

**KAREN L. SEDATOLE, PhD***Asa Griggs Candler Professor of Accounting**Goizueta Business School, Emory University*

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Email: [ksedatole@emory.edu](mailto:ksedatole@emory.edu)**ACADEMIC APPOINTMENTS**

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2021-present	Emory University, <i>Asa Griggs Candler Professor of Accounting</i>
2020-2022	Emory University, <i>Interim John H. Harland Dean</i>
2018-2021	Emory University, <i>Goizueta Advisory Board Term Professor</i>
2017-2018	Emory University, <i>Professor</i>
2016-2017	Michigan State University, <i>Russell E. Palmer Endowed Professor</i>
2013-2016	Michigan State University, <i>Professor</i>
2006-2013	Michigan State University, <i>Associate Professor</i>
2000-2006	University of Texas at Austin, <i>Assistant Professor</i>
1991-1996	Stephen F. Austin State University, <i>Lecturer</i>

**Visiting appointments:**

November 2018	Monash University, <i>Visiting Research Scholar</i>
Summer 2016	University of Melbourne, <i>Visiting Research Scholar</i>
Fall 2013	Wake Forest University, <i>Visiting Professor of Accounting</i>
2012-2013	Wake Forest University, <i>Visiting Associate Professor of Accounting</i>
Spring 2011	University of California at Davis, <i>Visiting Research Scholar</i>

**EDUCATION**

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2000	<b>University of Michigan, PhD in Business Administration</b> <i>Thomas William Leabo Memorial Award for Outstanding Business School Doctoral Student</i>
1989	<b>University of Texas at Austin, Master of Business Administration</b> <i>Sord Scholar Award</i>
1987	<b>Baylor University, Bachelor of Science in Engineering</b> <i>Magna cum laude</i>

**RESEARCH INTERESTS**

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Organizational design, performance measurement, and reward systems for strategy execution; forecasting and budgetary systems for planning, coordination, and control within organizations; trust and control in interorganizational collaborations; and board of director diversity.

## RESEARCH PUBLICATIONS

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- Cianci, A., B. Reichert, K. L. Sedatole, and G. Tsakumis. 2024. The immunization effect of internal control system transparency following a supplier's violation of buyer trust. *Journal of Management Accounting Research*, forthcoming.
- Carter, M. E., J. Choi, and K. L. Sedatole. 2021. The effect of supplier industry competition on pay-for-performance incentive intensity. *Journal of Accounting and Economics* 71 (2-3).
- Bruggen, A., I. Grabner, and K. L. Sedatole. 2021. The folly of forecasting: The effects of a disaggregated demand forecasting system on forecast error, forecast positive bias, and inventory levels. *The Accounting Review* 96 (2): 127–152.
- Anderson, S. W., H. Dekker, K. L. Sedatole, and E. Wiersma. 2020. When one size does not fit all: Mitigating heterogeneous compensation risk through subjective evaluations. *Management Accounting Research* 49: 1-12.  
*Winner of the Management Accounting Research 2020 David Solomons Prize.*
- Demere, W., Sedatole, K. L. and A. Woods. 2019. The role of calibration committees in subjective performance evaluation systems. *Management Science* 65 (4): 1562-1585.  
*Winner of the 2020 AAA Notable Contributions to Management Accounting Literature Award.*  
*Featured in Harvard Business Review, November-December 2018.*
- Sedatole, K. L., A. Swaney, and A. Woods. 2016. The implicit incentive effects of horizontal monitoring and team member dependence on individual performance. *Contemporary Accounting Research* 33 (3): 889–919.
- Demere, W., Krishnan, R., K. L. Sedatole, and A. Woods. 2016. Do the incentive effects of relative performance measurement vary with the *ex ante* probability of promotion? *Management Accounting Research* 30: 18-31.
- Anderson, S. W., M. H. Christ, H. C. Dekker, and K. L. Sedatole. 2015. Do extant management control frameworks fit the alliance setting? A descriptive analysis. *Industrial Marketing Management*, special issue on *Accounting and Marketing Perspectives of Value Creation in Inter-firm Collaboration in Industrial Markets* 46: 36–53. (IMM has a 5 year impact factor of 2.379, comparable to 2.180 for CAR)
- Anderson, S. W., M. H. Christ, H. C. Dekker, and K. L. Sedatole. 2014. The use of management controls to mitigate risk in strategic alliances: Field and survey evidence. *Journal of Management Accounting Research* 26 (1): 1-32.
- Dikolli, S. S., S. L. Kulp, and K. L. Sedatole. 2013. The use of contract adjustments to lengthen the CEO horizon in the presence of internal and external monitoring. *Journal of Management Accounting Research* 25 (1): 199-229.  
*Winner of the 2014 Journal of Management Accounting Research Best Paper Award.*
- Anderson, S. W., and K. L. Sedatole. 2013. Evidence on the cost hierarchy: The association between resource consumption and production activities. *Journal of Management Accounting Research* 25 (1): 119-141.
- Christ, M. H., K. L. Sedatole, and K. L. Towry. 2012. Sticks and carrots: An experimental investigation of contract frame and effort in agency relationships. *The Accounting Review* 87 (6): 1913-1938.  
*Presented at the 2012 Experimental Economics, Accounting and Society: A Conference in Memory of John Dickhaut, Economic Science Institute, Chapman University.*  
*Winner of the 2010 AAA MAS Research Conference Outstanding Paper Award.*

