



# Content

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## **Impressum**

Institute of Management Accounting and Control  
WHU - Otto Beisheim School of Management  
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56179 Vallendar  
Germany

## Foreword

Dear Reader,

Welcome to the third Annual Report of the Institute of Management Accounting and Control (IMC). As in previous years, we look back on the Institute's activities over the last year to give you an impression of what it is that distinguishes our work at the Institute. We hope that the photographs convey – as well as we can in a report – a sense of the culture at IMC of which we are immensely proud. We have set ourselves ambitious goals, but it is precisely this that fuels the fun we have in our day-to-day work activities.

In 2010, the team moved from the Burgplatz to WHU's new faculty building on D'Esterstrasse. The Chairs of the Accounting and Control Group and also the Finance Group are now all together under one roof – and to our good fortune, the gym and the refectory are in the same building. This move has drawn the IMC spatially even closer together.

Our human resources strategy for the coming years is to further increase the number of assistant professors, as well as the number of doctoral students and postdocs with a long term perspective in research. The latter will have the title of Junior Research Fellow. We also plan to add one or two visiting professors to the team. Overall, the total number of doctoral students will decrease.

In line with this strategy, the team was reinforced in 2010 by the arrival of our Postdoc, Matthias Häußler, our first Visiting Professor, John Burns, and a number of new doctoral students. We aim to fill two more positions for assistant professors in 2011. Having a lot of doctoral students also means a lot of successful doctoral graduations – no less than 17 in the past

year! All have moved into industry or consulting and so expanded our alumni network, which now has over 150 members. This list includes 15 former doctoral students working as assistant professors at international business schools or as full professors at universities of applied science, and 9 former assistant professors now holding Chairs at German or Austrian universities.

Of these, Dr. Pascal Nevries was awarded his Venia Legendi this year, and immediately accepted a Chair at the Universität Witten-Herdecke. In other words, a total of 24 former IMC colleagues are now working in research and education!

The activities of the current IMC team continue to span three main areas: research, teaching and transfer.

In the field of research, the past year included several publications and conference presentations. Special highlights were the visits by Joan Luft from Michigan and Thomas Günther's team from Dresden, and our trip to visit Peter Kajüter and his team at the University of Münster.

In addition, Prof. Schäffer was appointed to the editorial board of the most renowned journal for management control in the German-speaking world – the "Zeitschrift für Planung und Unternehmenssteuerung" – which will undergo an international relaunch under the name of "Journal of Management Control" in 2011.

Parallel to this, the annual conference of the German-speaking community in Vallendar is now known as the Annual Conference for Management Accounting Research and addresses the broader international community. This year, we

were pleased to welcome Prof. Frank Hartmann from Rotterdam to the conference as keynote speaker.

The IMC was particularly active on the international research network which is evident in the impressive number of research visits and lectures made by IMC researchers at leading faculties, such as Manchester, Milan, Michigan and Rotterdam, and also in the joint projects resulting from these visits.

Positive developments in the field of teaching included the innovative course "Managing the Finance Function", the publication of the 8th edition of "Einführung in das Rechnungswesen", also Jürgen Weber's appointment as Academic Director of the Bachelor Program and a Best Teacher Award for Prof. Schäffer.

The transfer of knowledge to practice continued to focus this year on the close cooperation with leading companies in the CCM and the WHU Controller Panel, which now operates more closely with the International Controller Association. Particular highlights were the approval of the working group "Steuerung in der öffentlichen Verwaltung" in the federal government's program, and the successful conclusion of the 4th Campus for Controlling at WHU.

In short, we can once again look back on a very successful and eventful year. We'd like to extend our thanks to all who contributed to this success: our excellent support team, our second-to-none doctoral students and our young colleagues in the faculty.

Prof. Dr. Utz Schäffer  
Prof. Dr. h.c. Jürgen Weber

January 2011

## Team

### New Faces at the IMC

The IMC, led by senior professors Utz Schäffer and Jürgen Weber, currently consists of assistant professor Matthias Mahlendorf, honorary professor Edgar Ernst, 38 internal and 9 external doctoral students as well as five assistants in the support team. The IMC was further reinforced by the arrival of Dr. Matthias Häußler who joined the IMC as a postdoc and Prof. Dr. John Burns as Visiting Professor.

**Dr. Matthias Häußler** studied business engineering at Universität Karlsruhe (TH). He then worked at the Institute of Finance, Banking and Insurance at Universität Karlsruhe (TH) and completed his PhD with a study of the relation between voluntary disclosure and cost of capital. His research at the IMC will focus on the CFO and the Finance Function. Prior to joining the IMC, Dr. Häußler gained several years of practical experience.

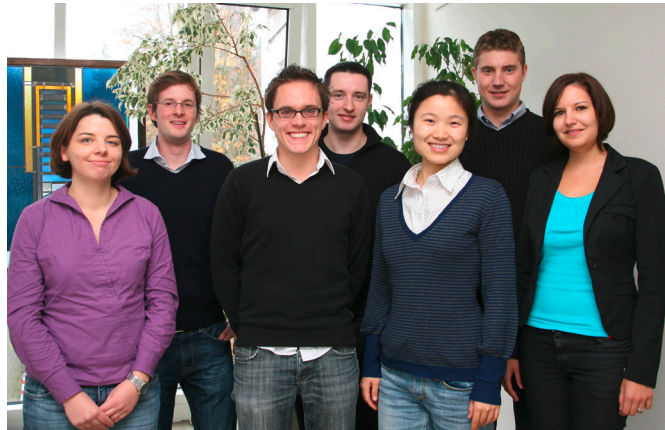
**Prof. Dr. John Burns** joined Exeter Business School in April 2010 having held previous academic positions at the Universities of Colorado, Dundee and Manchester. His research and professional interests primarily rest in management accounting, organizational change, sustainability management, and institutional theory. He has published extensively in these areas, for both academic and professional outlets. Prof. Burns is currently Associate Editor for Management Accounting Research, a member of the Research Board for the Chartered Institute of Management Accountants (CIMA) and co-founder and principal coordinator for the European Network for Research of Organisational and Accounting Change (ENROAC).

### IMC Scholarships

Six members of the IMC team currently hold scholarships from various institutions, such as the Stiftung der Deut-



*IMC Faculty: Prof. Dr. John Burns, Prof. Dr. Utz Schäffer, Prof. Dr. Dr. h.c. Jürgen Weber, Dr. Matthias Mahlendorf, Dr. Matthias Häußler (from left)*



*Our new doctoral students: Simone Mack, Robert Janke, Florian Herschung, David Wiebe, Jane Wu, Jochen Botta, Stefanie Malz (from left)*

schen Wirtschaft, the Deutscher Akademischer Austausch Dienst e.V (DAAD), the Hanns-Seidel-Stiftung, and the Friedrich-Nauman-Stiftung.

### New doctoral students

- Dipl.-Wirtsch.-Ing. Robert Janke since 01/10, Center for Controlling & Management
- Dipl.-Kffr. Simone Mack since 01/10, Center for Controlling & Management
- Dipl.-Kffr. Stefanie Malz since 02/10, Publication management
- Dipl.-Wirtsch.-Ing. Alexander Schmidt since 01/10, external doctoral student
- Dipl.-Vw. Florian Herschung since 03/10, Publication management
- Master of Mngt. Jane Yuting Wu since 05/10, Controller Panel
- Dipl.-Kfm. David Wiebe since 06/10, Center for Controlling & Management
- Dipl.-Kfm. Ulrich Lewerenz since 07/10, external doctoral student
- Dipl.-Kfm. Jochen Botta since 09/10, Center for Controlling & Management

### Doctoral Degrees

Guido Pieroth, Oliver Strangfeld and Carsten Prenzler all had good reason to celebrate this year. The three former

IMC colleagues left the Institute a few years ago to pursue their professional careers yet managed to gain their doctoral degrees this year. We also congrat-

ulate the following scholars who successfully completed their doctoral degrees during 2010.

