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Impressum

WHU – Otto Beisheim School of Management
Institute of Management Accounting and Control (IMC)
Burgplatz 2
56179 Vallendar
Germany
Fon: +49 (0)261 6509-700 / 470
Fax: +49 (0)261 6509-479
E-Mail: imc@whu.edu
www.whu.edu/imc

Foreword

Dear Reader,

Looking back, the best way to sum up the past year from an IMC point of view is with the words “we are on track”. We have successfully pursued our strategy for another 12 months. In doing so, we are sure that the interaction between research, teaching and business engagement will further cement our position and that each of these three areas considerably enriches the other two. We are aware that in international comparison this approach is an exception rather than the rule. However, we are absolutely convinced that we have to consider practice and academia, rigor and relevance not as an “either/or” situation, but rather as a “both/and” situation – even if this requires special efforts to do so.

Let’s start our review by looking at what has happened in the field of research. Here, we continue to concentrate our activities in two areas of management control research – research on top management team impact and research on organizational routines. All new dissertations arise from one of these two research areas and consequently the range of topics supported by the Institute has gone down considerably. As a result, we are able to delve more deeply into the subject matter and engage in more intensive discussions in the research groups which has confirmed our belief that we are indeed on the right path. This is reflected in our burgeoning pipeline of articles – we hope that as many as possible of these papers will actually make it on to our publication list! In any case, we can be satisfied with the success of our publications



during the last year and especially about two particular top achievements: Our new Assistant Professor Marko Reimer succeeded in getting an article published in the “A” journal *Organization Studies*, and Lukas Goretzki (University of Innsbruck), Erik Strauß and Jürgen Weber had a paper published in *Management Accounting Research*. A particular highlight was the appointment of Assistant Professor Matthias Mahlendorf to the Editorial Board of the *Journal of Management Accounting Research (JMAR)* which is published by the American Accounting Association. JMAR is the leading academic journal in the US exclusively devoted to management accounting research. The new editorial board assumes responsibility starting January 2013 for a period of three years. This appointment is a very good sign that the IMC Faculty is establishing an international reputation.

Our international links have been further strengthened by our research seminars. In the past year, we began to regularly invite academics to give talks in each of our research groups. Our guests this year were Eugenia Cacciatori (ETH Zurich), Anja Kern (Imperial College London) and Frank Hartmann (RSM Erasmus University). The presentations and ensuing discussions were very well received by research students and faculty alike. We hope to hold these seminars more often in future.

Last but not least in the area of research, we must mention the foundation of the Sino-German Center for Management Control Research. Since May, we have been working in cooperation with the Accounting School of Dongbei University of Finance and Economics (DUFE) in Dalian, which is one of



the leading accounting faculties in China for accounting research. This is a major step not only for the IMC; perhaps the Center can play a small part in spreading the idea and concept of Controlling in China. This, along with translating our textbook into Chinese, has at least brought us closer to achieving this.

We are also well on track in our teaching activities. The IMC is represented in a wide range of WHU programs. Our strong international orientation is reflected in the Bachelor Program where we support a large number of Management Abroad Courses which offer Bachelor students after their 2nd semester the opportunity to gain their first international experience in key emerging economies. A notable feature of our courses is that we involve practitioners in our teaching. A highlight this year was a special lecture series on Controlling which was a joint venture between the IMC and the Henkel Center for Consumer Goods. 200 students attended the event with Kasper Rorsted, CEO of Henkel, and Carsten Knobel, CFO of Henkel, at the start of the winter semester. Utz Schäffer led a discussion with both board members on the interaction between CEO and CFO in managing the company.

Finally, our Controlling textbook – and also its companion workbook – are once

again by far the biggest selling books in their field on the German market. We have extended our cooperation with colleagues at other universities, universities of applied science and universities of cooperative education regarding the textbook.

In the area of business engagement, there is one major piece of news that has arisen from our current project in the CCM (Influence of new developments in IT on Controlling): SAP AG and the IMC have agreed to intensify their collaboration in a new project on this topic which is initially scheduled to run for two years. We are both convinced that trends, such as self-service IT, mobility and real time processing, will have a considerable impact on the way managers and controllers work together. In SAP, we have found a partner whose own processes in this field are state of the art which is a huge advantage for the project, both conceptually and empirically. This cooperation is a great example of how closely linked the fields of transfer and research actually are. We will be examining new developments not only in terms of their implications for business, but have also agreed with SAP that we will carry out an extensive research project in this field.

We have two more innovations to report from the transfer field and these both come from the WHU-Controllerpanel. First, we have put together a document ("Controlling in Zahlen") that summarizes the empirical findings of the Panel over the first five years. This is the most extensive and detailed empirical summary of Controlling in the D-A-CH countries and is without precedent both here and abroad. It is aimed at the more than 1,000 members of the WHU-Controllerpanel, but is also available to academics. We have transferred a small part of this know-how – and this is the

second innovation in the WHU-Controllerpanel – into a WebApp which can be accessed by the whole of the controller



community. This was our first venture into this new channel of communication, but we're sure that it will become significantly more important in future.

Another of our activities in the area of business engagement is our close cooperation with the International Controller Association (ICV). In general, our objective at the IMC is to establish and promote the German perspective on Controlling internationally. We do this by giving presentations at conferences (such as the one given by Utz Schäffer at the Manufacturing Accounting Research Conference in Helsinki) and by publishing corresponding articles in journals. Another major approach is to strengthen the professional association of German-speaking controllers. The IMC has a prominent position on the ICV Board of Trustees. In the course of the year, we extensively researched the history of the ICV and this has, among other things, led us to write a chronicle and several journal articles are in the pipeline. In addition, we worked with the Managing Committee of the ICV and the International Group of Controlling (IGC) to produce a paper on the perspective of these two associations on Controlling. It is currently being translated into various languages and is intended as a reference work on the subject.

Last but not least, the IMC has once again been involved in the management of WHU over the last year. At this point, we would just like to list the official appointments. The senior professors held positions as Group Speaker of the

Accounting and Control Group, WHU Ombudsman, Member of the Board of Examiners for the Bachelor and Master of Science Programs, Member of the Advisory Board of the Henkel Center for Consumer Goods, and Academic Director of the WHU Bachelor of Science Program. Our research assistants show a similar degree of commitment: Both of the current speakers, Jochen Botta and Florian Herschung, are from the IMC.

As you can see, 2012 was a busy and on the whole very successful year. We are planning a number of really exciting changes for 2013, but we don't want to reveal these just yet. Let's just wait and see!

Prof. Utz Schäffer

Prof. Jürgen Weber

February, 2013

Team

News of the team

The faculty of IMC has been augmented by the appointment of Assistant Professor Marko Reimer who has joined the research group “TMT impact”. His current research interests include top management impact on management control systems from an upper echelons perspective. Marko Reimer studied industrial engineering and management at Technische Universität Berlin. On completing his degree, he worked at TU Berlin as Research Assistant in the field of strategic management accounting. He completed his doctorate on the topic of “Management Accountants as Advisors for Top Managers: A Behavioral Analysis Based on the Judge-Advisor-System” at the beginning of this year at IMC.



The IMC has been reinforced by the new colleagues (from left to right):

- Dipl.-Kfm Christian Bechtoldt MBA, Center for Controlling & Management, since 12/12
- Dipl.-Wirtsch.-Ing. Verena Kowalewski, Coordinator WHU-Control-lerpanel, since 06/12
- Mag. phil. Bernadette Wagener, Coordinator Publications Management, since 08/12
- Internat. Dipl.-Kfm. Stefan Grunwald-Delitz, Center for Controlling & Management, since 10/12
- Benedikt Brill M.Sc., Publication Management, since 09/12

- Dipl.-Kffr. Tanja Reimer, Coordinator Center for Controlling and Management, since 09/12

- Fabian Hofmann M.Sc., Associated Doctoral Student, since 09/12 (not present)

IMC scholarships

Nine members of the IMC team currently hold scholarships from various institutions, such as the Konrad-Adenauer-Stiftung, Friedrich-Naumann-Stiftung, Hanns-Seidel-Stiftung, e-fellows, Stiftung der Deutschen Wirtschaft and Studienstiftung des deutschen Volkes.