- Sedatole, K. L., D. Vrettos, and S. K. Widener. 2012. The use of management control mechanisms to mitigate moral hazard in the decision to outsource. *Journal of Accounting Research* 50 (2): 553-592.  
*Presented at the 2011 Journal of Accounting Research Conference.*
- Krishnan, R., F. Miller, and K. L. Sedatole. 2011. The use of collaborative interfirm contracts in the presence of task and demand uncertainty. *Contemporary Accounting Research* 28 (4): 1397–1422.
- Nicolaou, A., K. L. Sedatole, and N. Lankton, N. 2011. Integrated information systems and alliance partner trust. *Contemporary Accounting Research* 28 (3): 1018-45.
- Farrell, A., S. Krische, and K. L. Sedatole. 2011. Employees' subjective valuations of their stock options: Evidence on the distribution of valuations and the use of simple anchors. *Contemporary Accounting Research* 28 (3): 747–93.  
*Winner of the 2016 AAA MAS Impact on Management Accounting Practice Award.*
- Bruggen, A., R. Krishnan, and K. L. Sedatole. 2011. Drivers and consequences of short-term production decisions: Evidence from the auto industry. *Contemporary Accounting Research* 28 (1):83-123.  
*Winner of the 2012 AAA MAS Impact on Management Accounting Practice Award.*
- Anderson, S. W., H. C. Dekker, and K. L. Sedatole. 2010. An empirical examination of goals and performance-to-goal following the introduction of an incentive bonus plan with participative goal-setting. *Management Science* 56 (1): 90-109.  
*Winner of the 2012 AAA Notable Contributions to Management Accounting Literature Award.*  
*Winner of the 2006 AAA MAS Research Conference Outstanding Paper Award.*
- Dikolli, S. S., S. L. Kulp, and K. L. Sedatole. 2009. Transient institutional ownership and CEO contracting. 2009. *The Accounting Review* 84 (3): 737-770.
- Dikolli, S. S. and K. L. Sedatole. 2007. Improvements in the information content of non-financial forward-looking performance measures: A taxonomy and application. *Journal of Management Accounting Research* 19: 71-104.
- Dikolli, S. S., W. R. Kinney, and K. L. Sedatole. 2007. Measuring customer relationship value: The role of switching cost. *Contemporary Accounting Research* 24 (1): 93-132.
- Coletti, A. L., K. L. Sedatole, and K. L. Towry. 2005. The effect of control systems on trust and cooperation in collaborative environments. *The Accounting Review* 80 (2): 477-500.  
*Winner of the 2009 AAA Notable Contributions to Management Accounting Literature Award.*
- Bansal, H. S., S. S. Dikolli, S. S., G. McDougall, and K. L. Sedatole. 2004. Relating e-satisfaction to behavioral outcomes: An empirical study. *Journal of Services Marketing* 18 (4): 290-302.
- Anderson, S. W. and K. L. Sedatole. 2003. Management accounting for the extended enterprise: Performance management for strategic alliances and networked partners. In *Management Accounting in the Digital Economy*, A. Bhimani, Ed., London: Oxford University Press.
- Sedatole, K. L. 2003. The effect of measurement alternatives on a non-financial quality measure's forward-looking properties. *The Accounting Review* 78 (2): 555-580.  
*2001 AAA Management Accounting Section Dissertation Award, runner-up.*
- Anderson, S. W., D. Glenn, and K. L. Sedatole. 2000. Sourcing parts of complex products: Evidence on transactions costs, high-powered incentives and *ex-post* opportunism. *Accounting, Organizations & Society* 25 (8): 723-749.

Anderson, S. W. and K. L. Sedatole. 1998. Designing quality into products: The use of accounting data in new product development. *Accounting Horizons* 12 (3): 213-233.

#### **EDUCATIONAL AND PRACTITIONER PUBLICATIONS**

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Choi, J., E. Forker, I. Grabner, and K. L. Sedatole. 2023. The value of the human in the loop with predictive analytics. *Financial Management Magazine*, forthcoming.

Choi, J., E. Forker, I. Grabner, and K. L. Sedatole. 2023. Predictive analytics: Should there be a “human in the loop”? CIMA Research Executive Summary, Volume 19, Issue 5. Available [online](#).

McCauley, L. A., S. Burke, R. Hayes, and K. Sedatole. 2023. 2022 Emory business case for nursing summit: What has changed in the past year. *Nursing Outlook*: 101998-101998.

Gallani, S., K. Sedatole, and S. Mehta. 2023. Emory healthcare on the front lines of the nursing workforce crisis. Harvard Business School case 123-046.

Demeré, W., K. Sedatole, and J. Wilson. 2022. Chapter 8, Counterfeiting and anti-counterfeiting costs: An application of cost of quality concepts in *Brand Protection and the Global Risk of Product Counterfeits: A Total Business Solution Approach*, Edited by Jeremy M. Wilson. Available [online](#).

*Winner of the American Society of Criminology Division on White-Collar and Corporate Crime 2023 Outstanding Book Award.*

Demeré, W., K. Sedatole, and J. Wilson. 2022. Chapter 10, Determining the value of brand protection programs: Identifying metrics and assessing ROI in *Brand Protection and the Global Risk of Product Counterfeits: A Total Business Solution Approach*, Edited by Jeremy M. Wilson. Available [online](#).

*Winner of the American Society of Criminology Division on White-Collar and Corporate Crime 2023 Outstanding Book Award.*

Bruggen, A., E. Forker, I. Grabner, and K. Sedatole. 2021. Demand forecasts in organizational planning. *Strategic Finance* (April 1, 2021). Available [online](#).

Demeré, W., K. Sedatole, and A. Woods. 2020. Employee appraisals and the calibration process. *Strategic Finance* (November 1, 2020). Available [online](#).

Bolumole, Y., J. Cohu, H. McKnight, A. Tessmer, L. Zhang. 2020. *Amazon Marketplace: Sustaining Strategic Innovation* (case and teaching notes). Ivey Publishing (Product Number: 9B20M019). Available [online](#). (case written as part of the Broad Integrative Fellows Program, Broad College of Business, Michigan State University, under the supervision of J. Beck, K. Sedatole, and J. Whipple, Co-Directors)

Bol, J., Grabner, I., Grasser, R., Loftus, S., Sandino, T., and Sedatole, K. 2019. *Contemporary Performance Evaluation Practices Survey*. WorldatWork whitepaper. Scottsdale, AZ: WorldatWork.

