



**Curriculum Vitae
William N. Lanen**

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EDUCATION:

1983: University of Pennsylvania, Ph.D. (Accounting)
1970: Purdue University, M.S. (Economics)
1969: University of California, Berkeley, A.B. (Economics)

TEACHING EXPERIENCE:

Stephen M. Ross School of Business at the University of Michigan
2011-Present Associate Dean for Global Initiatives

2010-Present:

KPMG Professor of Accounting
Professor of Accounting
Associate Professor of Accounting
Assistant Professor of Accounting

2003-2010:

1992-2003:

1990-1992:

The Wharton School, University of Pennsylvania

1998-1999

1983-1990:

1982-1983:

1978-1982:

Visiting Associate Professor of Accounting
Assistant Professor of Accounting
Lecturer of Accounting
Assistant Instructor in Accounting

Degree Courses Taught

- Introductory Financial and Managerial Accounting (Undergraduate, MBA, and Executive MBA)
- Financial Instruments (MAcc and MBA)
- Intermediate Financial Accounting (Undergraduate)
- Financial Statement Analysis (MBA and Executive MBA)
- Seminar in Accounting (Ph.D.)
- Core Interdisciplinary Field Projects Course (MBA)

Executive Education

- Introduction to Financial Statements (First part of a Finance for Non-financial Managers course)
- Measurement and Control of Organizational Performance (Five day course on cost management and management control systems)

AWARDS and HONORS:

- Victor L. Bernard Teaching Leadership Award (1996)
- MBA Core Curriculum Award, The Wharton School (1998-1999)
- Michael and Joan Sakkinen Accounting Scholar (2002-2005)
- Excellence in Teaching Award, 2nd Brazil Global MBA Program (2002)
- Winner, 2006 Notable Contribution to Management Accounting Literature Award for the paper, "Using Electronic Data Interchange (EDI) to Improve the Efficiency of Accounting Transactions," with Shannon Anderson, The Accounting Review, 2002.

RESEARCH INTERESTS:

- Performance Measurement and Compensation
- Cost Management
- Performance Measurement and Compensation
- Management Control Systems in Firms in Transitional Economies
- Environmental Accounting

REFEREED PUBLICATIONS:

1. "Tax Court Decisions and Accounting Choices: The Case of Thor Power Tool," (with Robert Halperin), Accounting Review, April 1987, pp. 378-84.
2. "Operating Decisions and Information Disclosure," (with Robert E. Verrecchia), Journal of Accounting Research, (Supplement), 1987.
3. "Stock Price Reactions as Surrogates for the Net Cash Flow Effects of Corporate Policy Decisions in Cross-Sectional Studies," (with Rex Thompson), Journal of Accounting and Economics, October, 1988.
4. "Executive Stock Option Plans and Corporate Dividend Policy," (with Richard Lambert and David Larcker), Journal of Financial and Quantitative Analysis, December 1989.

5. "Specialized Common Carrier Decision and the Systematic Risk of AT&T," (with Randolph P. Beatty), *Advances in Quantitative Analysis in Finance and Accounting*, 1991(B).
6. "Executive Compensation Contract Adoption in the Electric Utility Industry," (with David Larcker), *Journal of Accounting Research*, (Spring 1992).
7. "Analysts' Forecasts as Proxies for Investor Beliefs in Empirical Research," (with J. S. Abarbanell and R. E. Verrecchia), *Journal of Accounting and Economics*, 1995.
8. "Economic Transition, Strategy and the Evolution of Management Accounting Practices: The Case of India," (with Shannon Anderson), *Accounting, Organizations, and Society*, July/August 1999.
9. "Waste Minimization at 3M Corporation: A Case Study in Performance Measurement," *Journal of Management Accounting Research*, 1999.
10. "The Association Between Activity-Based Costing and Manufacturing Performance," (with Christopher Ittner and David Larcker), *Journal of Accounting Research*, 2002.
11. "Using Electronic Data Interchange (EDI) to Improve the Efficiency of Accounting Transactions," with Shannon Anderson, *The Accounting Review*, 2002.

WORKING PAPER:

- "Understanding Cost Management: What Can We Learn from the Evidence on 'Sticky' Costs?" with Shannon Anderson.

RESEARCH IN PROGRESS:

- Firm Decisions and Cost Management
- Plant level productivity measurement

TEXTBOOK:

- *Fundamentals of Cost Accounting* (Third Edition), with Shannon Anderson and Michael Maher. McGraw-Hill 2011.