Innsbruck and Rotterdam

Two researchers at IMC decided to continue their academic careers abroad after completing their doctoral studies. Lukas Goretzki accepted an appointment as Assistant Professor at the University of Innsbruck and Martin Holzhaacker is now Assistant Professor at Erasmus University Rotterdam. Both research institutions offer the young researchers a very good environment in which to pursue their academic careers. We would like to extend our congratulations and look forward to working on future projects together.

Team Days and other team events

Our Team Day always starts with lunch. This informal get-together gives our internal and external research assistants the opportunity to chat and discuss current research projects. The whole team is invited to the plenary session where we discuss the latest developments at the IMC and in the academic community – these range from impressions from international conferences through to selected scientific issues. Afterwards, each research group meets separately to discuss current research projects. All research students have the opportunity to present the current state of their research and obtain feedback for reviewing their work.

This year’s Summer Event brought out the competitive spirit in the team. Research assistants and faculty lined up

to compete in a series of sports games. Among the highlights were the “three-legged race” and the football tournament in which all the players gave their utmost – as did the rest of the institute team watching on the sideline – to make the most of every hard-fought shot at goal. The IMC Christmas party marks the end of another year and we traditionally hold the festivities at the Korova bar in Vallendar. This year was no different. A delicious buffet and a short program of games which included a trivia quiz (like questions on the Highway code, etc.) and games of dexterity (such as a Bobby car race) ensured that a great evening was had by all.



Doctoral Degrees 2012

As in previous years, the majority of the IMC's doctoral graduates have embarked on professional careers in business. Four of them, however, decided to pursue academic careers.

Doctoral Degree	Title of Dissertation	First Supervisor	Next Step after IMC
Cord Burchard	Top Management Turnover from a Capital Market Perspective: An Empirical Analysis in a Low Managerial Discretion Environment	Utz Schäffer	Venture Stars GmbH
Nils Daecke	Akteursbasierte Führung von Supply-Chain-Beziehungen	Jürgen Weber	Henkel AG & Co. KGaA
Daniela Doll	Customer Relationship Management-Controlling - Gestaltungsansätze für die Rationalitätssicherung	Jürgen Weber	A.T. Kearney
Tina Goldau	Diffusion kommunaler Servicecenter in Deutschland	Jürgen Weber	
Martin Holz hacker	Yardstick Competition and Managerial Accounting Practice: Evidence from Social Security Service Providers	Jürgen Weber	Erasmus University Rotterdam
Fabian Kleinschmit	The Impact of Performance Information on Individuals - Perspectives from Social and Cognitive Psychology	Jürgen Weber	Brose Fahrzeugteile GmbH & Co. KG Kommanditgesellschaft
Christian Krügerke	Vertriebscontrolling – eine empirische Studie	Jürgen Weber	Volkswagen AG
Andreas Linnenlücke	Rationalitätsdefizite im Vertriebsmanagement – Eine verhaltensorientierte Analyse	Jürgen Weber	Volkswagen AG
Max von der Planitz	Upper Echelons Theory: How Managerial Characteristics Affect Corporate Strategic Change	Utz Schäffer	McKinsey & Company, Inc.
Jochen Rehring	The Role of Performance Measurement Systems in Multinational Companies: Evidence from China	Utz Schäffer	Vodafone D2 GmbH
Barbara Voußem	Capital Market Effects of Top Management Succession in Germany	Utz Schäffer	Siemens AG
Susanne Zubler	The Adoption of Management Accounting at the Federal Employment Office	Jürgen Weber	Capgemini Consulting

Alumni

The IMC's alumni network has been active for many years and is an important forum for alumni, faculty and current doctoral students to interact with each other. Here are four examples of IMC alumni and a brief look at what they are doing now:



Dr. John Endres

obtained his PhD under the supervision of Prof. Jürgen Weber. He has worked as a translator, interpreter and language coach, in addition to working as a project officer at the Friedrich Naumann Foundation's regional head office for Africa and as the founder-manager of a start-up company, Blinds Express. He is currently the CEO of Good Governance Africa, a think-tank based in Johannesburg.



Dr. Marcus Heidmann

graduated in industrial engineering from the University of Karlsruhe in 2001 and started working with McKinsey & Company in 2002. After gaining his PhD degree in Management Accounting at the European Business School (EBS) in 2006 under the supervision of Prof. Utz Schäffer, he continued his affiliation with McKinsey & Company. He worked in various projects in the field of banking and IT in Frankfurt and Dubai and held the position of Associate Principal until 2011. In the same year, he joined Deutsche Bank AG in Frankfurt as Head of IT Strategy and Integration Coordination where he now supports the Postbank IT integration. He is also a member of the IT Board for comprehensive cooperation management.



Dr. Stefan Linder

completed a doctoral degree under the supervision of Prof. Jürgen Weber at WHU in 2006, and started work at CTcon GmbH's office in Bonn. In 2008 he joined Copenhagen Business School as a PhD Fellow, where he earned a PhD under the supervision of Profs. Nicolai J. Foss and Torben J. Andersen in 2011. In fall 2011 he accepted a position as Assistant Professor in Management Accounting and Control at ESSEC Business School, Paris/Singapore. His research interests are at the intersection of management control, strategic management, and organizational behavior. His research results have been published in international academic journals, practitioner magazines, and newspapers.



Dr. Clemens Pelser

graduated from the University of Münster in 1999. He worked as a consultant with Pricewaterhouse-Coopers and IBM Business Consulting Services while completing his doctorate in Management Accounting under the supervision of Prof. Utz Schäffer at the European Business School (EBS) in 2006. He joined METRO AG where he held various positions in Controlling in Germany and Central East Europe before joining Vaillant Group as Head of Finance Region North in July 2011.

Research

Refereed articles

Our research at the IMC has resulted in a number of publications in refereed journals this year, and these articles cover a wide range of topics.

Büttner, V./Schäffer, U./Strauß, E./Zander, K.: A Role-specific Perspective on Managerial Succession – The case of New CFO-origin, in: Schmalenbach Business Review (sbr) (forthcoming)

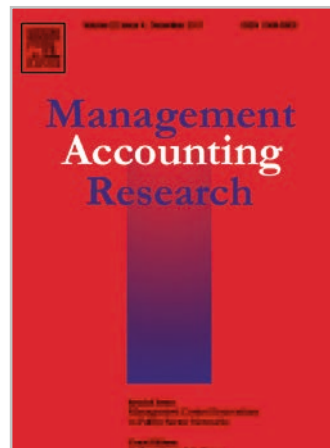
Based on empirical evidence of 145 CFO and 159 CEO changes, the authors found two new aspects that complement prior research on top management succession: outside CFO nominations are more frequent, and outside CFO succession has a more accentuated link with poor pre-succession firm performance than outside CEO succession.



Goretzki, L./Strauß, E./Weber, J.: An Institutional Perspective on the Changes in Management Accountants' Professional Role, Management Accounting Research (forthcoming)

Drawing on institutional theory and using insights from a single case study in a German manufacturing firm, the paper analyzes the institutionalization of the so-called "business partner" role for management accountants, which was promoted and driven by the case firm's newcomer CFO who carried out institutional work. Overall, the findings suggest that the institutionalization of a new role for management accountants can be understood as the product of purposive actions carried out

by actors to support a specific institutional arrangement within the firm.



Perrey, E./Schäffer, U./Becker, S.: Structure and Development of Financial Accounting, Research in German Academic Journals, in: Zeitschrift für Betriebswirtschaft (ZfB) (forthcoming)

The authors of this paper aim to make a contribution to improve our understanding of the structure and development of German financial accounting research in the dynamic period between 1970 and 2007. Their analyses show that while the structure of German financial accounting research has experienced profound change over time it is still different from that in international accounting research.

