

# MANAGEMENT CONTROL SYSTEMS

Performance Measurement, Evaluation and Incentives

Kenneth A. Merchant & Wim A. Van der Stede

Fourth Edition

# Management Control Systems Van Der Stede

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*Control Systems and Cross-Cultural Research* Michael Hanzlick, 2015-01-31 A fundamental challenge that management faces in the twenty first century is how to exercise adequate control i e how to guide and direct the behaviour of their subordinates With increasing globalisation firms witness a cross cultural impact too Of particular interest is the question of whether to use the standardized form of control similar to the home base of firms or whether to adapt their control practices to the local specificities Given the meagre state of the literature in management control with a cross cultural emphasis this study addresses a real world problem namely the question whether management control practices are configured similarly or differently across cultures Relying on a generalized industry sample across four countries Belgium Canada Germany and

Poland this study sought to shed light on one of the more intriguing questions does culture matter for specific control areas in particular for performance measurement performance evaluation and reward systems The theoretical foundations are grounded in the cultural framework of the GLOBE project accompanied by thoughts of new institutionalism stakeholder theory and contingency thoughts Hypotheses are tested by mean comparisons ANOVA ANCOVA The empirical findings highlight cultural differences for a broader set of control practices and deliver new insights into the intersection of culture and management control This dissertation crafts a novel topic with high relevance for both researchers and practitioners The study demonstrates areas for which management control practices should be adapted to the local needs and areas for which those practices could be harmonized in the whole company This monograph stresses some areas in which future empirical cross cultural research can benefit and some areas where conceptual thoughts could be advanced

**Management Control Systems, Decision-Making, and Innovation Development** Dawid Szutowski, 2021-10-03 The systematic approach to innovation development today is one of the world's most prominent scientific fields and with good reason When applied correctly such system produces regular outcomes which consistently drive lasting competitive advantage Unfortunately as much as it is beneficial the orchestration of an undisturbed flow of multiple complex dynamic and flexible innovation development processes is structurally demanding In this book a recognised innovation management specialist sets the record straight offering a comprehensive approach to the improvement of innovation efficiency with the use of management control system Unlike other books on the subject it proposes original representation the CDI model of the relationships between management control system decision making quality and innovation system efficiency and explains why management control is fundamental to innovation management In addition to that inside the reader will find several original developments These include the info deficiency I D model depicting the various parameters hindering decision making in innovation development the product innovation development PID system offering the original function based approach to innovation management and the composite innovation index specially designed tool intended to evaluate the efficiency of an innovation development system It will be of interest to researchers academics practitioners and advanced students in the fields of management strategy and innovation Chapter 4 of this book is freely available as a downloadable Open Access PDF under a Creative Commons Attribution Non Commercial No Derivatives 4.0 license available at <http://www.taylorfrancis.com>

**Management Control Systems in Complex Settings: Emerging Research and Opportunities** Zanin, Filippo, Comuzzi, Eugenio, Costantini, Antonio, 2017-12-08 Organizations are constantly creating original initiatives product lines or implementing new workflows to remain competitive in the contemporary business world Employing optimum methods for efficient performance and timely completion of tasks is vital to the success of a business Management Control Systems in Complex Settings Emerging Research and Opportunities is a noteworthy reference work for the latest academic research on business management and the complexity involved in decision making direction measurement and the evaluation

of a company Containing broad commentary on an assortment of relevant views and issues such as customer loyalty and reputation effective manufacturing processes and strategic issues in complex firms this book is optimally intended for business professionals managers and aspiring entrepreneurs as well as students and academics looking for groundbreaking analysis on the Three Vs model of inventory management and value creation *The Impact of Management Control Systems on Employees' Behavior During Remote Work* Lena Heinz-Schmitt,2024-03-23 The new trend towards flexible work environments has spurred the debate over the effects of remote work on employees behavior and has forced greater consideration of how management control systems must be adjusted to meet the needs of the new work environment While the existing literature has observed several positive behavioral changes such as increased performance and effort counterproductive work behavior has also been identified Combining an experimental and a case study research approach the present study investigates whether a management control system can mitigate unwanted behavior during remote work The experimental study manipulates the use of management controls and analyzes the effects of an enabling vs a coercive management control system on dishonest behavior The data reveal that individuals who perceive the system as enabling and feel a connection to the company behave more honestly during remote work The organizational connection entirely mediates the perception of the management control system on dishonest behavior To further investigate this effect a case study approach was applied Based on interviews several factors are identified that might impact the enabling perception of the control system in remote work settings The six factors are divided into situational and individual attributes **Frontiers of Japanese Management Control Systems** Eri Yokota,2023-04-10 This book provides a multilateral view of Japanese management control systems MCS presents the frameworks of MCS theory and integrates those systems based on quantitative and qualitative research Readers will learn how Japanese MCS were investigated by researchers and why they chose the existing frameworks Not only are the topics clarified with regard to Japanese MCS empirical evidence from Japan is also provided At the outset the frameworks of MCS used by Japanese researchers are explained and the reasons they choose those frameworks are investigated Following that exploration readers are shown a close examination of MCS which are thought to be difficult to understand in Japan In Japanese companies however these systems are generally used so in other words Japanese companies use MCS without considering its frameworks It is a baffling phenomenon thus a fine topic of research After a comprehensive review of the literature the current status of Japanese MCS is presented by using both quantitative and qualitative research By the end of the book readers will have a firm grasp of how Japanese firms use MCS and what MCS means for Japanese companies Management Control Systems For Strategic Changes: Applying To Dematurity And Transformation Of Organizations Shufuku Hiraoka,Akimichi Aoki,2020-12-02 This book clarifies the theory and practice of management control for strategy changes through the study of profit organizations non profit organizations manufacturing and service industries The relationship between strategy and management control is clearly elucidated in the

book which enables readers to understand how to implement management control systems for strategic changes in their organizations The unique topics covered in this book include the methodology for continuing existing businesses and spreading the risk in the business portfolio the management control systems for the new platform business models such as IT hardware and SaaS Software as a Service needed for business structure transformation as well as management controls that are functioning in various industries and organizations