Sedatole, K. 2019. Irrational but Predictable! When to Use Monetary Incentives to Motivate Employees. Ivy Exec Webinar, aired February 13, 2019. Available [online](#).

Demeré, W., K. Sedatole, and A. Woods. 2018. Why managers shouldn't have the final say in performance reviews. *Harvard Business Review* (June 11, 2018).

Schaeffer, U., W. F. Chua, and K. Sedatole. 2018. Collaboration is key. Why can't we get there? In dialogue with Wai Fong Chua and Karen L. Sedatole. *Controlling & Management Review* 62 (5): 53-58. Available [online](#).

Demeré, W., K. Sedatole, and J. Wilson. 2017. Applying cost of quality concepts to brand protection. *The Brand Protection Professional* 2 (4): 26-27.

Christ, M. H., K. L. Towry, K. L. Sedatole, and M. Shackell. 2014. Sticks and carrots in incentive contracting. *Finance & Accounting Memos* (2): 41-44. Available [online](#).

- Convery, S. P., A. M. Farrell, S. D. Krische, and K. L. Sedatole. 2012. How employees value stock options as compensation. *Journal of Financial Planning*. Available [online](#).
- Christ, M. H., K. L. Towry, K. L. Sedatole, and M. A. Thomas. 2008. When formal controls undermine trust and cooperation. 2008. *Strategic Finance*, January: 38-44.
- Winner of the IIA Netherlands Outstanding Paper Award.*
- Anderson, S. W., M. H. Christ, and K. L. Sedatole. 2006. The risky business of strategic collaborations. 2006. *Internal Auditor*, (December).
- Anderson, S. W., M. H. Christ, and K. L. Sedatole. 2006. *Managing strategic alliance risk: Survey evidence of control practices in collaborative inter-organizational settings*. Altamonte Springs, Florida: The Institute of Internal Auditors Research Foundation.
- Dikolli, S. S. and K. L. Sedatole. 2004. Delta's new song: A case on cost estimation in the airline industry. *Issues in Accounting Education* 19 (3): 345-358.
- Dikolli, S. S. and K. L. Sedatole. 2003. Schlotzsky's gourmet deli franchise store. 2003. *Accounting Education: An International Journal* 12 (4): 427-435.

## **RESEARCH – WORKING PAPERS**

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- Bol, J., H. Fogel-Yaari, I. Grabner, and K. L. Sedatole. 2023. Gender differences in the allocation and evaluation of non-core job tasks.
- Carter, M. E., J. Choi, and K. L. Sedatole. 2023. Customer Relative Performance Evaluation.
- Choi, J., E. Forker, I. Grabner, and K. L. Sedatole. 2023. The value of the human in the loop with predictive analytics: The case of franchise agency costs in product assortment planning.
- Cianci, A. M., W. Demeré, M. Evans, and K. L. Sedatole. 2023. Board Diversity and Peer Similarity.
- Forker, E., I. Grabner, and K. L. Sedatole. 2022. Sooner is better than later: The effect of forecast disaggregation on the year-over-year improvement in demand forecast revisions.
- Grabner, I., A. Klein, K. Patterson, and K. Sedatole. 2023. The gender pay gap examined from a performance management perspective.

## **RESEARCH AWARDS & FELLOWSHIPS**

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2009, 2012, 2020	AAA Notable Contributions to Management Accounting Literature Award
2020	<i>Management Accounting Research</i> David Solomons Prize
2012, 2016	AAA Management Accounting Section Impact on Management Accounting Practice Award
2015	Broad College Richard J. Lewis Quality of Excellence Award (for distinguished service)
2014	<i>Journal of Management Accounting Research</i> Best Paper Award
2011	Broad College Department of AIS Outstanding Research Award
2011	Broad College Department of AIS Ed and Carol Lake Faculty Excellence Research Grant
2006, 2010	AAA Management Accounting Section Research Conference Outstanding Paper Award
2010	Broad College John D. & Dortha J. Withrow Endowed Emerging Scholar Award
2006	IIA Netherlands Outstanding Working Paper Award
2001	AAA Management Accounting Section Dissertation Award, runner-up
1999	AAA Doctoral Consortium Fellow, Tahoe City, California
1999	University of Michigan T. W. Leabo Memorial Award for Outstanding Business School Doctoral Student
1996-2000	University of Michigan William A. Paton Scholarship

