look to the future not only now as well as risks .We mean risks, whether positive or negative.

### **5. The benefits of the acquisition:**

The acquisition is the content of the integration of power and control of markets, the synergy that increases the efficiency of the value of the new entity, increases returns and save costs, and for the company to become competitive, it must be at the height of technological developments and modern technical applications through acquisitions of a small company with technologies modern, the large company will gain or develop a competitive advantage, take advantage of tax benefits and increase financial leverage through acquisition, as well as sharing resources, which gives a competitive advantage and increase purchasing power and long production operations, reducing risks by using innovative techniques to manage financial risks as well as making operations. Strategy is a manifestation of globalization. As for the disadvantages of acquisition, it is the loss of workers with experience and efficiency, which leads to a loss of understanding of the work and requires a comprehensive rehabilitation of company employees, resulting an increased costs. (Kumar, 2018) All of the above shows are the benefits of acquisition, which companies seek to achieve as goals, and there are other unobservable benefits that pertain to the companies themselves.

### **6. Risk assessment:**

Internal audit can add value to a company by ensuring that its risks exposure is properly understood and managed. Internal audit should play a key role in monitoring the company's risk profile and identifying areas for improvement in risk management processes. Internal audit can also help companies identify and assess risks and move the profession to the front line of risk management, so we expect there to be link between the use of internal audit and the company's commitment to sound risk management. (Goodwin-Stewart & Kent, 2006) The way of looking at the risks that companies discover has changed over the past decades from the idea that risks are unaffected and governed by fate to the idea that risks are part of the daily business process. Risk management is today a topic in the business world, and many companies realize the benefits of an ongoing risk also when they engage in acquisition process. (Allenstrom & Njurell, 2010) During the last two decades, the role of the internal audit function has changed, as well as the evolution of internal auditors and their transformation from their traditional role of being internal control experts to a more proactive and risk-based approach, which means that they have moved from being the custodian of internal controls to their role as consultants and mobile consultants because their approach has become based on controlling on the first place as well as a risk-based approach mostly, and thus it can be said that despite the development of the internal audit profession from an audit activity based on auditing the company's activities as parts to a more risk-based advisory function. (Dounis, 2009) The researcher

believes that the successive and rapid developments, and all the activities carried out by companies are surrounded by risks, including direct and expected risks. The direct and expected risks are visible and necessary precautions can be taken and bypassed. The indirect and unexpected risks which are depended on possibilities, and call for study and analysis also development of the necessary plans for each possibility and its results and methods of prevention and avoidance, and all of this falls on the shoulders of internal audit and board of directors and the precautions to be taken.

### **7. How assessing the risks:**

The Insurance and Risk Management Association (RIMS) and the Institute of Internal Auditors (IIA) have agreed on how risks are assessed and managed, as this can materially affect how the company is posited to achieve its goals. All the leading companies with the competencies made better decisions and improved results by forming strong alliances between risk management and internal audit functions .Effective collaboration and open dialogue led to a more robust view of the entire risk portfolio. (RIMS, 2012) The researcher believes that the board of directors, when defining the company's own goals and drawing its strategy, should anticipate the events that occur and study the risks involved in those events in order to be able to contain and control them. Each goal contains current and future dimensions that may contain current guarantees and risks possible future impact on the company's level in the market.

### **8. The role of internal auditors in risk assessment:**

The internal audit has become the focus of attention of companies to use it to add more roles to it and apply new approaches, in addition to using it as an internal consultant who is seen as a partner for management because management often goes through critical moments calls the moment of truth, so the management may use the internal audit to participate in these moments and thus its role becomes strategic to work more effectively to add value to the company in these particular moments and expand its scope more as the list of critical moments in the company is numerous. (Bergs, 2018) Internal auditors participate in all cases and to a limited extent in risk assessment activities. But more specifically, management is ultimately responsible for risk assessments. Internal auditors often make their assessment but rely heavily on inputs from management and other risk management functions, and internal auditors only play some sort of integrating role. (Sarens & Beelde, 2005) This results in the ability of the internal audit practitioners to change the management's view of the roles and responsibilities of the internal audit function during the merger and acquisition project. (Dounis, 2009) The studies conducted have shown that the need for auditing to provide value to the company is identified and evaluated by the relevant individuals inside and outside the company, and they can be reached by enhancing the true value of the competitive advantage that can be measured through the experience, professionalism, and insight that internal audit brings to the company. (Eulerich & Lenz, 2020) Internal Auditors are required to be dynamic to develop the audit plan and procedures in line with changes in the business environment. The dynamic of the planning function includes two aspects, the first aspect emphasizes the need not be a long time between risk assessment and the start of the audit. The audit plan

