

**Michael D. Shields**  
**Schaberg Endowed Chair in Accounting**  
**Department of Accounting and Information Systems**  
**Broad College of Business**  
**Michigan State University**

**EDUCATION AND PROFESSORIAL EXPERIENCE**

BA (1973), MBA (1975), Washington State University  
PhD (1978), University of Pittsburgh

Previous faculty positions: University of Arizona, University of Memphis, University of North Carolina at Chapel Hill, San Diego State University, European Institute for Business Administration (INSEAD)

**AWARDS AND HONORS**

Distinguished Faculty Award, Michigan State University, 2013.

Notable Contributions to Management Accounting Literature Award, American Accounting Association, 2013.

Notable (Lifetime) Contribution in Behavioral Accounting Literature, American Accounting Association, 2008.

Notable Contributions to Management Accounting Literature Award, American Accounting Association, 2008.

Lee Brummet Distinguished Service Award for Educators, Institute of Management Accountants, 2006.

*Journal of Management Accounting Research* Best Paper Award, American Accounting Association, 2003.

Honorary Doctoral Degree, Turku School of Economics (Finland), 2000.

Faculty Excellence in Research Award, Department of Accounting and Information Systems, MSU, 1998, 2005.

Doctoral Consortium Fellow, AAA, 1976.

**TEACHING INTERESTS**

Cost accounting, management accounting, management control systems

## RESEARCH INTERESTS

Budgets, controls, incentives, performance measures

## EDITORIAL BOARD MEMBERSHIPS

Editor, *Accounting, Organizations and Society*, 2009-present  
Editor, *Journal of Management Accounting Research*, 1996-1998  
Associate Editor, *Accounting, Organizations and Society*, 1991-2009  
Associate Editor, *Journal of Management Accounting Research*, 1998-2006

### Current Editorial Board Memberships

*Cost Management*, 2008-present  
*Management Accounting Research*, 1993-present

### Past Editorial Board Memberships

*Accounting and Business Research*, 1993-2012  
*Accounting and Finance*, 1998-2000  
*Accounting, Organizations and Society*, 1983-1991  
*Auditing: A Journal of Practice and Theory*, 1987-1996  
*Behavioral Research in Accounting*, 1986-2006  
*Contemporary Accounting Research*, 1994-2010  
*European Accounting Review*, 2002-2011  
*Journal of Management Accounting Research*, 1991-1995, 2010-2013  
*The Accounting Review*, 1981-1984, 1989-1994

## SCHOLARLY BOOKS PUBLISHED

Luft and Shields. 2010. *Psychology Models of Management Accounting*. Now Publications. 151 pages.

Chapman, C., A. Hopwood, and M. Shields. (Eds.). 2007. *Handbook of Management Accounting Research*. Volumes 1 (2007), Volume 2 (2007), and Volume 3 (2009). Oxford: Elsevier. 1,410 pages. Volumes 1 and 2 are translated into Chinese.

## REFEREED PUBLICATIONS (selected)

Luft, J., M. Shields, and T. Thomas. Forthcoming. Additional Information in Accounting Reports: Effects on Management Decisions and Subjective Performance Evaluations Under Causal Ambiguity. *Contemporary Accounting Research*.

Shields, M. Forthcoming. Established Management Accounting Knowledge. *Journal of Management Accounting Research*.

Luft, J. and M. Shields. 2104. Subjectivity in Developing and Validating Causal Arguments in Positivist Accounting Research. *Accounting, Organizations and Society*, pp. 550-558.

