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## **SUMMARY**

Prior to joining the University of Louisville in August 2001, I was with the University of Windsor [1982-2001] and an *Examiner* in auditing for the Certified General Accountants Association of Canada [1998-2000]. In addition, I have several years of public accounting and industry experience, which include: as an Audit Partner of then-Ernst & Ernst, Chartered Accountants in Montreal (Quebec), and in accounting positions in manufacturing companies in the automobile, machine tools, aeronautics, and consumer electronics industries.

## **EDUCATION/ACADEMIC DEGREES**

- 1992        PhD (Accounting), University of Oklahoma
- 1969        MBA, McMaster University
- 1967        DipMgmt, McGill University

## **PROFESSIONAL DESIGNATIONS**

- 1984        CIA, The Institute of Internal Auditors
- 1974        CMA, The Society of Management Accountants of Canada
- 1973        CA, Canadian Institute of Chartered Accountants

## **EXPERIENCE**

Work experience is listed under the following categories:

- (A) Teaching, research & publications -- 1975 to date;
- (B) Public accounting -- 1971 to 1978; and
- (C) Management Consulting and Industry experience prior to 1984

### ***A. TEACHING & RESEARCH***

Member of the Accounting Area  
Since August 2001, University of Louisville  
1982-01, University of Windsor [1994-97 Accounting Area Head]  
1980-81, Memorial University of Newfoundland  
1978-80, University of Waterloo  
1975-76, Concordia University  
1974-75, Concordia University (part-time)

- **Courses taught (2001 to date): University of Louisville**
  - Undergraduate auditing course
  - Undergraduate managerial cost accounting
  - Graduate (MAcc) auditing course
  - MBA managerial accounting
  - International MBA (Panama & Athens, Greece) –Managerial Accounting
  
- **Undergraduate Courses Taught prior to 2001**

Auditing I and II, and EDP auditing; Advanced Accounting (Business Combinations and Consolidation); Intermediate Financial Accounting I & II; Introductory Financial Accounting I & II; and Cost Accounting I, II and III.
  
- **Graduate Courses Taught prior to 2001**

Financial Accounting, Managerial Accounting, and Auditing

#### **1998-2000 – Auditing Examiner, CGA-Canada**

The Certified General Accountants Association of Canada (CGA-Canada), is a Leading Professional Accounting Organization

As an Examiner prepared CGA-Canada Auditing-1 Examination questions and solutions for June, September, and December 2000; and June, September and December 1999 examinations, and supervised the grading process [questions and solutions for these examinations can be accessed at: <http://www.cga-canada.org/eng/designation/become/au1.htm>. The CGA-Canada Examinations are held in many examination centers in *Canada, China, Hong Kong, and the Caribbean*.

#### **PUBLICATIONS**

A list of publications is included below

#### **B. PUBLIC ACCOUNTING**

**Ernst & Ernst, Montreal (1971-78) -- Last position held --Partner**

Prepared many technical reports and made many presentations while in public accounting, management consulting and in industry.

**Audit engagements included audit of financial statements of manufacturing companies in industries such as:**

- Paint & Chemicals
- Tobacco Products
- Pulp & Paper
- Machinery & Equipment
- Metal fabricating
- Shoes manufacturing
- Building products
- Food products

Also, completed several review engagements and assurance services requiring other types of reports.

### ***C. MANAGEMENT CONSULTING AND INDUSTRY***

#### **Management consulting engagements (1971-1984) included:**

- Design/modification of accounting systems in manufacturing companies
- Design/modification of cost accounting systems in manufacturing companies
- Design/modification of inventory and production control systems in manufacturing companies
- Design systems for monitoring anti-inflation guidelines in manufacturing companies
- Investigative accounting, for example, examination of insurance claims for a variety of situations, such as, losses due to business interruptions arising out of flood, fire, and other causes.
- Feasibility studies
- Developed and presented seminars/workshops

#### **Industry experience (prior to 1971) included:**

- **Director**, Materials Management, Fleetwood Corporation (a subsidiary of Sylvania Canada Limited), manufacturers of home entertainment products.
- **Chief Cost Accountant**, Fleetwood Corporation, Montreal.
- **Senior Cost Analyst**, United Aircraft of Canada Limited, Longueuil, Quebec. Manufacturers of helicopters, aircraft engines and parts.
- **Chief Cost Accountant**, Lucas-Rotax Canada Limited, Montreal, Quebec. Manufacturers of aircraft parts.
- **Cost Accountant**, Ex-Cell-O India Limited, Bombay. Manufacturers of machine tools and precision measuring instruments, and automobile parts.
- **Cost Analyst**, Mahindra & Mahindra Limited, Jeep Manufacturing Division, Bombay.