Doctoral Degree	Title of Dissertation	First supervisor	Next step after IMC
Martina Bender	The satisfaction profit chain in the logistics service industry – A longitudinal study	Jürgen Weber	McKinsey & Company
Stephan Braun	Brand Controlling – A behavioral contribution for assuring rationality in identity oriented brand management	Jürgen Weber	World Trip
Dietrich Bremer	The effect of stakeholder influence on CFO and CEO turnover in German corporate governance	Utz Schäffer	McKinsey & Company
Christian Busse	Innovation management of logistics service providers	Jürgen Weber	Project Director Sustainable Sourcing Excellence European Business School
Michael Hadem	Antecedents and consequences of CFO turnover – An analysis in large German corporations	Utz Schäffer	Bertelsmann AG
Tobias Jagalla	Aspects of introducing accrual accounting in federal states	Jürgen Weber	custody intelligence GmbH (own business)
Alexander Just	Evaluating the performance of accounting research - A bibliometric analysis	Utz Schäffer	Boston Consulting Group
Sebastian Kempf	Attractiveness of the controller profession - An empirical assessment	Jürgen Weber	Boston Consulting Group
Jan-Philipp Lüdtkke	Earnings management strategies in the context of CFO turnover	Utz Schäffer	McKinsey & Company
Guido Pieroth	Systematic forecast bias in corporate planning – An economic psychological approach	Jürgen Weber	Procter & Gamble GmbH
Carsten Prenzler	Development of controllership - A longitudinal study in German enterprises	Jürgen Weber	Logwin Solutions Deutschland GmbH
Nico Rose	Levers of Organization Design: Theoretical Background, Operationalization, and Empirical Evidence from the Consumer Goods Industry	Utz Schäffer	Bertelsmann AG
Christian Schürmann	The risk regulation regime of silicosis in German coal mining until 1952	Utz Schäffer	E.ON AG
Oliver Strangfeld	Potential upsides applying relative incentive mechanisms taking into the risk of collusion - An agent based simulation	Jürgen Weber	EnBW Energie Baden-Württemberg AG
Mario Thaten	The role of budgeting functions in explaining budgeting practices: A contingency-theory perspective	Utz Schäffer	McKinsey & Company



*Carsten Prenzler, Oliver Strangfeld and Guido Pieroth*

To date, Prof. Schäffer and Prof. Weber have successfully supervised 154 doctoral students in completing their doctoral degrees and subsequently supported them in their move into industry or scholarly research. Altogether, 15 former doctoral students now act as assistant professors at international business schools or as full professors at universities of applied science; 9 former assistant professors now hold chairs in Aachen, Berlin, Gießen, Hamburg, Mannheim, Marburg, Munich, Vienna, and Witten.



*Dr. Pascal Nevries and Prof. Dr. Michael Frenkel*

### Habilitation

**Dr. Pascal Nevries** this year joined the list of former IMC assistant professors who have moved on to face new challenges. He was officially awarded his

“*venia legendi*” by WHU’s dean, Prof. Frenkel, on July 1st. He received the post doctoral certification for his habilitation thesis “Advances in empirical control-ership research” and a lecture on “The impact of choice on the quality of internal

services: The role of frequency of performance feedback”. In May 2010, he accepted a chair for Controlling at the Dr. Werner Jackstädt Foundation for Business Economics at the University of Witten/Herdecke.

### Alumni

Keeping in touch with alumni is important to both senior professors at IMC. The IMC alumni events provide an excellent opportunity for alumni to keep up to date on current research and developments at IMC as well as to maintain contact with others on the alumni network. In addition to this, some alumni have made presentations in lectures held by Prof. Schäffer and Prof. Weber or contributed articles for practice oriented publications. Others have supported the network by attending our regular events, such as In Praxi meets Controlling, or simply by helping other alumni in one way or another. Here are just a few examples of IMC alumni and a brief look at what they are doing now:

#### **Dr. Arno Antlitz – Volkswagen AG**

Dr. Antlitz successfully completed his doctoral thesis under the supervision of Prof. Weber in 1999. Afterwards he worked in the consulting industry, amongst others at McKinsey & Company as Engagement Manager and

Associate Principal, until 2004 when he assumed responsibility for Product-Controlling and investment planning at Volkswagen in Wolfsburg. He has been Head of Product Controlling since January 2005 and Chairman of the Volkswagen brand’s Investment Committee since October 2006. In January 2010, he became a member of the Board of Management with responsibility for Controlling and Accounting for the Volkswagen brand.

#### **Dr. Andreas Florissen – E.ON Inhouse Consulting GmbH**

Dr. Florissen is an alumnus of Prof. Weber and received his doctoral degree from WHU in 2004. He spent the next five years with McKinsey & Company as Engagement Manager and Associate Principal. He worked for clients in utility and chemicals industries in Europe,



*Dr. Andreas Florissen*

China and the United States. In November 2009, he joined the Management Team of E.ON Inhouse Consulting, the newly founded in-house consultancy of the E.ON Group. He is responsible for all conventional generation and renewables projects, as well as for the recruiting, evaluation and training of in-house consultants.

### Prof. Dr. Julia Künkele – University of Applied Sciences in Neu-Ulm

Prof. Künkele finished her doctoral studies at the European Business School (EBS) in 2005 under the supervision of Prof. Schäffer. After her graduation she began a Management Trainee Program at Robert Bosch GmbH in Stuttgart where she became Senior Controlling Analyst and was promoted to Head of Controlling at Bosch Corporation in Japan for the Automotive Aftermarket Division. Since 2010 she is Professor for Intercultural Management at the University of Applied Sciences in Neu-Ulm.



Prof. Dr. Julia Künkele



Dr. Daniel Steiners

### Dr. Daniel Steiners – Bayer AG

Dr. Steiners studied Business Administration at the Westfälische-Wilhelms-Universität in Münster before gaining his PhD degree in Management Accounting under the supervision of Prof. Schäffer at the European Business School in Oestrich-Winkel. He then worked as Associate Principal at McKinsey & Company. He has been head of the Environmental and Sustainability Strategy department, which is part of the Environment & Sustainability unit, at Bayer AG since November 2009.

#### Team Days

The monthly Team Day provides a regular forum for the faculty of IMC and all internal and external doctoral students to meet and discuss selected scientific issues. At these meetings, doctoral students also have the opportunity to report back on the international conferences they have attended, their study and research visits abroad, and their experiences with paper submissions and reviews. Twice a year – in summer and in winter – there is a joint social event for the whole IMC team. This takes place after the regular Team Day and provides a welcome break after a long, hard day of discussions.

#### Summer Event – Kayaking on the Lahn

In June, 40 colleagues were brave enough to take to the water in kayaks

and explore a section of the River Lahn. Despite the soaring temperatures, everyone completed the course and surprisingly few succumbed to the temptation of cooling off in the calm waters of the Lahn afterwards! Physically exhausted but in excellent spirits, the team ended the day on a more relaxing note at the cocktail bar on Koblenz beach. Needless to say, some of us suffered the next day – but whether this was due to the exertions of the kayaking or the number of caipirinhas, well, we can't really say.



IMC Summer Event – Kayaking on the Lahn

#### Christmas Party at “Korova”

Despite heavy snow and weather warnings, the annual Christmas event was not to be missed! The team banished the winter blues with a medley of their favorite songs and a buffet dinner at “Korova”. After dinner, it was time for the special event of the evening, the IMC “Who is who?” quiz, where everyone tried to recognize their colleagues from childhood photos. It was comforting to find that most of us could still be easily identified!.

### **RUN I.M.C. wins bronze at the WHU Generations Cup 2010**

The IMC entered a team under the name of "RUN I.M.C." at the seventh WHU Generations Cup ([www.generationscup.de](http://www.generationscup.de)) which took place as part of the Frankfurt Marathon on 31st October 2010. The team, consisting of Alexander Just, Georg Bauser, Florian Herschung and Martin Holzacker, achieved an excellent third place in the WHU rankings to snatch the bronze medal. They ran a time of 3 hours and 12 minutes to finish 45th from a total of 1391 relay teams overall. After the race, the team celebrated their sporting success with other Generation Cup runners in the Blue Room at the Frankfurt Festhalle.

### **IMC moves to new premises**

This summer the WHU accounting and finance group moved into a new building on campus at D'Esterstrasse 13. The whole IMC team is now together on one floor which facilitates the practical aspects of working together. The Support Team deserves a special mention for clearing out and classifying the archives. Thanks to their efforts the move went smoothly and with a minimum of disruption.