- Rowe, C., M. Shields, and J. Birnberg. 2012. Hardening Soft Accounting Information: Games for Planning Organizational Change. *Accounting, Organizations and Society*, pp. 260-279.
- Shields, M. 2011. Understanding Management Accounting: Benefits and Costs of Experimental Research. *Journal of Management Accounting Studies*, pp. 15-38.
- Luft, J. and M. Shields. 2009. Psychology Models of Management Accounting. *Foundations and Trends in Accounting*, pp. 199-345.
- Shields, M. 2009. "What a Long, Interesting Trip it's Been" through the Behavioral Accounting Literature: A Personal Perspective. *Behavioral Research in Accounting*, pp. 113-116.
- Rowe, C., J. Birnberg, and M. Shields. 2008. Effects of Organizational Process Change on Responsibility Accounting and Revelations of Managers' Private Knowledge. *Accounting, Organizations and Society*, pp. 164-198.
- Farrell, A., J. Luft, and M. Shields. 2007. Accuracy in Judging the Nonlinear Effects of Cost and Profit Drivers. *Contemporary Accounting Research*, pp. 1139-1169.
- Krishnan, R., J. Luft, and M. Shields. 2005. Effects of Accounting-Method Choices on Subjective Performance-Measure Weighting: Experimental Evidence on Precision and Error Covariance. *The Accounting Review*: 1163-1192.
- Shields, J. and M. Shields. 2005. Revenue Drivers: Reviewing and Extending Accounting Research. *Advances in Management Accounting*: 33-60.
- Dearman, D. and M. Shields. 2005. Reducing Accounting Fixation: Determinants of Cognitive Adaptation to Variation in Accounting Method. *Contemporary Accounting Research*: 351-384.
- Covaleski, M., H. Evans, J. Luft, and M. Shields. 2003. Budgeting Research: Three Theoretical Perspectives and Criteria for Selective Integration. *Journal of Management Accounting Research*: 3-49.  
Revised version in Chapman, C., A. Hopwood, and M. Shields. (Eds.) 2007. *Handbook of Management Accounting Research*. Volume 2. Oxford: Elsevier.
- Luft, J. and M. Shields. 2003. Mapping Management Accounting: Graphics and Guidelines for Theory-Consistent Empirical Research. *Accounting, Organizations and Society*: 169-249.  
Revised version in Chapman, C., A. Hopwood, and M. Shields. (Eds.) 2007. *Handbook of Management Accounting Research*. Volume 1. Oxford: Elsevier.
- Luft, J. and M. Shields. 2002. Zimmerman's Contentious Conjectures: Describing the Present and Prescribing the Future of Empirical Management Accounting Research. *European Accounting Review*: 795-803.
- Krishnan, R., J. Luft, and M. Shields. 2002. Competition and Cost Accounting: Adapting to Changing Markets. *Contemporary Accounting Research*: 271-302.

- Luft, J. and M. Shields. 2001. Why Does Fixation Persist? Experimental Evidence on the Judgment Performance Effects of Expensing Intangibles. *The Accounting Review*: 561-587.  
Reprinted in J. Hand and B. Lev (Eds.). 2003. *Intangible Assets: Values, Measures, and Risks* Oxford: Oxford University Press: 415-446.
- Dearman, D. and M. Shields. 2001. Cost Knowledge and Cost-Based Judgment Performance," *Journal of Management Accounting Research*: 1-18.
- Shields, M., J. Deng, and Y. Kato. 2000. The Design and Effects of Control Systems: Tests of Direct- and Indirect-Effects Models. *Accounting, Organizations and Society*: 185-202.
- Chow, C., M. Shields, and A. Wu. 1999. The Importance of National Culture in the Design of and Preference for Management Controls for Multi-National Operations. *Accounting, Organizations and Society*: 441-461.
- Solomon, I., M. Shields, and R. Whittington. 1999. What Do Industry-Specialist Auditors Know? *Journal of Accounting Research*: 191-208.
- Shields, J. and M. Shields. 1998. Antecedents of Participative Budgeting. *Accounting, Organizations and Society*: 49-76.
- Shields, M. 1998. Management Accounting Practices in European Nations: A Perspective From the States. *Management Accounting Research*: 501-513.
- Shields, M. 1997. Research in Management Accounting by North Americans in the 1990s. *Journal of Management Accounting Research*: 3-61.  
Reprinted in Edwards, J. (Ed.). 1999, *Emerging Practices in Cost Management 1999*. New York: Warren Gorham & Lamont.
- Shields, M. and M. McEwen. 1996. Implementing Activity-Based Costing Systems Successfully. *Journal of Cost Management*: 15-22.  
Reprinted in Young, M. (Ed.). 1997. *Readings in Management Accounting*. Englewood Cliffs, NJ: Prentice Hall and in Edwards, J. (Ed.). 1998. *Emerging Practices in Cost Management*. New York: Warren Gorham & Lamont.
- Chow, C., M. Hirst, and M. Shields. 1995. The Effects of Pay Schemes and Probabilistic Management Audits on Subordinate Misrepresentation of Private Information: An Experimental Investigation in a Resource Allocation Context. *Behavioral Research in Accounting*: 1-16.
- Shields, M. 1995. An Empirical Analysis of Firms' Implementation Experiences with Activity-Based Costing. *Journal of Management Accounting Research*: 148-166.  
Reprinted in Wilson, R. (Ed.). 1997. *Management Accounting, Volume 1, The International Library of Management*. Dartmouth Publishing Co.
- Chow, C., M. Shields, and Y. Kato. 1994. National Culture and the Preference for Management Controls: An Exploratory Study of the Firm-Labor Market Interface. *Accounting, Organizations and Society*: 381-400.