## RESEARCH GRANTS

<b>American Nursing Foundation Reimagining Nursing Grant, “Integrated Memory Care in Community (IMCiC): A Bold Model Transforming Directly Reimbursed Nurse-led Primary Care for Older Adults Living with Dementia,”</b> [\$1.5M]	<b>2022</b>
<i>Role: Evaluation Lead, primary-investigators Carolyn Clevenger and Deena Gilland, Emory University Nell Hodgson Woodruff School of Nursing</i>	
To support research on dementia care payment strategies that flow directly to nurses; evaluation of the direct reimbursement model and the recruitment, retention, and engagement of the workforce.	
<b>Chartered Institute of Management Accountants (CIMA),</b> [£29,300]	<b>2021</b>
<i>Role: Primary Investigator (PI), co-investigators Jen Choi (doctoral student), Ewelina Forker (doctoral student), and Isabella Grabner</i>	
To support research on the quality of human judgment versus predictive analytic in forecasting.	
<b>Institute of Management Accountants,</b> [\$9,000]	<b>2011</b>
<i>Role: Primary Investigator (PI), co-investigators Isabella Grabner and Alexander Bruggen</i>	
To support research on the operational and financial impact of budget revisions.	
<b>American Institute of Certified Public Accountants,</b> [\$22,000]	<b>2006</b>
<i>Role: Primary Investigator (PI), co-investigator S. W. Anderson</i>	
To support research on the use of supplier performance measures.	
<b>PriceWaterhouseCoopers Foundation,</b> [\$10,000]	<b>2006</b>
<i>Role: Primary Investigator (PI), co-investigators S. S. Dikolli and S. L. Kulp</i>	
To support research on the association between institutional ownership and CEO contracting.	
<b>Institute of Management Accountants,</b> [\$3,500]	<b>2005</b>
<i>Role: Primary Investigator (PI), co-investigators K. L. Towry and M. H. Christ (doctoral student)</i>	
To support research on the effect of control system type on trust and cooperation in strategic alliances.	
<b>Center for Business Measurement and Assurance Services,</b> [\$5,000]	<b>2004</b>
<i>Role: Primary Investigator (PI), co-investigator S. W. Anderson</i>	
To support research on management control practices in strategic alliances and other inter-firm collaborative relationships.	
<b>Institute of Internal Auditors Research Foundation,</b> [\$54,350]	<b>2004</b>
<i>Role: Primary Investigator (PI), co-investigator S. W. Anderson</i>	
To support research on management control practices in strategic alliances and inter-firm collaborative relationships.	
<b>Center for Business Measurement and Assurance Services,</b> [\$5,000]	<b>2002</b>
<i>Role: Primary Investigator (PI), co-investigators A. L. Coletti (doctoral student) and K. L. Towry</i>	
To support research on the effects of control systems on trust and cooperation in teams and alliances.	
<b>Center for Business Measurement and Assurance Services,</b> [\$30,000]	<b>2001</b>
<i>Role: Primary Investigator (PI), co-investigator S. S. Dikolli</i>	
To support research on non-financial performance measures in online retailing.	
<b>Blue Cross Blue Shield of Michigan Foundation, Student Award Program Grant,</b> [\$2,500]	<b>1999</b>
<i>Role: Primary Investigator (PI)</i>	
To support research on performance measurement in a healthcare setting.	

## **SAMPLE PRESS & PRACTITIONER MENTIONS**

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[How to Conduct Motivating Performance Reviews When Business Is Down](#), *Harvard Business Review*, December 20, 2023

[Why business schools need more women at every level](#), University World News, April 9, 2022.

['A Crucial Role to Play': Top B-School Deans Share 2022 Resolutions](#), Poets & Quants, December 28, 2021; Yahoo! Finance, December 28, 2021.

[Business Viewpoint](#), *Focus Atlanta 2021*, Capital Analytics Associates, November 2021 (p. 160).

[Spotlight On: Karen Sedatole, Interim John H. Harland Dean, Emory University Goizueta Business School](#), Capital Analytics Associates, September 30, 2021.

[2021 Who's Who Education: Highlighting 100 leaders along the learning path in metro Atlanta](#), *Atlanta Business Chronicle*, May 20, 2021.

[12 Inspiring Female B-School Deans Share Leadership Lessons](#), Poets & Quants, March 7, 2021.

[Deans From Top B-Schools Share 2021 Resolutions](#), Poets & Quants, December 31, 2020.

[Market voices: Business schools](#), *Focus Atlanta 2020*, Capital Analytics Associates, November 2020 (p. 184).

[How modern managerial accounting practices help companies grow](#), *Emory Business*, June 19, 2020.

[Interim dean picked for Emory's Goizueta Business School](#), *Atlanta Business Chronicle*, May 1, 2020.

[America Amplified: Life, Community, and COVID-19](#), National Public Radio (NPR) interview, May 2, 2020.

[How to blend insight with data analytics to improve forecasts](#), CFO Dive, December 19, 2019, by Robert Freedman.

[Exploring the Efficacy of Monetary Incentives to Motivate Employees](#), IEDP Developing Leaders, November 27, 2019.

[Alternative Rater Systems Present Opportunities, Challenges, Research in Brief](#), June/July 2019, WorldatWork.

[Calibration Committees Lead to Better Performance Assessments](#), Workspan Daily, May 22, 2019, WorldatWork.

[Performance Evaluation Practices Missing the Mark, Research in Brief](#), May 2019, WorldatWork.

*Overruling Performance Evaluations*, *Harvard Business Review*, November-December 2018.

[How a calibration committee can correct bias in employee evaluations](#), *HR Dive*, June 13, 2018, by Katie Scheu.

[Money for Lunch](#), online radio interview, May 1, 2018.

[Lenz on Business](#), News 95.5, AM 750 WSB, and wsbradio.com interview, April 28, 2018.

[Improving Performance Evaluations](#), *Human Resource Executive*, April 16, 2018, by Carol Patton,

[WorkZone: Can your supervisor be trusted to review your work?](#) *Pittsburgh Post-Gazette*, April 2, 2018, by Len Boselovic.

[Third-party risk: How to trust your partners](#), *Journal of Accountancy*, May 1, 2016, by Andrew Kenney,

*Successful organizations in action: A handbook for corporate excellence*, 2013, by M. Srinivaas, Partridge Publishing.

*Absorption costing is the enemy of lean. Chrysler and GM proved it in 2008*. BMA Inc. January 30, 2013, by B. Maskell.

*Rewards are the best motivators at work*, The British Psychological Society, October 7, 2013.

[Rewards, Not Threats, Motivate Workers](#), Psych Central, 2012, by J. Wood.

[Carrots Are More Powerful Motivators than Sticks](#), *New Research Finds, Incentive Magazine*, July 10, 2012, by Alex Palmer.

[Carrot works better than stick in motivating workers](#), *The Conversation*, June 25, 2012.

*Employees Motivated By Rewards, Not Penalties*, BusinessNewsDaily, Fox Business, June 22, 2012, by Chad Brooks.

[Carrots, not sticks, motivate workers](#), Phys.Org, June 20, 2012.

[To motivate workers, carrot beats sticks](#), Futurity, June 21, 2012.

*Capital City Recap with Michael Cohen*, WILS 1320 radio interview, June 21, 2012.

[Carrots, not sticks, motivates workers](#), Science Daily, June 20, 2012.