*Management Control System in Smart and Sustainable Firms* Domenica Lavorato,2025-02-26 In today s competitive environment smart technologies are increasingly recognized as key enablers of corporate sustainability In this new context corporate management control systems integrate with the issues of smart technologies sustainability and inter and intra organizational collaboration as the driving elements of the firm of the future This book proposes a management control framework for today s firms It investigates the effectiveness of traditional management control systems in today s competitive environment and identifies potential limitations that may hinder their ability to effectively monitor modern organizations Furthermore the book explores whether these systems can be improved with complementary tools or if entirely new mechanisms are required The book argues the need to adopt a new approach to control and a different lens for evaluating the activity of guiding the achievement of corporate objectives paving the way for the conceptualization of a new management control system

*Risk Profile Contingent Analysis of Management Control Systems* Peter Göstl,2019-10-01 This study contributes to an existing and growing body of literature in the field of management accounting and control concerned with implications from increased uncertainty on MCS design and use It is found that the choice of MCS reflects the firm s risk profile and that firms that choose MCS design and use better suited to their risk profile perform better than others Using data from a survey of 362 Chief Executive Officers this study yields a model of fit that enables the stimulation of selective improvements and helps to achieve a competitive advantage

**Integrating Performance and Risk in a Management Control System** Claudia Presti,2021-11-15 This book presents a theoretical and empirical framework to interpret the possible configurations of the integration between performance management and risk management systems as part of management control systems The book provides an overview of the development paths of these three systems outlining the evolution and the current development of these disciplines highlighting emerging issues and providing some original considerations The author uses both an inductive and deductive approach in shaping the proposed framework and includes the perspective of practitioners and academics on the topic Based on a multiple case study in listed companies and a survey administered to small and medium enterprises this book provides readers with valuable insights to adapt the proposed framework in different business contexts

**Performance Measurement and Management Control** Antonio Davila,Marc J. Epstein,Jean-Francois Manzoni,2012-06-08 In addition to the three plenary sessions this volume contains some of the exemplary papers that were presented at the 2011 conference representing a collection of leading research in management control and performance measurement and providing a

significant contribution to the growing literature in the area      **ICICKM2014-Proceedings of the 11th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning** Jim Rooney,2014-10-17

These proceedings represent the work of researchers participating in the 11th International Conference on Intellectual Capital Knowledge Management Organisational Learning ICICKM 2014 which this year is being held at The University of Sydney Business School The University of Sydney Australia The Conference Co Chairs are Dr John Dumay from Macquarie University Sydney Australia and Dr Gary Oliver from the University of Sydney Australia The conference will be opened with a keynote by Goran Roos Advanced Manufacturing Council Adelaide Australia who will address the topic of Intellectual capital in Australia Economic development in a high cost economy The second day will be opened with a from James Guthrie University of Sydney Australia on the topic of Intellectual Capital and the Public Sector Research Past Present and Future

Research Handbook on Accounting and Ethics Marion Brivot,Charles H. Cho,2023-03-02 This invigorating Research Handbook focuses on collective ethical issues facing the accounting profession as a whole as well as the users of the services provided by accountants Providing an overview of contemporary accounting and ethics issues around the world it discusses the ethical considerations involved in accounting including external and internal auditing tax forensic accounting and governance as well as new areas of research relating to accounting and ethics through cross fertilization with other disciplines and presenting multiple innovative perspectives      *Innovation Leadership in Practice* Karina R. Jensen,Stephanie Kaudela-Baum,Rob Sheffield,2023-12-07 Innovation Leadership in Practice provides a unique source of new insights on the role of innovation leadership and effective practices through conceptual models empirical case studies development interventions and tools      **Innovation** Renu Agarwal,Eric Patterson,Sancheeta Pugalia,Roy Green,2022-09-01 In recent

years a great deal of attention has been focussed on the undertaking of managing innovation Without the right focus resourcing and capabilities firms struggle to create value through innovation However the task of managing innovation is one of continuous paradoxes where an overly structured mind set can impede entrepreneurship creativity culture and the right conditions for disruption The question remains of how we can have the right lens to properly understand and appreciate innovation and how we can have a flexible set of tools techniques and perspectives to support innovation This concise text introduces readers to one of the fundamental ideas in the business world Insights into the key ingredients of innovation including business models services entrepreneurship and creativity are analysed alongside core contexts such as disruptive technology Students of business and management will appreciate additional coverage of the future of the field including open innovation and the dark side of digital disruption This accessible book provides a thought provoking stimulating perspective that will make it a valuable resource for a range of academic and student audiences across business and management disciplines      *Advances in Management Accounting* John Y. Lee,Marc J. Epstein,2011-02-14 Features articles on a call for future research on management accounting service quality budget ratcheting and performance effect of trust in superior and

trustfulness on budgetary slack relationship between purposes of budget use and budgetary slack strategic budgeting in public schools and more



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