- Chow, C., M. Hirst, and M. Shields. 1994. Motivating Truthful Subordinate Reporting: An Experimental Investigation in a Two-Subordinate Context. *Contemporary Accounting Research*: 699-720.
- Shields, M. and M. Young. 1994. Determinants of Cost Consciousness: A Study of R&D Professionals. *Journal of Management Accounting Research*: 175-196.
- Shields, M. and M. Young. 1993. Antecedents and Consequences of Participative Budgeting: Evidence on the Effects of Asymmetrical Information. *Journal of Management Accounting Research*: 265-280.
- Merchant, K. and M. Shields. 1993. When and Why to Measure Costs *Less* Accurately to Improve Decision Making. *Accounting Horizons*: 76-81.
- Shields, M. and M. Young. 1992. Effective Long-Term Cost Reduction: A Strategic Perspective. *Journal of Cost Management*: 16-30.  
Reprinted in Brinker, B. (Ed.), *Emerging Practices in Cost Management, 1993 Edition*. New York: Warren, Gorham & Lamont: L5:1-15; Reeve, J. (Ed.). 1995. *Readings & Issues in Cost Management*. New York: Warren, Gorham & Lamont: 11-34; Young, Y. (Ed.). 1994, 1997, 2001, 2004. *Readings in Management Accounting*. Prentice-Hall; and Bradley, K. (Ed.). 1997. *Strategic Cost Management, The International Library of Management*. Dartmouth Publishing Company.
- Chow, C., M. Shields, Y. Kato, and Y. Kakagawa. 1991. Management Accounting Practices in the U.S. and Japan: Comparative Survey Findings and Research Implications. *Journal of International Financial Management and Accounting*: 61-77.
- Chow, C., M. Shields, and Y. Chan. 1991. The Effects of Management Controls and National Culture On Manufacturing Performance: An Experimental Investigation," *Accounting, Organizations and Society*: 209-226.
- Shields, M. and M. Young. 1991. Managing Product Life Cycle Costs: An Organizational Model," *Journal of Cost Management*: 39-52.  
Reprinted in Brinker, B. (Ed.). 1992. *Emerging Practices in Cost Management, 1992 Edition*. New York: Warren, Gorham & Lamont: G3: 1-14.
- Birnberg, J., M. Shields, and M. Young. 1990. The Case for Multiple Methods in Empirical Management Accounting Research (With an Illustration from Budget Setting). *Journal of Management Accounting Research*: 33-66.  
Reprinted in Wilson, R. (Ed.). 1997. *Management Accounting, Volume I, The International Library of Management*. Dartmouth Publishing Company.
- Shields, M. and M. Young. 1989. A Behavioral Model For Implementing Cost Management Systems. *Journal of Cost Management*: 17-27.  
Reprinted in Brinker, B. (Ed.). 1990. *Emerging Practices in Cost Management*. New York: Warren, Gorham & Lamont: 399-409; Cooper, R. and Kaplan, R. 1991. *The Design of Cost Management Systems: Text, Cases, and Readings*. Prentice-Hall: 450-460; and Wilson, R. (Ed.). 1007. *Management Accounting, Volume II, The International Library of Management*.

Dartmouth Publishing Company.

Chow, C., M. Shields, and R. Whittington. 1989. The Effects of State Risk and Controllability Filters on Compensation Contract and Effort Choice. *Abacus*: 39-55.