[Accounting; Research from Worcester Polytechnic Institute Provides New Data about Accounting](#), Wall Street Journal Investment Weekly News, December 10, 2011,

*Idle Capacity Costs: It Isn't Just the Expense*. *Management Accounting Quarterly*, Winter 2012, by B. Bettinghaus, M. Debruine, and P. Sopariwala.

[Why the Big Three Put Too Many Cars on the Lot](#), CFO.com, February 2, 2012, by Marielle Segarra, *Multidisciplinary Literature Review: Remuneration and Executive Behaviour*, APG ([www.apg.nl](http://www.apg.nl)), 2010.

*New Research Shows Personalized Education Dramatically Increases Employees' Perceived Value of Stock Option Awards*, Ameriprise Press Release, September 19, 2006. Also cited by Forbes.com, MSN Money, Yahoo Finance, Chron.com (Houston Chronicle), and Benefits Link.

*Guilt by Association*, *Corporate Secretary*, August 2006, by Carolyn Iglesias.

*Managing Internal Controls & Joint Ventures*, *Compliance Week*, May 16, 2006, by Christine Dunn.

*The Role of Alliances in Corporate Strategy*, Boston Consulting Group Report, November 2005.

#### **INVITED KEYNOTE PRESENTATIONS AND DISCUSSIONS**

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- 2019 *Video killed the radio star... Saving the annual performance evaluation*, Plenary presentation at the EIASM 10<sup>th</sup> Conference on Performance Measurement and Management Control, Nice, France
- 2019 *The folly of forecasting: Uncertainties, biases, and manipulation*, Plenary “bridge” presentation at the Empirical Research in Management Accounting and Control (ERMAC) conference, Vienna, Austria
- 2019 *The folly of forecasting: Uncertainties, biases, and manipulation*, Plenary presentation at the 16<sup>th</sup> Global Management Accounting Research Symposium (GMARS), Michigan State University, East Lansing, MI
- 2019 Invited discussion at the University of California - Davis Accounting Research Conference, Davis, CA
- 2019 *Pitching and Discussing Research: The Sequel*, AAA MAS Doctoral Colloquium, Fort Lauderdale FL
- 2018 *The folly of forecasting: Uncertainties, biases, and manipulation*, Plenary presentation at Monforma 2018, Monash University, Melbourne, Australia
- 2018 Invited paper presentation at the University of Notre Dame Fall Research Conference, South Bend, IN
- 2018 Invited paper presentation at the 6<sup>th</sup> Annual University of Illinois at Chicago Accounting Research Conference, Chicago, IL
- 2018 *The folly of forecasting: Uncertainties, biases, and manipulation*, Plenary presentation at the Annual Conference for Management Accounting Research (ACMAR) at WHU – Otto Beisheim School of Management, Vallendar, Germany
- 2018 *Scholarship, Practice, and Research: Pixels, pictures, and maps*, AAA New Faculty Consortium, Leesburg, VA
- 2018 *How to respond to a review*, AAA MAS Doctoral Colloquium
- 2017 *Is Your Employee Homo Economicus or Abi Normal? How to Encourage High-Performing Employees*, Goizueta Engage Conference, Atlanta, GA

- 2017 *Resource Allocation and the Cost of Quality*, Invited presentation at the Anti-Counterfeiting and Product Protection (A-CAPP), Michigan State University, East Lansing, MI
- 2017 *Scholarship, Practice, and Research: Pixels, pictures, and maps*, AAA New Faculty Consortium, Leesburg, VA
- 2016 Invited discussion at the University of Illinois Urbana-Champaign Emerging Management Accounting Scholars Symposium, Champaign, IL
- 2014 *Bullwhips, beer, and crystal balls: A proposed new direction for management accounting research*, Plenary presentation at the EIASM New Directions in Management Accounting Conference, Brussels, Belgium
- 2013 *Research on managerial accounting*, AAA Doctoral Consortium, Lake Tahoe, NV
- 2013 *6 Blind Men, an Elephant, and an 800 lb Gorilla walk into a bar...*, AAA MAS Doctoral Colloquium, New Orleans, LA
- 2010 *Economics-Based Management Accounting Research*, AAA Doctoral Consortium, Lake Tahoe, NV
- 2006 *From the Lab to the Field*, AAA ABO Doctoral Colloquium
- 2004 *Empirical Management Accounting Research*, PAC 10 Doctoral Colloquium
- 2002 *Perspectives of a New Faculty Member*, AAA MAS Doctoral Colloquium

#### **INVITED RESEARCH SEMINARS**

Seoul National University (sched.)	2024	Southern Methodist University	2014
National University Singapore (sched.)	2024	American University	2014
London School of Economics (sched.)	2024	University of Arkansas	2014
Georgetown University (sched.)	2013, 2024	Northeastern University	2013
University of Pittsburgh	2005, 2023	University of Miami	2013
Columbia University	2023	Duke University	2013
Miami University	2023	University of Southern California	2003, 2008, 2012
WU, Vienna Univ. of Economics & Business	2023	Wake Forest University	2011
University of Frankfurt	2017, 2023	Indiana University	2011
Arizona State University	2019	University of California at Davis	2011
Harvard University	2001, 2009, 2015, 2019	University of Georgia	2011
University of Bern	2019	Free University Amsterdam	2009
University of Washington	2019	York University	2009
Clemson University	2019	Ohio State University	2008
Monash University	2018	University of Wisconsin	2008
Temple University	2018	Cornell University	2006
INSEAD	2018	Texas Christian University	2006
George Mason University	2018	Michigan State University	2002, 2005
Naval Postgraduate School	2017	Rice University	2000, 2005
Georgia State University	2007, 2017	University of Utah	2005
George Washington University	2016	University of Iowa	2004
Georgia Institute of Technology	2016	University of Arizona	2004
University of Melbourne	2016	University of Illinois	2003
Emory University	2008, 2016	University of Colorado	2003
Tulane University	2015	Baylor University	2002
Bocconi University	2015	University of Notre Dame	2001
Maastricht University	2010, 2014	University of Texas at Austin	2000
Erasmus University	2014	University of Texas at Dallas	2000
University of Kentucky	2014	Stanford University	2000

