

Activity Report 2015/2016

Institute of Management Accounting and Control
www.whu.edu/controlling

Excellence in
Management
Education

TABLE OF CONTENTS

	Page
FOREWORD	3
1. TEAM	4
2. TEACHING	7
3. THESES	8
4. TEACHING INNOVATION	10
5. PUBLICATIONS	11
6. EXECUTIVE EDUCATION & CORPORATE CONNECTIONS	19
7. SERVICES PROVIDED TO THE SCHOOL SCHOOL	21
8. COMMUNITY OUTREACH	22

FOREWORD

Dear Readers,

Looking back on another eventful year, we are pleased to give you an overview of the Institute's work and accomplishments in 2015/16. As we see the duality of scholarly and practice impact as part of our vocation at the IMC, this report focuses on our activities in three fields: research, business engagement, and teaching at WHU Otto Beisheim School of Management.

With our teaching, we want to contribute to the education of responsible leaders in the finance function and beyond. In our research, we want to learn about the counterpart role in the finance function (i.e. the role of CFOs, controllers, and financial directors) as part of organized learning and critique.

We strongly believe that an important aspect of our work is to expand the IMC network and promote exchange among our doctoral alumni. The IMC now has over 190 former doctoral students and postdocs and the Institute maintains particularly close and intensive contact with them. IMC alumni include 30 professors at universities and universities of

applied science as well as a large number of management board members, other high-ranking company executives, and partners of consulting firms.

With our corporate connections, we serve by accompanying the transformation of the finance function and the development of the controlling profession as controllers move closer to becoming active business partners of management. We propagate the concept of controlling as a function that is not limited to planning and providing data, but is an aspect of corporate governance that affects all facets of management. In doing so, we focus on the interaction between controllers and managers by examining the behavioral aspects of controlling. Our current view is that recent developments in IT, increasing globalization, and other factors are supporting a further fundamental transformation of the finance function and the controlling profession as a whole.

Vallendar, September 2016

Utz Schäffer & Jürgen Weber



1. TEAM



Professor Utz Schäffer

Chairholder & Director

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Primary Research Areas:

Controlling & Strategy Execution
The Roles of CFOs and Controllers

Professor Jürgen Weber

Chairholder & Director

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Primary Research Areas:

Controllershship
Organizational Change

Sabine Petrakakis

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Fotini Noutsia

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Assistant Professor Marko Reimer

Primary Research Areas:

Upper Echelons and Top Management Teams
Management Control Systems
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Assistant Professor Sebastian Fourné

Primary Research Areas:

Strategy Formulation and Implementation
Organizational Learning, Exploration,
Exploitation, and Paradox Theory
Interpersonal Processes between Top and
Middle Managers
Transparency and Management Control
Controller Roles and Relationships
Human Resource Management
Tel. +49 261 6509 482
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Assistant Professor Leona Wiegmann

Primary Research Areas:

Management Accounting and Control
Systems
Roles and Practices of Management
Accountants
Organizational Change
Tel. + 49 261 6509 483
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**Honorary Professor – Professor Edgar
Ernst**

**Visiting Professor – Professor John
Burns**

Research Assistants & First supervisions
Utz Schäffer:

Ballmann, Christopher:

Changes in Voice Behavior

Bechtoldt, Christian:

Personal Costs and Benefits of Controllers'
Multi-Role Job Profile

Botta, Jochen:

Determinants and Consequences of Carbon
Disclosure

Brill, Benedikt:

Identities in the Workplace: An Analysis of the
Relationships Between Identities and their
Contextual Factors

Ehrmann, Markus:

Reconsidering the Effect of Pay Disparity
on Firm Performance: Structural
Interdependence within the CEOs Top Team

Enzenhöfer, David:

The CFO – A Story of Power and Influence
Within and Beyond Organizations

Erhart, Raphaela :

Management Accountants' Participation in
Strategic Management Processes

Güssow, Daniel:

The Roles of Controllers and their Effects in
the Process of Strategy Development and
Execution

Just, Simone:

Three Articles on CEO Temporal Focus

Margolin, Maximilian:

Incentive and Performance Measurement
Design – Economic and Psychological
Determinants

Menz, Mira:

Influencing Factors of Internal Capital
Investment Efficiency

Mohr, Fabian:

Explaining Differences Between Intended
and Realized Strategies – Codependence
of Top and Middle Management in Shaping
Followership

Müller-Horn Fabian:

Bidirectional Effects

Romano, Giovanni:

Transparency and Digitalization in
Management Accounting

Schirmann, Niklas:

The CEO-CFO Relationship

Schmidt, Sebastian:

Top Management's Influence on the Design
and Use of Management Control Systems

Schneider, Melanie:

The Interplay of Manager Characteristics with
Performance Measurement System Criteria:
Evidence from the Health Care Sector

Seibert, Steffen:

Combined Effects of Management Control
Systems, Information and Executives'
Characteristics on Strategic Risk Taking:
Evidence from German Municipalities

Wyszomirski, Elmar:

An Investigation of Controlling-Practices in
Chinese Subsidiaries of German Companies

Research Assistants & First supervisions
Jürgen Weber:

Breiter, Dominik:

Management Accounting in India – A Case
Study-Based Analysis

Christoph, Ines:

Management Accounting in South Korea – A Comparative Analysis to German Controlling

Georg, Johannes:

Struggles for Legitimacy – Studying Disclosure on Sustainability in a Contested Social Order

Gerhardt, Nadine:

Source of Routine Change

Grunwald-Delitz, Stefan:

Inter-organizational Routines – The Role of Agency in Distributed Routines

Herschung, Florian:

21st Century Management Accounting: Evidence, Trends, and Implications from 11 Years of Empirical Management Accounting Research

Mack, Simone:

Zahlensoziologie: Interpretation von Zahlen und Beeinflussung menschlichen Handelns durch Zahlen

Petrikowski, Lukas:

Back to the Future: The Influence of Actors' Temporal Personality on the Internal Dynamics of Organizational Routines

Spittler, Sabine:

Extending the Theory of Organizational Routines: Conceptualizing Systems of Organizational Routines as Sources of a Duality of Stability and Change

Wagner, Monica:

(Re)creation of Organizational Routines at a Distance and the Effects of Knowledge Transfer: An SSC Case Study

Wiedemann, Nicolás:

Studying the Significance of Designed-in Pro-

erties of Artifacts in Organizational Routines

Professional Staff:

B.A. Int. Bus. Cindy Berdou: Center for Controlling & Management

M.A. Brigitte Braun: Publications Management

M.A. Lars Brückner: Center for Controlling & Management

Dipl.-Kffr. (FH) Evelyn Busch: Event Management

M.A. Jan Sebastian Ebert: Student Affairs

Dr. Heather Fiala: Center for Controlling & Management

M.A. Tetyana Kellerhoff: WHU Controller Panel

Dipl.-Wirtsch.-Ing. Verena Kowalewski: WHU Controller Panel

M.A. Marina Metz: WHU Controller Panel

Dipl.-Kfm. Daniel Stein: Center for Controlling & Management

Mag. phil. Bernadette Wagener: Publications Management

B.A. Judith Wallace: IT Support

2. TEACHING

2.1 BACHELOR OF SCIENCE PROGRAM

- Finance Function Challenges – 3 ECTS / Spring Term 2016 (Edgar Ernst)
- Case Studies in Management Accounting and Control – 6 ECTS / Spring Term 2016 (Marko Reimer)
- Management Abroad Course – Pearl River Delta, China – 3 ECTS / Spring Term 2016 (Marko Reimer)
- Management Abroad Course – Shanghai, China – 3 ECTS / Spring Term 2016 (Sebastian Fourné)
- Controllership – 3 ECTS / Spring Term 2016 (Jürgen Weber)
- Controllership – 3 ECTS / Fall Term 2015 (Jürgen Weber)
- Controlling (German) – 6 ECTS / Fall Term 2015 (Jürgen Weber)
- Controlling (English) – 3 ECTS / Fall Term 2015 (Sebastian Fourné)
- Cost Accounting (German) – 6 ECTS / Fall Term 2015 (Jürgen Weber)
- Cost Accounting (English) – 3 ECTS / Fall Term 2015 (Leona Wiegmann)
- Introduction to Business Administration – 1 ECTS / Fall Term 2015 (Jürgen Weber and other Faculty members)
- Introduction to Business Administration – 1 ECTS / Fall Term 2015 (Utz Schäffer and other Faculty members)

- Introduction to Research and Academic Writing – 3 ECTS / Fall Term 2015 (Sebastian Fourné)
- Structured Problem Solving – 3 ECTS / Fall Term 2015 (Utz Schäffer)

2.2 MASTER OF SCIENCE PROGRAM

- Strategy Execution – 5 ECTS / Spring Term 2016 (Utz Schäffer)
- Advanced Management Accounting and Control – 5 ECTS / Fall Term 2015 (Utz Schäffer)

2.2 FULL-TIME MBA PROGRAM

- International Module China – 4 ECTS / Spring Term 2016 (Utz Schäffer)
- Strategy Execution – 3 ECTS / Fall Term 2015 (Utz Schäffer)

2.5 PHD PROGRAM

- Introduction to Management Control Research – 3 ECTS / Spring Term 2016 (Utz Schäffer)
- Research on the Counterpart in the Finance Function – 3 ECTS / Spring Term 2016 (Utz Schäffer / Sebastian Fourné)



Student Affairs Team 2015/2016

3. THESES

3.1 BSc PROGRAM

Supervision Utz Schäffer:

Horvath, Benjamin (Group work):
Where Do Top Managers Come From? An Explorative Study of the Social Background

Mundin, Jan (Group work):
Where Do Top Managers Come From? An Explorative Study of the Social Background

Feußner, Felix:
Dominant Career Patterns of DAX30 CFOs – A Sequence Analysis

Bosbach, Lisa:
Why Do CFOs Become CEO: Investigating Career Patterns of DAX30 and MDAX

Kurz, Konstantin:
Digital Transformation – Do Companies Need a Chief Digital Officer (CDO)?

Geise, Christian :
New Financial Planning at Henkel

Wagemann, Ben:
Audibene: Performance Measurement in Start-ups

Fergen, Johannes:
Cash Pooling for a MNC with a Decentralized Management Philosophy

Horsch, André:
Hometogo: Performance Measurement in Start-ups

Supervision Jürgen Weber:

Kuhl, Peter
Management control in public institutions

3.1 MSc PROGRAM

Supervision Utz Schäffer:

von Preying, Franziskus:
Business Partnering in Practice - The

Relationship between Controllers' Roles

Verlatov, Artem:
Cognitive Biases - Napoleon

Supervision Jürgen Weber:

Deneke, Alexander:
Competitive Advantage through HR Business Analytics

von Hammerstein, Philipp:
Employee Performance in Internet Start-ups: The Role of Social Exchange and Social Identity

3.3 FULL-TIME MBA PROGRAM

Supervision Marko Reimer:

Rushabh Gandhi:
Developing a Risk Management Tool for Subsidiary Controlling

Sahil Gulati:
Developing a Digitalization Strategy for a Firm's Finance Function

3.4 DOCTORAL PROGRAM

Supervision Utz Schäffer:

Lewerenz, Ulrich:
The Contestation of Conflicting Institutional Logics Across Different Institutional Levels

Gschmack, Sigrid:
The Influence of Top Management and Middle Management on Strategic Decisions in Family Firms

Tretbar, Torben:
The Implications of Family Firm Owners' Involvement in the Top Management Team

Hofmann, Fabian:
Determinants of Employee Voice Behavior – A Single Company Study on the Implications of Occupational, Hierarchical, and Group-level Differences

Supervision Jürgen Weber:

Kemmerling, René:

*Applications of Content Analysis on
Secondary Data in Logistics and Supply Chain
Management*

Hofmann, Fabian:

*Determinants of Employee Voice Behavior – A
Single Company Study on the Implications of
Occupational, Hierarchical, and Group-level
Differences*

Wiegmann, Leona:

*The Role of Artifacts in Routines' Change –
Studying the Development and Implementation
of Accounting and Control Systems*

4. TEACHING INNOVATION

In the course of the previous academic year, the IMC started developing innovative teaching vehicles, such as teaching case studies. In close cooperation with two DAX-listed companies, BAYER AG and Deutsche Telekom AG, classroom teaching case studies were created.

The BAYER case sheds light on strategic planning and control systems in a multinational diversified pharmaceutical company, while the Deutsche Telekom case introduces and discusses a highly innovative planning tool, the Campus for Planning.