OTHER PUBLICATIONS:

- “A Reply to ‘A Comment on “The Effects of the Thor Power Tool Decision on the LIFO/FIFO Choice,”’ Accounting Review, October 1990 (pp. 965-7).
- “Executive Stock Options,” An Invited Essay for The New Palgrave Dictionary of Economics, John Eatwell, Murray Milgate, and Peter Newman, eds., October 1991.
- “Pollution Prevention and Accounting,” (Draft, November 1994), An Introduction to the Compendium of Materials, Prepared for distribution by the National Pollution Prevention Center, School of Natural Resources, University of Michigan.
- “Discussion of Aggregate Performance Measures in Business Unit Manager Compensation: The Role of Intrafirm Interdependencies,” Journal of Accounting Research, Autumn 1995.
- Chapter 13, “Spoilage, Waste, and Scrap, Including Green Accounting,” in *Handbook of Cost Management*, (Second Edition) edited by Roman Weil and Michael Maher.

CASE STUDIES:

- “3M: Waste Minimization,” 1995. This is a pedagogical case on environmental (nonfinancial) performance measurement prepared for use and distribution by the National Pollution Prevention Center, School of Natural Resources, University of Michigan.
- “P&G Polska,” 1996, This is a pedagogical case designed to be used as an introduction to managerial accounting prepared with the support of The William Davidson Institute at the University of Michigan Business School.
- “agm.com,” 2000. This is an armchair pedagogical case designed to introduce variance analysis.
- “Barrows Consumer Products,” 2002. This is an armchair pedagogical case designed to introduce performance measurement at the business unit level.

REFEREED PAPER PRESENTATIONS:

- “Operating Decisions and Information Disclosure,” (with Robert E. Verrecchia), presented at the Journal of Accounting Research Conference on “Accounting for Stewardship,” May 22 - 23, 1987 University of Chicago.

- “Theoretical Linkages Between Net Cash Flow Effects and Stock Price Reactions,” (with Rex Thompson), presented at the American Accounting Association Annual Meetings, August 17 - 19, 1987 Cincinnati, Ohio.
- “Executive Compensation Contracts and the Technical Efficiency of Electric Utilities,” (with David Larcker), presented at the American Accounting Association Annual Meetings, August 15 - 17, 1988 Orlando, Florida.
- “Price and Volume Reactions to Public Announcements When Forecasts of Announcements Are Available,” (with J. S. Abarbanell and R. E. Verrecchia) presented at the Third Conference on Financial Economics and Accounting, New York University, November 1992.
- “Analysts’ Forecasts as Proxies for Investor Beliefs in Empirical Research,” (with J. S. Abarbanell and R. E. Verrecchia), presented at the American Accounting Association Annual Meetings, August 9-11, 1993 San Francisco, California.
- “Waste Minimization at 3M Corporation: A Case Study in Performance Measurement,” March 1995,” presented at the Management Accounting Research Seminar, October 13, 1995, Vancouver, B.C.
- “Incentive Regulation and the Performance of Electric Utilities,” presented at the Management Accounting Research Seminar, October 13, 1995, Vancouver, B.C.

PROFESSIONAL ACTIVITIES:

- Discussant for “Cost structure and Cost Stickiness,” Balakrishnan and Labro, 2010 Global Management Accounting Research Symposium, Michigan State University.
- Discussant for “Divisional Rent-Seeking, Stock Options and the Quality of Internal Capital Allocation,” André, Brüggén, & Moers, 2008 Brussels Belgium, 6th Conference on New Directions in Management Accounting.
- Discussant for “Customer Orientation and Resource Allocation in the Public Sector,” Wiesel, Modell, & Moll, 2008 Brussels Belgium, 6th Conference on New Directions in Management Accounting.
- Presenter, Management Accounting Section Doctoral Consortium 2006 Tampa, FL. “Economics-Based Research in Management Accounting using Archival Methods.”
- Discussant for “Factors affecting the adoption, infusion, and perceived success of German cost accounting methods,” Kip Krumwiede and Augustin Suessmair, 2006 Management Accounting Conference, Tampa, FL.

- Section Past-President (2004-2006), Management Accounting Section, American Accounting Association. Chair of the *ad hoc* Committee on Increasing International Member Participation. Member of the Lifetime Achievement Award Committee.
- Section President (2003-2004), Management Accounting Section, American Accounting Association
- Discussant for “An Empirical Analysis of a Relative Performance-Based Incentive Plan: Evidence from a Postal Service,” Ella Mae Matsumura and Jae Yong Shin, 2004 Management Accounting Conference, Miami, FL.
- Discussant for “An Empirical Study of How Changes in Compensation Plans Can Hurt Employee and Company Performance—A Car Dealership Case,” Joanna Ho, Anne Wu, and Ling-Chu Lee, 2003 Management Accounting Conference, San Diego, CA.
- Discussant for “Causes and Effects of Subjectivity in Incentives,” Michael Gibbs, Kenneth Merchant, Wim Van der Stede, and Mark Vargus, 2003 Management Accounting Conference, San Diego, CA.
- Organizer, Conference on Accounting in Transition and Emerging Economies, University of Michigan, Ann Arbor, April 13-15, 2000.
- Presenter, International Doctoral Consortium, University of Washington, March 2000.
- Co-Coordinator, Annual Research Conference on Management Accounting, Management Accounting Section of the American Accounting Association, Orlando, Florida, January 7-9, 1999.
- Presenter, International Doctoral Consortium, University of Washington, March 1998.
- Discussant for “Competition and Cost Allocation Changes in Government Agencies: Evidence on the Federal Reserve,” Ken Cavalluzzo, Christopher Ittner, and David Larcker, 1997 Management Accounting Conference, Memphis, TN.
- Discussant for “An Empirical Test of the Financial Performance of Lean Producers,” John Y. Lee and Kyungjoo Park, 1997 Management Accounting Conference, Memphis, TN.
- Discussant for “Aggregate Performance Measures in Business Unit Manager Compensation: The Role of Intra-firm Interdependencies,” Robert Bushman, Raffi Indjejikian, and Abbie Smith, 1995 Journal of Accounting Research Conference, Chicago, Illinois.