Steinkühler, D./Mahlendorf, M. D./Brettel, M.: How Self-justification Indirectly Drives Escalation of Commitment – A Motivational Perspective, Schmalenbach Business Review (forthcoming)

This study argues that the need for self-justification affects escalation of commitment indirectly via other cognitive processes. It suggests that the need for self-justification represents a strong motivation for the continuation of a failing project and, thus, influences the decision maker's selective perception, sunk cost effect, and overoptimism, which in turn foster escalation of commitment. Survey data from 177 executives in the venture capital industry support the hypotheses.

Heyden, M.L.M./Van Doorn, S./Reimer, M./Van Den Bosch, F.A.J./Volberda, H. W.: Perceived Environmental Dynamism, Relative Competitive Performance, and Top Management Team Heterogeneity: Examining Correlates of Upper Echelons' Advice-Seeking (forthcoming)

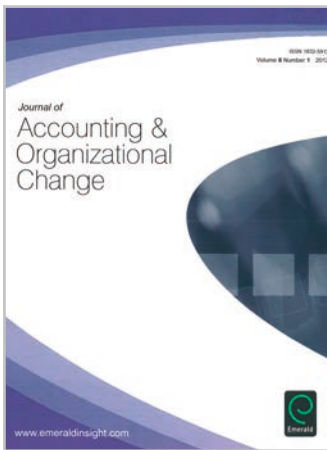


In this paper, the authors examine CEO internal and external advice-seeking behaviors by focusing on antecedents reflecting the external environmental context, the firm context, and the disposition of the top management team and uncover asymmetric patterns of advice-seeking in relation to intra-organizational and extra-organizational sources of advice. Their theorizations and findings allude to several interesting implications for strategic decision-making and upper echelons scholarship.

Vossemer, B./Burchard, C./Schäffer, U./Schweizer, D.: Sudden Top Management Turnovers and Their Effect on Capital Markets, Empirical Evidence from a Low-discretion Country, in: Zeitschrift für Betriebswirtschaft (ZfB) (forthcoming)

In this study, the authors propose that the selection of outside successors may not only be contingent on the succession context, but also on the type of managerial role. They postulate that the high transferability of CFO-specific skills across firms and industries may reduce impediments to selecting successors from outside the firm and industry for the CFO role.

Strauß, E./Nevries, P./Weber, J.: Development of MCS Packages – Aligning the Demands of Constituents, *Journal of Accounting and Organizational Change* (forthcoming)



This study considers how emerging management control systems (MCS) form the MCS package of start-up firms. Based on institutional theory, the authors aim to better understand reasons for introducing MCS and the reciprocity between the parts of the firm's overall MCS package.

Mahlendorf, M./Rehring, J./Schäffer, U./Wyszomirski, E.: The Influence of Headquarter Performance Measurement Systems on Subsidiary Decisions, Evidence from China, in: *Management Decision*, Volume 50, 4/2012, pp.618-717.



This paper aims to investigate the ability of performance measurement systems (PMS) that were implemented by head-

quarters at foreign subsidiaries to influence decisions made by the subsidiary. This is important because PMS are important control mechanisms in the relationship between headquarters and subsidiaries within multinational firms.



Schäffer, U./Lüdtke, J.-P./ Bremer, D./ Häußler, M.: The Effect of Accounting Standards on Big Bath Behavior, in: *Zeitschrift für Betriebswirtschaft*, Volume 82, 1/2012, pp.47-73.

This paper investigates the influence of accounting standards on systematic earnings understatement by analyzing earnings management practices of large German-listed companies before and after their transitions from German GAAP to IFRS. The authors' findings with respect to Big Bath behavior following Chief Financial Officer turnovers provide evidence for an effect of accounting standards on the existence of earnings understatement. They conclude that accounting standards seem to have a considerable influence on earnings management behavior, independent of managers' and auditors' incentives.

One year after the relaunch—How is JoMaC doing?

It is now over a year since the journal “Zeitschrift für Planung und Unternehmenssteuerung” (ZP) was relaunched under the title “Journal of Management Control” (JoMaC). In relaunching ZP, which had a strong reputation in German-speaking countries as the leading scientific journal in the field of management control and controlling, the aim was to reach a significantly larger scientific community by publishing research in the language of academic discourse.



Looking back on its first year, the editors have seen an increase in submissions to JoMaC, including papers from countries as diverse as Bulgaria, Denmark, Greece, Hungary, India, Italy, Luxembourg, the Netherlands, Pakistan, Spain, the USA, and the UK. They have also observed that the overall quality of contributions has improved since the relaunch. Finally, two special issues on “Measuring and Managing Intangibles” and “Measuring Environmental Performance” have provoked scholarly feedback and debate—which is precisely the purpose of such issues.

The editors will continue to promote JoMaC internationally with a particular focus on Europe. Given the richness of diverse national traditions in management control and controlling, they hope that JoMaC is a suitable outlet for papers examining the parts of that heritage that are of interest to readers from other traditions.

Asst. Prof. Matthias Mahlendorf to serve on editorial board of JMAR

Matthias Mahlendorf has been appointed to the incoming editorial board of the Journal of Management Accounting Research (JMAR), published by the American Accounting Association. JMAR is the leading academic journal exclusively devoted to management accounting research in the US. The new editorial board assumes responsibility from January 2013 for a period of three years.



Utz Schäffer appointed Visiting Professor at Dongbei University, China

Prof. Utz Schäffer has been appointed Visiting Professor at the Accounting School of Dongbei University of Finance and Economics (DUFE) in Dalian, China. At the same time, the cooperation between DUFE Accounting School and the Institute of Management Accounting and Control at WHU, which began last year, has now been officially acknowledged with the foundation of the Sino-German Center for Management Control Research. In China, partners include the

respected professors Zhang Xianzhi and Fang Hongxing. They are regarded as two of the most renowned professors in the areas of management and internal control research in China.

The Accounting School of Dongbei University is ranked third among all 382 accounting schools in China (according to the 2011 ranking by ESNAI and the Research Center for Chinese Science Evaluation).

At the invitation of Nanjing University, Utz Schäffer also gave a talk on “Controlling - State of the Art in German-speaking Countries” in Nanjing. After the presentation, he led a discussion with professors and doctoral students of the Accounting School at Nanjing University on the differences in management control practices between Chinese and German companies as well as the challenges facing researchers in both countries.

Prof. Utz Schäffer delivers keynote at the Manufacturing Accounting Research Conference 2012 in Finland

At the invitation of Prof. Teemu Malmi (Aalto University School of Economics), Prof. Utz Schäffer attended the 11th Manufacturing Accounting Research (MAR) Conference in Helsinki in June and gave a keynote speech entitled “Management Accounting Research in Germany – or Robinson Crusoe goes to New York”.

In his keynote, Prof. Schäffer described the historical development of German Controlling practice and analyzed simi-

larities and differences in the Anglo-American concept of management accounting. Moreover, Prof. Schäffer explained the rapidly changing field of academic research on Controlling in Germany and the challenges and opportunities facing academia for productive discourse in the international research community.

As in previous MAR conferences, the Helsinki 2012 conference focused on the link between the design and implementation of management control systems and the relevance to both theory and practice. The conference comprised plenary presentations, parallel sessions and a special track for PhD students.

IMC doctoral students at EAA Congress in Ljubljana

The EAA annual conference offers an excellent forum for discussing research findings within the international community – provided that the paper is accepted for discussion. IMC doctoral students Fabian Kleinschmit and Martin Holz hacker were successful in overcoming this hurdle and joined this year’s ranks of eight researchers selected in the field of management accounting to present their projects at the “Parallel Session with Discussant”.

