CIA Exam:
Why and How It's Changing

Certified Internal Auditor®

Updated. Aligned. Focused.

October 2017

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Foreword: CIA Exam Syllabi – Updated, Aligned, Focused

Congratulations! Your desire to pursue the Certified Internal Auditor® (CIA®) designation demonstrates your commitment not only to the internal audit profession, but also to your continued professional growth and development.

As the globally recognized certification for internal auditors, the CIA has a rich history. When it was introduced in 1974, the first CIA exam was offered to just 654 candidates in 41 locations in the United States. Since then, more than 141,000 CIA certifications have been awarded, and today the exam is administered in more than 800 testing facilities and 150 countries around the world.

Certainly, since the CIA was introduced 43 years ago, the global business environment and the internal audit profession have undergone great change. To ensure that the exam's content remains current and valid, the CIA periodically undergoes a job analysis study, whereby The IIA reaches out to candidates, certification holders, academics, experienced internal audit professionals, and other stakeholders around the world to determine the knowledge, skills, and abilities most relevant to today's internal audit professionals. In early 2017, we did just that. An external psychometrician was contracted to ensure the independence of the CIA job analysis study. The results of the study confirmed the need to make revisions to the current three-part CIA exam.

This handbook was created to help you understand why and how the CIA exam is changing. Throughout these pages, you'll learn more about the updated exam — specifically, what's changing, what's not, and when any changes might impact you. We are excited to share these updates with you, and we are confident that you will appreciate the greater clarity, uniformity, and alignment with the *International Standards for the Professional Practice of Internal Auditing* offered by the new three-part CIA exam.

We would be remiss if we did not take a moment to offer special thanks to our global Exam Development Committee for their efforts to help bring the CIA exam to the next level. The efforts of our distinguished volunteers and the thousands of people who responded to the global survey have enabled The IIA to support and enhance its premier certification, ensuring that the CIA maintains its position as the standard for excellence in the internal audit profession.

All the very best,

Richard F. Chambers,
CIA, QIAL, CGAP, CCSA, CRMA

President and CEO
The Institute of Internal
Auditors Inc.

Gerald Cox, CIA, QIAL, CRMA

Chairman
IIA Professional
Certifications Board

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1. Revised CIA Exam: Reflecting Modern Internal Audit Practice

1.1. Why the CIA Exam Is Changing

The business world faces ongoing changes and emerging risks that impact how internal auditors meet their organization's needs. As such, the knowledge and skills internal auditors need to possess to provide professional assurance and consulting services continually evolves.

The purpose of the three-part Certified Internal Auditor® (CIA®) exam is to identify individuals who meet the requisite global competencies in current internal audit practice. To ensure that the exam content remains current and valid, The IIA's Global Exam Development team and Exam Development Committee — with oversight provided by the Professional Certifications Board — led a comprehensive review of the current three CIA exam syllabi and developed proposed revisions.

In early 2017, The IIA conducted a global job analysis study to collect input regarding the proposed CIA exam syllabi revisions and the knowledge, skills, and abilities most relevant to today's internal audit professionals. The study targeted CIA exam candidates, certification holders, academics, experienced internal audit professionals, and other stakeholders around the world. An external psychometrician was contracted to ensure independence of the CIA job analysis study. The survey was available in 11 languages and garnered more than 3,000 responses. Survey results confirmed the need to make revisions to the current three-part CIA exam and drove the content, design, and structure of the next version of the exam.

> **What Is an Exam Syllabus?**
>
> An exam syllabus is an outline that summarizes the topic areas covered on the exam. There is a separate syllabus for each part of the CIA exam (see pages 7–9, 11–14, and 16–19). Together, the three CIA syllabi serve as a guide to help candidates identify the content on which they will be tested to demonstrate their internal audit proficiency and earn the CIA designation.

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1.2. How the CIA Exam Is Changing

The CIA exam is, and will remain, a three-part exam designed to test candidates' knowledge, skills, and abilities related to current internal audit practices.