*The Run I.M.C Team*



*The new WHU building D*

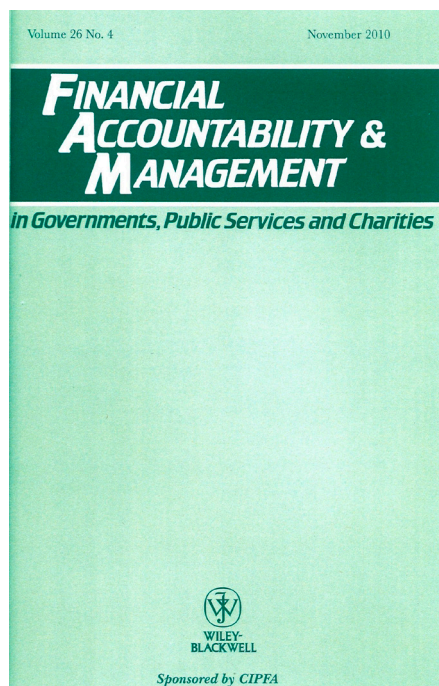


## Research

### Refereed articles

Research at the IMC focuses on the fields of CFO & Finance Function, Management Accounting Innovation & Change and Controllershship. The following publications merit a particular mention:

**Jagalla, Tobias/Becker, Sebastian/Weber, Jürgen: A taxonomy of the perceived benefits of accrual accounting and budgeting: evidence from German states, in: Financial Accountability & Management: (FAM), 2010 – accepted**



The benefits of accrual output-based budgeting (AOBB) in government have been disputed intensely among academics and practitioners. While normative, conceptual, or theory-based literature made promising claims of which benefits can be expected from reforming government accounting and budgeting, recent empirical research finds that at least some of these expectations have been massively overstated. The observed gap between promises and

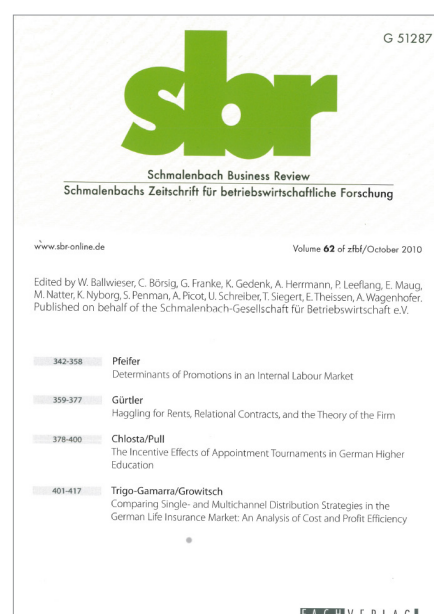
reality poses the question for the true benefits anew. Assuming that practitioners' judgement is best suited, we derive a landscape of perceived possible benefits (taxonomy). We base our findings on 42 interviews conducted in the context of two German federal states. Mapping our results to prior claims in literature, we reveal that the sample practitioners do not see upsides in areas former research deems important while other areas, not previously emphasized, seem to convince in practical life. The results of our analysis over a profound basis for further exploration of the benefits and/or even cost/benefit evaluations.

**Lueg, Rainer/Schäffer, Utz: Assessing empirical research on value based management – guidelines for improved hypotheses testing, in: Journal für Betriebswirtschaft, Jg. 60, 1, 2010, S. 1–47.**

The claims that value-based management (VBM) increases corporate performance have attracted considerable interest among researchers and organizations over the last three decades. Even though many studies have been conducted, the evidence on whether users outperform non-users is inconsistent. This paper attempts to place these diverse findings into perspective, and provide venues for future research. For that purpose, they drafted a framework to analyze 120 empirical studies on VBM. The authors concluded that meaningful hypothesis tests have been impaired by the narrow scope of data sets as well as methodological misspecifications. Based on this analysis, they categorized studies into four streams of research, employing factor analysis and cluster analysis. Then they suggested that the most sophisticated studies identified positive performance effects of VBM. Lastly, the authors

derived guidelines to improve the hypothesis testing of future studies on VBM.

**Schäffer, Utz/Nevries, Pascal/Fikus, Christian/Meyer, Matthias: Has finance research evolved into a “normal science”? A bibliometric study of the structure and development of finance research from 1988–2007, in: Zfbf/sbr, 2010 – accepted**



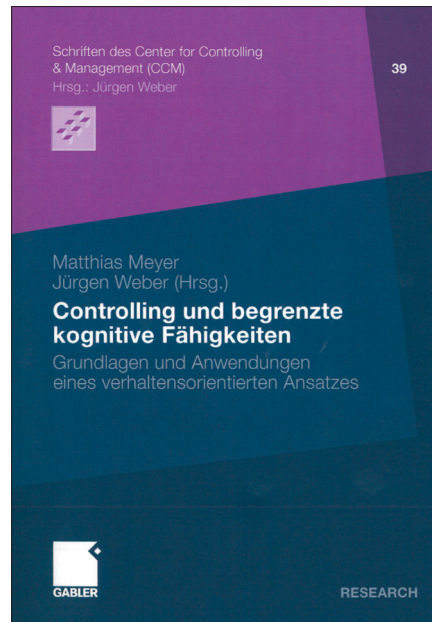
In the wake of the financial crisis of 2008/09, finance research, among other disciplines, has been criticized for an allegedly ineffective allocation of research efforts and a narrowing research focus. We address this discussion via a quantitative analysis of 4,064 articles published in the top four finance journals between 1988 and 2007 depicting the intellectual structure and development of finance research. We identify nine distinct research areas that represent finance research. Some of them are continuously of interest (asset pricing, market microstructure, IPO, agency conflicts, financial intermediation, term

structure), while others emerge newly (corporate diversification and internal capital markets, law and finance, mutual funds). Within each research area, both core articles and a steady inflow of new articles exist, characterizing the intellectual structure of finance research as 'normal science' (Kuhn 1970), allowing for the systematic accumulation of knowledge. Moreover, we find no tendency toward a restricted or narrowing focus.

**Perrey, Eike/Schäffer, Utz/Kramer, Stephan: Rechnungslegungsforschung in deutschsprachigen Zeitschriften. Eine Publikations- und Zitationsanalyse, in: Die Betriebswirtschaft: DBW, Jg. 70. 6, 2010, S. 479–492.**

The paper reviews the development of financial accounting research in four leading Germanic academic journals between 1949 to 2007. The authors analyze the content, methods and authorships of 1,099 published articles. In sum, the results show no revolutionary changes in financial accounting research. However, we observe some remarkable developments over time, e.g. concerning the content and method of the assessed studies. Regarding the content, for instance, our results show that German accounting legislation continues to be of great importance. From a methodical perspective, the proportion of empirical research is slightly increasing over time.

**Meyer, Matthias/Weber, Jürgen: Controlling und begrenzte kognitive Fähigkeiten – Grundlagen und Anwendungen eines verhaltensorientierten Ansatzes, Gabler, Wiesbaden 2010.** Controlling ensures the rationality of management. But how can deficits in management rationality be made tangible while still being connected to a unifying body of theory? The authors follow



Lindenberg's notion of starting with economic theory and systematically releasing its assumptions to improve explanation of naturally occurring phenomena ("Methode der abnehmenden Abstraktion"). This research approach is explained in three parts. First, a general introduction lays the basic foundation. Second, methodological issues are explained. Third, examples for empirical research projects that follow this approach are presented.

**Wagner, Stephan/Lukassen, Peter/Mahlendorf, Matthias D.: Misused and missed use – grounded theory and objective hermeneutics as methods for research in industrial marketing, in: Industrial Marketing Management, Vol. 39, 1, 2010, S. 5–15.**

Since qualitative research methods have always found strong representation within sociology it is warranted to look at the sociological discussion in order to challenge and enrich qualitative research in industrial marketing. With this mission in mind, the authors discuss two sociological concepts that consti-

tute influential schools within the German-speaking sociology of language community: Grounded Theory and Objective Hermeneutics. The analysis of their suitability for research in industrial marketing along several dimensions shows that while both methods target the reconstruction of meaning, they pursue different paths. Grounded Theory strives to discover higher-ranked social patterns, while Objective Hermeneutics is concerned with universal motives underlying a specific interaction.

#### **Journal of Management Control (JoMaC) appoints Prof. Schäffer as Co-editor**

"Journal of Management Control" is an international journal concerned with all aspects of formal, information-based routines and the procedures managers use to maintain or alter patterns in organizational activities. Particular emphasis is placed on operational and strategic planning and control systems, processes and techniques. It was founded in 1990 under the name of "Zeitschrift für Planung und Unternehmenssteuerung" and has a strong reputation as a focused academic journal open to high quality research on all aspects of management control. It covers topics such as: the role of management control systems for the management of companies and nonprofit organizations; the design and use of planning systems for production, marketing, logistics and other fields of use; the interaction between strategic and operational aspects of management control; the role of management accountants and other internal and external service providers like financial accountants, auditors and consultants; change and sustainability of management control systems.