Fabian Kleinschmit presented research findings from his work paper in a talk entitled “Relative Performance Information, Social Identity and Perceived Organizational Support – A Social



Exchange Perspective”, co-authored with Asst. Prof. Matthias Mahlendorf (WHU) and Prof. Paolo Perego (Erasmus University Rotterdam). His paper benefited greatly from a discussion with Prof. Gary Cunningham, Professor of Accounting and Finance at Jönköping University in Sweden.

Martin Holzacker presented a working paper co-authored with Asst. Prof. Matthias Mahlendorf (WHU) and Prof. Ranjani Krishnan (Michigan State Uni-

versity) on “The Impact of Changes in Regulation on Cost Behavior”. In the subsequent discussion, Prof. Andrea Szczesny of University of Würzburg discussed the paper and provided some valuable feedback to the authors.

Finally, **Simone Mack** received valuable comments from distinguished researchers on one of her dissertation projects entitled “On the Narrative Part of Accountability: Performing One’s Communicative Competence to Accomplish

a Conversation on Accountability” in the context of the EAA Doctoral Colloquium.

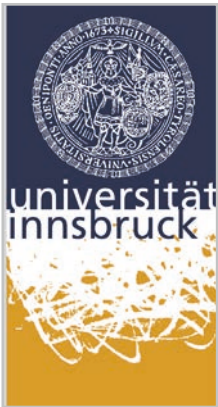
Overall, IMC doctoral students benefited greatly from being able to participate in the EAA Congress which gave them the opportunity to network and exchange ideas with qualified experts from their field of research.

IMC researchers presented at the following conferences and research colloquia

ACMAR Annual Conference for Management Accounting Research	Vallendar, March
ACMAR Annual Conference for Management Accounting Research Doctoral Colloquium	Vallendar, March
AOM Annual Meeting Academy of Management	Boston, August
CAR Contemporary Accounting Research Conference	Ottawa, October
EAA European Accounting Association Annual Conference	Ljubljana, April
EAA European Accounting Association Doctoral Colloquium	Bled, April
EGOS European Group for Organizational Studies Colloquium	Helsinki, July
EIASM European Institute for Advanced Studies TMT & BSR	Milan, June
ENROAC European Network for Research in Organisational & Accounting Change Summer School	Siena, July
EURAM European Academy of Management Conference	Rotterdam, June
EURAM European Academy of Management Conference Doctoral Colloquium	Rotterdam, June
German National Academic Foundation Doctoral Conference	Bad Homburg, June
GMARS GLOBAL Management Accounting Research Symposium	Copenhagen, June
IPA Interdisciplinary Perspectives On Accounting Emerging Scholars Colloquium	Cardiff, July
MAR Manufacturing Accounting Research Conference	Helsinki, June
MARG Management Accounting Research Group Conference	Birmingham, November
MASOP Management Accounting as Social and Organizational Practice Workshop	London, April
RENT XXV Research In Entrepreneurship and Small Business Postdoctoral Round Table	Bodo, November
RQ Arizona State University	Tempe, August
RQ Michigan State University	East Lansing, August
RQ Universität Innsbruck	Innsbruck, January

Research Visits

This year, several doctoral students were offered the opportunity to gain international research experience at universities abroad. Here are three examples:



Simone Mack has been on a research visit to the Department of Organisation and Learning at the University of Innsbruck's School of Management since November 2012. During her stay, she is working on her doctoral thesis with Asst.

Prof. Lukas Goretzki and Prof. Martin Messner. Simone has participated in the reading group and research seminar of the Department of Accounting, Auditing and Taxation and the Department of Organisation and Learning. During her stay, researchers from other European universities, such as Gerhard Speckbacher from the University of Economics and Business in Vienna and Matt Hall from the London School of Economics, have visited to present and discuss their research projects.

In August 2012 — the hottest month of the year — **Asst. Prof. Matthias Mahlendorf** visited Arizona State University in Tempe, which is located in the middle of the desert. Temperatures rose to 45°C, but research conditions were favorable, thanks to a close collaboration with Prof. Michal Matejka. During this month, Matthias Mahlendorf also had the chance to give a presentation to the faculty of the Accounting Department at Arizona State University. Moreover, he was invited to present one of his current research projects at Michigan State University in East Lansing.

Ludwig Voussemer visited the Department of Accounting & Control at the Rotterdam School of Management, Erasmus University (RSM) in June and July, 2012. He

was able to work with Prof. Frank Hartmann on a joint research project focusing on managerial fairness perceptions of performance evaluations that are influenced by uncontrollable factors. During his visit, Ludwig further developed the hypotheses as well as the research design. In a next step, a survey containing an experimental scenario will be sent out to management accountants in order to test these hypotheses. Ludwig also benefited from discussions with other faculty members and doctoral students of the department.

9th Annual Conference for Management Accounting Research (ACMAR) again attracts more than 100 academics to WHU

This year's ACMAR took place at WHU in March. It is the largest event of its kind in the German-speaking world and is aimed at researchers in the field of Controlling. More than 100 professors and doctoral students from home and abroad accepted the Institute's invitation to submit a research project for discussion in front of the international community. The two-day event consisted of plenary lectures and a choice of parallel sessions.

The presentations and discussions by conference delegates were rounded off by talks given by renowned keynote speakers. Prof. Michal Matejka, Arizona State University, opened the conference with a presentation entitled "Earnings Targets and Annual Bonus Incentives" and Prof. Martin Messner, University of Innsbruck, presented his study on the subject of "Performance Indicators and the Problem of

Incompleteness". It has become conference tradition to incorporate a dialogue on corporate practice into the conference by inviting a top practitioner to speak. This year, Mark Deinert, Head of Global Controlling at SAP AG, gave a talk on "Creating Impact – New Challenges for



Controllers @ SAP” which was well received by the conference participants. This year for the first time, a Doctoral Colloquium, held under the supervision of international faculty mentors, took place ahead of the conference. The high demand for this seminar was influential in the decision to make the Doctoral Colloquium a regular feature of the conference program in future.

The traditional conference dinner, which was held in the WHU’s vaulted cellar, provided further opportunity for conversation and networking in a relaxed setting. The 10th Annual Conference for Management Accounting Research will take place on 7th – 8th March, 2013 and will once again be preceded by the Doctoral Colloquium.

WHU Research Seminar series

Prof. Eugenia Cacciatori (ETH Zurich) presented the paper “Networking Artefacts: How Project-Based Organizations Remember by Doing” which was co-authored with Prof. Andrea Prencipe. Project-Based Organizations (PBOs) are an ideal setting to investigate how continuity and flexibility can be balanced in the face of changing circumstances. Relying on a case study of the Italian Civil Protection Department (CPD), Cacciatori and Prencipe identify two main sources of continuity in PBO – namely, artefacts and social networks. Particularly, they showed how a system of artefacts evolved within the networks of social relationships enabled ‘remembering by doing’ to manage discontinuous and temporary events.

Should management accounting go neuro or is it just a hype? **Prof. Frank Hartmann** (RSM Erasmus University) addressed this question in his presentation at the WHU Research Seminar. He showed that management accounting research problems are not only amenable to neuroscientific observation themselves, but that when using neuroscientific research methods management accounting research can even advance economic theory. Prof. Hartmann also

pointed out in his presentation, that there are some threats to applying neuroscientific research methods in management accounting. The presentation was well received by the participants of the WHU Research Seminar who welcomed this new direction in management accounting research.

Dr. Anja Kern (Imperial College London) presented a working paper – co-authored with Prof. Christopher Chapman – dealing with the accuracy of cost systems in the case of cost management. The study is based on a field study in the British health care sector and suggests that accuracy is not the objective of cost system design for cost management, but rather a by-product. When cost systems are used for cost management, there is an on-going process of design of cost systems and the underlying operational processes. The focus of the redesign process is to establish cause-and-effect relationships. The study reveals that accuracy is a by-product of this redesign process. Following her presentation, Dr. Kern took time to sit down with participating PhD students and discuss their research projects.