> **CIA Part One** – Essentials of Internal Auditing
>
> **CIA Part Two** – Practice of Internal Auditing
>
> **CIA Part Three** – Business Knowledge for Internal Auditing

CIA candidates are expected to:
- Possess current knowledge of The IIA's International Professional Practices Framework (IPPF) and demonstrate appropriate use.
- Be able to perform an audit engagement with minimal supervision in conformance with The IIA's *International Standards for the Professional Practice of Internal Auditing.*
- Be able to apply tools and techniques to evaluate risks and controls.
- Demonstrate knowledge of organizational governance.
- Apply knowledge in business acumen, IT, and management needed for internal auditing.

Topic areas on each CIA exam syllabus have been revised to:
- Bring the exams up to date with the current global practice of internal auditing.
- Clarify the knowledge and skills that exam candidates must possess in order to pass the exam.
- Create greater alignment between the CIA syllabi (particularly Part One and Part Two) and The IIA's *Standards*.
- Refocus the content of Part Three on the core knowledge and skills that internal auditors must possess to do their job.

The revised CIA syllabi also specify the cognitive level, or depth of knowledge, that CIA exam candidates are expected to demonstrate related to each exam topic area. Candidates are tested on exam concepts at one of two cognitive levels:
- **Basic Level** – Candidates retrieve relevant knowledge from memory and/or demonstrate basic comprehension of concepts or processes.
- **Proficient Level** – Candidates apply concepts, processes, or procedures; analyze, evaluate, and make judgments based on criteria; and/or put elements or material together to formulate conclusions and recommendations.

The following pages offer details pertaining to each of the three revised CIA exam syllabi. For each exam part, readers can find a high-level comparison of the current and revised syllabus, highlights related to the revised syllabus, the complete exam syllabus, and a reference list that candidates may find beneficial to enhance their knowledge of concepts tested on the revised CIA exam.

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2. CIA Part One: Essentials of Internal Auditing

The revised CIA Part One is well aligned with The IIA's International Professional Practices Framework (IPPF) and includes six domains covering the foundation of internal auditing; independence and objectivity; proficiency and due professional care; quality assurance and improvement programs; governance, risk management, and control; and fraud risk. Part One tests candidates' knowledge, skills, and abilities related to the *International Standards for the Professional Practice of Internal Auditing*, particularly the Attribute Standards (series 1000, 1100, 1200, and 1300) as well as Performance Standard 2100.

2.1. CIA Part One Syllabus Changes

The following illustration offers a high-level overview of the changes made to the CIA Part One syllabus. For example, the current CIA Part One syllabus includes only three domains, while the revised syllabus includes six. The number of questions on the exam and the seat time remain unchanged, with 125 questions and 150 minutes.

Current Version
 I. Mandatory Guidance (35-45%)
 II. Internal Control / Risk (25-35%)
 III. Conducting Internal Audit Engagements – Audit Tools and Techniques (25-35%)

Revised Version
 I. Foundations of Internal Auditing (15%)
 II. Independence and Objectivity (15%)
 III. Proficiency and Due Professional Care (18%)
 IV. Quality Assurance and Improvement Program (7%)
 V. Governance, Risk Management, and Control (35%)
 VI. Fraud Risks (10%)

Additional noteworthy elements related to the revised CIA Part One exam syllabus:
- IPPF elements such as the Mission of Internal Audit and Core Principles for the Professional Practice of Internal Auditing are included.
- The syllabus features greater alignment with The IIA's Attribute Standards.
- The exam covers the differences between assurance and consulting engagements.
- The exam covers appropriate disclosure of conformance vs. nonconformance with the *Standards*.
- The largest domain is "Governance, Risk Management, and Control," which makes up 35% of the exam.
- A portion of the exam requires candidates to demonstrate a basic comprehension of concepts; another portion requires candidates to demonstrate proficiency in their knowledge, skills, and abilities.

