

## Asia-Pacific Management Accounting Association



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### 1. PRESIDENT'S MESSAGE

#### ***Message from APMAA President!***

Dear APMAA members,

I would like to take this opportunity to express my sincere wishes to all APMAA members for prosperity, good health and the best of luck in the New Year.

The main task of APMAA is to continue to offer members an excellent annual conference for presenting research results, obtaining new information and knowledge, and meeting reliable colleagues and friends. Now we have entered a new year with many challenges.

#### **2013 APMAA Conference in Japan**

The 9th APMAA conference is held at Nagoya University in Japan, November 1st to 4th,

2013.

The 2013 conference is co-organized by the Asia-Pacific Management Accounting Association (APMAA), APMAA Japan and Nagoya University with the general theme, "Challenges for Management Accounting: Issues in Theory and Practices." We cordially invite you to attend the conference and Ph.D. Colloquium. Please visit <http://www.apmaa.asia/> for further information.

### **Report of 2012 APMAA Conference in China**

The 2012 APMAA Conference hosted by Xiamen University, China, began on Wednesday November 14<sup>th</sup>, 2012, and ended successfully on Saturday November 17<sup>th</sup>, attracting about 100 participants from all over the world including over 40 international participants. The Conference with the theme, "Management Accounting: the Optimization of Management Control System," was held with the participation of prominent scholars such as Prof. Dr. Michael Bromwich, London School of Economics and Political Science, and Prof. Dr. Thomas Hemmer, Rice University, Houston as keynote speakers. All the participants enjoyed the atmosphere of APMAA conference and the city, Xiamen, known as the international garden city on the sea. I want to express my deepest gratitude and thanks to Prof. Yuan Lue Fu, Prof. Xiaohui Qu and the 2012 annual conference organizing team at Xiamen University.

### **2013 New governance structure**

APMAA steering committee members discussed the long-term growth of APMAA in the afternoon of November 17<sup>th</sup> at the 2012 annual conference. Based on the discussion, APMAA starts a new governance structure after January 1<sup>st</sup>, 2013. Professor Yang Tzong Tsay, National Taiwan University, works as President-elect. Professor Normah Omar, Universiti Teknologi MARA, Malaysia, works as Executive Vice President. Many new members, who have worked for regional chapters, join the APMAA Steering Committee. Under the new structure, APMAA strives to become the world's most prestigious management accounting association.

In closing, I wish you all the best for the New Year and hope that 2013 will be full of happiness and success for you.



Best regards,

Susumu Ueno  
President, Asia-Pacific Management Accounting Association  
January 1, 2013

## 2. THE 2012 APMAA ANNUAL CONFERENCE REPORT

### **The 8th APMAA Conference**

#### **Management Accounting: The Optimization of Management Control Systems**

**Xiamen, China 14-17 Nov. 2012**

### **2012 Annual Conference Report**

Jimmy Y.T. Tsay



The 2012 Ph.D. colloquium and annual conference of the APMAA was hosted by, and held at, the prestigious and beautiful Xiamen University on November 14-17. The theme of the 2012 annual conference was management accounting: the optimization of management control.

According to the conference organizer, there were more than one hundred paper submissions. After a rigorous reviewing process, seventy-three papers, of which thirty came from overseas, were accepted for presentation in the two-day program. The total number of conference participants was more than one hundred, including 43 from Australia, Canada, Hong Kong, Indonesia, Japan, Malaysia, New Zealand, Nigeria, Qatar, Sweden, Taiwan, Thailand, United Arab Emirates, UK, and USA.

Professor Fu Yuanlue, a faculty member of the Accounting Department and the Deputy Director of the Center for Accounting Studies, of Xiamen University presided at the opening ceremony on November 15. Several VIPs of Xiamen University including Professor Li Jianfa, the University Vice President; Professor Shen Yifeng, the Dean of the School of Management; and Professor Qu Xiaohui, the Director of the Center for Accounting Studies, took turns to deliver their welcoming remarks.

Professor Susumu Ueno addressed the audience on behalf of the APMAA by expressing his sincere appreciation to the conference organizer and also extending his welcoming messages to the participants. He called for the need to promote and share management accounting research in the region and to encourage more active participation from each country in the APMAA activities.