Prof. John Burns holds research colloquium at IMC

Prof. John Burns, University of Exeter Business School, is Visiting Professor at the IMC. During his latest visit to WHU, he gave a research colloquium entitled “The Dynamics Between Theory and Empirical Observation” which took place in Vallendar in October. The participants comprised PhD students from Belgium, Finland, Germany, and other European countries. The colloquium covered a range of topics from “what is theory”

through to planning an empirical study and writing it up. In addition, the agenda offered the opportunity for informal dialogue allowing participants to discuss recent research projects.

John Burns’ research and professional interests lie primarily in management accounting, organizational change, sustainability management, and institutional theory. He has produced numerous publications in these areas, for both academic and professional outlets. John Burns is Associate Editor for Management Accounting Research, a member of the Research Board for the Chartered Institute of Management Accountants (CIMA), and co-founder of the European Network for Research of Organisational and Accounting Change (ENROAC) (from left: Prof. Jürgen Weber, Prof. John Burns, Asst. Prof. Erik Strauß).



Teaching

Lectures at WHU

Doctoral program

- Upper Echelons Theory and Management Control Research 3 ECTS / Spring semester 2012 (Prof. U. Schäffer / Asst. Prof. M. Reimer)
- Research Seminar in Management Accounting and Control- Methods – 3 ECTS (Prof. U. Schäffer/Prof. J. Weber)
- Organizational Institutionalism & Organizational Routines Research Seminar 3 ECTS / Fall semester 2012 (Prof. J. Weber / Asst. Prof. E. Strauß)
- Survey Methods I – 3 ECTS / Fall semester 2012 (Asst. Prof. M. Mahlendorf)

- Management Abroad Course – India – 3 ECTS / Spring semester 2012 (Asst. Prof. M. Mahlendorf)
- Management Abroad Course – Pearl River Delta China – 3 ECTS / Spring semester FS 2012 (Asst. Prof. E. Strauß)

BSc/3rd Semester

- Case Studies in Management Accounting and Control – 3 ECTS / Fall semester 2012 (Prof. U. Schäffer)
- Introduction to Research and Academic Writing – 3 ECTS / Fall semester 2012 (Ass. Prof. M. Mahlendorf)

BSc/4th Semester

- Finance Function Challenges – A CFO's Perspective – 3 ECTS / Spring semester 2012 (Prof. E. Ernst)
- Structured Problem Solving – 3 ECTS / Spring semester 2012 (Prof. U. Schäffer)

BSc/5th Semester

- Structured Problem Solving – 3 ECTS / Fall semester 2012 (Prof. U. Schäffer)
- Finance Function Challenges – A CFO's Perspective – 3 ECTS / Fall semester 2012 (Prof. E. Ernst)

MLB

- Cost Accounting, Bucerius Law School, Hamburg – 2 ECTS / Spring semester 2012 (Prof. U. Schäffer)
- Structured Problem Solving (Capstone Course) – 2 ECTS / Spring semester 2012 (Prof. U. Schäffer)

MBA

- Management Accounting (Dr. T. Truijens)

EMBA

- International Accounting (Prof. M. Glaum)

Lectures at other universities

Logistik Controlling und Finanzen, Universität Dortmund/St.Gallen (Prof. J. Weber)

The IMC would like to thank the following guest speakers who participated in lectures in 2011

- Stefan Genten, CFO & COO at Grünenthal GmbH
- Roman Griesfelder, CFO at aspektum GmbH
- Wolfgang Hagen, Senior Vice President Corporate Controlling at BASF SE
- Dr. Christian Hebler, Vice President Group Financial Controlling at Henkel AG & KGaA
- Udo Kraus, Director of Finance and Controlling at Hansgrohe AG
- Dr. Marcus Kuhnert, Corporate Senior Vice President at Henkel AG & Co. KGaA
- Thomas Kredatus, CFO at MAJAWERK Manfred Jarosch GmbH & Co. KG & Operations Director at Orlando Management AG
- Christoph Wenner, Corporate Director at Henkel AG & Co. KGaA
- Robert Winter, Head of Department for Performance Management at Bundesagentur für Arbeit

Henkel Controlling Lecture Series

As part of the lecture series "Controlling@Henkel", Kasper Rorsted, CEO of Henkel, and Carsten Knobel, CFO of Henkel, held a guest lecture for 200 students at WHU. The title of the lecture was "The relevance of management control for Henkel." The lecture series, in which Henkel management regularly talk about Controlling and marketing-related issues in practice, is part of the cooperation between Henkel and WHU. First, Rorsted and Knobel took part in a discussion with WHU professors in which they addressed the cooperation between



MSc

- Management Accounting and Control – 3 ECTS (Utz Schäffer)
- Research Seminar in Management Accounting & Control – 3 ECTS / Spring semester 2012 (Prof. U. Schäffer / Asst. Prof. M. Reimer)
- Management Accounting and Control – 3 ECTS / Fall semester 2012 (Prof. U. Schäffer)

BSc/2nd Semester

- Controlling – 3 ECTS / Spring semester 2012 (Prof. J. Weber)
- Cost Accounting – 3 ECTS / Spring semester 2012 (Prof. J. Weber)
- Management Abroad Course – Shanghai China – 3 ECTS / Spring semester 2012 (Prof. U. Schäffer)





companies and universities and the advantages for both parties. Aspects such as career perspectives, current challenges for employers, and talent management were particularly stressed. For Henkel and WHU, the cooperation produces a valuable exchange.

“Einführung in das Controlling” is market leader

Written by Jürgen Weber and Utz Schäffer this publication has been the best-selling German-language textbook on the subject of Controlling for a number of years. Last year saw the publication of a new workbook providing a set of exercises and case studies to accompany the classic textbook. In order to achieve this, the established writing team of Jürgen Weber and Utz Schäffer was joined by Christoph Binder of ESB Business School, Reutlingen University. Just one year after its publication, the new workbook has established itself as a best-seller: it is the biggest selling workbook on the subject of Controlling in Germany, Austria and Switzerland.

Theses at IMC

The following merit a particular mention:

Tobias Streicher: Relative Efficiency in a Company with Branch Office Structure: An Empirical Application of Efficiency Frontier Analysis

His paper takes the example of a company with branch office structure to examine the following questions: How can the level of efficiency in an organization unit be measured? How can the historical development of efficiency over recent years be determined? Which target values can be used in medium-term planning? In this paper, stochastic frontier analysis is the statistical method used to answer these questions. The analyses show that the level of inefficiency in the agencies examined reduced between 2007 and 2010.

David Appold: Managing Critique – How to Organize Critical Practices

The aim of his thesis is to examine what can be understood as critique or critical practices in business and how these can or should be organized and managed. The paper holds significant implications for society today as a result of the increasingly high priority placed on managing critique in business. Work practices, for example, are used to identify the fundamentally different types of critique and how these can be effectively organized to create added value for the company.

Max Kneissl: Carbon Accounting – Theory and Practice Emissions trading systems such as the European Union Emission Trading Scheme (EU ETS) require companies in an increasing number of

industries to report their carbon emissions. A carbon accounting and controlling system enables companies to provide the required level of transparency with regard to emissions and to actively manage them. In this thesis, the implementation of such a system is analyzed using Deutsche Post DHL as a case study. After establishing a relevant concept of carbon accounting and controlling, the internationally accepted accounting standard, the Greenhouse Gas Protocol, is examined to gain a thorough understanding of the implementation process. The application of this knowledge to the case of Deutsche Post DHL provides practical insights and allows for the identification of key lessons for the future implementation of such a system in other companies.

Management Abroad

For the fifth consecutive year, the IMC hosted three Courses – two to China and one to India – under the supervision of Prof. Utz Schäffer, Asst. Prof. Erik Strauß, and Asst. Prof. Matthias Mahlendorf. The highly motivated students from WHU participating were able to gain insights into doing business abroad. More specifically, they had the opportunity to visit foreign and local companies, engage in a case study with Chinese students or Indian professionals, explore local cities, and last but not least to discuss business topics and cultural differences with high-ranking executives. While most business schools restrict international field trips to MBA students, WHU wants its students to benefit from this experience as early as possible in their academic career.