becomes more consistent with the company's strategy and objectives. The second aspect of the dynamism of the audit function is the inclusion of some reserve days in the audit plan to allow for surprise audits, and this involves special requests from management or the internal audit committee, which are not included in the initial approved internal audit plan. These requests are related to unexpected events such as fraud or operational accidents or could be related to environmental or strategic changes. The internal audit functions may sometimes seem separate from the reality of the business, so it should increase its dynamism so that internal auditors can get closer to the company's strategic goals and increase the ability to add value. (Betti & Sarens, 2018) It can say that the internal audit has joint responsibility with the management and the board of directors in the process of risk management. In the cases that were not the accurate calculation to anticipate the occurrence of the risk, the internal audit requires the management of the risk by taking the necessary, quick, and required measures to avoid falling into losses that cost the company a lot, making it lose its position in the competitive market and lose public confidence. Internal audit participates in the assessment of risks by helping in taking precautionary measures and following up on potential risk gaps to avoid improper consequences. Figure (2) explain the role of internal auditing in helping the company in success the strategic process:

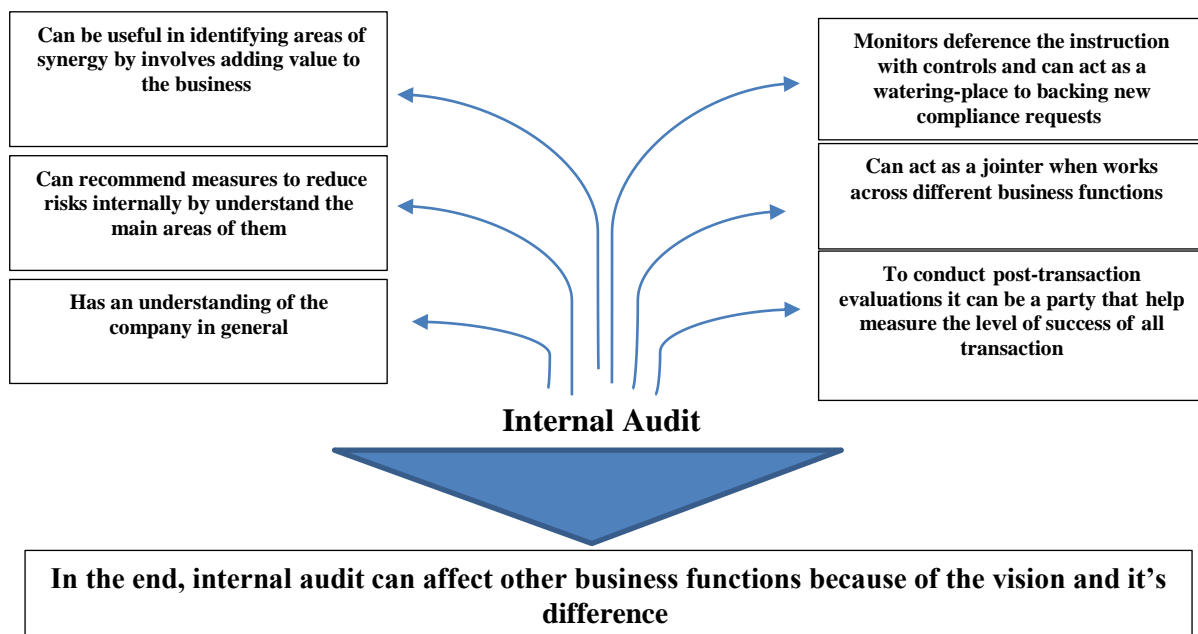


Figure: (2) The Role Internal Auditing in the success of the strategic process

Source: The researcher depending on Deloitte, 2016

### 9. The role of internal audit in the decision-making process for strategic operations (Acquisition):

The process of making strategic decisions for companies is one of the most important types of decision-making in companies, although it is more complex and unorganized. In this field, acquisitions are among the largest and most important decisions that the company must take. Companies can improve their strategic decisions if they can determine known biases that influence strategic decision-making and the development of systematic ways to address them. In their paper,