**PROFESSIONAL SERVICE**

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**Editorial and review activities:**

2023-2026	Editor, <i>The Accounting Review</i> (Kathryn Kadous, Senior Editor)
2022-present	Associate Editor, <i>Management Science</i> (David Simchi-Levi, Editor-in-Chief)
2021-present	Editorial board member, <i>Accounting, Organizations &amp; Society</i> (Marcia Annisette, Martin Messner, Hun-Tong Tan, Editors-in-Chief)
2015-present	Editorial board member, <i>Management Accounting Research</i> (W. Van der Stede, Editor)
2016-2018	Senior Editor, <i>Journal of Management Accounting Research</i>
2015-2017	Editor, <i>Accounting Horizons</i> (T. Yohn, Editor-in-Chief)
2010-2013	Associate Editor, <i>Journal of Management Accounting Research</i> (R. Balakrishnan, Editor)
2014-2017	Editorial board member, <i>The Accounting Review</i> (M. DeFond, Editor)
2011-2014	Editorial board member, <i>The Accounting Review</i> (H. Evans, Editor)
2008-2011	Editorial board member, <i>The Accounting Review</i> (S. Kachelmeier, Editor)
2015-2021	Editorial board member, <i>Accounting, Organizations &amp; Society</i> (K. Robson, Editor)
2012-2015	Editorial board member, <i>Accounting, Organizations &amp; Society</i> (C. Chapman, Editor)
2013-2016	Editorial board member, <i>Journal of Management Accounting Research</i> (R. Krishnan, Editor)
2006-2009	Editorial board member, <i>Journal of Management Accounting Research</i> (J. Luft, Editor)
2015-2020	Editorial board member, <i>Advances in Management Accounting</i> (M. Malina and L. Burney, Editors)
2004-2014	Editorial board member, <i>Advances in Management Accounting</i> (M. Epstein, Editor)
2013-2020	Editorial advisory board member, <i>Journal of Cost Management</i>
2019	Vienna University of Economics and Business “Full Professor of Strategic Business Analytics (in a Digital Economy)” position, selection committee external reviewer
2018	Vienna University of Economics and Business “Management Control and Strategy Implementation” chaired position, selection committee external reviewer
2017	Research Council KU Leuven, grant proposal expert reviewer
2017	Institute of Management Accountants (IMA) Research Foundation, grant proposal reviewer
2016-2020	Bocconi University Committee for Appointments and Promotions (CAP), external member

**Ad hoc reviewer:**

<i>The Accounting Review</i>	<i>Management Accounting Research</i>
<i>Journal of Accounting Research</i>	<i>Journal of Financial Reporting</i>
<i>Journal of Accounting &amp; Economics</i>	<i>Accounting Horizons</i>
<i>Contemporary Accounting Research</i>	<i>Behavioral Research in Accounting</i>
<i>Management Science</i>	<i>Production and Operations Management</i>
<i>Accounting, Organizations &amp; Society</i>	<i>California Management Review</i>
<i>Journal of Management Accounting Research</i>	

**American Accounting Association (AAA) committee membership and other activities:**

AAA Management Accounting Section, President-elect	2023-2024
AAA Finance Committee, member	2021-2024
AAA Task Force on the Use of AI platforms in the Research and Publications Processes, member	2023
AAA J. Michael and Mary Anne Cook/Deloitte Foundation Prize, nominator	2019
AAA New Faculty Consortium, featured speaker and small group leader	2018

AAA Distinguished Contribution to Accounting Literature Award Selection Committee, member	2017-2018
AAA New Faculty Consortium, featured speaker, publication panel member, and small group leader	2017
AAA Council Meeting, invited panelist on Innovations in Section Journals and Social Media panels	2016
AAA Outstanding Accounting Educator Award Committee, member	2016
AAA Membership Advisory Committee, member	2013-2016
AAA Ohio Regional Doctoral / New Faculty Consortium, panelist on editor panel	2016
AAA New Faculty Consortium, review process panel member and small group leader	2015
AAA Accounting IS Big Data conference, invited participant	2015
AAA Doctoral Consortium Planning Committee, panelist, panel moderator and small group leader	2013
AAA Steve Berlin / CITGO Grant Competition Selection Committee, member	2013
AAA New Faculty Consortium, teaching effectiveness panel moderator and small group leader	2012
AAA New Faculty Consortium Planning Committee, member	2011-2012
AAA New Faculty Consortium, teaching effectiveness panelist and small group leader	2009, 2010
AAA Doctoral Consortium, small group leader	2010
AAA Annual Meeting, MAS Liaison (organizer)	2009
AAA Annual Meeting, various roles	2000-2002, 2006-2007, 2009-2018
AAA Notable Contributions to Accounting Literature Award Screening Committee, member	2006-2007
MAS <i>Journal of Management Accounting Research</i> Best Paper Award Committee, member	2018
MAS Publications Committee, <i>ex officio</i> member	2015-2018
MAS Doctoral Colloquium, panelist on editors' panel, small group leader	2016, 2017, 2018
MAS Nominations Committee, member	2014, 2019
MAS Notable Contributions to Management Accounting Literature Award Committee, Chair	2015
MAS Dissertation Award Committee, Chair	2013
MAS Dissertation Award Committee, member	2012
MAS Publications Committee, member	2010-2012, 2012-2014, 2018-2019
MAS Mid-year Meeting Best Paper Award Committee, member	2010-2011
MAS Annual Meeting Best Paper Award Committee, Chair	2010
MAS Innovation in Teaching Awards Committee, member	2009
MAS Doctoral Colloquium, Co-Director	2006-2007, 2007-2008
MAS Innovations in Management Accounting Literature Award Committee, member	2002