Business Engagement



From left to right: Prof. Jürgen Weber, Mark Deinert, Asst. Prof. Erik Strauß, Eva Dickes, Leona Wiegmann & Ralf Bolz

IMC and SAP extend their cooperation

The Institute of Management Accounting and Control of WHU and SAP AG have been working together in the Center for Controlling & Management (CCM) for some time now. The Center provides a platform for academia and industry to exchange information and experiences in the field of Controlling. SAP and IMC have now decided to extend their collaboration. The new project will research changes in Controlling practices which result from new developments in information technology, such as real-time data processing and mobile data access. Initially scheduled to run for two years, both partners hope the project will establish concrete recommendations for practitioners, as well as provide new scientific findings.



From left to right: Sigrig Gschmack, Jochen Botta, Timo Meyer, Johannes Georg, Leona Wiegmann, Prof. Jürgen Weber, Robert Janke, Torben Tretbar, Evelyn Busch, Prof. Utz Schäffer, Sabine Spittler, Tanja Reimer, Asst. Prof. Erik Strauß

Center for Controlling & Management

The CCM was founded in 2000 to strengthen and promote the German management accounting community. It enables an open exchange between the heads of management accounting of large German companies, the CEO of a reputable consulting company and the CCM team. In 2012, the CCM team continued its project on 'Controlling & IT', which aims to identify how current trends in the IT area will change the profession and the role of management accountants and how exactly companies plan to implement them until 2017. To do so, the team conducted a quantitative empirical study as well as interviews with heads of management accounting departments, experts and top-level managers. In a second ongoing research project, the team started studying the means by which volatility will affect management accountants.

Research results were presented and discussed at a work group meeting with the corporate partners at SAP AG in March 2012. Managers of the corporate partners provided further insights into the research areas. For instance, Dr. Stefan Sigg and Oliver Bussmann (both of SAP AG) held impressive presentations on how real-time information,

accountants to master day-to-day challenges. Additional meetings to discuss the potential benefits of shared service centers for management accounting and the Euro crisis were hosted by WHU in May 2012 and Henkel in June 2012 respectively. In May and November 2012, the CCM arranged a workshop for about 25 young professionals from the corporate partners, which covered a wide range of research and practice-oriented presentations and workshops. Detailed assessments showed a very high level of satisfaction among the participants.



From left to right: Asst. Prof. Marko Reimer, Jane Wu, Asst. Prof. Matthias Mahlendorf, Nadine Gerhardt, Prof. Utz Schäffer, Raphaela Erhart, Prof. Jürgen Weber, Verena Kowalewski

WHU-Controllerpanel membership exceeds 1,000

What are successful companies doing differently than less successful ones? What is the impact of managerial accounting in that regard? The WHU-Controllerpanel provides well-founded answers to these questions and more. Panel membership keeps increasing steadily and has now exceeded the threshold of 1,000 active members. Controllers and financial executives are asked three times a year to take part in surveys on Controlling topics and other focal issues, such as the handling of the financial and economic crisis. Members benefit from exclusive access to the results of the studies and a reduced registration fee for the annual conference "Campus for Controlling".

The WHU-Controllerpanel was founded in close collaboration with the International Controller Association (ICV) in 2007. Since its establishment, it has developed a reputation for fostering dialogue between managerial accounting practice and research in German-speaking countries.



6th WHU Campus for Controlling

The 6th WHU Campus for Controlling took place in Vallendar in September under the motto “Die Zukunft des Controllings” (The Future of Controlling). The Institute’s directors, Prof. Utz Schäffer and Prof. Jürgen Weber, welcomed more than 100 Controlling experts to the event at WHU which aims to promote dialogue between representatives from research and practice in the Controlling community.

Leading practitioners, such as Mark Frese (CFO, METRO), Stefan Freigang (Vice President Carbon Accounting & Controlling, Deutsche Post DHL) and Martin Grothe (Managing Director, complexium) spoke about the opportu-

nities and structuring options that are currently available to company Controlling departments and which will exert a considerable influence on the role of the Controller.

In the podium discussion, Utz Schäffer stressed the new role of the Controller as business partner and promised a win-win situation for both manager and Controller.

The **next WHU Campus for Controlling** will take place on **September 13th, 2013**.

IMC introduces first WHU app

Prof. Jürgen Weber introduced the WHU’s first app at the WHU Campus for

Controlling 2012. The WHU-Controllerpanel has been carrying out scientific studies on topics that are practice-relevant to Controlling since 2007. There is now an app for viewing insights gained from these studies as interactive graphics. The app is free and available to the whole Controller community. It can be downloaded for both smartphone and tablet at “<http://controllingapp.whu.edu>” and can also be used on PCs with webkit browser (Google Chrome and Safari). With the app, Controllers and others interested in Controlling can access anytime and anywhere the most important key indicators in the field of Controlling and an analysis of the current situation.

Immer dabei. Die App des WHU-Controllerpanels



ZfCM to be relaunched as **Controlling & Management Review**

The “Zeitschrift für Controlling & Management” (ZfCM) is to be relaunched in March 2013 with the new title “Controlling & Management Review”. The magazine will appear in print and also on the international portal “Springer for Professionals.”



Team Publications Management

From left to right: Prof. Utz Schäffer, Bernadette Wagener, Steffen Seibert, Benedikt Brill, Keke Hiller, Stefanie Malz, Prof. Jürgen Weber

The word “Review” is intended to show the growing internationalization of the Controlling community – the days of taking a national approach to business studies and its sub-disciplines are well and truly over. This applies equally to industry and universities. The journal’s editors are now all from WHU which will be reflected on the title page. This will make it even easier to ensure consistency of content and maintain the journal’s own recogni-

zable style. One thing that hasn’t changed is the journal’s high standard. We will continue to keep readers informed on all aspects of Controlling as well as relevant aspects of corporate management. In doing so, we will be delving – even more so than before - into other areas of the finance function to give managers a holistic view of current trends. We aim to do this in a theory-based manner and with a high degree of competence to give controllers a reliable basis for carrying out their work in practice.

New publication by the working group “Arbeitskreis Steuerung und Controlling in öffentlichen Institutionen”: Strategic management in public institutions

Administrators in the public sector have to meet unprecedented challenges in face of ever more complex economic and demographic conditions accompanied by greater demands on the scope and quality of public services. The working group “Steuerung und Controlling in öffentlichen Institutionen” has devoted its second annual study to question how long-term, target-oriented strategic management can take shape in public administration. The German government has included this working group in its current program to promote networked and transparent administra-

tion. The group consists of high-ranking representatives of 17 federal and regional authorities under the scientific guidance of Prof. Bernhard Hirsch (Universität der Bundeswehr) and Prof. Jürgen Weber.

New WHU study released on “Logistics controlling with performance measurement systems“

A new study carried out by the Kühne Institute for Logistics Management, and the Institute of Management Accounting and Control in cooperation with Bundesvereinigung Logistik (BVL) examines the relevance of logistics indicators as control instruments for logistics with regard to their characteristics and prospects for success. According to the study, performance measurement systems often show substantial shortcomings in reflecting relationships to other business partners. Although logistics service providers are seen as logistics experts, their use of performance indicators is no more advanced than that of manufacturing and trading companies. The results show that logistics service providers cannot serve as role models for the logistics sector. Likewise, shippers are not seen as pioneers in the field of logistics controlling. Both groups of companies are rather on a comparable level, which has proved to be very positive in some areas, but shown significant room for improvement in others.