The IMC would also like to thank the following guest speakers who participated in lectures:

- Dr. Hendrik Angelkort, Head of Functional Controlling & Special Projects, Adhesive Technologies Henkel AG & Co.KGaA
- Dr. Lothar Burow, Head of Corporate Business Intelligence, Bayer AG
- Dr. Christian Hebel, Head of Group Financial Controlling, Henkel AG & Co.KGaA
- Helmut Kaschrenz, Managing Director Morgan Stanley – Investment Banking Division
- Stefan Schnell, Corporate Controlling, BASF SE
- Dr. Thilo Schumacher, Member of the Executive Board, AXA Konzern AG
- Dr. Daniel Steiners, Head of Strategic Planning, Bayer HealthCare AG
- Michael Wilkens, Senior Vice President International Businesses, Deutsche Telekom AG

5. PUBLICATIONS

5.1 SELF-AUTHORED BOOKS

Schäffer, U.; Weber, J. (2015): Controlling trends & benchmarks. Institut für Management & Controlling, Vallendar.

Weber, J.; Schäffer, U. (2016): Einführung in das Controlling. 15th ed. Schäffer Poeschel. Stuttgart.

Weber, J.; Schäffer, U.; Binder, C. (2016): Einführung in das Controlling – Übungen und Fallstudien mit Lösungen. 3rd ed. Schäffer Poeschel. Stuttgart.

Weber, J.; Weißenberger, B. E. (2015): Einführung in das Rechnungswesen – Bilanzierung und Kostenrechnung. 9th ed. Schäffer Poeschel. Stuttgart.

5.2 EDITED BOOKS & SPECIAL ISSUES

Schäffer, U.; Weber, J. (Eds.) (2015): Controlling & Management Review, Sonderheft 3, "Gesundheitswesen".

Schäffer, U.; Weber, J. (Eds.) (2016): Controlling & Management Review, Sonderheft 1, "Big Data - Zeitenwende für Controller". Springer Gabler. Wiesbaden.

Schäffer, U.; Weber, J. (Eds.) (2016): Controlling & Management Review, Sonderheft 2, "Beschaffung - Neues Controlling für neue Schwerpunkte". Springer Gabler. Wiesbaden.

Schäffer, U.; Weber, J. (Eds.) (2016): Controlling & Management Review, Jahrgang 2014, Springer Gabler. Wiesbaden.

Schäffer, U.; Weber, J. (Eds.) (2016): Controlling & Management Review, Jahrgang 2015, Springer Gabler. Wiesbaden.

5.3 CONTRIBUTIONS TO EDITED VOLUMES

Schäffer, U. (2016): Nachhaltiges Management – eine Bestandsaufnahme aus der Per-

spektive des Controllings. In: Ahn, H., Clermont, M., & Souren, R. Nachhaltiges Entscheiden. Springer Gabler. Wiesbaden. 319-332.

Schäffer, U.; Weber, J. (2016): Nachhaltigkeit – Modewelle oder ein neues Arbeitsfeld für Controller?, In: Günther, E.; Steinke, K.-H. (Eds.): CSR und Controlling. Unternehmerische Verantwortung als Gestaltungsaufgabe des Controlling. Springer Gabler. Wiesbaden, p. 41-54.

Tretbar, T., Reimer, M., Schäffer, U. (2016). Upper Echelons in Family Firms: What We Know and Still Can Learn About Family-TMT-Involvement. In F. Kellermanns & F. Hoy (Eds.), The Routledge Companion to Family Business, London: Routledge. (forthcoming)

5.4 ARTICLES IN REFEREED JOURNALS (DOUBLE-BLIND)

Becker, S. D.; Mahlendorf, M. D.; Schäffer, U.; Thaten, M. (accepted): Budgeting in times of economic crisis. Contemporary accounting research.

Reimer, M., Van Doorn, S., Heyden, M. L. M. (2016): Managers and Management Control Systems in the Strategy Process (Guest Editorial). Journal of Management Control, Vol. 27, Issue 2-3, p. 121-127.

Reimer, M., Van Doorn, S., Heyden, M. L. M. (2016): "Where the Rubber Hits the Road": A Panel Discussion on Management Control Systems at the Middle Management Level. Journal of Management Control, Vol. 27, Issue 2-3, p. 281-287.

5.5 OTHER JOURNALS

Schäffer, U.; Weber, J. (2016): Beschaffung als strategische Funktion - Editorial. Controlling & Management Review / Sonderheft: Zeitschrift für Controlling & Management. 2, 60.

Schäffer, U.; Weber, J. (2016): Big Data - Big Chance für Controller? - Editorial. Controlling & Management Review / Sonderheft: Zeitschrift für Controlling & Management. 1, 60.