Presentations of IMC Researchers at national and international conferences	
AAA American Accounting Association Annual Meeting	San Francisco, July/August
ACMAR Annual Conference for Management Accounting Research	Vallendar, March
AEF Conference of the Academy of Economics and Finance	Houston, February
AOM Academy of Management Conference	Montreal, August
EAA European Accounting Association Annual Conference	Istanbul, May
EAA European Accounting Association Doctoral Colloquium	Istanbul, May
EIASM European Institute for Advanced Studies in Management, 7th Conference on New Directions in Management Accounting	Brussels, December
EIASM European Institute for Advanced Studies in Management, Workshop on In-Depth and Case Studies in Entrepreneurship and Small Business Management	Brussels, December
EIASM European Institute for Advanced Studies in Management, Workshop on Top Management Teams & Business Strategy Research	Valencia, March
ENROAC European Network for Research in Organisational & Accounting Change, Doctoral Summer School	Siena, July
EURAM European Academy of Management Doctoral Colloquium	Rome, May
International Conference on Accounting, Auditing and Management in Public Sector Reforms	Copenhagen, September
Management Control Workshop NHH	Bergen, September
MAR Manufacturing Accounting Research Conference	Ghent, June
MASOP Workshop on Management Accounting as Social and Organizational Practice	Copenhagen, March
MCA International Management Control Research Conference	Greenwich, September
MFA Midwest Finance Association	Las Vegas, February
Österreichisches Controller-Institut	Vienna, November
Rutgers Accounting Research Forum	New Jersey, September

### Research Visits

This year, several doctoral students and faculty members were offered the opportunity to gain international research experience at universities abroad.

**Sebastian Becker** visited the Department of Accounting at Università Commerciale Luigi Bocconi in Milan, Italy, from March until June and from September until December 2010. During his stays, Sebastian was able to continue working on his PhD thesis and the presentation of his research papers. He was pleased to be able to participate in various research seminars and activities and benefit from the department's good

international connections and current research projects. Sebastian is very grateful for the department's kind invitation and for the rewarding and friendly collaboration with Ariela Caglio and Angelo Ditillo at Italy's renowned accounting department.

**Stephan Kramer** visited Prof. David Naranjo-Gil at the university Pablo de Olavide in Seville from May until July 2010. David is a distinguished researcher who has published in international journals such as *Accounting, Organizations and Society*, *Journal of Management Accounting Research* and *European Accounting Review*. Stephan

had several opportunities to discuss his dissertation topic and methodology with David and the rest of the faculty. Moreover, he joined a research workshop on publishing in academic journals, which was held by Salvador Carmona (professor at IE business school and editor of the *European Accounting Review*) at Pablo de Olavide. The success of the academic exchange, the beauty of Andalusia and the friendliness of its people made the research stay an overwhelming and unique experience.

**Dr. Matthias Mahlendorf** visited Michigan State University (MSU) from January until April 2010. The MSU manage-



*Basketball at Michigan State*

ment accounting department is ranked second in the world for research publications (#1 Stanford, #3 London School of Economics). Faculty members include such distinguished scholars as Mike Shields, Ranjani Krishnan, Joan Luft, Sue Haka, and Karin Sedatole. The visit was an invaluable experience, and he was able to attend insightful PhD seminars, research workshops, basketball events and even a tornado emergency alarm! Dr. Mahlendorf would like to extend his thanks to the faculty at MSU for their friendliness and open-mindedness. The fruitful collaboration with MSU has continued after the visit and led to Prof. Joan Luft making a return visit to WHU in June (see next page). It has also fostered a research project with Prof. Ranjani Krishnan in the field of hospital management and control.

Doctoral candidate **Christina Zecher** visited Prof. Sven Modell at Manchester Business School (MBS) from January until March 2010. The MBS Doctoral Program was ranked second in the

world in the 2010 Financial Times Rankings. Moreover, according to the Research Assessment Exercise (RAE) 2008, MBS is the UK's leading centre for business research. Among the distinguished scholars in the field of management accounting at MBS are Robert Scapens, Ted O'Leary, and Christopher Unerman.

During her visit, Christina attended several PhD courses related to qualitative research as well as a number of research skills training courses. She also had the opportunity to discuss her research with the faculty members at MBS who were extremely helpful.

### **IMC meets University of Dresden and University of Münster**

The IMC has several good reasons for regularly inviting faculty and doctoral students to joint workshops; notably to exchange experiences and discuss other issues with regard to theories, methods and analysis, and to further promote networking within the research community.

**Prof. Thomas Günther** and his team from the TU Dresden were guests of the IMC at a workshop which dealt with a range of topics, including decision theory under risk, corporate planning and the monitoring of CFOs. Discussions on other issues, such as the ups and downs of doing a PhD, and publishing in international journals continued over dinner after the workshop.



*IMC meets University of Münster*

In March, the IMC was invited to the University of Münster by **Prof. Peter Kajüter** and his team. At the joint Team Day the researchers took part in lively discussions on such topics as: the emergence of the controller as business partner; comparative management accounting research; and budgeting from a psychological perspective. The visit was topped off with a guided tour of Münster and dinner together.

#### IMC hosts Prof. Joan Luft

In June, the IMC welcomed Prof. Luft for a short visit. She gave a presentation on recent developments in behavioral management accounting research. In addition, IMC doctoral students had the opportunity to present and discuss their dissertation topics. The busy schedule was topped off with an excursion and Prof. Luft and the IMC faculty enjoyed a hike to Eltz castle and were able to explore the beautiful Moselle valley. Prof. Luft is the Eli Broad Professor of Accounting at Michigan State University and her research has appeared in a variety of journals. She has also been the editor of the *Journal of Management Accounting Research* and associate editor of *The Accounting Review*. She has received a number of awards, including the AAA/AICPA Notable Con-

tribution to Accounting Literature, the AAA Notable Contribution to Management Accounting Literature, the Withrow Emerging Scholar Award from the Broad School, and awards for teaching and research excellence from the Department of Accounting and Information Systems.

#### 7th Annual Conference for Management Accounting Research (ACMAR)

More than 100 academics assembled at WHU on 4th and 5th March to attend the Annual Conference for Management Accounting Research ("Vallendarer Controllertagung") which is now in its seventh year. ACMAR is the biggest academic conference for management accounting researchers in the German-speaking world and aims to foster communication within the academic Controlling community. The program consisted of four plenary lectures and around 30 talks, giving academics the opportunity to present their research projects and receive feedback in return afterwards. Afterwards, there was ample opportunity to continue the discussions and exchange ideas over dinner in the more relaxed atmosphere of the WHU's vaulted cellar. In his opening lecture, Prof. Schäffer called for more CFO oriented research and presented the latest findings from this field of research. Prof. Hartmann (RSM Erasmus University Rotterdam) followed with a lecture on "Management control beyond the financial crisis" and impressively demonstrated how business incentive



*Prof. Dr. Peter Kajüter and Prof. Dr. Thomas Fischer*

and bonus systems affect managers' behavior and what implication this has on research and practice. Following the tradition of the ACMAR, a top-class practitioner from the business community is invited to speak at the event. This year, Dr. Raphael Kübler, Senior Vice President Group Accounting and Controlling (Deutsche Telekom AG), gave an interesting talk on a major change project at Deutsche Telekom AG which focuses on the reorganization of the Controlling area. The second day of the Conference opened with a lecture by Prof. Kajüter (University of Münster) on "The international differences of cost accounting". He spoke to the plenum about the experiences Germany has made in recent decades with the development of cost accounting systems, and showed the potential for future research projects in view of international differences of cost accounting practices. The conference ended with lunch and some closing words from the hosts. The next conference will take place on 3rd and 4th March, 2011. The keynote speakers will be Teemu Malmi (Helsinki School of Economics), Dieter Pfaff (University of Zurich) and Mark Frese (CFO, METRO Cash & Carry Deutschland GmbH & Mena).