Practice-oriented presentations

We believe that when academia and industry work together, all parties benefit as a result. For this reason, we also present research findings in a practice-oriented way and cooperate with partners in business and institutions. This collaboration takes different forms, such as making presentations here in Germany and abroad:

Author	Title	Occasion	Place, Date
Utz Schäffer	Zukunftsthemen des Controllings – Zehn Themen bestimmen die Agenda der Controller	IHK Reutlingen	Reutlingen, February
Utz Schäffer	Volatilität	CCM-Arbeitskreissitzung	Walldorf, March
Utz Schäffer	Die Zukunftsthemen des Controllings	Rhein-Neckar-Controller-Tag	Mannheim, March
Utz Schäffer	Business Partner – Podiumsdiskussion	WHU-Campus for Controlling	Vallendar, September
Utz Schäffer	Zukunftsthemen im Controlling	CCM people development Seminar	Vallendar, November
Jürgen Weber	Logistikkostenrechnung – grundsätzliche Überlegungen & Denkanstöße	Logistics GmbH & Co. OHG	Wolfsburg, February
Jürgen Weber	Firmenkooperationen an einer privaten Hochschule – das Beispiel WHU - Otto Beisheim School of Management	VHB Arbeitstagung	Frankfurt, March
Jürgen Weber	Aktuelle Entwicklungen für den Finanzbereich und insbesondere für Controlling	Deutsche Bahn	Berlin, May
Jürgen Weber	Relevante Kontextfaktoren für die Strategieumsetzung	Arbeitskreis „Steuerung und Controlling in öffentlichen Institutionen“	Wiesbaden, March
Jürgen Weber	Controlling in Zahlen	CCM-Arbeitskreissitzung	Walldorf, March
Jürgen Weber	Controlling – unterschiedliche Perspektiven eines altbekannten Begriffs; Zukunftsthemen im Controlling, Erfolg durch Controlling – Messung, Elemente und Handlungsfelder	CCM people development Seminar	Vallendar, May
Jürgen Weber	Controlling & IT: Implikationen für das Controlling & Jahresthema 2013: Volatilität	CCM-Arbeitskreissitzung	Vallendar, May
Jürgen Weber	Einführungsprozess der Neuen Steuerung	Arbeitskreis „Steuerung und Controlling in öffentlichen Institutionen“	Bonn, June
Jürgen Weber	Erfolgsfaktoren der Neuen Steuerung	Arbeitskreis „Steuerung und Controlling in öffentlichen Institutionen“	Berlin, November
Jürgen Weber	Controlling – unterschiedliche Perspektiven eines altbekannten Begriffs; Zukunftsthemen im Controlling, Erfolg durch Controlling – Messung, Elemente und Handlungsfelder	CCM people development Seminar	Vallendar, November

Transfer publications

The latest developments in the field of Controlling and valuable insights into Controllers' activities are published for practitioners in management accounting journals and our journal series "Advanced Controlling".

Author	Title	Book / Journal
Botta, Jochen / Freigang, Stefan / Hufschlag, Klaus / Spittler, Sabine / Weber, Jürgen	Carbon Accounting und Controlling. Grundlagen und Praxisbeispiel Deutsche Post DHL	Schriftenreihe Advanced Controlling, Bd. 83, Weinheim 2012.
Eitelwein, Oliver / Malz, Stefanie / Weber, Jürgen	Erfolg durch Modularisierung, in: Schäffer, Utz (Hrsg.): Volatilität	ZfCM, 56. Jg., Sonderheft 2/2012, S. 79-84.
Goretzki, Lukas / Weber, Jürgen	Die Zukunft des Business Partners – Ergebnisse einer empirischen Studie zur Zukunft des Controllings	ZfCM, 56. Jg., Heft 1/2012, S. 22-28.
Schäffer, Utz / Weber, Jürgen (Hrsg.)	Effizienz!	ZfCM, 56. Jg., Sonderheft 3/2012.
Schäffer, Utz / Weber, Jürgen	Effizienz!, in: Schäffer, Utz / Weber, Jürgen (Hrsg.): Effizienz!	ZfCM, 56. Jg., Sonderheft 3/2012, S. 1f.
Schäffer, Utz / Weber, Jürgen / Strauß, Erik	Controlling und Effizienz – Auch ein Controller muss sich rechnen	ZfCM, 56. Jg., Sonderheft 3/2012, S. 12-16.
Schäffer, Utz / Weber, Jürgen	Der Controller wird zum Strategen	Frankfurter Allgemeine Zeitung (FAZ), Nr. 19 (23.01.2012), S. 19.
Schäffer, Utz / Weber, Jürgen	Zukunftsthemen des Controllings	Controlling, 24. Jg., Heft 2/2012, S. 78-84.
Schäffer, Utz / Weber, Jürgen	Business Partner – Fata Morgana oder Leitstern für die Entwicklung von Controllern?	ZfCM, 56. Jg., Heft 1/2012, S. 1.
Schäffer, Utz (Hrsg.)	Volatilität	ZfCM, 56. Jg., Sonderheft 2/2012.
Schäffer, Utz / Goretzki, Lukas / Meyer, Timo	Beteiligung des Controllings an der strategischen Planung – Ergebnisse der WHU-Zukunftsstudie	ZfCM, 56. Jg., Heft 5/2012, S. 312-319.
Schäffer, Utz / Botta, Jochen	Hilfe, die Welt ist volatil geworden! Implikationen für das Controlling	ZfCM, 56. Jg., Sonderheft 2/2012, S. 8-12.
Schäffer, Utz	Controlling – Development and State of the Art in German-speaking countries	Review of Accounting and Control, 12/2011, pp. 1-19.
Schäffer, Utz	Die Manager als Kunden begreifen	Harvard Business Manager, Oktober 2012, S. 104f.
Schäffer, Utz	Strategische Perspektiven des Controllers	ZfCM, 56. Jg., Heft 5/2012, S. 293.
Schäffer, Utz	Herausforderung Volatilität	ZfCM, 56. Jg., Sonderheft 2/2012, S. 1.
Weber, Jürgen	Controller & Compliance	Controller Magazin, 37. Jg., Heft 1/2012, S. 62f.
Weber, Jürgen	Der Controller als Strategie?	Controller Magazin, 37. Jg., Heft 2/2012, Heft 2, S. 63.
Weber, Jürgen / Schäffer, Utz / Goretzki, Lukas / Strauß, Erik	Die zehn Zukunftsthemen des Controllings. Innovationen, Trends und Herausforderungen	Schriftenreihe Advanced Controlling, Bd. 82, Weinheim 2012.
Weber, Jürgen	Controlling & IT	ZfCM, 56. Jg., Heft 2/2012, S. 85.
Weber, Jürgen / Strauß, Erik / Spittler, Sabine	Controlling & IT: Wie Trends und Herausforderungen der IT die Controllingfunktion verändern	ZfCM, 56. Jg., Heft 2/2012, S. 105-109.