Lovallo and Sibony, suggest two things to consider when making decisions and attempting to eliminate bias, the first is the choice of information that should be presented and the second is the choice of how it is presented, while Powell et al. called this choice the architecture of choice and stressed its importance at the company level. Because decision errors stem from a combination of perceptual errors and context selection. Whereas Kahneman et al. provided a decision quality control checklist as part of an analysis of M&A decision-making failures. This checklist, referred to by Powell et al, includes a combination of architecture and decision analysis and thus constitutes an embodiment of the firm's decision support practices. (Kausser & Papamichall, 2020) The internal audit also seeks to reduce the company's losses and add value to the company, as reducing risks leads to avoiding financial losses, increasing the efficiency and effectiveness of the company's performance and economy in using its resources, thus helping the company to achieve its goals. (Pinto et al, 2014) The researcher believes that the process of acquisition in the banking sector is a strategic process that includes a broad challenge and according to which many forces interact within the bank to provide data to process it to transform its information that is reliable in the process of deciding acquisition. The data is accurate to produce reliable information that makes the risks surrounding the process less effective and controlled to degree that can be measured and predicted. Table (1) explain the roles of internal audit in various type:

**Table (1) Internal Audit Roles**

<b>The main internal audit roles</b>	<b>Legitimate internal audit roles with safeguards</b>	<b>The roles that internal audit should not perform</b>
<b>Key risk management review</b>	<b>Develop an enterprise risk management strategy for approval by the Board of Directors</b>	<b>Accountability for risk management</b>
<b>Assessment to communicate the main risk</b>	<b>Support the establishment of enterprise risk management</b>	<b>Executing risk responses on behalf of management</b>
<b>Evaluate risks management processes</b>	<b>Maintaining and developing the Enterprise Risk Management framework</b>	<b>Make decisions about responding to risks</b>
<b>Ensure proper risk assessment</b>	<b>Consolidated risk reporting</b>	<b>Management safeguards against risks</b>
<b>Emphasis on risk management process</b>	<b>Coordination of enterprise risk management activities</b>	<b>Imposing risk management processes</b>
	<b>Orientation management in response to risks</b>	<b>Determine risk appetite</b>
	<b>Facilitate identification and assessment of risks</b>	

Source: the researcher depending on RIMS, 2012: 4

### 10. Research population and sample:

The research community is represented in the banks listed on the Iraq Stock Exchange, and the research sample consists of a group of Iraqi private banks that practised the acquisition process, they are shown in the table (2):

Table (2) Names of the Iraqi private banks, the Establishment years and the Establishment capital

	Bank's Name	Establishment Years	Establishment capital
1	Baghdad bank	1992	100 million Iraqi dinars
2	Iraqi Commercial Bank	1992	150 million Iraqi dinars
3	The National Bank of Iraq	1995	400 million Iraqi dinars
4	Iraqi Credit bank	1998	200 million Iraqi dinars
5	Mansour Bank	2005	55 billion Iraqi dinars

Source: Prepared by the researcher depending on banks data

Table (2) shows that banks start their business in the environment prior to the transformation towards open markets economic system and still practicing their activities under through strategic operations (Acquisition) except Al- Mansour Bank.