### **PUBLICATIONS**

#### ***Journals, Academic Conference Papers and Proceedings***

- A Note on Perceptions of Auditors' Internal Control Report Mandated by the PCAOB: Can Reformatting the Report Enhance Perceived Value Added? (with Benjamin Foster and Guy McClain). Forthcoming *Research in Accounting Regulations*
- A Note on Perceptions of the PCAOB Auditing Standard No. 5 Auditors' Internal Control Report: Can Reformatting the Report Enhance Perceived Value Added (with Benjamin Foster and Guy McClain), American Accounting Association, Annual Meetings, Anaheim, CA, Aug 3-6, 2008.
- Interrelationships Among Mentoring, Career Plateauing Tendencies, and Turnover Intentions for Management Accountants: A Structural Equations Model Framework (with Benjamin Foster and Subhash Lonial), American Accounting Association, Annual Meetings, Anaheim, CA, Aug 3-6, 2008.

- Audit costs, material weaknesses under SOX Section 404 (with Benjamin Foster and William Ornstein), *Managerial Auditing Journal*, Vol. 22, #7, July 2007, pp. 661-673.
- Multi-Year Plans Reduce Tax on Roth IRA Conversions (with Richard Coppage), in *Practical Tax Strategies*, Vol. 78, #3, March 2007, pp. 132-141.
- Contents of the Auditor's Report and Implications for the Benefits of PCAOB Auditing Standards in Integrated Audits (With Ben Foster & Guy McClain), American Accounting Association, 2007 ABO Research Conference, October 19-20, 2007
- "Fraud Detection Perceptions in the Auditor's Internal Control Report" (with B.P. Foster and Guy McClain), At the XI International Accounting Congress, Coimbra, Portugal, November 16-18, 2006
- *Users' and Auditors' Perceptions of a Reference to the Auditor's Responsibility for the Detection of Fraud in the Auditor's Internal Control Report* (with B.P. Foster and Guy McClain), Conference on Financial Reporting and Business Communication, Cardiff Business School, July 6-7, 2006.
- A Note on Pre-Sarbanes-Oxley Act Users' and Auditors' Perceptions of a Limitations Paragraph in the Auditor's Internal Control Report (with B.P. Foster, W.E. Gist, and G. McClain), *Research in Accounting Regulations*, Vol. 18, 2005, pp. 195-217
- Gaps in GAAP on Consolidation Policies and Procedures: Case of Minority (Non-controlling) Interest, with M.S. Bazaz, *Alliance Journal of Business Research*, November 2005, Vol. 1, # 2, pp. 91-106.
- On the Effectiveness of the Auditing Standards Board in Improving Audit Communication with the SAS 58 Auditor's Standard Report: An Exploratory Study (with W.E. Gist, Bart Ward, and D. Wilson), *Journal of Applied Business Research*, Vol. 21, #4, Fall 2005, pp.107-125.
- *The impact of limitations paragraph in the auditor's internal control report on users and auditors evaluation of the report* (with B.P. Foster, W. E. Gist, and Guy McClain), Conference on Emerging Issues in Accounting, Business, and Technologies 2005, Niagara University, Niagara Falls, NY, August 4-6, 2005.
- *Preliminary evidence of impact of the Sarbanes-Oxley Act of 2002 on managers' and auditors' evaluation of internal control over financial reporting* (with B.P. Foster, W. Ornstein), Conference on Emerging Issues in Accounting, Business, and Technologies 2005, Niagara University, Niagara Falls, NY, August 4-6, 2005.
- The Impact of Mentoring on Career Plateau and Turnover Intentions of Management Accountants (with B.P. Foster and Siri Withane), *Journal of Applied Business Research*, Vol. 20, #4, Fall 2004, pp. 33-43.
- User Versus Auditor Perceptions of the Auditor's Report on Internal Control: Readability, Reliability, and Auditor Legal Liability (with W.E. Gist and Guy McClain), *American Business Review*, June 2004, pp.117-129.