M. Young, M. Shields, and G. Wolf. 1988. Manufacturing Controls and Performance: An Experiment. *Accounting, Organizations and Society*: 607-618.

Chow, C., M. Shields, and A. Wong. 1988. A Compilation of Recent Surveys and Company-Specific Descriptions of Management Accounting Practices. *Journal of Accounting Education*: 183-207.

Shields, M. I. Solomon, and W. Waller. 1988. Auditors' Usage of Unaudited Book Values When Making Presampling Audit Value Estimates. *Contemporary Accounting Research*: 1-18.

Rockness, H. and M. Shields. 1988. An Empirical Analysis of the Expenditure Budget in Research and Development. *Contemporary Accounting Research*: 568-81.

Shields, M., and W. Waller. 1988. A Behavioral Study of Accounting Variables in Performance-Incentive Contracts. *Accounting, Organizations and Society*: 581-594.

Shields, M., I. Solomon, and W. Waller. 1987. The Effects of Alternative Sample Space Representations on the Accuracy of Auditors' Uncertainty Judgments. *Accounting, Organizations and Society*: 375-385.

Rockness, H. and M. Shields. 1984. Organizational Control Systems in Research and Development. *Accounting, Organizations and Society*: 165-177.

Shields, M. 1984. A Predecisional Approach to the Measurement of the Demand for Information in a Performance Report. *Accounting, Organizations and Society*: 355-365.

Birnberg, J. and M. Shields. 1984. The Role of Attention and Memory in Accounting Decisions. *Accounting, Organizations and Society*: 365-382.

Shields, M. 1983. Effects of Information Supply and Demand on Judgment Accuracy: Evidence from Corporate Managers. *The Accounting Review*: 284-303.

Lewis, B., M. Shields, and M. Young. 1983. Evaluating Human Judgments and Decision Aids. *Journal of Accounting Research*: 271-285.

Bailey, E., J. Bylinksi, and M. Shields. 1983. Effects of Audit Report Wording Changes on the Perceived Message. *Journal of Accounting Research*: 355- 370.

Shields, M., J. Birnberg, and I. Frieze. 1981. Attributions, Cognitive Processes and Control Systems. *Accounting, Organizations and Society*: 69-93.

Shields, M. 1980. Some Effects of Information Load on Search Patterns Used to Analyze Performance Reports. *Accounting, Organizations and Society*: 429-442.

McGhee, W., M. Shields, and J. Birnberg. 1978. The Effects of Personality on a Subject's Information Processing. *The Accounting Review*: 681-697.

Birnberg, J., I. Frieze, and M. Shields. 1977. The Role of Attribution Theory in Control Systems," *Accounting, Organizations and Society*: 189-200.

## **OTHER PUBLICATIONS**

Birnberg, J. and M. Shields. 2009. Organizationally Oriented Management Accounting Research in the U.S.: A Case Study of the Diffusion of a Research Innovation. In Chapman, C., Cooper, D., Miller P. (eds.) *Accounting, Organizations, and Institutions: Essays for Anthony Hopwood*, Oxford: Oxford University Press, pp. 112-136.

Shields, M. 2007. A Case Study of an Actor Constructing an Institution: The Development of Management Accounting Research as a Global Institution. In Granlund, M. (Ed.). *Total Quality in Academic Accounting – Essays in Honour of Kari Lukka*. Turku: Publications of the Turku School of Economics.

Birnberg, J., J. Luft, and M. Shields. 2007. Psychology Theory in Management Accounting Research. In Chapman, C., A. Hopwood, and M. Shields (Eds.). *Handbook of Management Accounting Research*. Volume 1. Oxford: Elsevier.

Shields, M. 2005. Operating Budgets and Budgeting—Benefits and Costs. In Maher, M. and R. Weil (Eds.). *Handbook of Cost Management*, Second Edition. New York: John Wiley & Sons, pp. 539-572.

Shields, M. 2002. Psychology and Accounting. In Kupper, H. and A. Wagenhofer (Eds.). *Handwörterbuch Unternehmensrechnung und Controlling (Encyclopedia of Accounting and Management Control)*, pp. 1631-1639.

Shields, M. and M. Young. 2000. Managing Behavioral and Organizational Factors Over the Cost Management System Life Cycle. In Shank, J. (Ed.). *Handbook of Cost Management*. New York: Warren, Gorham & Lamont.