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2.2. CIA Part One Revised Syllabus

		Domain	Cognitive Level
I		**Foundations of Internal Auditing (15%)**	
	A	Interpret The IIA's Mission of Internal Audit, Definition of Internal Auditing, and Core Principles for the Professional Practice of Internal Auditing, and the purpose, authority, and responsibility of the internal audit activity	**Proficient**
	B	Explain the requirements of an internal audit charter (required components, board approval, communication of the charter, etc.)	**Basic**
	C	Interpret the difference between assurance and consulting services provided by the internal audit activity	**Proficient**
	D	Demonstrate conformance with the IIA Code of Ethics	**Proficient**
II		**Independence and Objectivity (15%)**	
	A	Interpret organizational independence of the internal audit activity (importance of independence, functional reporting, etc.)	**Basic**
	B	Identify whether the internal audit activity has any impairments to its independence	**Basic**
	C	Assess and maintain an individual internal auditor's objectivity, including determining whether an individual internal auditor has any impairments to his/her objectivity	**Proficient**
	D	Analyze policies that promote objectivity	**Proficient**
III		**Proficiency and Due Professional Care (18%)**	
	A	Recognize the knowledge, skills, and competencies required (whether developed or procured) to fulfill the responsibilities of the internal audit activity	**Basic**
	B	Demonstrate the knowledge and competencies that an internal auditor needs to possess to perform his/her individual responsibilities, including technical skills and soft skills (communication skills, critical thinking, persuasion/negotiation and collaboration skills, etc.)	**Proficient**
	C	Demonstrate due professional care	**Proficient**
	D	Demonstrate an individual internal auditor's competency through continuing professional development	**Proficient**

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Domain			Cognitive Level
IV		**Quality Assurance and Improvement Program (7%)**	
	A	Describe the required elements of the quality assurance and improvement program (internal assessments, external assessments, etc.)	**Basic**
	B	Describe the requirement of reporting the results of the quality assurance and improvement program to the board or other governing body	**Basic**
	C	Identify appropriate disclosure of conformance vs. nonconformance with The IIA's *International Standards for the Professional Practice of Internal Auditing*	**Basic**
V		**Governance, Risk Management, and Control (35%)**	
	A	Describe the concept of organizational governance	**Basic**
	B	Recognize the impact of organizational culture on the overall control environment and individual engagement risks and controls	**Basic**
	C	Recognize and interpret the organization's ethics and compliance-related issues, alleged violations, and dispositions	**Basic**
	D	Describe corporate social responsibility	**Basic**
	E	Interpret fundamental concepts of risk and the risk management process	**Proficient**
	F	Describe globally accepted risk management frameworks appropriate to the organization (COSO - ERM, ISO 31000, etc.)	**Basic**
	G	Examine the effectiveness of risk management within processes and functions	**Proficient**
	H	Recognize the appropriateness of the internal audit activity's role in the organization's risk management process	**Basic**
	I	Interpret internal control concepts and types of controls	**Proficient**
	J	Apply globally accepted internal control frameworks appropriate to the organization (COSO, etc.)	**Proficient**
	K	Examine the effectiveness and efficiency of internal controls	**Proficient**

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Domain			Cognitive Level
VI		**Fraud Risks (10%)**	
	A	Interpret fraud risks and types of frauds and determine whether fraud risks require special consideration when conducting an engagement	**Proficient**
	B	Evaluate the potential for occurrence of fraud (red flags, etc.) and how the organization detects and manages fraud risks	**Proficient**
	C	Recommend controls to prevent and detect fraud and education to improve the organization's fraud awareness	**Proficient**
	D	Recognize techniques and internal audit roles related to forensic auditing (interview, investigation, testing, etc.)	**Basic**

2.3.   CIA Part One Reference List

- IPPF – Mission, Definition of Internal Auditing, Core Principles, Code of Ethics, *Standards*, Implementation Guides, and Practice Guides (including GTAGs), by The IIA
- Internal Auditing Assurance and Advisory Services, by Urton Anderson, Michael Head, and Sridhar Ramamoorti
- Sawyer's Guide for Internal Auditors, by Larry Sawyer
- Quality Assessment Manual, by The IIA
- Enterprise Risk Management Framework, by COSO
- Internal Control – Integrated Framework, by COSO
- The Global Internal Audit Competency Framework, by The IIA
- Position Paper "The Three Lines of Defense in Effective Risk Management and Control," by The IIA
- Understanding Management, by Richard Daft and Dorothy Marcic
- Current textbooks on internal auditing and relevant topics

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3. CIA Part Two: Practice of Internal Auditing

The revised CIA Part Two includes four domains focused on managing the internal audit activity, planning the engagement, performing the engagement, and communicating engagement results and monitoring progress. Part Two tests candidates' knowledge, skills, and abilities particularly related to Performance Standards (series 2000, 2200, 2300, 2400, 2500, and 2600) and current internal audit practices.