- Schäffer, U.; Weber, J. (2016): Fakten, Fakten, Fakten - Editorial. Controlling & Management Review: Zeitschrift für Controlling & Management. 1, 60.
- Schäffer, U. (2016): Less time fighting fires - interview with Denise M. Rousseau. Controlling & Management Review: Zeitschrift für Controlling & Management. 1, 60.
- Schäffer, U.; Weber, J. (2016): Traut Euch! - Editorial. Controlling & Management Review: Zeitschrift für Controlling & Management. 2, 60.
- Schäffer, U.; Weber, J. (2016): Wirklich rationale Entscheidungen - die nächste Herausforderung für das Controlling. Controller-Magazin: CM. 2, 41.
- Binder, C.; Schäffer, U.; Schmidt, A. M. (2015): Mit Controlling treibe ich medizinische Qualität - André Schmidt im Dialog mit Christoph Binder und Utz Schäffer. Controlling & Management Review / Sonderheft: Zeitschrift für Controlling & Management. 3, 59.
- Schäffer, U. (2015): Controlling meets management accounting. Controller-Magazin / Spezial: CM. 12.
- Schäffer, U.; Weber, J. (2015): Enger Verbund erforderlich - Editorial. Controlling & Management Review: Zeitschrift für Controlling & Management. 6, 59.
- Schäffer, U.; Weber, J. (2015): Es bleibt viel zu tun - Editorial. Controlling & Management Review / Sonderheft: Zeitschrift für Controlling & Management. 2, 59.
- Schäffer, U.; Weber, J. (2015): Medizin-Controlling - Transparenz in einem komplexen Umfeld ; Editorial. Controlling & Management Review / Sonderheft: Zeitschrift für Controlling & Management. 3, 59.
- Schäffer, U.; Weber, J. (2015): Produktions-Controlling - weit mehr als Plankostenrechnung ; Editorial. Controlling & Management Review: Zeitschrift für Controlling & Management. 5, 59.
- Schäffer, U.; Weber, J. (2015): Gesundheitswesen - Bewährungsprobe für Controller. Controlling & Management Review / Sonderheft: Zeitschrift für Controlling & Management. 3, 59.
- Schäffer, U.; Weber, J. (2015): Ist hoher Leistungsdruck nachhaltig?. Editorial. Controlling & Management Review: Zeitschrift für Controlling & Management. 4, 59.
- Schäffer, U.; Weber, J. (2015): Mit den richtigen Kennzahlen steuern, Teil 2. Controlling & Management Review: Zeitschrift für Controlling & Management. 4, 59.
- Schäffer, U.; Weber, J. (2016) "Garbage in, Garbage out", Controlling & Management Review: Zeitschrift für Controlling & Management. 60 (1), 3.
- Schäffer, U.; Margolin, M. (2015): Die Schere geht auf. Controlling & Management Review: Zeitschrift für Controlling & Management. 6, 59.
- Schäffer, U.; Jonitz, S. (2015): Wir haben gemeinsam beschlossen - das Budget einfach wegzulassen. Controlling & Management Review: Zeitschrift für Controlling & Management. 3, 1.
- Schäffer, U.; Wu, A. (2015): You need to integrate research and corporate practice - Anne Wu im Dialog mit Utz Schäffer. Controlling & Management Review: Zeitschrift für Controlling & Management. 5, 59.
- Weber, J. (2016): Controlling und Kultur. Controller-Magazin: CM. 3, 41.
- Weber, J.; Kreis, M. (2016): Ich sehe ein großes Potenzial, voneinander zu lernen - Melanie Kreis im Dialog mit Jürgen Weber ; Interview. Controlling & Management Review: Zeitschrift für Controlling & Management. 2, 60.
- Weber, J.; Hagemann, V. (2016): Mit OSCAR haben wir unser Controlling neu aufgebaut - Volker Hagemann im Dialog mit Jürgen Weber. Controlling & Management Review: Zeitschrift für Controlling & Management. 3, 60.
- Weber, J. (2016): Partnerschaft zwischen Business Partnern und Experten. Controller-Magazin: CM. 4, 41.
- Weber, J. (2016): Was ist eigentlich eine Fehlinvestition?. Controller-Magazin: CM. 1, 41.
- Weber, J. (2016): Welche Lehren können wir Controller aus dem VW-Skandal ziehen?. Controller-Magazin: CM. 2, 41.

Weber, J.; Morato, R. (2016): Wir ziehen Daten live und in Farbe raus, um sie im System darzustellen - Rouven Morato im Dialog mit Jürgen Weber ; Interview. Controlling & Management Review / Sonderheft: Zeitschrift für Controlling & Management. 1, 60.

Horváth, P.; Michel, U.; Gänßlen, S.; Losbichler, H.; Blachfellner, M.; Grünert, L.; Steinke, K.-H.; Weber, J.; Sejdić, G. (2015): Industrie 4.0 - Controlling im Zeitalter der intelligenten Vernetzung - Ideenwerkstatt im Internationalen Controller Verein (ICV). Controller-Magazin: CM. 6, 40.

Weber, J.; Stich, V. (2015): Controller müssen ihre Anpassungsfähigkeit unter Beweis stellen - Interview mit Volker Stich. Controlling & Management Review: Zeitschrift für Controlling & Management. 5, 59.

Weber, J.; Schütz, R. (2015): Ich schätze sehr, dass uns jemand auf diese Weise challenged - Roland Schütz im Dialog mit Jürgen Weber ; Interview. Controlling & Management Review: Zeitschrift für Controlling & Management. 6, 59.

Weber, J. (2015): Innovationen im Controlling. Controller-Magazin: CM. 5, 40.

Weber, J. (2015): Können Controller in kleinen Unternehmen von denen in Großunternehmen lernen?. Controller-Magazin: CM. 6, 40.

5.6 ONLINE

www.wiwo.de
CEO Study of WHU and Manager Magazin
September 2015

www.springerprofessional.de
CEO Study of WHU and Manager Magazin
September 2015

www.spiegel.de
CEO Study of WHU and Manager Magazin
September 2015

www.managermagazin.de
CEO Study of WHU and Manager Magazin
September 2015

www.haufe.de
BI Tools September 2015

www.haufe.de

Zukunftsfähiges Controlling September 2015

www.haufe.de
Controllergehälter 2016

www.sinogermanscience.org.cn
Research Symposium Dalian 2016

www.whu-on-controlling.com
Business Partnering 2016

www.whu-on-controlling.com
Controller-Aufgaben 2016

www.whu-on-controlling.com
Controlling & IT 2016

www.whu-on-controlling.com
Investitionen im Controlling 2016

www.whu-on-controlling.com Volatilität als
Herausforderung 2016

www.whu-on-controlling.com
Richtige Entscheidungen 2016

www.whu-on-controlling.com
Planung 2016

www.whu-on-controlling.com
Aufgaben der Controller 2016

www.whu-on-controlling.com
Wie sehen wir Manager? 2016

www.whu-on-controlling.com
Analytik und Intuition 2016

www.whu-on-controlling.com/blog
Entscheidungen auf Fakten basieren - Was
ist neu am Schlagwort "Evidence-based-Management?" 02.03.2016

www.whu-on-controlling.com/blog
"It's a cultural thing" - Wie die Deutsche
Telekom ihre Planung revolutioniert hat
17.03.2016

5.7 PAPER PRESENTATIONS

Utz Schäffer:

01.10.2015 "Wearing Many Hats – But Happy with the Job? Investigating the Dark and the Bright Side of Controllers' Multi-job Profile" at 8th Conference on Performance Measurement and Management Control EIASM Nice, France (with Marko Reimer)

08.01.2016 "Dynamic Incentives and the Adjustment of Target Weights upon Target Achievement" at Management Accounting Midyear Meeting of the American Accounting Association, Dallas, USA (with Matthias Mahlendorf)

09.01.2016 "Theorizing and Testing Fast and Slow Bidirectional Effects" at Management Accounting Section Midyear Meeting (AA-MAS), Dallas, USA (with Marko Reimer)

10.03.2016 "Dynamic Incentives and the Adjustment of Target Weights upon Target Achievement" at Annual Conference of Management Accounting Research (ACMAR), Vallendar (with Matthias Mahlendorf)

11.03.2016 "Roles of Controllers. Scale Development and Validation" at Annual Conference for Management Accounting Research (ACMAR), Vallendar (with Sebastian Fourné)

11.03.2016 "Public Disclosure of Professional Performance and the Effect of Bureaucratic Benchmarking Information" at Annual Conference for Management Accounting Research (ACMAR), Vallendar (with Matthias Mahlendorf)