The most prominent features of these banks are as follows:

- 1- All the banks are listed on the Iraq Stock Exchange till now.
- 2- All holding banks own the majority of the issued shares of the subordinated banks since the years shown in table (3):

Table (3) The Subordinated Banks and the Holding Banks Names, the Acquisition years and Acquisition Ratios

	The subordinated banks	The holding banks	The acquisition years	Acquisition ratios
1	Baghdad bank	Burgan Bank	2009	51.8%
2	Iraqi Commercial Bank	Ahli United Bank	2005	51%
3	National Bank of Iraq	Jordan House of Money	2005	61.85%
4	Iraqi Credit bank	National Bank of Kuwait	2005	84.3%
5	Mansour Bank	National Bank of Qatar	2012	54%

Source: Prepared by the researcher depending on banks data

Table (3) shows that all the private banks included in the sample transformed into subsidiaries of the holding banks after 2005, because of the country's economic openness and after the issuance of banking law No. 94 for 2004.

It was difficult to obtain data from the holding banks about the role of internal auditing in strategic operations (Acquisition). Thus the researcher use the questionnaire method to obtain data in order to test hypotheses and achieve the researcher goals. The questionnaire distributed to the accountants, auditors, account managers and audit managers who work in the five banks of the sample.



We use (D. Morgan) model at the level of significant (0.05) up to (0.01) to determine the sample size, from (80) individuals community the sample according to the model is (66) persons represent (83%) of the total population. The researcher distribute (66) questionnaires and (62) questionnaires were answered and received.

### 11. Research Hypothesis Testing:

In order to test the research hypotheses we use two main axes test; the first axis use Parsons Correlation Coefficient to test the hypotheses of the correlation. The second axis use multiple linear regression to test the impact hypotheses during the use of simple.

Table (4) Correlation between internal audit and evaluation of strategic operations risks and management decisions

	First axis internal audit	Second axis assessing the risk of strategic operations	Third axis Management decision for strategic operations
First axis internal audit	1	.550**	.864**
Second axis assessing the risk of strategic operations	.550**	1	.614**
Third axis Management decision for strategic operations	.864**	.614**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Prepared by the researcher using extracted data

#### First- Testing the hypotheses of the correlation between the research variable:

A-The first main correlation hypothesis: (There is no statistically significant correlation between internal auditing and strategic operations risks assessment)

It is clear from Table (4) that there is a significant statistically significant correlation between internal audit and strategic operations risk assessment, as the correlation coefficient recorded a positive significant correlation between internal audit and assessment of the risks of strategic operations, as the correlation value was (0.550\*\*) as shown in Table (4) and it is a significant correlation at the level of significant (0.01) if the (P-value of the significant level) was less than the level of significance 0.01, and accordingly, this result confirms the existence of a moral correlation relationship, and this indicates the existence of a positive relationship between internal auditing and assessing the risks of strategic operations. As for the type of relationship, it is a direct relationship that is the greater the interest in internal auditing by the surveyed banks, the greater the interest in evaluating the risks of strategic operations, and this means rejecting the first main correlation hypothesis and accepting the alternative hypothesis, which states (There is a statistically significant correlation between internal auditing and assessing the risks of strategic operations).

B -The second main correlation hypothesis: (There is no statistically significant correlation between the evaluation of the risks of strategic operations and management decisions of the strategy).

It is clear from table (4) that there is a significant statistically significant correlation between the assessment of the risks of strategic operations and management decisions for strategic operations. Significantly positive between the assessment of the risks of strategic operations and management decisions for strategic operations, as the correlation value was (0.614\*\*) and as shown in table (4) it is a significant correlation at a level of significance (0.01) if the value of (P-value level significance) is less than the level of significance 0.01, and accordingly this result confirms the existence of a significant correlation relationship, and this indicates the existence of a positive relationship between the assessment of the risks of strategic operations and management decisions for strategic operations. As for the type of the relationship, it is a direct relationship, that is the greater the interest in assessing the risks of strategic operations by the surveyed banks, the greater the interest in management decisions for strategic operations, and this means rejecting the hypothesis The second main correlation and acceptance of the alternative hypothesis, which states ( There is a significant correlation relationship significant statistic between risks assessment of strategic operations and management decisions for strategic operations).