3.1. CIA Part Two Syllabus Changes

The following illustration offers a high-level overview of the changes made to the CIA Part Two syllabus. For example, the current CIA Part Two syllabus includes only three domains, while the revised syllabus includes four. The number of questions on the exam and the seat time remain unchanged, with 100 questions and 120 minutes.

Current Version
I. Managing the Internal Audit Function (40-50%)
II. Managing Individual Engagements (40-50%)
III. Fraud Risks and Controls (5-15%)

Revised Version
I. Managing the Internal Audit Activity (20%)
II. Planning the Engagement (20%)
III. Performing the Engagement (40%)
IV. Communicating Engagement Results and Monitoring Progress (20%)

Additional noteworthy elements related to the revised CIA Part Two exam syllabus:
- The syllabus features greater alignment with The IIA's Performance Standards.
- The exam covers the chief audit executive's responsibility for assessing residual risk and communicating risk acceptance.
- The largest domain is "Performing the Engagement," which makes up 40% of the exam.
- A portion of the exam requires candidates to demonstrate a basic comprehension of concepts; another portion requires candidates to demonstrate proficiency in their knowledge, skills, and abilities.

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3.2. CIA Part Two Revised Syllabus

Domain			Cognitive Level
I	**Managing the Internal Audit Activity (20%)**		
	1. Internal Audit Operations		
	A	Describe policies and procedures for the planning, organizing, directing, and monitoring of internal audit operations	**Basic**
	B	Interpret administrative activities (budgeting, resourcing, recruiting, staffing, etc.) of the internal audit activity	**Basic**
	2. Establishing a Risk-based Internal Audit Plan		
	A	Identify sources of potential engagements (audit universe, audit cycle requirements, management requests, regulatory mandates, relevant market and industry trends, emerging issues, etc.)	**Basic**
	B	Identify a risk management framework to assess risks and prioritize audit engagements based on the results of a risk assessment	**Basic**
	C	Interpret the types of assurance engagements (risk and control assessments, audits of third parties and contract compliance, security and privacy, performance and quality audits, key performance indicators, operational audits, financial and regulatory compliance audits)	**Proficient**
	D	Interpret the types of consulting engagements (training, system design, system development, due diligence, privacy, benchmarking, internal control assessment, process mapping, etc.) designed to provide advice and insight	**Proficient**
	E	Describe coordination of internal audit efforts with the external auditor, regulatory oversight bodies, and other internal assurance functions, and potential reliance on other assurance providers	**Basic**

		Domain	Cognitive Level
		3. Communicating and Reporting to Senior Management and the Board	
	A	Recognize that the chief audit executive communicates the annual audit plan to senior management and the board and seeks the board's approval	**Basic**
	B	Identify significant risk exposures and control and governance issues for the chief audit executive to report to the board	**Basic**
	C	Recognize that the chief audit executive reports on the overall effectiveness of the organization's internal control and risk management processes to senior management and the board	**Basic**
	D	Recognize internal audit key performance indicators that the chief audit executive communicates to senior management and the board periodically	**Basic**
II		**Planning the Engagement (20%)**	
		1. Engagement Planning	
	A	Determine engagement objectives, evaluation criteria, and the scope of the engagement	**Proficient**
	B	Plan the engagement to assure identification of key risks and controls	**Proficient**
	C	Complete a detailed risk assessment of each audit area, including evaluating and prioritizing risk and control factors	**Proficient**
	D	Determine engagement procedures and prepare the engagement work program	**Proficient**
	E	Determine the level of staff and resources needed for the engagement	**Proficient**