*IMC meets Prof. Dr. Joan Luft*

# Teaching

## Lectures at WHU

### Doctoral Program

- Survey Research Methods: Basics (Dr. M. Mahlendorf)
- Research Seminar in Management Accounting and Control/Theory (Profs. U. Schäffer and J. Weber)
- Research Seminar in Management Accounting and Control/Methods (Profs. U. Schäffer and J. Weber)

### MLB

- Cost Accounting, Bucerius Law School, Hamburg (Prof. U. Schäffer)

### MBA

- Managerial Accounting (Prof. Dr. T. Truijens)

### EMBA

- Managerial Accounting (Prof. Dr. T. Truijens)

### MSc.

- Research Seminar in Management Accounting and Control – 2nd term (Prof. U. Schäffer)
- Management Accounting and Control – 1st term (Prof. U. Schäffer)
- CFO Lecture – Managing the Finance Function – Finance & Accounting & Control Group – 2nd term (Prof. U. Schäffer et al.)
- Managing Controllability – 2nd term (Prof. J. Weber)

### BSc.

- Capital market requirements and controlling – 4th/5th term (Prof. E. Ernst)
- Seminar on Research and Scientific Writing – 3rd term (Dr. M. Mahlendorf)
- Case Studies in Management Accounting and Control – 3rd term (Prof. U. Schäffer)
- Controlling – 2nd term (Prof. U. Schäffer)

- Management Abroad Shanghai – 2nd term (Prof. U. Schäffer)
- Structured Problem Solving – 4th/5th term (Prof. U. Schäffer)
- Management Abroad Pearl River Delta – 2nd term (E. Strauß)
- Cost Accounting – 2nd term (Prof. J. Weber)

## Lectures at other universities

- Logistik Controlling und Finanzen, Universität Dortmund/St.Gallen, Prof. J. Weber
- Management Accounting and Control: Principles and Cases, Summer School der Wirtschaftswissenschaftlichen Fakultät der Katholischen Universität Eichstätt-Ingolstadt, A. Just und E. Strauß
- Functional and alternative prospects on management accounting, Universität Innsbruck, L. Goretzki

## Textbooks

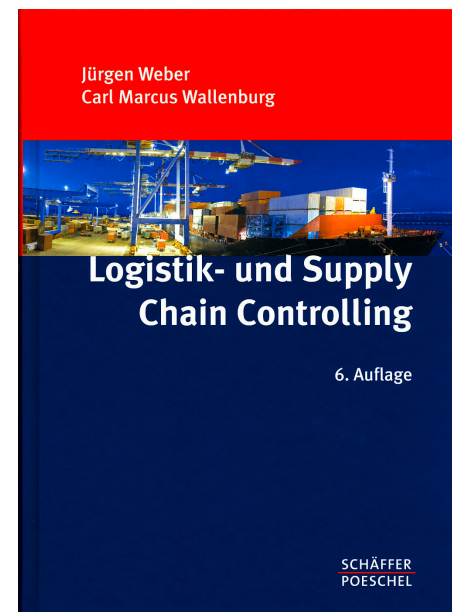
### Einführung in das Rechnungswesen, 8th edition



The book provides a comprehensive and easy-to-read introduction to accounting. The authors look at finan-

cial and cost accounting as a whole and how both areas are linked. The 8th edition includes latest developments in financial reporting, in particular with reference to international accounting standards, and the changes resulting from the Accounting Law Modernization Act (BillMog). The subject matter is explained throughout with the aid of a case study, it is easy to understand, well laid out, and illustrated with many color diagrams, graphics and tables.

### Logistik- und Supply Chain Controlling, 6th edition



A comprehensive overview of current developments in logistics and supply chain controlling. The authors look at the tasks and instruments of logistics controlling – ranging from the formulation of logistic objectives to the calculation of logistics' cost. In addition to looking at trade and industry, the new edition more closely examines logistics service providers illustrated by an extensive case study of Kuehne + Nagel.

### **Prof. Weber appointed Academic Director of the BSc Program**

The academic year 2010/2011 brought a new appointment for Prof. Weber who has taken responsibility for the WHU BSc program. Prof. Weber has many years experience at WHU and will steer the program which currently has 445 BSc students. He will continue the successful work of former director, Prof. Lutz Johanning. Future plans for the program include the introduction of a special law track from fall term 2011.

### **Prof. Schäffer receives Best Teacher Award**

At a graduation ceremony at the Bucerius Law School in Hamburg, Prof. Utz Schäffer received the Best Teacher Award of the MLB Class of 2010. Here are just some of the comments from the course evaluation: "Professor Schäffer makes the most boring issues really interesting!!!", "He tries to explain certain problems in different ways so that everyone understands it", "Helpful assignments and very fast corrections – great class!"

vidual departments in the finance area. Several chairs have been working together to cover this complex subject area and were supported by CFOs and managers who gave guest lectures on their particular area of responsibility.

### **The IMC would like to thank the guest speakers who participated in lectures and conferences in 2010:**

**Dr. Andreas Florissen**, Member of the Management Team, E.ON Inhouse Consulting GmbH

**Karl Gadesmann**, Head of Financial Accounting Group, MAN AG

**Dr. Christian Kaeser**, Global Head of Tax, Siemens AG

**Dr. Ralf Kauther**, Chief Risk Officer, Postbank AG

**Hans-Jürgen Kalmbach**, Leiter Corporate Development und Controlling International, Hansgrohe AG

**Carsten Knobel**, Corporate Senior Vice President, Henkel AG & Co. KGaA

**Dr. Gerd Ködding**, Head of Corporate Audit, MAN SE

**Stefan Krause**, Chief Financial Officer, Deutsche Bank AG

**Dr. Klaus Schuberth**, Referatsleiter Controlling, Bundesagentur für Arbeit

**Gerrit Steen**, Chief Financial Officer, Fresenius Kabi AG

**Stephan Theissing**, Head of Corporate Finance, Allianz AG

**Robert Winter**, Bereichsleiter Controlling, Bundesagentur für Arbeit



*Prof. Dr. Markus Rudolf and Prof. Dr. Utz Schäffer*

The MLB program is a joint Master of Law and Business of Bucerius Law School and WHU - Otto Beisheim School of Management. It is designed to systematically combine legal and business courses and is geared towards strengthening management skills.

### **Innovative CFO teaching concept at WHU**

Chief Financial Officers (CFOs) have in recent years become the "co-pilots" of the executive board. In addition to their traditional role, CFOs are increasingly involved in determining their companies' strategic direction. WHU is the first business school to offer a lecture series specifically examining the role of the CFO.

The course takes a closer look at the CFO's areas of responsibility and provides an insight into activities and specific challenges that the CFO faces today, as well as the interaction between indi-



*Dr. Miriam Begtasevic, Prof. Dr. Utz Schäffer, Dr. Tim Brexendorf, Carsten Knobel, Prof. Dr. Thorsten Sellhorn and Prof. Dr. Dr. h.c. Jürgen Weber (from left)*

**The IMC team also supervised several Bachelor and Master theses and the following merit a particular mention:**

**Sabine Spittler: Research on management accountants: the analysis of the state of the art and trends of development (MSc)**

During the last decades, management accounting researchers borrowed from various disciplines to explore and explain the phenomenon of management accounting as well as the work and role of the management accountant. Consequently, research in management accounting is deemed to be diverse and fragmented in terms of its ontology, epistemology, as well as methodology. In order to structure the current state of research on management accountants, the thesis builds on the work of Burrell and Morgan 1979 (Sociological Paradigms and Organizational Analysis: Elements of the Sociology of Corporate Life) and aimed to answer the following research question: How did the employment of different theories, variables, domains, methodologies and methods as key research concepts contribute to understanding the work and role of the Management Accountant and how future research in this area ought to be organized to allow for the creation of a comprehensive and coherent body of literature?

**Felicia Lonnes: Review of the understanding of sustainability based on the reporting of the DAX 30 companies (BSc)**

In her bachelor thesis, Felicia Lonnes investigated DAX30 companies' understanding of sustainability. The global debate on sustainability has increased pressure on large companies in particular to act in a more sustainable manner. Companies draw on financial and managerial resources to a great extent in



*Participants of the Management Abroad Course in China (Pearl River Delta)*

order to cope with these new requirements. Sustainability reports are a prominent example of this. There is no clear definition of sustainability that defines clear requirements. Therefore, the objective of this thesis was to develop an understanding of what sustainability means for large companies. The thesis thus investigated DAX30 firms' understanding of the concept based on the analysis of sustainability reports. The findings of the study highlight similarities and differences as well as the internal and external factors that influence the understanding of sustainability, thereby providing a guideline for the role of accountants in the process.

#### **Management Abroad China**

WHU offers various Management Abroad Courses at the end of the 2nd semester. These study trips comprise a

ten to fourteen-day visit to an emerging market economy, guided by WHU instructors. Prior to the visit, there is a preparatory course at WHU. As part of the Management Abroad Courses, students visit local companies and partner universities. In addition, the students complete a research paper relating to the country visited which is presented during the study trip.

For the third consecutive year, the Institute of Management Accounting and Control hosted a Management Abroad Course in Shanghai, China, under the supervision of Prof. Schäffer and doctoral assistant Alexander Just. 32 Bachelor students from WHU participated in this year's event and were able to explore the way of doing business in China. They combined visits to companies with intercultural seminars and lectures, which together gave the students



a first-hand impression of China, its culture, politics and economics. "It was a unique experience to explore China in such a way, and we are all astonished about the dynamics and future potential of this developing country" said Alexander Schachner one of the participants after returning to Germany.