## Second – Testing the impact hypotheses of the research

A -The first main impact hypothesis: (There is no statistically significant effect of internal auditing in management decisions for strategic operations)

Table (5) Impact of internal audit on management decisions for strategic operations

Management decisions for strategic operations								
Independent variable	Fixed limit a	t computed	Marginal slope b	t computed	Selection parameter R <sup>2</sup>	Computed F value	morale	Decision
Internal audit	1.303	6.568	0.586	13.277	0.746	176.274	0.000	Moral
Tabular (F) value at significant level 0.05 and two degrees of freedom (1,60)=(4.00)								
Tabular (F) value at significant level 0.01 and two degrees of freedom (1,60)=(7.08)								
Tabular (F) value at significant level 0.05 and two degrees of freedom (60)=(1.67)								
Tabular (F) value at significant level 0.01 and two degrees of freedom (60)=(2.39)								

Source: Prepared by the researcher using SPSS version 25

Table (5) shows the results of the simple linear regression analysis of the impact of internal audit on management decisions for strategic operations. It is noted that internal audit has a significant effect on management decisions for strategic operations, as the calculated (F) value reached (176.274) which is greater than the tabular value at the level of (0.01) and below the degrees of freedom (1) and (60), which amount to (7.08) and the coefficient of determination (R<sup>2</sup>) explained the percentage of (74.6%) of the contributions made to management decisions for strategic operations, and that the percentage of (25.4%) it is due to other factors that were not included in the regression model. Through table (5) we note that the value of the fixed term (a = 1.303) is statistically significant as the calculated (t) value is (6.568) which is greater than the tabular (t) at the level of the object (0.01) and the degree of freedom (60) which is (2.39) and the value of the

marginal slope (b) reached (0.586) which is statistically significant because the calculated (t) value of (13.277) is greater than the tabular (t) at the significant (0.01). The degree of freedom (60) which is (2.39). And it indicates that the change that occurs in the internal audit by one unit leads to an increase in management decisions for strategic operations by (0.586) and since the value of the marginal slope is positive, this means that the impact of the internal audit is positive on management decisions for strategic operations that is whenever the internal audit is for the banks surveyed doing well will lead to the quality of management decisions for strategic operations. These results refer to the null hypothesis and the acceptance of the alternative hypothesis, which states, "There is a significant statistically significant effect of internal audit on management decisions for strategic operations."

**B -The second main impact hypothesis:** There is no statistically significant effect of strategic operations risk assessment on management decisions for strategic operations.

**Table (6) The impact of strategic operations risks assessment on management decisions for strategic operations**

Management decisions for strategic operations								
Independent variable	Fixed limit a	t computed	Marginal slope b	t computed	Selection parameter R <sup>2</sup>	Computed F value	morale	Decision
Strategic operations governance	2.018	6.341	0.468	6.020	0.377	36.245	0.000	Moral
Tabular (F) value at significant level 0.05 and two degrees of freedom (1,60)=(4.00)								
Tabular (F) value at significant level 0.01 and two degrees of freedom (1,60)=(7.08)								
Tabular (F) value at significant level 0.05 and two degrees of freedom (60)=(1.67)								
Tabular (F) value at significant level 0.01 and two degrees of freedom (60)=(2.39)								

Source: Prepared by the researcher in light of using the program SPSS version 25

Table (6) shows the results of a simple linear regression analysis of the impact of strategic operations risk assessment on management decisions for strategic operations. The calculated value was (36.245) which is greater than the tabular value at the level of significance (0.01) and below the degrees of freedom (1) and (60) which amount to (7.08) and the coefficient of determination (R<sup>2</sup>) explained (37.7%) of the contributions made in management decisions for strategic operations, and that this percentage (62.3%) is due to other factors that were not included in the regression model. Through table (6) we note that the value of the fixed term (a = 2.018) is statistically significant as the calculated (t) value reached (6.341), which is greater than the tabular (t) at the level of significance (0.01) and the degree of freedom (60) which is (2.39). Also, the value of the marginal slope (b) reached (0.468) which is statistically significant because the calculated (t) value of (6.020) is greater than the tabular (t) at the degree of freedom (60) of (2.39) and indicates that the change that occurs in the assessment of the risks of strategic operations by one unit leads to an increase in management decisions for strategic operations by (0.468) and since the value of the marginal slope is positive, this means that the impact of the assessment of the risks of strategic operations is

positive on management decisions for strategic operations, that is whenever the assessment of the risks of strategic operations is the strategic operations of the studied banks are well activated, which will lead to the quality of management decisions for strategic operations. These results indicate the rejection of the null theory and the acceptance of the alternative hypothesis, which states "there is a significant, statistically significant effect of assessing the risks of strategic operations in management decisions for strategic operations"