Author	Title	Book / Journal
Weber, Jürgen	Controlling und Effizienz	Controller Magazin, 37. Jg., Heft 3/2012, S. 37.
Weber, Jürgen	Logistikkostenrechnung. Kosten-, Leistungs- und Erlösinformationen zur erfolgsorientierten Steuerung der Logistik	3. Aufl., Berlin, Heidelberg 2012.
Weber, Jürgen / Wallenburg, Carl Marcus / Bühler, Andreas / Singh, Maurizio	Logistik-Controlling mit Kennzahlensystemen	Vallendar 2012.
Weber, Jürgen	Hat der ICV Einfluss auf das Verhalten seiner Mitglieder?	Controller Magazin, 37. Jg., Heft 4/2012, S. 57.
Weber, Jürgen	ControllerPreis & Shared Services. Effizienzgewinne auch im Overhead	Controller Magazin, 37. Jg., Heft 4/2012, S. 103.
Weber, Jürgen	Nachhaltigkeit als Thema für Controller	ZfCM, 56. Jg., Heft 4/2012, S. 221.
Weber, Jürgen / Goretzki, Lukas / Meyer, Timo	Nachhaltigkeit als neues Aufgabengebiet der Controller – Ergebnisse der WHU-Zukunftsstudie	ZfCM, 56. Jg., Heft 4/2012, S. 242-248.
Weber, Jürgen	Rechnungswesen der Verkehrsbetriebe, in: Klaus, Peter / Krieger, Winfried / Krupp, Michael (Hrsg.): Gabler Lexikon Logistik. Management logistischer Netzwerke und Flüsse	5. Aufl., Wiesbaden 2012, S. 481-491.
Weber, Jürgen	Gute Controller als Mangelware?	Controller Magazin, 37. Jg., Heft 5/2012, S. 33.
Weber, Jürgen / Truijens, Thorsten / Neumann-Giesen, Axel	Organisationsform Shared-Service-Center. Herausforderungen an das Controlling	Schriftenreihe Advanced Controlling, Bd. 84, Weinheim 2012.
Weber, Jürgen	Erfolg des Controllings: Konzeption – Messung – Ergebnisse, in: Altenburger, Otto A. (Hrsg.): Instrumente und Aufgaben des Controllings. Mit zahlreichen empirischen Befunden	Wien 2012, S. 131-168.
Weber, Jürgen	Innovation & Controlling	Controller Magazin, 37. Jg., Heft 6/2012, S. 28.
Weber, Jürgen / Gschmack, Sigrid	Zentralisierung von Unterstützungsprozessen: Shared-Service-Center für finanznahe Funktionen	ZfCM, 56. Jg., Sonderheft 3/2012, S. 44-50.

Last but not least...

The evaluation of academic achievement has been the focus of a number of reports published in recent months. Some university rankings have received a lot of attention, but also met with much criticism in the academic community. However, it is not always easy to find independent and comprehensible benchmarks for evaluating academic output.

The IMC is particularly pleased that the following study has just been published in the Schmalenbach Business Review. Prof. Matthias Meyer, Prof. Rüdiger Waldkirch and Michael Zaggli identified the top 10 researchers in Accounting based on Google Scholar. This specialized web engine is

the first web citation index and allows for searches on scholarly work to be carried out online. It covers peer-reviewed papers, theses, books, abstracts and articles, combining academic and more practice-oriented publications.

The authors of the study identified the management and financial accounting researchers from Germany, Austria and Switzerland that have accumulated most publications and citations over time. Prof. Jürgen Weber turns out to be top ranked in terms of accumulated publications (followed by Prof. Ballwieser). Prof. Utz Schäffer follows on a – given his age – noteworthy rank 5 for accumulated publications.

Table: Publication-based rankings of the top 10 accounting researchers

(Matthias Meyer/Rüdiger W. Waldkirch/Michael A. Zaggli: Relative Performance Measurement of Researchers: The Impact of Data Source Selection, in: sbr , vol. 64, October 2012, pp. 308-330) Note: The respective score of a researcher is in parenthesis. Researchers with the same point value share ranks. Haller's HB points are 3.702 when reported with three digits.

Rank	Data source			
	<i>SSCI_{Pub}</i>	<i>Scopus_{Pub}</i>	<i>HB</i>	<i>GS_{Pub}</i>
1	Leuz, C. (13)	Leuz, C. (16)	Wagenhofer, A. (6.17)	Weber, J. (418)
2	Ewert, R. (9)	Wagenhofer, A. (11)	Küpper, H. (5.95)	Ballwieser, W. (194)
3	Küpper, H. (8)	Ewert, R. (9)	Hofmann, C. (5.57)	Schierenbeck, H. (152)
4	Wagenhofer, A. (8)	Quick, R. (9)	Pfeiffer, T. (5.49)	Küpper, H. (143)
5	Ballwieser, W. (7)	Homburg, C. (8)	Wagner, F. (4.66)	Schäffer, U. (140)
6	Wagner, F. (7)	Pfeiffer, T. (8)	Berens, W. (4.20)	Pellens, B. (135)
7	Gebhardt, G. (6)	Schäffer, U. (8)	Homburg, C. (3.99)	Wagenhofer, A. (122)
8	Klingelhöfer, H. (6)	Hofmann, C. (7)	Glaum, M. (3.83)	Wagner, F. (104)
9	Pfeiffer, T. (6)	Küpper, H. (7)	Haller, A. (3.70)	Pfaff, D. (95)
	Streim, H. (6)	Schiller, U. (7)	Bigus, J. (3.70)	Leuz, C. (82)
10(+)		Speckbacher, G. (7)	Göx, R. (3.70)	

Success in research and teaching is evident in the long list of IMC alumni who have pursued careers in academia. We are proud of the great number of former post doctoral and doctoral students who are now colleagues at several universities in Europe (WHU & EBS*).

University					
Prof. Dr.	Malte	Brettel	RWTH Aachen University, WHU - Otto Beisheim School of Management	Aachen, Vallendar	D
Prof. Dr.	Armin	Heinzl	University of Mannheim	Mannheim	D
Prof. Dr.	Bernhard	Hirsch	Universität der Bundeswehr München	München	D
Prof. Dr.	Matthias	Meyer	Hamburg University of Technology	Hamburg	D
Prof. Dr.	Pascal	Nevries	Witten/Herdecke University	Witten	D
Prof. Dr.	Utz	Schäffer	WHU - Otto Beisheim School of Management	Vallendar	D
Prof. Dr.	Carl Marcus	Wallenburg	WHU - Otto Beisheim School of Management	Vallendar	D
Prof. Dr.	Barbara	Weißberger	Justus Liebig University Giessen	Gießen	D
Prof. Dr.	Sebastian	Kummer	Vienna University of Economics and Business	Vienna	A
University of Applied Sciences & Cooperative State University					
Prof. Dr.	Faustino	Bauer	Berlin School of Economics and Law	Berlin	D
Prof. Dr.	Christoph	Binder*	ESB Reutlingen Business School	Reutlingen	D
Prof. Dr.	Julia	Künkele*	Neu-Ulm University of Applied Sciences	Neu-Ulm	D
Prof. Dr.	Martin	Plag	Baden-Wuerttemberg Cooperative State University	Villingen- Schwenningen	D
Prof. Dr.	Hans-Christoph	Reiss	University of Applied Sciences	Mainz	D
Prof. Dr.	Frank	Rösler	International School of Management	Dortmund	D
Prof. Dr.	Solveig	Reißig-Thust	Berlin School of Economics and Law	Berlin	D
Prof. Dr.	Joachim	Sandt	International University of Applied Sciences Bad Honnef	Bad Honnef	D
Prof. Dr.	Carl B.	Welker	International University of Applied Sciences Bad Honnef	Bad Honnef	D
Young Generation of Scientists in Europe					
Asst. Prof. Dr.	Sebastian	Becker	HEC Paris	Paris	F
Asst. Prof. Dr.	Michael	Burkert*	Université de Lausanne (HEC)	Lausanne	CH
Asst. Prof. Dr.	Christian	Busse	EBS Business School	Wiesbaden/ Oestrich-Winkel	D
Asst. Prof. Dr.	Lukas	Goretzki	University of Innsbruck	Innsbruck	A
Asst. Prof. Dr.	Martin	Holz hacker	Erasmus University	Rotterdam	NL
Asst. Prof. Dr.	Stefan	Linder	ESSEC Business School	Cergy-Pontoise	F
Asst. Prof. Dr.	Stephan	Kramer	Erasmus University	Rotterdam	NL
PD Dr.	Jennifer	Kunz	Goethe University Frankfurt	Frankfurt	D
Asst. Prof. Dr.	Rainer	Lueg	Business School Aarhus	Aarhus	DK
Asst. Prof. Dr.	Matthias	Mahlendorf	WHU - Otto Beisheim School of Management	Vallendar	D
Asst. Prof. Dr.	Erik	Strauß	WHU - Otto Beisheim School of Management	Vallendar	D
Visiting Professor					
Prof. Dr.	Martin	Grothe	University of the Arts Berlin	Berlin	D