#### Conference participation:

Performance Management Field Research Symposium, University of Waterloo, invited participant	2023
Information, Markets, and Organizations (IMO) Conference, Harvard Business School, invited participant	2016, 2023
Kapnick Accounting Spring Conference, University of Michigan, invited participant	2023
Emerging Management Accounting Scholars Symposium at the University of Illinois at Urbana-Champaign Department of Accountancy, invited participant and discussant	2016, 2022
AACSB International Conference and Annual Meeting, panel moderator	2022
Business Case for Nursing Summit, Emory University Nell Hodgson School of Nursing and Goizueta Business School, conference organizer	2022
AACSB Global Accreditation Conference, Metropolitan Business Schools Affinity Group, panelist	2020
IASM 10 <sup>th</sup> Conference on Performance Measurement and Management Control, Nice, France, co-organizer	2019
Empirical Research in Management Accounting and Control (ERMAC) Conference, Vienna, Austria, invited participant and faculty coach	2019
Southeastern Chapter Annual Meeting of the Society of Corporate Governance	2018
6 <sup>th</sup> colloquium for doctoral students in management accounting held in conjunction with the Annual Conference for Management Accounting Research (ACMAR) at WHU – Otto Beisheim	2018

School of Management, faculty member	
IASM 9 <sup>th</sup> Conference on Performance Measurement and Management Control, Nice, France, discussant and reception host	2017
Anti-Counterfeiting and Product Protection (A-CAPP) Summit, Michigan State University, panel moderator and discussion leader	2017
SESARC Conference, participant	2017, 2018, 2019, 2023
33rd European Accounting Association Doctoral Colloquium, Valencia, Spain, faculty	2017
40th Annual Congress of the EAA, Valencia, Spain, panelist	2017
IASM New Directions in Management Accounting Research Conference, Brussels, Belgium, session moderator, discussant, reception host	2016
Anti-Counterfeiting and Product Protection (A-CAPP) Summit, Michigan State University, “spark” table and roundtable discussion leader	2016
The University of Texas Audit Research Conference honoring William R. Kinney, invited participant	2016
39th Annual Congress of the EAA, Maastricht, The Netherlands, discussant, session moderator	2016
3rd AIMA World Conference on Management Accounting Research, Monterey, California, presenter, session moderator	2016
IASM 8 <sup>th</sup> Conference on Performance Measurement and Management Control, Nice, France, panelist on editors panel, presenter, and discussant	2015
T-Summit, East Lansing, Michigan, participant	2015
IASM New Directions in Management Accounting Research Conference, Brussels, Belgium, plenary speaker, session moderator, and discussant	2014
MAS Mid-Year Research Conference, various roles	2001-2002, 2004, 2006-2020, 2023
Global Management Accounting Research Symposium, various roles	2007-2011, 2013-2014, 2016, 2019
Global Management Accounting Research Symposium Emerging Scholars Forum, faculty mentor	2008, 2011

#### Academic program reviews:

Boston College, Carroll School of Management (Department of Accounting)	2022
University of Richmond, Robins School of Business (Graduate MBA and Executive Programs)	2022

#### UNIVERSITY SERVICE

##### Emory University:

University Board of Trustees, Faculty Counselor to the Audit Committee	2022-2025
University Faculty Council, <i>ex officio</i> member	2022-2025
University Faculty Hearing Committee, member	2023-2024
University Undergraduate Student Flourishing Steering Committee, member	2021-2022
University Undergraduate Student Flourishing Pathways Center Committee, member	2021-2022
University Executive Director, Pathways Center and Associate Dean, Emory College of Arts and Sciences Search Committee, member	2021-2022
University Provost's Distinguished Teaching Award Committee, member	2019
Goizueta Education Committee, Chair	2023-2024
Goizueta UPS Executive Perspectives, Faculty Director	2023-2024
Goizueta Executive Women's Leadership Forum, Faculty Director	2018, 2019, 2023
Goizueta Interim John H. Harland Dean	2020-2022
Goizueta Accounting Area Coordinator	2019-2020
Goizueta Personnel (P&T) Committee, member	2018-2020
Goizueta Executive Committee, member	2017-2020
Goizueta Corporate Advisory Board, inaugural member	2019-2020
Goizueta Executive Education Faculty Advisory Board, member	2019-2020

mEmory Accounting Conference Planning Committee, member	2018-2019
GOBE <sup>2</sup> Symposium Planning Committee, member	2018

#### **Michigan State University:**

MSU All-University Awards Committee, member	2007-2008
MSU A-CAPP Center student internship presentation, faculty judge	2016
Broad Strategic Planning Subcommittee - Collaboration Across the University, Co-Chair	2015-2017
Broad Endowed Position Renewal Review Committee, member	2016
Broad MS in Management Studies Task Force, member	2016
Broad Integrative Fellows Program, Co-Director	2014, 2015, 2016
Broad Dean Search Committee, member	2014-2015
Broad Graduate Career Management Director Search Committee, member	2015
Broad MS Data Analytics Project Faculty Coach	2014
Broad College Strategic Integrative Teaching and Learning Team, Chair	2013
Broad Full-time MBA Redesign Team, member	2011-2012
Broad Full-time MBA Task Force, member	2010-2011
Broad Committee of 200 Design Team, member	2011
Broad Women MBA Association, Faculty Advisor	2011-2012, 2013-2017
Broad Masters Programs Committee, member	2008-2012
Broad Undergraduate Programs Committee, member	2006-2007
Broad Weekend MBA Curriculum Task Force, member	2008-2009
Broad MBA Broad v. Broad Case Competition, Judge	2009
Broad MBA Breakthrough to Broad (B2B) Case Competition, Lead Judge	2010
Broad MBA Breakthrough to Broad (B2B) Case Competition, Judge	2008, 2011
Department Faculty Search Committee, member	2016-2017
Department Faculty Search Committee, Chair	2015-2016
Department Advisory Committee, member	2007-2009, 2013-2015
Department Curriculum Committee, member	2010-2012, 2013-2015
Department Brownbag Coordinator	2008-2017
Department of AIS Promising Scholars Program, Coordinator	2008, 2009, 2010, 2011
Department PhD Programs Committee, member	2006-2007, 2007-2008, 2008-2009
Department Chair Search Committee, member	2006-2007