After a short break, two long expected plenary sessions followed in the morning. The first keynote speech was entitled “Management Accounting: Retrospect and Prospect” delivered by Professor Michael Bromwich of the London School of Economics. Professor Bromwich introduced the development of cost and management accounting from 1919 to now and the current status of management accounting and immediate challenges. He then looked at the likely changes in management accounting given upheavals in the environment. These changes in the environment include the financial crises, accelerating globalization, increasing technologically “fluid” organizations, more supplier and consumer partnerships

including consumer involvement in product design, changes in the digital economy and increasingly fluid organization structures.



In the aspect of globalization, Professor Bromwich asked “Do we have a management accounting system that can capture all or any aspects of globalization?” He argued that management accounting would need to respond to the environment changes and therefore to become much more strategic and to understand and contribute to evolution of technology.

The second keynote speech entitled “Optimal Relative Performance Evaluation” was delivered by Professor Thomas Hemmer of Rice University. Professor Hemmer studied the properties of contracts that optimally condition an agent’s compensation both on his own performance and on how well he fared relative to a peer. He pointed out that linearly aggregated performance measures are not sufficient and a contract written on own-less-scaled-peer-performance is not optimal. What is optimal, in his words, depends on how the agent’s effort impacts the covariance between own and peer performance.

In the afternoon of November 15, there were five plenary sessions in which the speakers were either prominent Chinese accounting researchers or famous professional practitioner. Professor Jason Xiao of Cardiff University made a presentation on “Complementarities of Management Accounting and Information Technology”. He investigated the impacts of management accounting control systems and information technology on business performance. Professor Zhijun Lin of Hong Kong Baptist University shared his paper on “Performance Outcomes of Balanced Scorecard Application in Public Hospitals in China”. Professor Lin found that BSC could be implemented as well in not-for-profit organizations as in for-profit enterprises. However some aspects of BSC implementation needed to be modified to successfully fit into not-for-profit organizations.

Then Professor Yuanlue Fu of Xiamen University presented his research entitled “Research on the Design and Optimization of Management Control Mechanism”. He examined the theory of management control systems, proposed a need for reforms in management control mechanism, and created an innovative model of implementing management control mechanism with strategy focus. It was argued that the model would offer more value to enterprises and enrich the theory of management controls.

Another presentation was made by Professor Yuming Hu of Jinan University on “Chinese Management Accounting Research – Past, Present and Future”. Professor Hu introduced the achievements Chinese management accounting profession has made and the current development of management accounting in China. He hoped China would learn from the Western world about doing management accounting research in the near future, then progress into the stage of developing its own innovative and original research in the long run.



Figure 1 Jan Alpenberg enjoys the Xiamen campus

The last keynote speech was made by Mr. Liquan Cai, the CEO of Xiamen Port Development Corporation. Mr. Cai shared with the audience the management control system design and practice in his company. He attributed the success of his company’s management control systems to strong leadership, advanced information technology, and commitment and mindset of employees.

On the second day of the conference, there were 16 concurrent sessions held. In total there were 47 papers presented in four different categories. Discussions between the presenter and the audience, and comments from participants proved to be active and valuable.



Figure 2 Statue in Xiamen Harbor

In addition to the regular annual conference, a doctoral colloquium was scheduled on one day before the conference. The main purpose of the PhD colloquium is to offer PhD students an opportunity to present their research paper in English, receive feedback from outside professors and to directly interact with peers. This year only four papers were presented, much less than those presented in Malaysia last year. We do hope that our members can encourage your doctoral students to grasp this valuable opportunity in future years.

The conference organizer arranged for us a half-day tour of Xiamen Bay and the Gulang Islet on

Saturday morning. The Gulang Islet is a small place with not only beautiful scenery but also rich and diversified cultures. Everyone seemed to have enjoyed the tour very much though it was raining all the way through. To us, happy times always seem to be too short.