Solomon, I. and M. Shields. 1995. Judgment and Decision-Making Research in Auditing. in Ashton, R. and A. Ashton (Eds.). *Judgment and Decision Making Research in Accounting and Auditing*. Cambridge University Press, pp. 137-175.

Shields, M. I. Solomon, and D. Jackson. 1995. Experimental Research on Tax Professionals' Judgment and Decision Making. In Davis, J. (Ed.). *Behavioral Tax Research: Prospects and Judgment Calls*. American Tax Association, pp. 77-126.

Shields, M. and M. Young. 1992. Behavioral and Organizational Issues. In Brinker, B. (Ed.). *Handbook of Cost Management*. New York: Warren, Gorham and Lamont, pp. E1:1-31. Revised for the 1993, 1994, 1995 and 1996 editions.

Shields, M. 1988. An Analysis of Experimental Accounting Research on Managerial Decision Making. In K. Ferris (Ed.). *Behavioral Accounting Research: A Critical Analysis*. Century VII Publishing Co., pp. 203-227.

Shields, M. 1987. Effects of Accounting Information on Managerial Decisions. In K. Ferris and L. Livingstone (Eds.). *Management Planning and Control: The Behavioral Foundations*. Revised Edition, Century VII Publishing Co., pp. 219-45.

## **PRESENTATIONS (from 2000)**

Plenary Presentation. Enriching Our Understanding of the Usefulness of Management Accounting. JMAS International Symposium 2014, Chengdu, China, 2014.

Plenary Presentation: Directions and Trends in Management Accounting Research. 2013 International Symposium on Management Accounting Research, Guangzhou, China.

Participative Budgeting, Psychological Contracts, and Honest of Communication, Bocconi University, University of California-Irvine 2013.

Keynote Presentation. Management Accounting and Organizational Change. The 3<sup>rd</sup> Global Accounting and Organizational Change Conference. Kuala Lumpur Malaysia, 2012.

Plenary Presentation. Researching Management Accounting and Organizational Change: Different Perspectives from the Field and Laboratory, Empirical Research in Management Accounting and Control, Vienna, 2012.

Management Accounting and Organizational Change, Monash University, 2012.

Participative Budgeting, Psychological Contracts, and Honesty of Communication, Management Accounting Section Conference, Houston, 2012.

Plenary Presentation. Target Costing: A Psychological Analysis. Universality of Japanese Management Accounting—Views from Overseas, Melco Foundation 5<sup>th</sup> Anniversary International Symposium, Nagoya Japan, 2011.

Participative Budgeting, Psychological Contracts, and Honesty of Communication. Monash University, 2011.

Framing Emergent Games for Hardening Accounting Information. 6<sup>th</sup> Conference on Performance Measurement and Management Control, Nice France, 2011.

Framing Emergent Games for Hardening Accounting Information, Harvard University, 2011.

Concerns That Take American Accounting Researchers' Effort and Time, EAA Doctoral Colloquium, 2011.

Performance Measures, Motivated Reasoning, and Subjective Performance Evaluation, Monash



University, Georgia State University, University of Missouri, 2010.

Plenary Presentation. Psychology Research on Management Accounting, AAA Doctoral Consortium, 2010

Plenary Presentation. Psychology Models of Management Accounting, 6<sup>th</sup> International Symposium on Management Accounting and Control, Beijing, 2010.

Psychology Models of Management Accounting. Washington State University, 2010.

Hardening Soft Accounting Information, Monash University, 2009; Rouen Business School, 2010.

Plenary Presentation. Psychology Models of Management Accounting, Monash University Forum for Research in Management Accounting, Melbourne, 2009.

Plenary Presentation. Psychology Models of Management Accounting, Global Management Accounting Research Symposium, Copenhagen, 2009.

Hardening Accounting Information, Research and Case Conference, Management Accounting Section, St. Pete Beach, 2009.

Plenary Presentation. Experimental Psychology Research on Management Accounting. International Symposium on Management Accounting Research in China and Overseas: Comparisons and Lessons. Shanghai, 2008.

Plenary Presentation. Researching and Publishing in Management Accounting. International Symposium on Chinese Management, Taipei, 2007.