## **12. Conclusion:**

In Iraq, before 2003, local private banks suffered from stagnation due to closure and distance from the global competition market, only to return to openness to the worldwide market after 2003 to practise their activities like other international banks. The phenomenon of strategic operations (Acquisition) is a feature of the current era of development and expansion. There are many private banks mentioned in our research as a population and samples have followed this approach. Because of the risks that these banks may be exposed to, which may lead to bankruptcy and scandals, as happened previously, This research shows how the internal audit is concerned with the bank's data and it must be an active part in cooperation with the risks management to assessing the risks to ward off the danger that the bank may be exposed to due it's the practice of the acquisition process. The bank may be exposed to it in the competitive market as a result of practicing the acquisition process. The research show effects of the internal audit on the decision-making of the strategic operations (Acquisition). Since the two dependent variables (Evaluation of risks of strategic operations and internal auditing) have an effective influence on the independent variable Management Decisions of Strategic operations so the recommendation of this research for all the Iraqi corporations which practice the strategic operation (acquisition) is to increase interest in internal audit as it is effective and vital in this critical and risky time since it has access to all the data about the corporation.

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## دور التدقيق الداخلي في تقييم مخاطر قرارات الإدارة بشأن العمليات الاستراتيجية (الاكتساب)

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### مستخلص البحث:

يهدف البحث الى التحقق من دور التدقيق الداخلي في تقييم مخاطر العمليات الاستراتيجية (الاكتساب) ومن ثم انعكاسه على قرارات الإدارة. ان جميع الشركات ترغب في التوسع، النمو والسيطرة على السوق مما قد يعرضها لمخاطر متعددة تؤدي بها الى الفشل. يستند البحث على فرضيتين رئيسيتين: الفرضية الاولى تنص على انه لا يوجد دور للتدقيق الداخلي في تقييم مخاطر العمليات الاستراتيجية (الاكتساب). اما الفرضية الثانية فتتص على انه لا توجد علاقة بين التدقيق الداخلي في تقييم مخاطر العمليات الاستراتيجية (الاكتساب) وقرارات الإدارة. تم جمع البيانات الضرورية للبحث باستخدام استمارة الاستبيان وزعت على مجموعة من موظفي البنوك الخاصة وتم إجراء التحليل الاحصائي. وخلصت نتائج البحث برفض الفرضيتين المستند عليهما البحث وقبول الفرضيتين البديلتين التي تنص كلا منهما على ان هناك دور للتدقيق الداخلي في تقييم مخاطر العمليات الاستراتيجية (الاكتساب)، وهناك علاقة مهمة بين التدقيق الداخلي في تقييم مخاطر العمليات الاستراتيجية وقرارات الإدارة. من بين الاستنتاجات المهمة التي تم التوصل اليها البحث، هو ان التدقيق الداخلي مهم للغاية في تقييم المخاطر المتعلقة باتخاذ قرارات عملية الاكتساب. اما من بين اهم التوصيات الضرورية التي يرتأي البحث الأخذ بها، هي ضرورة تفعيل دور التدقيق الداخلي بخصوص عملية الاكتساب. تتجسد قيمة البحث في قدرته على إبراز دور التدقيق الداخلي في تقييم مخاطر العمليات الاستراتيجية (الاكتساب) وتشجيع تبني الفكرة في البيئة العراقية. ويعتبر من الابحاث الحديثة لأنه يواكب التطورات الحاصلة في العالم.

**المصطلحات الرئيسية للبحث:** التدقيق الداخلي، العمليات الاستراتيجية، الاكتساب، تقييم المخاطر، الاستراتيجية.

\*البحث مستل من اطروحة دكتوراه