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			Domain	Cognitive Level
III			**Performing the Engagement (40%)**	
			1. Information Gathering	
	A		Gather and examine relevant information (review previous audit reports and data, conduct walk-throughs and interviews, perform observations, etc.) as part of a preliminary survey of the engagement area	**Proficient**
	B		Develop checklists and risk-and-control questionnaires as part of a preliminary survey of the engagement area	**Proficient**
	C		Apply appropriate sampling (nonstatistical, judgmental, discovery, etc.) and statistical analysis techniques	**Proficient**
			2. Analysis and Evaluation	
	A		Use computerized audit tools and techniques (data mining and extraction, continuous monitoring, automated workpapers, embedded audit modules, etc.)	**Proficient**
	B		Evaluate the relevance, sufficiency, and reliability of potential sources of evidence	**Proficient**
	C		Apply appropriate analytical approaches and process mapping techniques (process identification, workflow analysis, process map generation and analysis, spaghetti maps, RACI diagrams, etc.)	**Proficient**
	D		Determine and apply analytical review techniques (ratio estimation, variance analysis, budget vs. actual, trend analysis, other reasonableness tests, benchmarking, etc.)	**Basic**
	E		Prepare workpapers and documentation of relevant information to support conclusions and engagement results	**Proficient**
	F		Summarize and develop engagement conclusions, including assessment of risks and controls	**Proficient**
			3. Engagement Supervision	
	A		Identify key activities in supervising engagements (coordinate work assignments, review workpapers, evaluate auditors' performance, etc.)	**Basic**

Domain			Cognitive Level
	Communicating Engagement Results and Monitoring Progress (20%)		
	1. Communicating Engagement Results and the Acceptance of Risk		
IV	A	Arrange preliminary communication with engagement clients	**Proficient**
	B	Demonstrate communication quality (accurate, objective, clear, concise, constructive, complete, and timely) and elements (objectives, scope, conclusions, recommendations, and action plan)	**Proficient**
	C	Prepare interim reporting on the engagement progress	**Proficient**
	D	Formulate recommendations to enhance and protect organizational value	**Proficient**
	E	Describe the audit engagement communication and reporting process, including holding the exit conference, developing the audit report (draft, review, approve, and distribute), and obtaining management's response	**Basic**
	F	Describe the chief audit executive's responsibility for assessing residual risk	**Basic**
	G	Describe the process for communicating risk acceptance (when management has accepted a level of risk that may be unacceptable to the organization)	**Basic**
	2. Monitoring Progress		
	A	Assess engagement outcomes, including the management action plan	**Proficient**
	B	Manage monitoring and follow-up of the disposition of audit engagement results communicated to management and the board	**Proficient**

3.3. CIA Part Two Reference List

- IPPF – Mission, Definition of Internal Auditing, Core Principles, Code of Ethics, *Standards*, Implementation Guides, and Practice Guides (including GTAGs), by The IIA
- Internal Auditing Assurance and Advisory Services, by Urton Anderson, Michael Head, and Sridhar Ramamoorti
- Sawyer's Guide for Internal Auditors, by Larry Sawyer
- Position Paper "The Role of Internal Auditing in Resourcing the Internal Audit Activity," by The IIA
- Current textbooks on internal auditing and relevant topics

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4. CIA Part Three: Business Knowledge for Internal Auditing

The revised CIA Part Three includes four domains focused on business acumen, information security, information technology, and financial management. Part Three is designed to test candidates' knowledge, skills, and abilities particularly as they relate to these core business concepts.

4.1. CIA Part Three Syllabus Changes

The following illustration offers a high-level overview of the changes made to the CIA Part Three syllabus. For example, the current CIA Part Three syllabus includes eight domains, while the revised syllabus includes only four. The number of questions on the exam and the seat time remain unchanged, with 100 questions and 120 minutes.

Current Version
I.   Governance / Business Ethics (5-15%)
II.   Risk Management (10-20%)
III.   Organizational Structure/Business Processes and Risks (15-25%)
IV.   Communication (5-10%)
V.   Management / Leadership Principles (10-20%)
VI.   IT / Business Continuity (15-25%)
VII.   Financial Management (10-20%)
VIII. Global Business Environment (0-10%)

Revised Version
I.   Business Acumen (35%)
II.   Information Security (25%)
III.   Information Technology (20%)
IV.   Financial Management (20%)

Additional noteworthy elements related to the revised CIA Part Three exam syllabus:
- The number of topics covered on the Part Three exam has been greatly refocused to the core areas that are most critical for internal auditors.
- The exam syllabus features a new subdomain on data analytics.
- The information security portion of the exam has been expanded to include additional topics such as cybersecurity risks and emerging technology practices.
- The largest domain is "Business Acumen," which makes up 35% of the exam.
- A portion of the exam requires candidates to demonstrate a basic comprehension of concepts; another portion requires candidates to demonstrate proficiency in their knowledge, skills, and abilities.