13.05.2016 "Public Disclosure of Professional Performance and the Effect of Bureaucratic Benchmarking Information" at 39th Annual Congress European Accounting Association (EAA), Maastricht, The Netherlands (with Matthias Mahlendorf)

24.05.2016 "Sustainability and Management Control: The need one another, but is it love?" Environmental Accounting and Management

Control Workshop of DFG and China Natural Science Foundation, Dalian, China

07.08.2016 "Socioemotional Wealth Preservation in Dynamic Environments: Do Involved Families Hold more Slack?" at 76th Annual Meeting Academy of Management (AOM), Anaheim, USA (with Marko Reimer)

30.09.2015 "Discussion of Gebhardt/Nevries/Pfennig – Talking to Internal Customers: Confusing or Stimulating?" at 8th Conference of Performance Measurement and Management Control EIASM, Nice, France

08.01.2016 "Discussion of Chapman/Kihn/Kern – Taking Organizational Values into Account in Management Control" at Management Accounting Section Midyear Meeting of the American Accounting Association, Dallas, USA

Assistant Professors & Research Assistants:

06.01.2016 "Dynamic Incentives and the Adjustment of Target Weights upon Target Achievement", Maximilian Margolin at Management Accounting Section Midyear Meeting of the American Accounting Association, Dallas, USA (with Utz Schäffer, Matthias Mahlendorf)

09.03.2016 "Reconsidering the Effect of Pay Disparity on Firm Performance: Structural Interdependence within the CEO's Top Team", Markus Ehrmann at Annual Conference for Management Accounting Research (ACMAR) – Doctoral Colloquium, Vallendar, Germany (with Marko Reimer, Utz Schäffer)

10.03.2016 "Dynamic Incentives and the Adjustment of Target Weights upon Target Achievement", Maximilian Margolin at Annual Conference for Management Accounting Research (ACMAR), Vallendar, Germany (with Utz Schäffer, Matthias Mahlendorf)

10.03.2016 "Exploring the Roles of Vernacular Accounting Systems in the Development of "Enabling" Accounting and Control Systems", Leona Wiegmann at Annual Confe-

rence for Management Accounting Research (ACMAR), Vallendar, Germany (with Lukas Goretzki, Erik Strauß)

10.03.2016 “Roles of Controllers: Scale Development and Validation”, Daniel Güssow at Annual Conference for Management Accounting Research (ACMAR), Vallendar, Germany (with Sebastian Fourné, Utz Schäffer)

11.03.2016 “Public Disclosure of Professional Performance and the Effect of Bureaucratic Benchmarking Information”, Melanie Schneider at Annual Conference for Management Accounting Research (ACMAR), Vallendar, Germany (with Matthias Mahlendorf, Utz Schäffer)

01.04.2016 “Socioemotional Wealth Preservation in Dynamic Environments: Do Involved Families Hold More Slack?”, Marko Reimer at EURAM European Academy of Management Annual Conference, Paris, France (with Utz Schäffer, Torben Tretbar)

01.04.2016 “Reconsidering the Effect of Pay Disparity on Firm Performance: Structural Interdependence within the CEO’s Top Team”, Marko Reimer at EURAM European Academy of Management Annual Conference, Paris, France (with Markus Ehrmann, Utz Schäffer)

01.04.2016 “How Top Management Teams’ Expertise Drives Corporate Social Performance: CSR Strategizing at the CEO-TMT Interface”, Marko Reimer at EURAM European Academy of Management Annual Conference, Paris, France (with Sebastiaan Van Doorn, Mariano Heyden)

07.04.2016 “CEO-CFO Relationship Quality – A Newly Developed Construct and its Antecedents”, Niklas Schirmann (with Sebastian Fourné, Utz Schäffer) at 7th Workshop on Top Management Teams and Business Strategy Research of European Institute for Advanced Studies in Management, Groningen, The Netherlands (with Sebastian Fourné, Utz Schäffer)

07.04.2016 “How Top Management Teams’ Expertise Drives Corporate Social Perfor-

mance: CSR Strategizing at the CEO-TMT Interface”, Marko Reimer at 7th Workshop on Top Management Teams and Business Strategy Research of European Institute for Advanced Studies in Management, Groningen, The Netherlands (with Sebastiaan Van Doorn, Mariano Heyden)

11.05.2016 “Exploring the Roles of Vernacular Accounting Systems in the Development of “Enabling” Accounting and Control Systems”, Leona Wiegmann at Annual Congress of the European Accounting Association, Maastricht, The Netherlands (with Lukas Goretzki, Erik Strauß)

13.05.2016 “Public Disclosure of Professional Performance and the Effect of Bureaucratic Benchmarking Information”, Melanie Schneider at Annual Congress of the European Accounting Association, Maastricht, The Netherlands (with Matthias Mahlendorf, Utz Schäffer)

30.05.2016 “A Temporal Perspective on Performance Feedback Theory”, Simone Just at European Academy of Management – Doctoral Colloquium, Paris, France

15.06.2016 “Elucidating the Bridging Role of Artifacts: The Breaking and (Re-)establishing of Truces in Organizational Routines”, Nicolas Wiedemann at Pre-Symposium Workshops of the Eighth International Symposium on Process Organization Studies, Corfu, Greece

20.06.2016 “Role Conflict’s Effects in the Workplace: A Matter of Support and Hierarchy”, Benedikt Brill at Research Conference & Professional Development Workshop (ER-MAC), Vienna, Austria

05.07.2016 “Elucidating the Bridging Role of Artifacts: The Breaking and (Re-)establishing of Truces in Organizational Routines”, Nicolas Wiedemann at European Group for Organizational Studies Pre-Colloquium Workshops, Neapel, Italy

05.07.2016 “Back to the Future: The Influence of Actors’ Temporal Perceptions on the Internal Dynamics of Organizational Routi-

nes”, Lukas Petrikowski at European Group for Organizational Studies Pre-Colloquium Workshops, Neapel, Italy

07.07.2016 “The Role of Actors’ Position in the Organizational Experience of Institutional Logics”, Nadine Gerhardt at European Group for Organizational Studies, Neapel, Italy (with Erik Strauss, Jürgen Weber)

05.08.2016 “Reconsidering the Effect of Pay Disparity on Firm Performance: Structural Interdependence within the CEO’s Top Team”, Markus Ehrmann at Academy of Management Conference, Anaheim, USA (with Marko Reimer, Utz Schäffer)