The IMC also organized the 2nd Management Abroad Course in China (Pearl River Delta) which took place in the first two weeks of May. For the first time,

students from the University of Western Australia joined the course to experience at first hand the area between Zhuhai, Guangzhou, and Hong Kong. The 33 students and their supervisors, Erik Strauß and Keke Hiller from the IMC, had the opportunity to visit foreign and local firms in the Pearl River Delta around Hong Kong. They discussed current business topics and cultural differences with company executives and Chinese students which was immensely

valuable for increasing their international business experience as well as broadening their intercultural horizons. The course was enhanced with a range of cultural activities that were spread across the area. According to the feedback, the organizers can look back on a successful event that has now become an established part of the curriculum of the bachelor studies at WHU.

## Transfer

### Center for Controlling and Management

During 2010, CCM held its 21st working group meeting which took place on May 28th, 2010. The main topics presented and discussed at this year's meeting were: "Corporate communication during the crisis" and "Brand controlling". The results of the main topic "Corporate communication during the crisis" highlighted a strong involvement in the com-



*The CCM Team: Robert Janke, Evelyn Busch, Jochen Botta, Simone Mack, Johannes Georg and Erik Strauß (from left)*

munication process of those controlling departments that are also strongly involved in crisis management. A further finding was the need to communicate information consistently to internal and external stakeholders in times of crisis. The survey and analysis carried out among the CCM partner companies on the subject of "Brand controlling" identified differences with regard to brand architectures/structures. Companies with family brands face specific challenges regarding brand controlling. In addition, the first findings of the annual project 2009/2010 "Sustainability controlling/carbon accounting" were presented at the meeting. These show that companies increasingly see sustainability as a strategic element of their busi-

ness activities. The results will be presented in detail at the 10th anniversary working group meeting in February 2011.

The CCM people development workshop, which took place from May 19th–21st, 2010, was another successful event in the field of management education. This workshop was attended by 22 participants and enabled a transfer of knowledge on the current status of

IMC's findings from research and business practice. A detailed assessment of the workshop showed a high level of satisfaction among the participants. The second CCM people development workshop took place from December 8th–10th and was attended by 19 participants. Again, the participants were highly

satisfied with the workshop program. The parallel sessions on the subjects of "Sustainability and controlling" and "Short-term planning" were particularly well received. These sessions offered the opportunity for an intensive, direct dialogue between the participants and, as a result of their success, they will form part of the next CCM people development workshop in June 2011.

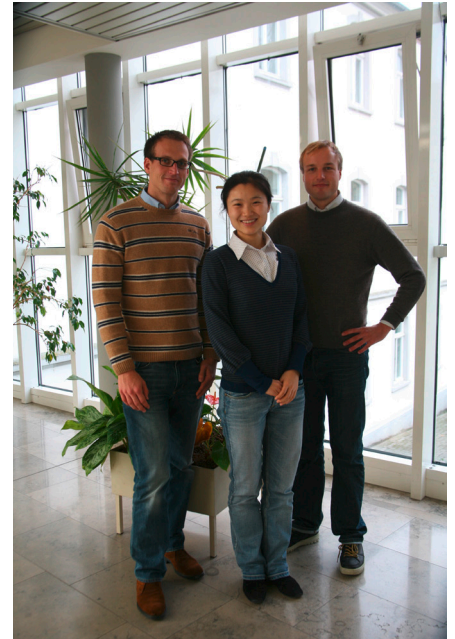
### WHU Controller Panel

The WHU Controller Panel was instigated by the IMC in close cooperation with the International Controller Association (ICV) with the aim of tracking benchmarks and identifying best practices. It is a long-term study enabling the Panel to monitor the development of

Controlling in the German-speaking countries. Members also have the opportunity to take part in other studies on current issues of interest. In essence, the Panel pursues three major objectives:

1. To encourage a regular exchange of information between research and practice. This is a general objective of the IMC.
2. To carry out in-depth research and improved analysis of current issues of relevance.
3. To determine benchmarks, derive best practice recommendations and identify long-term trends in key areas of controllers' activities.

In order to meet these objectives, the participants of the WHU Controller Panel take part in an annual survey that tracks benchmarks for all relevant core areas of controllers' activities. The annual survey makes it possible to iden-



*The Panel Team: Ludwig Voußern, Jane Wu and Jochen Rehring (from left)*

tify and highlight trends as they occur over time, while the benchmarks provide an important reference point for optimizing controlling activities.

This year, three surveys were carried out focusing on topics that are currently of great interest to controllers. First of all, the study “The 4th WHU Controller Panel 2010” analyzed practices in the area of management reporting and planning and was able to identify long-term trends and benchmarks. Second, a study was conducted to better understand the role of controllers in their respective organizations. This study used the newly developed “WHU Controller Index” which measures the standing of controllers. The final study was a continuation of the series of studies on the impact of the crisis on controlling and controllers.

These studies aim to identify sustainable crisis-related changes in controlling activities in German-speaking countries. All in all, the studies (the results of which are also presented in part at the Campus for Controlling) build a basis for an effective exchange of information and best practices between researchers and practitioners.

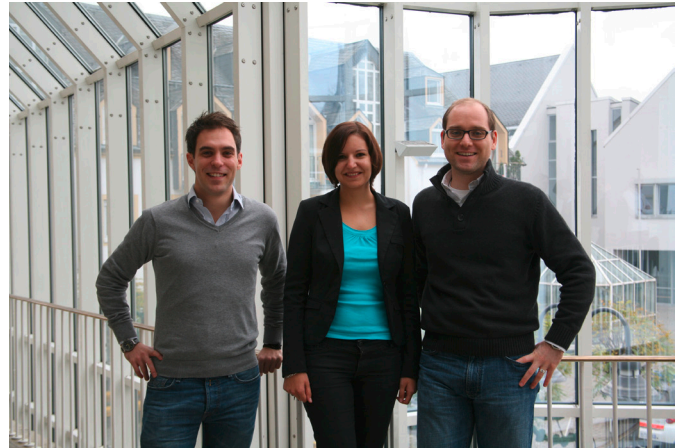
The WHU Controller Panel China was established by IMC and is supported by the International Controller Association (ICV), the German Chamber of Commerce in China (AHK), Tongji University, Shanghai, and many practitioners. It is designed to deliver new insights into the practices of controlling in China, while at the same time generating practical recommendations, benchmarks and best practices that will assist companies in China to create value and ultimately improve performance.

This year, the WHU Controller Panel China launched its “2010 Benchmarking Study”. The study is designed for the subsidiaries of internationally active companies in China and deals with two topics: Identification and general management accounting practices.

#### **Zeitschrift für Management und Controlling – ZfCM**

In 2010, the ZfCM (formerly *Kostenrechnungspraxis – krp*) entered its 54th year of publication. During the past year, the journal has covered a wide range of topics, including carbon accounting and the role of the management accountant. Whereas the former had its focus on one particular aspect of the idea of sustainability and the integration of management accounting practices, the latter highlighted the ever-changing role that management accountants play within modern organizations. In addition to the regular issues, which covered the topics of financial accounting, management accounting in emerging economies as well as the interaction of management accounting and creativity, the journal published three special issues. Their specific focus lay on topics such as the financial crisis, corporate finance and the CFO, and the German Accounting Law Modernization Act (BilMoG).

Both the regular and special issues of ZfCM cover topics of current interest in the field of management and controlling present in a format that appeals to both academics and practitioners. Thus, the



*The ZfCM Team: Keke Hiller, Stefanie Malz and Fabian Kleinschmit (from left)*

issues in the past year include a number of scientific and practitioner articles, as well as contributions from renowned authors and personal interviews.

#### **4th Campus for Controlling concludes successfully**

For the fourth year in a row, the Campus for Controlling took place in Vallendar in September. The controlling event aims to promote and foster knowledge transfer between academics and practitioners. About 90 participants accepted the invitation to attend the Campus and spent the day engaged in an intensive exchange of views on controlling issues. This year, the Campus was open to non-members of the WHU Controller Panel for the first time. Once again, the event was able to attract some well-known speakers from the field of controlling.

In the opening speech, Prof. Weber focused on “Is all theory gray?” where he examined the areas of conflict between theory and practice, indicating how theories can support controlling yet also pointing out their limitations.



