

Management Control Systems

Performance Measurement, Evaluation and Incentives

Kenneth A. Merchant & Wim A. Van der Stede

Second Edition

FT Prentice Hall
PUBLISHING SINCE 1804

Management Control Systems Van Der Stede

Chiara Demartini



Management Control Systems Van Der Stede:

Management Control Systems Kenneth A. Merchant, Wim A. Van der Stede, 2003 Management control systems MCSs is a complex and multidimensional subject which is comprehensively and clearly addressed by this new book It assumes a basic level of knowledge of management accounting but it is suitable for upper level undergraduates who have taken a prior management accounting course as well as for postgraduates and practising professionals Features and benefits Combination of an extensive set of case studies text and real life examples creates a balanced picture of the concepts theories and issues surrounding the subject and equips students with the requisite skills to apply them to specific decision making situations that managers face Case study selection includes many Harvard Business School cases as well as a range of original cases covering businesses in Europe the USA and beyond Coverage of the latest management control related tools and techniques such as EVA and Balanced Scorecard Inclusion of findings of empirical research on the effectiveness of MCS design within different organizational settings provides a solid foundation to the subject Greater emphasis on management control in the context of strategy and planning offers students the opportunity to develop their analytical skills in this area Focus on the use and effects of financial results controls which dominate at managerial levels in all but the smallest organizations It also provides a broad treatment of alternative management controls that puts the financially oriented controls into the proper perspective The authors Professor Kenneth A Merchant is the current holder of the Deloitte Touche LLP Chair of Accountancy at the University of Southern California He is an experienced teacher consultant and the author of seven books Professor Wim A Van der Stede is Assistant Professor of management accounting and control at the University of Southern California He is an experienced author with his publications appearing in several different journals and he has taught in many different countries

Management Control Systems in Japan Takashi Shimizu, 2017-03-27 As the world's third ranking economic power Japan's style of management such as the lifetime employment system the seniority system and an enterprise union has been well studied However little else is known about the Japanese management control systems MCSs and management accounting systems which are significantly different from other economic powers This book sheds light on Japanese MCSs and the differences with those of the United States illustrated with examples from Mitsubishi Electric Kao and more This book aids not only researchers in management accounting but also provides more useful insight for international investors and management accountants that can prove useful in business management

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 Management 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>

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

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

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

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 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

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 **Management for Digital Transformation** Carolina Machado, J. Paulo Davim, 2023-09-23 This book is a comprehensive resource for managers engineers researchers academics and professionals from various fields seeking to grasp the complexities and opportunities presented by digital transformation It goes beyond the superficial understanding of digitalization delving into the intricacies of this transformative process and its profound impact on organizations By exploring the latest developments and insights from around the world readers will gain a deep understanding of how digital transformation influences not only technological aspects but also human resources processes relationships and information management With a critical lens this book addresses the challenges and changes that arise in the context of digital transformation empowering readers to effectively lead and manage these processes From examining the role of technology transfer to discussing talent management consumer vulnerabilities generative AIs and the evolving landscape of e commerce and internet use this book provides a rich tapestry of knowledge and practical recommendations It also highlights the significance of collaboration virtual teams and intelligent tools in driving digitalization Moreover it explores innovative management practices and techniques for addressing mobile phone waste utilizing scientometric bibliometric and visual analytic tools Ultimately this book equips readers with the necessary insights and strategies to navigate the digital transformation successfully and harness its potential to achieve organizational excellence in an increasingly dynamic world Performance Management Systems Chiara Demartini, 2013-08-04 This book presents an analysis and a critical discussion on performance management systems It seeks to advance the current state of knowledge in the subject by introducing a holistic performance management system the

loosely coupled performance management system This new system presents a framework to leverage the systemic relationships among already established performance management mechanisms The author contends that loosely coupled performance management systems fulfill two different objectives namely they assure control and foster innovation Such a comprehensive approach to management control provides managers of economic organizations with an overarching architecture for the design diagnosis and effective use of performance management systems

Accounting in Africa Venancio Tauringana,Kojo Menyah,Joshua Abor,Musa Mangena,2012-11-21 The objective of Research in Accounting in Emerging Economies is to raise the level of interest in the specific problems of accounting in emerging economies and increase awareness of real issues so that accounting in these countries will not just be seen as a matter of copying what is done in the industrialized countries

Methodological issues in accounting research Zahirul Hoque,2018-03-26 What is my theory How do I choose a theory Why and how should I employ a particular method for collecting the empirical data These basic questions concern everyone involved in research A research study can be a voyage of discovering or choice of theoretical perspective as well as gathering empirics or facts on a problem or situation This book provides a good guideline as to why and how to choose a particular theory or method to study an organisational phenomenon such as accounting All the chapters provide both retrospective and contemporary views by scholars in the field Each chapter documents the latest developments and research in accounting and control systems and provides valuable insights into methodological perspectives in accounting research This second edition has also introduced a number of new chapters covering strategy management control as practice grounded theory approach institutional logic and rhetoric social interaction theory actor network theory and practice theory The book is primarily intended for research students and academic researchers It can also be used for undergraduate Honours course as well as postgraduate accounting and business methodology courses Research organisations and consulting firms in accounting and business fields may also find this book useful The principal aims of this second edition are 1 to update the chapters previously published in 2006 and 2 to introduce new chapters documenting recent developments in accounting research

Advances in Management Accounting Mary A. Malina,2017-07-13 This volume is a publication of quality applied research in management accounting The volumes purpose is to publish thought provoking articles that advance knowledge in the management accounting discipline and are of interest to both academics and practitioners

Small and Medium-Sized Enterprise (SME) Resilience Susanne Durst,Thomas Henschel,2024-03-18 Small and medium sized enterprises SMEs are considered particularly vulnerable to crisis situations due to their limited assets and resources as well as their great dependency on local customers Holistic risk management is critical to the development of resilience in organizations This book explores this situation by addressing risk management for SMEs holistically with a focus on continuous learning and the development of dynamic capabilities to increase resilience It provides a broad overview of crisis risk situations and their possible treatment in theory and practice discussed from

different resilience perspectives Featuring contributions from carefully selected experts this book explores different types of small businesses and sectors to map the diversity and complexity of small business resilience practices It not only helps SMEs facilitate rapid recovery from crises but it also helps managers and professionals look to the future of their business with success by providing them with unique comparative research

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