05.08.2016 “Socioemotional Wealth Preservation in Dynamic Environments: Do Involved Families Hold More Slack?”, Marko Reimer at Academy of Management Conference, Anaheim, USA (with Utz Schäffer, Torben Tretbar)

05.08.2016 “How Top Management Teams’ Expertise Drives Corporate Social Performance: CSR Strategizing at the CEO-TMT Interface”, Marko Reimer at Academy of Management Conference, Anaheim, USA (with Sebastiaan Van Doorn, Mariano Heyden)

05.08.2016 “The Role of Organization Structure in the Development of Dynamic Capabilities”, Sebastian Fourné at Academy of Management Conference, Anaheim, USA (with F. Arndt)

05.08.2016 “A Meta-analysis of the Relationship between Exploration and Exploitation”, Sebastian Fourné at Academy of Management Conference, Anaheim, USA (with J. Jansen, N. Rosenbusch)

05.08.2016 “CEO Compensation and Risk Taking: The Moderating Effect of CEO Personality”, Sebastian Fourné at Academy of Management Conference, Anaheim, USA (with M. Benischke, L. Glaser, G. Martin)

5.8 OTHER

Utz Schäffer:

- Research Proposal for Sino-German Research Symposium approved by DFG
Co-editor Journal of Management Accounting and Control (JoMaC)
Member of the Editorial Board of Accounting History (AH)
- Initiator, Organizer, and Host of DFG-funded Sino-German Research Symposium on Environmental Accounting and Management Control, Dalian, China
- Visiting Professor at the Accounting School of Dongbei University (DUFEE) in Dalian, China
- Continuation of the collaboration with Prof. Wang Xuyi, Tongji-University, Shanghai, China
- Continuation of the collaboration with Prof. John Burns, University of Exeter Business School, United Kingdom
- Management of the Controller Mapping Projects Henkel Center for Consumer Goods
- Management of the Controller Mapping Project at SAP
- CEO Study of WHU and Manager Magazin
- Academic Conferences: Organization and Realization of the ACMAR & Doctoral Colloquium (Annual Conference for Management Accounting Research at WHU / together with Jürgen Weber)
- Member of the Scientific Committee and Session Chair of the European Accounting Association (EAA) 2016 Annual Congress
- Discussant at Management Accounting Section of American Accounting Association (AAA) Midyear Meeting 2016
- Discussant at 8th Conference of Performance Measurement and Management Control (EIASM), 2015
- Discussant and Session Chair of the 8th Conference on Performance Measurement and Management Control, Nice, France

Reviewer for the following Journals and Conferences

- Journal of Management Accounting and Control (JoMaC)
- European Accounting Review (EAR)
- Business Research (BuR)
- Annual Conference for Management Accounting Research (ACMAR)
- Annual Conference European Accounting Association (EAA)
- Annual Conference Management Accounting Section of American Accounting Association (AAA)

Memberships

- German Association of University Professors and Lecturers,
- European Accounting Association (EAA),
- American Accounting Association (AAA),
- Academy of Management (AOM)

Jürgen Weber:

- Continuation of the collaboration with Prof. Wang Xuyi, Tongji-University, Shanghai, China
- Continuation of the collaboration with Prof. John Burns, University of Exeter Business School, United Kingdom
- Academic Conferences: Organization and Realization of the ACMAR (Annual Conference for Management Accounting Research at WHU / together with Utz Schäffer)

Ad hoc Reviewer

- Management Accounting Review (MAR)

Memberships

- German Association of University Professors and Lectures, Schmalenbach-Society, European Accounting Association

Sebastian Fourné:

Editorial/Review Activities:

- Strategic Management Journal, Journal of Management Studies, Journal of Organizational Change Management
- Memberships: Academy of Management, Strategic Management Society, European Group for Organizational Studies

Marko Reimer:

- Facilitator of Paper Development Round Table at ACMAR
- Member of the Editorial Board at Journal of Industrial Integration and Management
- Controller Mapping Projects Henkel Center for Consumer Goods
- Attendance at EIASM Workshop on Top Management Teams and Business Strategy Research & ACMAR 2016

Ad hoc Reviewer

- Corporate Governance – An International Journal
- European Management Review
- Journal of Business Research
- Academy of Management
- European Academy of Management
- ACMAR

Memberships

- Editorial Board at Journal of Industrial Integration and Management
- Academy of Management
- European Academy of Management
- Strategic Management Society
- German Association of University Professors and Lectures

Leona Wiegmann:

- Wipro-Fellow at „Wipro Center for Business Resilience“
- Research Funding from the Dr. Werner Jackstädt Foundation.
- Henkel AG & Co. KGaA – Project: (Re) creation of Organizational Routines at a Distance and the Effects of Routines Transfer: An SSC Case Study
- SAP AG – Project: The Influence of Actors’ Temporal Orientations on the Internal Dynamics of Organizational Routines
- SAP AG – Project: The Role of the Management Accountant in the Forecasting Process – Dealing with Conflicting Demands
- Bayer AG – Project: Entscheidungsfindung im digitalen Zeitalter: Einfluss individueller und organisationaler Informationsverarbeitung auf den Unternehmenserfolg
- Covestro AG – Project: Studying the Significance of Designed-in Properties of Artifacts in Organizational Routines
- Discussant at European Network for Research on Organizational and Accounting Change (ENROAC) 2016

Memberships

- American Accounting Association (AAA)
- European Accounting Association (EAA)

6. EXECUTIVE EDUCATION & CORPORATE CONNECTIONS

6.1 EXPERTISE

Utz Schäffer:

Presentations and Conferences:

- 24.09.2015 - "Debiasing Decision Making – The Challenge Ahead", Round Table Center for Controlling & Management (CCM), Dusseldorf
- 25.09.2015 - "HR & Controlling", Round Table Center for Controlling & Management (CCM), Dusseldorf
- 23.01.2016 - Debiasing Decision Making – The Challenge Ahead, ICV-Kuratoriumssitzung, Internationaler Controller Verein (ICV), Munich
- 28.01.2016 - Digitalization & Controlling, Round Table Center for Controlling & Management (CCM), Dusseldorf
- 29.01.2016 - Forecasting, Round Table Center for Controlling & Management (CCM), Dusseldorf
- 28.04.2016 - The Volatility Challenge, Key Note Speech at Seminar of the Accountants Group in Germany (AGIG), Frankfurt
- Participation in Controller Congress (ICV), Munich, April 2016
- Participation in "The New Leaders of Data Science" Conference of Development Institute International (DII), Paris, France, June 2016

Teaching

- Development of Teaching Case with Bayer AG
- Development of Teaching Cases with Deutsche Telekom AG