### 3. ANNOUNCEMENT: 2013 CONFERENCE IN JAPAN

#### Call for Papers

#### The 9<sup>th</sup> (2013) APMAA Conference

**Theme: Challenges for Management Accounting: Issues in Theory and Practice**

November 1<sup>st</sup> – 4<sup>th</sup>, 2013

Venue: Nagoya University in Japan

The Asia-Pacific Management Accounting Association (APMAA) invites **papers** for its **9th (2013) conference and the 2013 PhD Colloquium**. The 9th APMAA Conference (2-4 Nov. 2013) is co-organized by the Asia-Pacific Management Accounting Association (APMAA), APMAA Japan and Nagoya University. A PhD Colloquium (on 1 Nov. 2013) will be held in conjunction with the APMAA 2013 Conference.

Manuscripts may encompass any topical area of management accounting and they can be theoretical, teaching-based or practice-oriented. Papers can be qualitative or quantitative in nature. Papers are welcomed in all of the following areas.

- Management Accounting and Control
- Management Accounting for Multinational Enterprises
- Management Accounting for State-owned Companies and Non-profit Organizations
- Management Accounting in Developing Countries
- Intellectual Capital and Knowledge Management
- Risk Management
- Corporate Governance
- Social and Environmental Accounting
- Financial Analysis
- Internal control and Accountability: Professional and Business Ethics
- Accounting History
- Accounting and Culture
- Accounting Education
- Methodological and Theoretical Issues

It should be noted

- Papers published elsewhere are not eligible for submission. Preference will be given to recent papers that have not previously been presented at major conferences.
- Papers will be double-blind reviewed.
- Author(s) of accepted papers must register for the conference **by 1 October 2013**, and at least one author must attend the meeting to present the paper.

### IMPORTANT DATES (Tentative)

Full paper submission: **July 15, 2013**

Acceptance notification: August 15, 2013

Final paper for the Proceedings: August 31, 2013

### INQUIRIES

More information and links to templates can be found from the APMAA 2013 Conference web page (i.e. <http://www.apmaa.asia/>). Any questions regarding this call for papers should be addressed to the below.

Masaaki Aoki ([maoki@econ.tohoku.ac.jp](mailto:maoki@econ.tohoku.ac.jp))

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Naoyuki Kaneda ([naoyuki.kaneda@gmail.com](mailto:naoyuki.kaneda@gmail.com))

Susumu Ueno ([ueno@konan-u.ac.jp](mailto:ueno@konan-u.ac.jp))

As this conference will be held in association with *Asia-Pacific Management Accounting Journal* (APMAJ), the editorial representatives of this journal will be at the conference with a view to inviting submission of papers for consideration for possible publication in APMAJ. APMAJ is a journal listed in a number of reputable publication directories such as EBSCOhost, Cabell's and Ulrich's, and currently under consideration for listing in SCOPUS. It is among the ranked journals in Excellence Research for Australia (ERA). ERA is an initiative of the Australian Research Council (ARC).

One of the most important objectives of APMAJ is to publish research papers that address relevant and contemporary issues in the field of management accounting which are useful to academia and the community at large. In addition, APMAJ seeks to communicate with a wide range of audiences and will accept for consideration manuscripts that are theoretical in nature, empirical, conceptual or behavioral and have direct implications for present or future practice. More information can be found from the APMAJ web-page (i.e., <http://ari.uitm.edu.my/journals/apmaj.html>).



## Call for Papers

### PhD Colloquium at 9th APMAA conference

Venue: Nagoya University, Japan

November 1 (Friday), 2013.

A PhD Colloquium will be held in conjunction with the APMAA 2013 Conference. PhD students and candidates are hereby invited to present and discuss their preliminary results or work-in-progress. The discussants comprise of a group of international Professors.

Doctoral students interested in participating in the doctoral consortium should submit a single PDF file consisting of:

1. An introductory letter in which you indicate what you wish to obtain from the doctoral consortium and what you will be bringing to the doctoral consortium.
2. A one page research statement on the research you will pursue. If you are at the doctoral dissertation stage, this statement should focus on the dissertation.
3. Your CV.
4. A letter of recommendation from your primary dissertation advisor, who should state what you can contribute as well as gain from the doctoral consortium.