- *The Impact of Mentoring on Career Plateau and Turnover Intentions of Management Accountants* (with B.P. Foster and Siri Withane), American Accounting Association, Southeast Regional Meetings, April 1-3, 2004.
- *Materiality Matrix: A Framework to Detect Material Misstatements* (with W.E. Gist), *Accounting World*, February 2004  
[This paper is a reprint of “Revisiting Materiality” which appeared in CPA Journal]
- *Revisiting Materiality* (with W.E. Gist), *CPA Journal*, *New York*, November 2003, pp. 60-63.
- *Assurance Services in a Changing Environment* (with Alan Levitan), *CPA Journal*, *New York*, May 2003, pp. 18-22
- *User versus Auditor Perceptions of the Auditor’s Report on Internal Control* (with W. E. Gist and Guy McClain), presented at the Oklahoma State University, School of Accountancy, Research Workshop, March 28, 2003.
- *Diversified Policies and Procedures on Accounting for Consolidation in International Environment: Case of Minority (noncontrolling) Interest* (M.S. Bazaz), American Accounting Association, Annual Meetings, San Antonio, Texas, August 14-17, 2002.
- *An investigation of the extent to which regulatory capture theory may help explain the development of the auditor’s standard report* (with Willie Gist, Bart Ward, D. Wilson), International Symposium on Audit Research, Sydney Australia, July 1-2, 2002.
- *Gaps in GAAP on Consolidation Policies and Procedures: Case of Minority Interest* (with M.S. Bazaz), the 13th Asian-Pacific Conference on International Accounting Issues, Rio de Janeiro, Brazil, October 28-31, 2001.
- *Capture Theory and The Regulatory Process Relating to Audit and Assurance Services -- Some Empirical Evidence* (with Bart Ward, Siri Withane), the 2000 Auditing Section, Midyear Meetings, American Accounting Association, Newport Beach, CA., January 13-15, 2000.
- *An Approach to Formulating Independent Accountants Attest Engagement Reports* (with Bart Ward), the Ninth Asian Pacific Conference on International Accounting Issues, Bangkok, Thailand, November 1997.
- *A Conceptual Framework for Audit Communication Research and Some Empirical Evidence* with Bart Ward, 1995 University of Southern California/Grant Thornton International Audit Judgment Symposium, Oxnard, CA., May 1995.
- *Consolidation Conundrum*, with M. Zin and M.S. Bazaz, *CGA Magazine* (Journal of the Certified General Accountants' of Canada), June 1992.
- The manuscript on “Consolidation Conundrum” was translated in French by CGA-Canada: *Le Dilemme De La Consolidation*, *CGA Magazine*, (Journal of the Certified General Accountants' of Canada), June 1992.

- *Perceptual Processes of Professional Preparers, Reviewers, And Users of Financial Accounting Information: Implications for Formulating Accounting Policies*, With D.Burnie and G. Neal, Symposium on Small Business Finance, Florida State University, Tallahassee, Florida, 1991.
- *Cognitive Structures of Experts in Accounting: Implications for Formulating Accounting Policies*, with D.Burnie and G.Neal, South West Regional Meetings, American Accounting Association, 1989.
- Are Current Accounting Standards Burdensome to Privately Owned Businesses -A Canadian Perspective, with D. Burnie and G.Neal, *Journal of Small Business & Entrepreneurship*, 3 (1987-88), pp. 11-19.
- Translation of Foreign Currency Financial Statements and Considerations for Implementation, with C.T.Lau, *CGA Magazine* (Journal of the Certified General Accountants' of Canada), April 1987.
- The manuscript on "Translation of Foreign Currency Financial Statements and Considerations for Implementation" was translated in French by CGA-Canada: Les normes de conversion des devises etrangeres leur mise en oeuvre, *CGA Magazine*, (Journal of the Certified General Accountants' of Canada), April 1987.
- *Are Current Accounting Standards Burdensome to Small and Privately Owned Businesses?* (with D.Burnie and G.Neal) Ohio Regional Meetings, American Accounting Association, 1987.
- *Agency Cost and Its Implications for Contracts in Public Accounting Firms - A Proposed Exploratory Study*, with W.P. Lam, Atlantic Schools of Business Conference Proceedings, 1987.
- *A Framework for Minimizing an Enterprise's Operating Risk*, with D. Burnie, International Journal of Management, March 1986, pp. 75-84.
- Application of a Modified ZBB and Inventory Control Systems, with Y. Gupta and R.G. Coffey, *Engineering Costs and Production Economics*, 8 (1985), pp. 249-262.
- *Are Current Accounting Standards Burdensome to Privately Owned Businesses?* with D.Burnie and G.Neal, National Meeting of the American Institute for Decision Sciences, November 1985.
- Application of a Modified ZBB and Inventory Control Systems in a Small Merchandising Business, with Y. Gupta and R.G. Coffey, *Journal of Small Business-Canada*, Winter, 1983-84, pp. 26-36.
- Review of "Banking and Small Business: A Comparative Study of Canada and Other Industrialized Countries -- A Summary", with S. Sundaram and D. Burnie, *Journal of Small Business* - Canada, Summer 1983.
- Integration of Short Term and Medium Term Budgets, with Y.Gupta, *Cost and Management*, May-Jun 1983, pp. 18-25.