Memberships

- Member of the Board of Trustees of the International Controller Association (ICV)
- Member of Scientific Advisory Council of CTcon GmbH / SP
- Advisory Council of the Institute for Competitive Intelligence

Jürgen Weber:

Presentations and Conferences

- 03.09.2015 - Einführung zielorientierter

Steuerung in Behörden – warum und wie?, Digitale Verwaltung 2020: Behördenleitungstagung des Bundes 2015, Berlin

11.09.2015 - Verhaltensorientiertes Controlling, WHU Campus for Controlling, Vallendar

14.09.2015 - Zielorientierte Steuerung im öffentlichen Sektor – ein Ziel für das Bundesarchiv?, Bundesarchiv, Koblenz

24.- 25.09.2015 - Vorstellung „WHU on Controlling“, Round Table Center for Controlling & Management (CCM), Dusseldorf

02.10.2015 - Verhaltensorientiertes Controlling, Schmalenbach – Arbeitskreis „Unternehmenswachstum und Internationales Management“, Vallendar

09.11.2015 - AKS-Sitzung: Kennzahlen und Steuerungsgrößen, Bundesverwaltungsamt, Köln

17.11.2015 - Als CFO kluge Entscheidungen treffen: Verhaltensorientiertes Controlling und Debiasing, Heinrich Heine Campus Conference NextGenerationCFO.2015, Dusseldorf

25.11.2015 - Vom Erbsenzähler zum Co-Manager – Der Weg in eine glänzende Zukunft? CCM People Development Seminar, Vallendar

10.12.2015 - Zwei Kernthemen des IMC: Controller als Business Partner und Verhaltensorientierung des Controllings, OFFSITE MEETING DEUTSCHE POST DHL GROUP, Vallendar

18.01.2016 - Von Top-Controllern lernen – Vorlesung Prof. Weißenberger - Accounting an der Heinrich Heine Universität Dusseldorf

08.03.2016 - Die Ableitung von Kennzahlen aus den Zielen und Aufgaben öffentlicher Institutionen – Erkenntnisse aus der Forschung (m. Bernhard Hirsch), AKS Sitzung, Vallendar

28.04.2016 - Arbeitskreis Steuerung und Controlling in öffentlichen Institutionen – Konzeption und bisherige Ergebnisse, Bundesministerium für Verkehr und digitale Infrastruktur, Interministerieller Arbeitskreis Controlling, Berlin

09.06.2016 - Vorstellung „WHU on Controlling“, Round Table Center for Controlling & Management (CCM), Dusseldorf

15.06.2016 – Vom Erbsenzähler zum Co-Manager – Der Weg in eine glänzende Zukunft? CCM People Development Seminar, Vallendar

13.07.2016 - Integration von Kennzahlen in den laufenden Steuerungsprozess der öffentlichen Institution (m. Bernhard Hirsch), AKS Sitzung, Auswärtiges Amt, Berlin

Memberships

- Chairman of the International Controller Association's (ICV) Board of Trustees
- Chairman of the International Controller Association's (ICV) Controller Prize Committee Member of the Scientific Advisory Committee of CTcon GmbH

Utz Schäffer & Jürgen Weber:

- Managing Co-editors of WHU Controlling & Management Review
- Organizer and hosts of WHU Campus for Controlling
- Conception and management of WHU Controller Panel (a panel of 1,000 controllers answering questionnaires for studies)
- Conception and management of WHU on Controlling, an internet platform for controllers
- Director of Center for Controlling & Management (CCM) – team coordination and moderation of round tables and people development workshops

7. SERVICES PROVIDED TO THE SCHOOL

7.1 INVOLVEMENT ON UNIVERSITY COMMITTEES, INCLUDING AD HOC COMMITTEES

Utz Schäffer:

- Member of Senate of WHU
- WHU Ombudsperson for Good Scientific Practice
- Advisory Member of the WHU Commission for Good Scientific Practice
- WHU Contact Person for the Joint Committee on the Handling of Security-Relevant Research
- Member of WHU Search Committee for Strategy Professorship
- Member of two Search Committees for Assistant Professorships in Management Accounting and Control
- Member of WHU Doctoral Program Committee
- Organizer of WHU Research Seminars in Management
- Member of the Selection Committee of the German National Academic Foundation

Jürgen Weber:

- Member of the Senate of WHU
- Associate Dean Corporate Connections
- Member of the Advisory Board of the Henkel Center for Consumer Goods
- Member of the Board of Examiners of the Bachelor of Science Program
- Member of the Board of Examiners of the Master of Science Program
- Member of the election committee "Nationales Stipendienprogramm"
- Member of the BVL Logistics Award Committee
- Member of the German Logistics Association's (BVL) Scientific Advisory Committee

7.2 SUCCESSFUL FUNDRAISING ON BEHALF OF WHU

- Center for Controlling & Management (CCM)
- Deutsche Post Foundation
- Henkel AG & Co. KGaA
- SAP SE
- The Chartered Institute of Management Accountants (CIMA)
- Werner Jackstädt Foundation
- WIPRO Center

8. COMMUNITY OUTREACH

8.1 CENTER FOR CONTROLLING & MANAGEMENT (CCM)

The CCM, founded in 2000, aims to facilitate the rapid implementation of novel scientific findings in practical settings. This is done by both encouraging an extensive and systematic exchange of expertise between academia and praxis as well as promoting the development of a controlling community. The CCM is headed by Professor Utz Schäffer and Professor Jürgen Weber and has



Center for Controlling & Management Team 2015/2016

long-term partnerships with twelve leading German companies: Bayer AG, Beiersdorf AG, BSH Hausgeräte GmbH, CTcon GmbH, Deutsche Post DHL Group, Deutsche Telekom AG, Henkel AG & Co. KGaA, Merck KGaA, Metro Group, RWE AG, SAP SE, and thyssenkrupp AG.

Mission

Inspire & benchmark: To present academic and practical findings and promote exchange between corporate partners.

Develop people: To convey academic and practical controlling knowledge to high potentials in the partner companies.

Communicate excellence: To publish and market best practices and innovative approaches in the area of controlling.

Activities

Focus topics: In the past two years, the CCM has addressed the following topics: digitalization (2016), forecasting (2016), debiasing decision making (2015), pension provisions in

balance sheets (2015), and HR & controlling (2014/2015).

Round tables: The CCM organizes bi-annual work group meetings to present and discuss current topics and study results with partner companies. The meetings take place at either the WHU Campus in Düsseldorf or the headquarters of one of the partner companies.