The main objective of the APMAA 2013 PhD colloquium is to offer an opportunity to PhD students to receive high-quality feedback from external reviewers and to directly interact with peers, exchange ideas, discuss concepts, and establish (in) formal cooperation with various research groups. PhD students and candidates at all stages are welcome to submit a thesis-position paper, but preference will be given to students in the earlier stages of their PhD work. Participants will be expected to give short and informal presentations of their work during the Colloquium, to be followed by a panel-like discussion. The submitted paper should clearly state:

- The original key idea/hypothesis of the thesis
- The problem domain and the specific problem addressed
- An overview of related work in the area of the PhD work
- Methodological approach
- Research carried out
- The expected contributions (in line with the field of study)

#### **SUBMISSION AND REVIEW PROCESS:**

Submissions should be around 10 pages long and follow the format used for the main APMAA 2013 conference papers. Since this is expected to be a work conducted by the

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PhD students, we request that:

The first author is a PhD student who is mainly responsible for conducting the research on the respective topic.

Names of the authors are preceded by: Student: and, where applicable, Supervisor.

The colloquium chairs will arrange the selection of the accepted papers using a peer review process. The accepted papers will be published in the PhD colloquium proceedings, and at least one of the main authors is expected to register for the conference by 1 October 2013, and presents the work at the corresponding session. The colloquium participants will pay the normal student registration fee.

## INQUIRIES

More information and links to templates can be found from the APMAA 2013 Conference web page (i.e. <http://www.apmaa.asia/>). Any questions regarding this call for papers should be addressed to the PhD Colloquium co-chairs:

Omar Normah ([normah645@salam.uitm.edu.my](mailto:normah645@salam.uitm.edu.my))

Scarborough Paul ([pscarbrough@brocku.ca](mailto:pscarbrough@brocku.ca))

Yang Tzong Tsay ([yttsay@ntu.edu.tw](mailto:yttsay@ntu.edu.tw))

Susumu Ueno ([ueno@konan-u.ac.jp](mailto:ueno@konan-u.ac.jp))

## 4. ESSAY

By: Jan Alpenberg, PhD

Dean and Associate Professor at Linnaeus University, Sweden

### **Future challenges in Management Accounting**

First of all, I would like to wish all the readers of this APMAA-newsletter a happy and prosperous new year. As we begin a new year, many of us are using this time to reflect upon our current state, both professionally and privately, and the challenges we are planning to take on for the coming year. This short reflection is based on some of the challenges I consider to be of importance for the area of Management Accounting research and is based on views expressed in a recent business research forum in Sweden.

In my opinion, a fundamental purpose of research in management accounting is to provide better understanding of problems and issues relevant for business. The challenge for us as a research community is to address these issues. A refreshing view on how scientific articles can contribute to this understanding, can be found in a recent issue of the APMAA-news (No.7, 2011), where Professor Scarborough, from Brock University in Canada, wrote “did the [article] surprise or provoke me, did it make me think?”

From my point of view, there are a multitude of challenges to focus on in Management Accounting research which we need to learn more about and which encourage us to think. First of all, I would like to read about how existing MA-methods, models and tools for decision support fit or don't fit new business environments, and how the new kind of intra-organizational structures and supply chains force companies to be innovative in their management control systems and how new methods, models and tools are implemented. I also would like to read more about why these implementations are becoming successes or failures.

Secondly, I would like to learn more about behavioral aspects in management accounting. The lack of knowledge about how accounting information is used by managers and employees is to me quite obvious and therefore, additional understanding of who the users of accounting information are and in which situations they are relying on management accounting information could be explored. Based on my own research interests, I also would like to learn more about the underlying purpose--why certain methods, models and tools are used by the users and what additional information the users require in certain situations.

Finally, I would like to learn more about how real managers and employees are doing things in real companies. I would like to learn more about practices and how managers act in certain situations and why they did as they did. I would like to gain deeper knowledge into their rationale, to 'hear their voice' in the text and to be explicitly surprised in how the researcher applies their theoretical framework to analyze the situation. In order for this to take place I would like to see more of qualitative studies to take place.

To conclude, the challenges we are facing are real. If we expect our APMAA-articles to be read and our voice to be heard in the future, we need to address issues that matters to businesses, otherwise, other disciplines will satisfy that need.

## 5. STEERING COMMITTEE BIOS

**Ahmed Abdel-Maksoud** earned his PhD from Bristol Business School, University of the West of England. Ahmed held various positions at Business Schools in the UK, Middle East, and Japan.