#### **TEACHING AWARDS & HONORS**

MBA Core Faculty Member Teaching Award, Broad College of Business	2015, 2017
Salmonson Award for Teaching Excellence, Department of AIS, Broad College of Business	2016
John D. & Dortha J. Withrow Endowed Emerging Scholar Award, Broad College of Business	2010
University of Texas Mortar Board Senior Honor Society Preferred Professor	2006
Faculty Excellence Award Winner, McCombs School of Business	2003-2004
Outstanding Principles of Accounting Teacher, Stephen F. Austin State University	1995-1996

#### **TEACHING ASSIGNMENTS**

##### **Emory University:**

Accounting for Decision Making and Control, EvMBA (core)
Managerial Accounting, FTMBA (elective)

Compensation and Management Control, BBA, MPA, FTMBA, EvMBA (elective)  
 Empirical Management Accounting Research, PhD (doctoral seminar)  
 Cost Concepts in Healthcare, Executive MBA (elective, Business of Healthcare Certificate)  
 Cost and Performance Measurement in Healthcare, Executive MBA (elective, Business of Healthcare Certificate)  
 Performance-Based Metrics & Applied Strategy Mapping, Emory Executive Education  
 Measuring Organizational Performance in Healthcare, Chief Medical Officer Certificate Program, Emory Executive Education  
 Measuring & Rewarding Individual Performance in Healthcare, Chief Medical Officer Certificate Program, Emory Executive Education

**Michigan State University:**

Accounting for Decision Making and Control, MBA (core)  
 Strategic Management Control Systems, MS Accounting and MBA (elective)  
 Accounting for Decision Making and Control, Executive MBA (core)  
 Cost and Managerial Accounting, BBA (required)  
 Cost Concepts for Logistics Applications, Executive Development Program  
 Strategic Cost Management, Executive Development Program  
 Supply Chain Cost and Financial Concepts, Executive Development Program

**University of Melbourne:**

Advanced Management Accounting PhD Seminar (cost management)

**Wake Forest University:**

Managerial Accounting, MBA (core)  
 Management Control Systems, MBA (elective)  
 Strategic Cost Management, MS Accounting (required)

**University of Texas at Austin:**

Introduction to Managerial Accounting, MBA (core)  
 Fundamentals of Managerial Accounting, Business Honors Program (required)  
 Fundamentals of Managerial Accounting, BBA (required)  
 Empirical Managerial Accounting Research, ITESM Doctoral Seminar

**Stephen F. Austin State University:**

Principles of Financial Accounting, BBA  
 Principles of Management Accounting, BBA  
 Introduction to Accounting for Non-Business Majors, BA

**DOCTORAL STUDENT SUPERVISION**

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**Emory University:**

2022-2023	Ewelina Forker, Dissertation Committee Chair (placed at University of Wisconsin)
2020-2021	Jen Choi, Dissertation Committee Chair (placed at University of Michigan)
2019-2020	Jake Zureich, Dissertation Committee Member (placed at Tilburg University)
2017-2018	Lisa LaViers, Dissertation Committee Member (placed at Tulane University)

**Vienna University of Economics and Business (WU)**

2021-2024	Claudia Marini, PhD Evaluation Committee External Evaluator
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**Maastricht University**

2017 Judith Künneke, Thesis Evaluation Committee Member

**Michigan State University:**

2016-2017 Will Demere, Dissertation Committee Chair (placed at University of Missouri)  
 2016-2017 Judy Walton, Omar Hakim, and Simeon Frang, MSU College of Education, Dissertation in Practice Committee Member  
 2014-2015 Susanna Gallani, Dissertation Committee Member (placed at Harvard Business School)  
 2012-2014 Amy Swaney, Dissertation Committee Chair (placed at Central Michigan University)  
 2010-2011 Dimitris Vrettos, Dissertation Committee Chair (placed at Southern Methodist University)  
*Winner of the 2012 AAA Outstanding Management Accounting Dissertation Award*  
*Winner of the 2015 IMA Research Foundation Emerging Scholar Manuscript Award*  
 2006-2008 Alexander Woods, Dissertation Committee Co-Chair (placed at College of William and Mary)

**University of Texas at Austin:**

2006-2009 Margaret Christ, Dissertation Committee Member (placed at University of Georgia)  
 2002-2004 Kevin Jackson, Dissertation Committee Member (placed at University of Illinois)

**BOARD SERVICE, VOLUNTEER LEADERSHIP, PROFESSIONAL EXPERIENCE, & ASSOCIATIONS**

2022-2025 Emory University Board of Trustees, Faculty Counselor to the Audit Committee  
 2021-present [The Women's Entrepreneurial Opportunity Project](#) (WEOP), Board Member  
 2022-present [Everytown for Gun Safety - Moms Demand Action for Gun Sense in America](#), Georgia State Data Co-Lead  
 2022-2023 Druid Hills Golf Club Finance Committee, Member  
  
 1991-1992 **Corning, Incorporated**, Corning, NY  
*Consultant*  
 Played the lead role in the design, implementation, and installation of the Corning, Incorporated Sales & Administrative Expense Budgeting System and the Opto-Electronics Division Executive Information System.  
  
 1989-1991 **Execucom Systems Corporation**, Austin, TX  
*Staff Consultant*  
 Worked on the design and implementation of customized client information systems used in forecasting, planning and decision-making in the airline, petrochemical, computer manufacturing, and retail industries.  
  
 1994-2004 Certified Public Accountant, State of Texas

**Professional Association Membership:**

American Accounting Association, member	1998-present
Institute of Management Accountants, member	2000-present
European Accounting Association, member	2016-2018
Institute of Internal Auditors, member	2003-2009
The Institute of Business Forecasting & Planning, member	2019-2020
WorldatWork, member	2019-2020