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4.2. CIA Part Three Revised Syllabus

		Domain	Cognitive Level
		Business Acumen (35%)	
		1. Organizational Objectives, Behavior, and Performance	
I	A	Describe the strategic planning process and key activities (objective setting, globalization and competitive considerations, alignment to the organization's mission and values, etc.)	**Basic**
	B	Examine common performance measures (financial, operational, qualitative vs. quantitative, productivity, quality, efficiency, effectiveness, etc.)	**Proficient**
	C	Explain organizational behavior (individuals in organizations, groups, and how organizations behave, etc.) and different performance management techniques (traits, organizational politics, motivation, job design, rewards, work schedules, etc.)	**Basic**
	D	Describe management's effectiveness to lead, mentor, guide people, build organizational commitment, and demonstrate entrepreneurial ability	**Basic**
		2. Organizational Structure and Business Processes	
	A	Appraise the risk and control implications of different organizational configuration structures (centralized vs. decentralized, flat structure vs. traditional, etc.)	**Basic**
	B	Examine the risk and control implications of common business processes (human resources, procurement, product development, sales, marketing, logistics, management of outsourced processes, etc.)	**Proficient**
	C	Identify project management techniques (project plan and scope, time/team/resources/cost management, change management, etc.)	**Basic**
	D	Recognize the various forms and elements of contracts (formality, consideration, unilateral, bilateral, etc.)	**Basic**

Domain			Cognitive Level
	3. Data Analytics		
	A	Describe data analytics, data types, data governance, and the value of using data analytics in internal auditing	**Basic**
	B	Explain the data analytics process (define questions, obtain relevant data, clean/normalize data, analyze data, communicate results)	**Basic**
	C	Recognize the application of data analytics methods in internal auditing (anomaly detection, diagnostic analysis, predictive analysis, network analysis, text analysis, etc.)	**Basic**
II.	**Information Security (25%)**		
	1. Information Security		
	A	Differentiate types of common physical security controls (cards, keys, biometrics, etc.)	**Basic**
	B	Differentiate the various forms of user authentication and authorization controls (password, two-level authentication, biometrics, digital signatures, etc.) and identify potential risks	**Basic**
	C	Explain the purpose and use of various information security controls (encryption, firewalls, antivirus, etc.)	**Basic**
	D	Recognize data privacy laws and their potential impact on data security policies and practices	**Basic**
	E	Recognize emerging technology practices and their impact on security (bring your own device [BYOD], smart devices, internet of things [IoT], etc.)	**Basic**
	F	Recognize existing and emerging cybersecurity risks (hacking, piracy, tampering, ransomware attacks, phishing attacks, etc.)	**Basic**
	G	Describe cybersecurity and information security-related policies	**Basic**
III.	**Information Technology (20%)**		
	1. Application and System Software		
	A	Recognize core activities in the systems development lifecycle and delivery (requirements definition, design, developing, testing, debugging, deployment, maintenance, etc.) and the importance of change controls throughout the process	**Basic**

		Domain	Cognitive Level
	B	Explain basic database terms (data, database, record, object, field, schema, etc.) and internet terms (HTML, HTTP, URL, domain name, browser, click-through, electronic data interchange [EDI], cookies, etc.)	Basic
	C	Identify key characteristics of software systems (customer relationship management [CRM] systems; enterprise resource planning [ERP] systems; and governance, risk, and compliance [GRC] systems; etc.)	Basic
		2. IT Infrastructure and IT Control Frameworks	
	A	Explain basic IT infrastructure and network concepts (server, mainframe, client-server configuration, gateways, routers, LAN, WAN, VPN, etc.) and identify potential risks	Basic
	B	Define the operational roles of a network administrator, database administrator, and help desk	Basic
	C	Recognize the purpose and applications of IT control frameworks (COBIT, ISO 27000, ITIL, etc.) and basic IT controls	Basic
		3. Disaster Recovery	
	A	Explain disaster recovery planning site concepts (hot, warm, cold, etc.)	Basic
	B	Explain the purpose of systems and data backup	Basic
	C	Explain the purpose of systems and data recovery procedures	Basic
IV.		**Financial Management (20%)**	
		1. Financial Accounting and Finance	
	A	Identify concepts and underlying principles of financial accounting (types of financial statements and terminologies such as bonds, leases, pensions, intangible assets, research and development, etc.)	Basic
	B	Recognize advanced and emerging financial accounting concepts (consolidation, investments, fair-value partnerships, foreign currency transactions, etc.)	Basic
	C	Interpret financial analysis (horizontal and vertical analysis and ratios related to activity, profitability, liquidity, leverage, etc.)	Proficient