Ahmed taught many undergraduate and postgraduate courses in accounting and supervised many dissertations in UK and UAE. He is the author and co-editor of an Elsevier book entitled: "Non-financial performance measurement and management practices in manufacturing firms: an international comparative study" (2007). His British Accounting Review Journal (BAR) paper (2005) is ranked amongst the top 10 cited articles in the history of BAR, also,

his BAR papers (2005 and 2010) are ranked, as per ScienceDirect, amongst the top hottest 25 articles in the history of BAR to date.

Ahmed is on the editorial board of international journals and an *ad hoc* reviewer for many international journals and conferences in accounting field. His research focuses on performance measurement/management in private and public firms, deployment of advanced management accounting practices, causal relations in management accounting practices, and eco-control systems and environmental accounting.

**Jason Zezhong Xiao**, PhD, is Professor of Accounting and Director of the Chinese



Accounting, Finance and Business Research Unit at Cardiff Business School, Cardiff University. He teaches AIS, International Accounting, Financial Management and Business Finance to undergraduate and postgraduate students. His main research interests are in AIS, and management accounting, corporate governance and accounting regulation in China. He has published numerous papers in such books/journals as *Abacus*; *Accounting and Business Research*; *Accounting, Auditing and Accountability Journal*; *Accounting*

*Horizons*; *Accounting, Organizations and Society*; *British Accounting Review*; *British Journal of Management*; *European Accounting Review*; *European Journal of Information Systems*; *International Journal of Accounting*; *Journal of Accounting and Public Policy*; *Journal of Banking and Finance*; *Journal of International Accounting Research*; *Journal of Management Accounting Research*; and *Pacific Basin Finance Journal*. He is a Joint Editor of *China Journal of Accounting Studies* (a journal of the Accounting Society of China published by Routledge) and *Journal of Management Accounting Studies* (published by Peking University Press).

**Noel Yahanpath** is a Senior Lecturer at the Business School, Faculty of Applied Science Business and Computing, Eastern Institute of Technology, Napier, New Zealand. Prior to



joining the Eastern Institute of Technology as a lecturer in 1998, he had professional and industrial experience in accounting and finance in Sri Lanka, the UK and New Zealand. Before migrating to NZ in 1996 he held the position of General Manager, Credit Information Bureaux of Sri Lanka. His major research interests include credit rating, debt markets, bond covenants and performance measurement and governance. Noel has won a number of research awards over the past 14 years,

including the EIT Research Excellence Award in 2011. Noel has had material published in international journals, including the *Australasian Accounting Business and Finance Journal*, *Qualitative Research in Financial Markets*, *Education and Training Journal*, and has also presented at international conferences in many parts of the world. He has taught several courses in management accounting, finance and quantitative analysis.

**Dr. Sekar Mayangsari** is a professor at Trisakti University in Jakarta Indonesia. She has held many positions at Trisakti University. She teaches both undergraduate and graduate courses and has supervised a number of theses. Recently, her research has focused on the impact of IFRS adoption on earnings in Indonesia and Japan. She has published papers in a number of journals and made presentations at a number of international conferences.



## 6. APMAA EXECUTIVE COUNCIL AND STEERING COMMITTEE

### 2013 Executive Council Members as of January 1, 2013

#### President

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#### President-elect and Deputy President

**Yang Tzong Tsay** ([yttsay@ntu.edu.tw](mailto:yttsay@ntu.edu.tw)), National Taiwan University, Taiwan

#### Executive Vice Presidents

**Normah Omar** ([normah645@salam.uitm.edu.my](mailto:normah645@salam.uitm.edu.my)), Universiti Teknologi Mara, Malaysia

#### Past President

**Akira Nishimura** ([akiran@nm.beppu-u.ac.jp](mailto:akiran@nm.beppu-u.ac.jp)), Beppu University, Japan

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## 2013 Steering Committee Members as of January 1, 2013 (national chairs)

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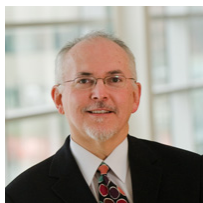
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**Message from the Editor-in-Chief** I hope you enjoyed the meeting in Xiamen as much as I did! It was an exciting and interesting event for all of us. I am looking forward to next year in Nagoya. (Paul Scarbrough).