*Participants of the Campus for Controlling*

The first practitioner to speak was Dr. Ralf Eberenz, formerly of Beiersdorf AG, who presented a project which uses BI to support strategic planning at Beiersdorf AG.

Gunter Piotrowski from Axel Springer AG gave a vivid account of his experiences during the reorientation of the controlling department at Axel Springer and provided a fascinating insight into the development of controlling at one of Germany's biggest media houses.

Afterwards, Jochen Rehring and Ludwig Voußem, research assistants at the Institute of Management Accounting and Control, presented the latest findings from the WHU Controller Panel. They outlined the Panel's various projects relating to knowledge transfer and research and then focused on the findings of the current survey.

Alfons Link from W.C. Heraeus GmbH followed with a presentation illustrating how controlling can contribute to a company's success in times of increased volatility, for example, by using detailed claims management.

The final presentation of the Campus for Controlling 2010 was made by Siegfried Gänßlen, Hansgrohe AG und chairman of the ICV, who described the development of the role of controller from financial controller to business manager, using his own company as an example. He clearly outlined the

expectations that management has of its controllers in the (past) crisis. The presentation triggered a great response which even more clearly demonstrated the close relationship between IMC and ICV.

#### **Prof. Schäffer opens Symposium in St. Petersburg**

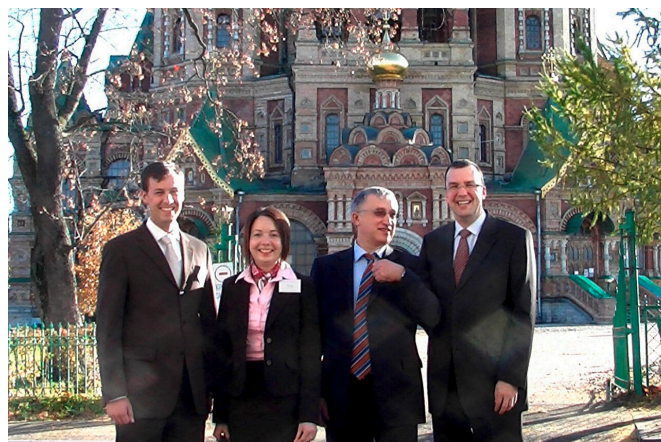
Prof. Schäffer gave a lecture to open the 20th Symposium of the Russian Controller Association. He presented some of the findings of the IMC/WHU Controller Panel regarding the effects of the

economic crisis on the profession of management accounting. Members of the International Controller Association (ICV) are instrumental in supporting the work of the Panel. At the invitation of the Symposium Chair, Prof. Sergey Falko of Bauman Moscow State Technical University, the participants gave presentations on topics such as management accounting training in Europe and new management concepts.

#### **ControllingWorld 2010**

ControllingWorld was chaired by Prof. Schäffer and presented topics of growing interest to Controllers in times of economic difficulty. Various instruments and challenges were introduced to the participants at the congress, illustrating issues that Controlling and Controllers have to address in today's economic climate. Speakers from top companies explained how they establish liquidity and working capital management, while dealing with financing, currency and investment issues under current conditions. Here, the focus was placed on the implementation of proven controlling instruments. The speakers used best practice examples to illustrate successful optimization measures in controlling

organization and the practical application of innovative, new instruments. In this its 13th year, the ControllingWorld was attended by over 100 participants, who were favorably impressed by the quality of the presentations and the networking platform offered by this event.



*Björn Baltzer, Ludmilla Häusser, Prof. Dr. Sergey Falko and Prof. Dr. Utz Schäffer*

### Workshop “Controlling@InPraxi goes WHU”

The Workshop Controlling@InPraxi was held for the third time on 12th March, 2010. The idea behind the event is that In Praxi members, now working as CFOs or in controlling departments, return to their Alma Mater for half a day to gather new ideas from current WHU research and also to mix with other alumni who have the same professional interests.

The lectures given during the workshop covered such interesting topics as: “The CFO as persona incognita – A call for more CFO-related research”, “Making Business Partners” and “How to professionalize firms – Evidence from German start-ups”. The speakers at the workshop were Prof. Schäffer, Erik Strauss and Lukas Goretzki. The intimate atmosphere was conducive to lively and open discussion after each presentation.

### Working Group “Steuerung in der öffentlichen Verwaltung” accepted in the government's program

The German government has approved a program presented by the Ministry of the Interior entitled “Networked and Transparent Governance”. This program

includes the working group “Management and Control in Public Institutions”, the aim of which is the development and establishment of result and target oriented management in public institutions. The working group, constituted in March 2010, has been established to compile recommendations and subsequently support their implementation in selected authorities. The results emerging from the working group will be published in a guide for establishing result and target oriented management. All interested authorities that are not members of the working group will be kept informed at annual meetings.

Members of the working group include the Federal Employment Office (Bundesagentur fuer Arbeit), the Federal Office for Defense Technology and Procurement (Bundesamt fuer Wehrtechnik und Beschaffung), the Institute for Federal Real Estate (Bundesanstalt fuer Immobilienaufgaben), the Federal Agency for Technical Relief (Bundesanstalt Technisches Hilfswerk), the Federal Ministry of Finance (BMF), the Federal Ministry of Defense (BMVg), the Federal Ministry of the Interior (BMI), the Federal



*Dr. h.c. Frank-J. Weise, Prof. Dr. Dr. h.c. Jürgen Weber and Elke Tegeler*

Police (Bundespolizeipräsidium), the Federal Office of Administration (Bundesverwaltungsamt), CTcon, the German Central Bank (Deutsche Bundesbank), the German Weather Service (Deutscher Wetterdienst), the German Patent and Trademark Office (Deutsches Patent- und Markenamt), Baden-Wuerttemberg Ministry of Finance (Finanzministerium Baden-Württemberg), the State Chancellery in Hesse (Staatskanzlei Hessen) and the Federal Statistical Office (Statistisches Bundesamt). The working group is scientifically supported by Prof. Hirsch (Universität der Bundeswehr München) and Prof. Weber. We are delighted that the importance of the working group has been recognized by its inclusion in the government program.



*Lessli Eismann, Robert Winter, Susanne Zubler and Joachim Schauß*

### Transfer publications

Author(s)	Title	Book/Journal
Goretzki, Lukas/Weber, Jürgen	Der Wandel der Controller – Eine rollentheoretische Betrachtung am Beispiel der Hansgrohe AG	Zeitschrift für Controlling & Management: ZfCM, Jg. 54, 3, 2010, S. 163-169
Goretzki, Lukas/Weber, Jürgen/ Zubler, Susanne	Die Rollen der Controller	Controller-Magazin: CM, Jg. 35, 2, 2010, S. 56-62
Krügerke, Christian/Weber, Jürgen	Controllerunterstützung im Vertrieb – Erkenntnisse einer branchenübergreifenden Erhebung	CFO aktuell, Jg. 4, 3, 2010, S. 70-74
Mahlendorf, Matthias D.	Schlechtem Geld kein Gutes hinterher werfen	The Performance Architect, Jg. 1, 1, 2010, S. 12-13
Mahlendorf, Matthias D.	Eskalation des Commitments bei scheiternden Projekten	Controller-Magazin: CM, Jg. 35, 1, 2010, S. 38-39
Mahlendorf, Matthias D.	Controlling bei eskalierenden Projekten	Controlling – Zeitschrift für erfolgsorientierte Unternehmenssteuerung, Jg. 22, 2, 2010, S. 107-112
Schäffer, Utz	Der Finanzbereich im Fokus	Zeitschrift für Controlling & Management: ZfCM/Sonderheft 2, Jg. 54, 2010
Schäffer, Utz/Rehring, Jochen/ Wyszomirski, Elmar	Performance Measurement in chinesischen Tochterunternehmen	Zeitschrift für Controlling & Management: ZfCM, Jg. 54, 5, 2010, S. 311-315
Schäffer, Utz/Wu, Jane	Controlling in China? What are you talking about?	Controller Magazin Spezial – Controlling international, Jg. 35, 5, 2010, S. 20-21
Schäffer, Utz/Schürmann, Christian	Die Rolle des Controllers: Erbsenzähler oder interner Berater?	Zeitschrift für Controlling & Management: ZfCM, Jg. 54, 3, 2010, S. 182-188
Schäffer, Utz/Schürmann, Christian	Die Organisation der Finanzfunktion	Zeitschrift für Controlling & Management: ZfCM/Sonderheft 2, Jg. 54, 2010, S. 54-56
Weber, Jürgen/Goretzki, Lukas/ Zubler, Susanne	Welche Erkenntnisse kann die empirische Controllingforschung zum Erfolg des Controllings beitragen?	Controlling, Jg. 22, 6, 2010, S. 322-329
Weber, Jürgen	What's new in academia?	Controller-Magazin: CM, Jg. 35, 2010, 4, S. 35-36
Weber, Jürgen	Organisation des Controllerbereichs – ein Überblick, in: Der Finanzbereich im Fokus	Zeitschrift für Controlling & Management: ZfCM/Sonderheft 2, Jg. 54, 2010, S. 39-46
Weber, Jürgen	Neue Rollen der Controller	Zeitschrift für Controlling & Management: ZfCM, Jg. 54, 3, 2010, S. 137
Weber, Jürgen	Controllerkarrieren	Controller-Magazin: CM, Jg. 35, 3, 2010, S. 15
Weber, Jürgen/Zubler, Susanne	Bewältigung der Finanz- und Wirtschaftskrise im Controlling, Einsichten aus dem WHU-Controllerpanel	Zeitschrift für Controlling & Management: ZfCM/Sonderheft 1, Jg. 54, 2010, S. 13-18