CCM People Development: The CCM team organizes bi-annual, three day seminars for approximately 20 young controllers from the partner companies. The seminars address a wide range of topics in research

and practice, which are discussed extensively within the framework of presentations and workshops.

Publications: The main goal of the CCM is to exchange knowledge between research and corporate practice. For this purpose, research findings stemming from collaborations within the partner network are published in popular press outlets (e.g. FAZ) and practitioner oriented journals (e.g. CMR).

Research

Research activities at the CCM have resulted in 25 dissertations.

In addition, Dr. Utz Schäffer, Dr. Bernhard Hirsch, Dr. Matthias Meyer, Dr. Pascal Nevries, and Dr. Erik Strauß completed their habilitations while working as manager of the CCM. Professor Dr. Utz Schäffer is now Director of the IMC, whereas the remaining individuals currently teach at other institutions – Professor Hirsch at Universität der Bundeswehr München, Professor Meyer at Hamburg University of Technology, Professor Nevries at the University of Kassel, and Professor Strauß at Witten/Herdecke University.

8.2 WHU CONTROLLER PANEL

The WHU Controller Panel was launched in 2007 as a joint initiative of the IMC with the International Controller Association (ICV) to derive benchmarks and identify best practices in the field of controlling. Regular surveys on specific longitudinal research topics enable us to make statements on the development

of controlling in the D-A-CH countries. The studies examine current controlling trends in detail. Membership is free of charge.

Objectives

- To derive benchmarks and best practice recommendations
- To identify long-term trends in core areas of controlling activity
- To carry out in-depth research and penetrating analysis of current issues of interest
- To foster a mutually beneficial exchange between research and corporate practice.
- To support the further development of the controlling community.

Activities

To meet these objectives, we carry out regular panel surveys in which we track benchmarks for all relevant core areas of controlling activity. We also spotlight specific topics where we examine issues that are of particular current interest. All members receive exclusive access to a comprehensive study report. In addition, our “Controlling – Trends & Benchmarks” gives all key facts and figures in compact form.



WHU Controller Panel Team 2015/2016

Our members

The WHU Controlling Panel is largely made up of senior managers from the field of controlling. To date the Panel has around one thousand members from a range of different sectors and company sizes who take part in our surveys on current trends in controlling.

8.3 WHU CONTROLLING AND MANAGEMENT REVIEW

With Controlling and Management Review, editors Utz Schäffer and Jürgen Weber have bridged the gap between science and corporate practice. It is the most cited journal for controlling and management in German-speaking regions and provides a platform for a lively exchange of ideas within the controlling community.

Vision

- To promote and foster exchange between practitioners and researchers.
- To provide state of the art research and findings in controlling and corporate

management.

- To present innovative ideas based on best practice cases and to show how to make controlling even more successful.
- To look beyond the field of controlling and to give brief and concise reports on other aspects of the finance function.
- To present our content in a reader-friendly manner which clearly communicates the author's core messages.

Key Facts

WHU Controlling & Management Review has been in circulation since 1957 (previously under the titles "krp – Kostenrechnungspraxis" and "Zeitschrift für Controlling und Management").

Nine regular issues are published each year by the publishing house, Springer Gabler Verlag, and these are available to subscribers and also via the online Portal "Springer für Professionals".

Readers include board members, senior financial managers, and controllers in companies of all sizes.

At the same time, WHU Controlling & Management Review is aimed at academics wanting to present their research in a more



Controlling & Management Review Team 2015/2016

goal-oriented and practice-based manner. The editors are supported by two advisory boards: an Executive Advisory Board and an Academic Advisory Board.

The Executive Advisory Board: Mark Frese, CFO of Metro AG, Bernhard Günther, CFO of RWE AG, Guido Kerkhoff, CFO of Thyssen-Krupp AG, Carsten Knobel, CFO of Henkel AG & Co. KGaA, and Dr. Christian Bungenstock, partner of CTcon GmbH.

The Academic Advisory Board: Professor Andrea Dossi (Bocconi University, Milan), Professor Martin Glaum (WHU – Otto Beisheim School of Management, Vallendar), Professor Dirk Hachmeister (Universität Hohenheim, Stuttgart-Hohenheim), Professor Frank Hartmann (RSM Erasmus University, Rotterdam), Professor Thomas Hess (Ludwig-Maximilian-Universität, Munich), Professor Bernhard Hirsch (Universität der Bundeswehr, Munich), Professor Martin Jacob (WHU – Otto Beisheim School of Management, Vallendar), Professor Teemu Malmi (Aalto University, Helsinki), Professor Markus Rudolf (WHU – Otto Beisheim School of Management, Vallendar), Professor Thorsten Sellhorn (Ludwig-Maximilian-Universität, Munich), and Professor Xianzhi Zhang (DUFU – Dongbei University of Finance and Economics, Dalian).

8.4 RESPONSIBILITY AND SUSTAINABILITY

Sino-German Research Symposium in Dalian, China

The Symposium on “Environmental Accounting and Management Control” took place in Dalian, China, on May 24-26, 2016, organized by Professor Xianzhi Zhang of the Dufe School of Accounting at Dongbei University in Dalian and Professor Utz Schäffer. The German Research Foundation (DFG) and the National Natural Science Foundation of China (NSFC) provided generous financial support, making it possible for 19 professors to present and discuss their views on environmental accounting and control. The symposium

comprised of six professors from Germany and Austria and 13 professors from different universities across China.

The objectives of the symposium were clear: to get to know each other better, learn from each other, and consider potential joint research projects for the future. Given the environmental challenges the world – and China in particular – is currently facing, the topic of the symposium proved to be of high relevance for both countries and their respective companies and researchers.

Much of the discussion time during the symposium focused on the differences in underlying management models and management control practices between China and Germany – a topic that cannot be adequately addressed through a simple and unreflected transfer of existing concepts. The participants agreed to continue the exchange of ideas and intensify their collaboration in the future.

Management Journal “Corporate Social Responsibility“

The IMC has contributed its expertise in the area of sustainability controlling in an article published in the highly regarded volume “CSR and Controlling”, edited by Professor E. Günther and K.-H. Steinke. The volume looks at the concepts at the interface of controlling and CSR and provides practical examples for individual aspects of sustainable corporate management. Professor Weber und Professor Schäffer shed light on the role that controllers need to play in steering sustainability, so that businesses can recognize and enhance the full costs and market potential involved. At the same time, however, controllers have to assure rationality and raise questions on unprofitable investments.



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