- Discussant for “Insiders’ Decision of Corporate Events: A Simple Measure of Expected Abnormal Return, Conditional on Outsiders’ Prior Information,” S. Acharya, 1989 Meeting of the Western Finance Association, Seattle Washington, June 26-28, 1989.
- Discussant for “Customer Orientation and Resource Allocation in the Public Sector: A Garbage Can Analysis.” EIASM 6TH Conference on New Directions in Management Accounting, Brussels, December 2008.
- Discussant for “Divisional Rent-Seeking, Stock Options and the Quality of Internal Capital Allocation,” EIASM 6TH Conference on New Directions in Management Accounting, Brussels, December 2008.

EDITORIAL SERVICE:

Editorial Board, Accounting Review, 2008 – Present
Associate Editor, Management Science, 2009 – 2010
Editorial Board, Journal of Management Accounting Research, 2007–09

AD HOC REVIEWER FOR:

Accounting, Organizations, and Society
Behavioral Research in Accounting
Contemporary Accounting Research
Financial Management
Institute of Industrial Engineers
Journal of Accounting, Auditing, and Finance
Journal of Accounting and Economics
Journal of Accounting Research
Journal of Finance
Journal of Political Economy
Journal of Management Accounting Research
Organization Science
Review of Accounting Studies

PROFESSIONAL SERVICE (University of Michigan):

- Member, Board of Directors, William Davidson Institute at the University of Michigan, 2011-Present
- Member, Executive Committee, Tauber Institute for Global Operations, University of Michigan, 2011-Present
- Associate Dean for Global Initiatives, Ross School of Business, 2011-Present
- Member, Dean’s Search Advisory Committee, Ross School of Business, 2010
- Member, Executive Committee, Ross School of Business, 2008-2010

- Accounting Area Chair, 2007-
- Multidisciplinary Action Projects (MAP) Coordinating Committee 2006-2008
- Multidisciplinary Action Projects (MAP) Task Force 2004-2006
- MBA Core Task Force 2002-2003 (Core Curriculum Redesign; new core design implemented Fall 2004)
- MBA Review Team 2001-2002
- Professional Degree Program Review Committee 1999-2001
- Area Director, Accounting and Performance Measurement, William Davidson Institute 1997-2001
- Core Course Curriculum Committee, 1991- 1998.
- Faculty Advisor for Student Project, William Davidson Institute, Renel, Romania, 1998.
- Faculty Advisor for Student Project, Tauber Manufacturing Initiative, Allied-Signal, 1998.
- Faculty Advisor for Student Project, William Davidson Institute, Vina-coal, Viet Nam, 1997-98.
- Faculty Advisor for Student Project, William Davidson Institute, Ahlstrom-Fakop, Poland, 1995-96.
- Member, Strategic Planning Committee, University of Michigan Business School 1995-1997
- Presenter to the Board of Advisors for the National Pollution Prevention Center, School of Natural Resources, University of Michigan., 1993-1995.
- Faculty Advisor for Student Project, Michigan Joint Manufacturing Initiative, SPX Corporation, 1995.
- Faculty Advisor for Student Project, International MAP Course, TATRA, Czech Republic, 1994.
- Faculty Advisor for Student Project, Michigan Joint Manufacturing Initiative, Johnson Controls, Inc., 1994.
- Faculty Advisor for Student Project, William Davidson Institute, LET Kunovice, Czech Republic, 1994.
- Course Design Committee for the MBA Interdisciplinary Projects Course (MAP), 1991-1992.

PROFESSIONAL SOCIETIES:

American Accounting Association

OTHER EXPERIENCE:

- 1974-1978: Senior Economist, MATHTECH, Inc.,
Princeton, New Jersey.
- 1972-1974: Operations Research Analyst,
Department of the Army (civilian).
- 1970-1972: Mathematics-Statistics Assistant,
Department of the Army (military).