- A Systems Approach to Auditing, with J. Massy, Partner, Ernst & Whinney, *CGA Magazine* (Journal of the Certified General Accountants' of Canada), May 1983.
- The manuscript on “A Systems Approach to Auditing” was translated in French by CGA-Canada: Une demarche de verification systemique, *CGA Magazine*, (Journal of the Certified General Accountants' of Canada), May 1983.
- *An Evaluation Process for Choosing a Consultant*, with S.Sundaram, International Council of Small Business Communique, Summer 1983.
- *Application of Modified ZBB and Inventory Control System in Small Merchandising Business*, with Y.Gupta and R.G.Coffey, International Council for Small Business Conference Proceedings, 1983.
- *Job Satisfaction of Accountants: Antecedents and Consequences*, with S.Saha and Y.Gupta, Canadian Academic Accounting Association Conference Proceedings, 1983.
- *A Diagnosis of Jobs and Job Satisfaction of Accountants*, with S.Saha and Y.Gupta, Atlantic Schools of Business Conference Proceedings, 1983.
- Inventory Management Through the Use of Control Accounts, with Y. Gupta and R. Gupta, *Cost and Management*, Jul-Aug. 1982, pp. 44-50.
- *Inventory Management Through the Use of Control Accounts*, with Y.Gupta and R.Gupta, Administrative Sciences Association of Canada Conference Proceedings, 1981.
- *Conceptual Framework -- An Integration of Short Term and Medium Term Budgets*, with Y.Gupta, Atlantic Schools of Business Conference Proceedings, 1980.

#### ***Books and Chapters in books***

- August 2006 & August 2004, Granted CGA-Canada Permission to reprint (and translate in French, Russian and Spanish) without royalty, some of the chapters from *Independent Audit and Review Services: Theory and Practice*, T.Shastrri and Ramesh Chandra. These are for inclusion as part of CGA-Canada Auditing Course, and the chapters include: Applying Audit Process Framework to Audit Financial Statements; Prospectuses, Forecasts, and Projections; Audit of Consolidated Financial Statements.
- T. Shastrri, Ramesh Chandra, Reprint of chapters [included on CD-Rom, CGA-Canada: Applying Audit Process Framework to Audit Financial Statements; Prospectuses, Forecasts, and Projections; Audit of Consolidated Financial Statements]. Also, these chapters have been translated in French by the Certified General Accountants of Canada, Vancouver, BC, 2001.
- T. Shastrri and Chandra, Ramesh: *Independent Audit and Review Services: Theory and Practice*, University of Windsor, 1997, pp. 558
- *An Introductory Guide to Materiality and Risk Based Approach to Audit and Assurance Services*, Prepared for the Division of Continuing Education, University of Windsor, 1998.

- T. Shastri and Chandra, Ramesh: *Auditing II Lesson notes* -- Prepared for the Division of Continuing Education, University of Windsor, 1995.
- *An Introductory Guide to Auditing Concepts, Standards, and Procedures*, Prepared for the Division of Continuing Education, University of Windsor, 1993, pp. 250.
- "Are Current Accounting Standards Burdensome to Privately Owned Businesses - A Canadian Perspective", with D. Burnie and G. Neal, in (R.Kao, ed.) *Readings in Entrepreneurship and Small Business Development*, The Ryerson Centre of Entrepreneurship, Toronto, 1988.

#### **EDUCATIONAL SERVICES for CGA-Canada**

- **Reviewed** CGA-Canada Auditing-2 Lesson notes (new), for offering to CGA students in 2002.
- **Reviewed** CGA's Auditing-I Examination questions and solutions for June, September and December 2001 examinations.
- **Reviewed** CGA's Auditing-2 course material and provided recommendations relating to contents/structure of their *Advanced Auditing Course* material, July 1999.
- **Reviewed** the *Seventh Edition of Auditing-1 Lesson notes*, CGA-Canada, 1998 [**some of the review comments have been incorporated in the CGA-Canada Auditing Lessons**].