CIMA Visiting Professor Lectures. Management Accounting Change: Organizational Causes and Individual Effects. University of Dundee and London, 2007.

Behavioral Research on Management Accounting. PAC 10-Plus Doctoral Consortium, Los Angeles, 2007.

The Influence of Observability on the Subjective Measurement of Managerial Behavior. Mid-year Management Accounting Section Meeting 2007; Rotterdam School of Management 2007; 2007 International Symposium on Chinese Management, Taipei, 2007.

Accuracy in Judging the Nonlinear Effects of Cost and Profit Drivers. University of Waterloo, 2005; Rice University, 2006.

Narrative Reporting. Management Accounting Research Group Conference, London School of Economics, London, 2005; Maastricht University, 2005.

Astor Visiting Lectureship, University of Oxford, May 2004.

Inter-Organizational Management Accounting. University of Oxford, 2004.

Experimental Research in Accounting. University of Oxford, 2004.

Effects of Error in Accounting Measures on Subjective Performance-Measure Weighting Decisions. Queens University, 2004.

Financial and Nonfinancial Performance Measures: Effects on Cognitive Processing and Performance. University of Iowa, 2003.

Reducing Accounting Fixation: Determinants of Cognitive Adaptation to Variation in Accounting Method. Harvard University, 2002; Cornell University, 2002; Indiana University 2002; Management Accounting Section Research Conference, 2003; American Accounting Association Annual Meeting, 2003; Contemporary Accounting Research Conference, 2003.

Getting Research Published: How to Succeed In Research. European Accounting Association Doctoral Colloquium, Denmark, 2002.

The Effects of Financial and Nonfinancial Performance Measures on Judgment and Decision Performance. University of Pennsylvania, 2001; University of Maryland, 2001; University of Illinois, 2002; Hong Kong Polytechnic University, 2002.

Competition and Cost Accounting: Adapting to Changing Markets. *Contemporary Accounting Research* Conference, Toronto, Canada, 2001.

Theory-Consistent Empirical Research in Management Accounting. Contemporary Accounting Research Conference Ph.D. Consortium, Toronto, Canada, 2001.

Theory-Consistent Empirical Research in Management Accounting. Management Accounting Section Doctoral Colloquium, Savannah, Georgia, 2001.

Mapping Management Accounting: Making Structural Models From Theory-Consistent Empirical Research in Management Accounting. Management Accounting Section Conference, AAA, Savannah, Georgia, 2001.

Plenary Presentation, Mapping Management Accounting: Making Structural Models from Theory-Consistent Empirical Research in Management Accounting. Seventh Biennial Management Accounting Research Conference, Sydney Australia, 2001.

Mapping Management Accounting: Making Structural Models from Theory-Consistent Empirical Research in Management Accounting. European Accounting Association Doctoral Colloquium, Athens Greece, 2001.

Plenary Presentation. Theory-Consistent Empirical Research on Innovative Management Accounting Practices. 2nd Conference on New Directions in Management Accounting: Innovations in Practice and Research, European Institute for the Advanced Study of Management, Brussels, 2000.

#### **OTHER (selected)**

Chair, College Doctoral Programs Committee, 2002-2004

Director of Accounting Doctoral Program, MSU, 1998 - 2006

Co-director, Global Management Accounting Research Symposium, 2004 - present

President, Management Accounting Section, AAA, 2001-2002

Director, Management Accounting Section 1999 Doctoral Colloquium

Co-director, Management Accounting Section 2000 Doctoral Colloquium

Co-Chairperson, Conference on New Directions in Management Accounting: Innovations in Practice and Research, EIASM, Brussels, 1998, 2000, 2002, 2004, 2006, 2008, 2010, 2012, 2014

Director, Quantitative Research on Management Accounting, EIASM Doctoral Education Network, 2003, 2005, 2007, 2009, 2011, 2013

European Accounting Association Doctoral Consortium Faculty, 1999 – 2009, 2011-2013

Chair, Notable Contributions to Accounting Literature Award Selection Committee, American Accounting Association, 2008-2009

Director, IMA Research Foundation, Institute for Management Accountants, 2008-present

Research Board, CIMA, 2009-present

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