Weber, Jürgen	Krise – Chancen für das Controlling	Zeitschrift für Controlling & Management: ZfCM/Sonderheft 1, Jg. 54, 2010
Weber, Jürgen	Controlling und Krise	Zeitschrift für Controlling & Management: ZfCM/Sonderheft 1, Jg. 54, 2010, S. 1-3
Weber, Jürgen	Was unterscheidet erfolgreiche von nicht erfolgreichen Controllern?	Zeitschrift für Controlling & Management: ZfCM, Jg. 54, 2, 2010, S. 91-95
Weber, Jürgen	Controllingenerfolg – macht Controlling erfolgreich, und wenn ja wie?	Zeitschrift für Controlling & Management: ZfCM, Jg. 54, 2, 2010, S. 73
Weber, Jürgen	Nachhaltigkeit als Innovation	Zeitschrift für Controlling & Management: ZfCM, Jg. 54, 1, 2010, S. 1
Weber, Jürgen/Zubler, Susanne/ Rehring, Jochen	Controlling in erfolgreichen Unternehmen – Orientierungspunkte in der Finanz- und Wirtschaftskrise	CFO aktuell, Jg. 4, 2, 2010, S. 22-24
Weber, Jürgen	Controlling & Nachhaltigkeit	Controller-Magazin: CM, Jg. 35, 2, 2010, S. 12
Weber, Jürgen	Erwartungen und Realität	Controller-Magazin: CM, Jg. 35, 1, 2010, S. 7
Weber, Jürgen	Was ist nur mit den Controllern los!	Controller-Magazin: CM, Jg. 35, 5, 2010, S. 54f
Weber, Jürgen	Was kümmert uns das Controlling in China und Indien?	Zeitschrift für Controlling & Management: ZfCM, Jg. 54, 5, 2010, S. 285
Weber, Jürgen/Voußem, Ludwig/ Rehring, Jochen	Aktuelle Ergebnisse aus dem WHU-Controllerpanel: Benchmarks und Trends in der Budgetierung	Zeitschrift für Controlling & Management: ZfCM, Jg. 54, 5, 2010, S. 323-327
Weber, Jürgen	Was haben wir aus der Krise gelernt?	Controller-Magazin: CM, Jg. 35, 6, 2010, 6, S. 9
Weber, Jürgen/Georg, Johannes/ Janke, Robert	Nachhaltigkeit: Relevant für das Controlling?	Zeitschrift für Controlling & Management: ZfCM, Jg. 54, 6, 2010, S. 395-400
Weber, Jürgen/Vater, Hendrik/ Schmidt, Walter/Reinhard, Hartmut	Turnaround – Navigation in stürmischen Zeiten – Maßnahmen zur Krisenbewältigung und Auswirkungen auf die Rolle von CFOs und Controllern	Wiley-VCH, Weinheim 2010
Weber, Jürgen/Nevries, Pascal	Drivers of successful controllership: Activities, people, and connecting with management, managerial accounting collection	Kenneth A. Merchant (Editor), New York 2010
Weber, Jürgen/Burchard, Cord H./ Voußem, Barbara A./Kempf, Sebastian	Personalmanagement im Controlling	Schriftenreihe Advanced Controlling, Bd. 76, Wiley-VCH, Weinheim 2010
Weber, Jürgen/Preis, Anton/ Boettger, Ulrich	Neue Anforderungen an Controller – Ergebnisse aus der Unternehmenspraxis	Schriftenreihe Advanced Controlling, Bd. 75, Wiley-VCH, Weinheim 2010
Weber, Jürgen/Veit, Andreas	Controller im Strategieprozess revisited – Neue empirische Erkenntnisse	Schriftenreihe Advanced Controlling, Bd. 74, Wiley-VCH, Weinheim 2010

Weber, Jürgen/Zubler, Susanne	Controlling in Zeiten der Krise – Wirkungen und Maßnahmen	Schriftenreihe Advanced Controlling, Bd. 73, Wiley-VCH, Weinheim 2010
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### Practice oriented presentations

Author (s)	Title	Occasion
Goretzki, Lukas	Making Business Partners – Integrating Theory and Practice	Workshop Controlling @ In Praxi goes WHU, Vallendar, 12.03.2010
Rehring, Jochen/Voussem, Ludwig	Aktuelle Ergebnisse aus dem WHU-Controllerpanel	Campus for Controlling, Vallendar, 10.09.2010
Schäffer, Utz	Was Sie schon immer über CFOs wissen wollten	Workshop Controlling @ In Praxi goes WHU, Vallendar, 12.03.2010
Schäffer, Utz	Controlling 2010: Chancen und Herausforderungen	Controlling World 2010, 13. Management Circle Jahreskongress für Controller, Bad Homburg, 15.03.2010
Schäffer, Utz	Controller in der Krise – Chancen und Herausforderungen	St. Petersburg, 30.10.2010
Strauß, Erik	How to Professionalize Firms – Evidence from German Start-Ups	Workshop Controlling @ In Praxi goes WHU, Vallendar, 12.03.2010
Weber, Jürgen	Rollen von Controllern – Begriff, Überblick, Einordnung und Entwicklung	CCM-people development, Vallendar, 19.05.2010
Weber, Jürgen	Erfolg durch Controlling – Messung, Elemente und Handlungsfelder	CCM-people development, Vallendar, 19.05.2010
Weber, Jürgen	WHU-Controllerpanel – Aktivitäten und aktuelle Ergebnisse	CCM-Arbeitskreissitzung, Frankfurt, 28.05.2010
Weber, Jürgen	Controlling in der Krise – Unternehmenskommunikation in der Krise	CCM-Arbeitskreissitzung, Frankfurt, 28.05.2010
Weber, Jürgen	Controlling State of the Art – Status – Developments – Perspectives	RWE AG, Essen, 14.07.2010
Weber, Jürgen	Planung State of the Art – Funktionen – Merkmale – Erfolg	Salzgitter AG, Salzgitter, 11.08.2010
Weber, Jürgen	Grau ist alle Theorie?	Campus for Controlling, Vallendar, 10.09.2010
Weber, Jürgen	Überblick über das Logistik-Controlling; Kosten- und Leistungsrechnung für die Logistik; Strategieumsetzung mit der Balanced Scorecard – Konzept und Realität	NetloP-Seminar, Vallendar, 26.11.2010



## Last but not least

In a recent study, Prof. Matthias Meyer, Prof. Rüdiger Waldkirch and Michael Zaggl identified the top 20 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 turned out to be top ranked according to accumulated publications (followed by Prof. Jörg Baetge) and accumulated citations (followed by Prof. Péter Horváth). Prof. Utz Schäffer followed on a – given his age – noteworthy rank 12 for accumulated publications and rank 11 for accumulated citations.

### Seminars, Conferences & Events at IMC in 2011

- 3rd. – 5th. February  
CCM 10th Anniversary Working Group Meeting, Barcelona
- 3rd. – 4th. March  
Annual Conference for Management Accounting Research (Vallendarer Controlleragung)
- 4th. – 5th. March  
Spring Conference “Kommission Rechnungswesen” at WHU
- 15th. April  
Workshop Controlling @ In Praxi goes WHU
- 8th. – 10th. June  
CCM-people development
- 13th. – 15th. July  
The second Accounting History International Emerging Scholars’ Colloquium at WHU
- **16th. – 17th. September**  
**25 Years Controlling @ WHU**
- 30th. September  
Campus for Controlling
- 7th. – 9th. December  
CCM people development