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Domain			Cognitive Level
	D	Describe revenue cycle, current asset management activities and accounting, and supply chain management (including inventory valuation and accounts payable)	**Basic**
	E	Describe capital budgeting, capital structure, basic taxation, and transfer pricing	**Basic**
2. Managerial Accounting			
	A	Explain general concepts of managerial accounting (cost-volume-profit analysis, budgeting, expense allocation, cost-benefit analysis, etc.)	**Basic**
	B	Differentiate costing systems (absorption, variable, fixed, activity-based, standard, etc.)	**Basic**
	C	Distinguish various costs (relevant and irrelevant costs, incremental costs, etc.) and their use in decision making	**Basic**

4.2. CIA Part Three Reference List

- IPPF – Mission, Definition of Internal Auditing, Core Principles, Code of Ethics, *Standards*, Implementation Guides, and Practice Guides (including GTAGs), by The IIA
- Internal Auditing Assurance and Advisory Services, by Urton Anderson, Michael Head, and Sridhar Ramamoorti
- Sawyer's Guide for Internal Auditors, by Larry Sawyer
- Enterprise Risk Management Framework, by COSO
- Internal Control – Integrated Framework, by COSO
- Understanding Management, by Richard Daft and Dorothy Marcic
- Project Management Body of Knowledge (PMBOK) Guide, by Project Management Institute
- Performance Auditing: Measuring Inputs, Outputs, and Outcomes, by Stephen Morgan, Ronell Raaum, and Colleen Waring
- Auditing Human Resources, by Kelli Vito
- Auditing the Procurement Function by David O'Regan
- Contract and Commercial Management: The Operational Guide, by IACCM
- Data Analytics: Elevating Internal Audit's Value, by Warren Stippich Jr. and Bradley Preber
- Implementing the NIST Cybersecurity Framework, by ISACA
- Information Technology Control and Audit, by Sandra Senft, Frederick Gallegos, and Aleksandra Davis
- IT Auditing: Using Controls to Protect Information Assets, by Chris Davis, Mike Schiller, and Kevin Wheeler
- Principles of Information Security, by Michael Whitman and Herbert Mattord
- Accounting Principles, by Jerry Weygandt, Paul Kimmel, and Donald Kieso
- Current textbooks on internal auditing and relevant topics

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5. Transition from Current to Revised CIA Exam

The current CIA exams will be replaced by the revised exams (based on the revised exam syllabi) in January 2019, initially in English only. IIA Global will work with local affiliates around the world to develop tailored plans for transitioning additional languages beginning in 2019. For the most up-to-date information regarding transitioning non-English languages to the revised CIA exam syllabi, visit www.theiia.org/updatecia.

5.1. Timeline for Transitioning Exams

2018	2019
1 2 3 4 5 6 7 8 9 10 11 12	1 2 3 4 5 6 7 8 9 10 11 12
Current CIA Exams (English)	Revised CIA Exams (English)
Current CIA Exams (Non-English)	Revised CIA Exams (Non-English)

5.2. Passing Score

The IIA will conduct a standard-setting study based on the revised CIA syllabi. The IIA's Professional Certifications Board will use these results to determine the passing score of the exams. For each CIA exam part, a raw score (the number of items answered correctly) will be converted into a scaled score ranging from 250 to 750 points. A scaled score of 600 or higher is required to pass a CIA exam.

For More Information

- Visit The IIA's website, www.theiia.org/updatecia.
- Review a list of frequently asked questions (FAQs) online.
- Contact IIA Customer Relations:
  - Phone: +1-407-937-1111
  - Email: CustomerRelations@theiia.org

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