

## **MARKUS ARNOLD**

Director Managerial Accounting Section  
Institute for Accounting  
University of Bern

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Kammenstrasse 23  
CH-3066 Stettlen  
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Date of birth: 17.03.1977  
Marital status: Married, two kids

### **EDUCATION**

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Habilitation and Venia Legendi for Business Administration, University of Göttingen (Germany)	2008
Dr. rer. pol., Clausthal University of Technology (Germany)	2005
Dipl.-Kfm., Goethe-University Frankfurt (Germany)	2001
Maîtrise de Sciences de Gestion (MSG), University Paris IX Dauphine (France)	2001

### **RESEARCH AND TEACHING INTERESTS**

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Research:        Management Accounting  
                  Management Control Systems  
                  Incentive Systems and Performance Evaluation  
                  CSR Accounting

Teaching:        Management Accounting  
                  Performance Measurement and Evaluation  
                  Strategic Management Accounting  
                  Experimental Methodology and Design

### **ACADEMIC POSITIONS**

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University of Bern, Professor for Managerial Accounting and Director of the Institute for Accounting	Since 10/2012
University of Hamburg, Professor for Managerial Accounting	10/2009-09/2012
University of Göttingen, Interim Professor for Financial Control	10/2008-09/2009
University of Göttingen, Post-Doc (Chair for Financial Control)	01/2005-09/2008
Clausthal University of Technology, Doctoral Student (Chair for Environmental Economics)	06/2001-12/2004

## SERVICE

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Head of the AAA Management Accounting Section Publications Committee	2019-2020
Member of the AAA Management Accounting Section Publications Committee	2018-2019
Faculty of the EAA Doctoral Colloquium	Since 2018
Member in various recruitment committees at the University of Bern	Since 10/2012
Vice-Dean for Internationalization of the School for Economic and Social Sciences, University of Hamburg	04/2012-09/2012
Member of the Board for Internationalization of the University of Hamburg	10/2011-09/2012
Coopted Member of the Dean's Meetings of the School for Economic and Social Sciences, University of Hamburg	10/2011-03/2012
Chair of the Department of Social Economics, University of Hamburg	04/2011-09/2011
Member of the Steering Committee of the Department of Social Economics, University of Hamburg	10/2010-03/2011

## PUBLICATIONS

### EDITED VOLUMES

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Arnold, M. and A. Brüggem (Eds.) 2012. Special Issue „Experimental Research in Accounting“ of the Journal of Management Control.

### MONOGRAPHS

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Arnold, M. 2008. *Experimentelle Studien zur Verhaltenssteuerungsfunktion der Investitionsbudgetierung*, Habilitation Thesis, Georg-August-University of Göttingen.

Arnold, M. 2005. *Anreizwirkungen von Stock Options – Agencytheoretische Analyse von Motivations-, Investitions- und Diversifikationsproblemen*. Gabler, Wiesbaden.

### PUBLICATIONS IN REFEREED JOURNALS

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Arnold, M. C. and R. Grasser. In press. Effects of Competitive Pressure on Principal-Agent Relationships: an Experimental Investigation. Forthcoming in *Journal of Management Accounting Research*.

Arnold, M. C., F. Elsinger and F.W. Rankin. In press. The Unintended Consequences of Headquarters' Involvement in Decentralized Transfer Price Negotiations: Experimental Evidence. Forthcoming in *Management Science*.

Arnold, M. C. In press. Challenges of Subjectivity in Team Performance Evaluation. Forthcoming in: *Pacific Accounting Review*.

Arnold, M. C., R. L. Hannan and I. D. Tafkov. 2020. Mutual Monitoring and Team Member Communication in Teams. *The Accounting Review* 95 (5): 1-21.

Arnold, M. C. and I. D. Tafkov. 2019. Managerial Discretion and Task Interdependence in Teams. *Contemporary Accounting Research* 36 (4): 2467-2493.

Arnold, M. C., R. L. Hannan and R. M. Gillenkirch. 2019. The Effect of Environmental Risk on the Efficiency of Negotiated Transfer Prices. *Contemporary Accounting Research* 36(2): 1122-1145.

Arnold, M. C. and M. Artz. 2019. The Use of a Single Budget or Separate Budgets for Planning and Performance Evaluation. *Accounting, Organizations and Society* 73: 50-67.

- Arnold, M. C., R. L. Hannan and I. D. Tafkov. 2018. Non-Verifiable Communication in Homogeneous and Heterogeneous Teams. *The Accounting Review* 93(5): 1-22.
- Arnold, M. C. and R. Grasser. 2018. What is a Fair Amount of Executive Compensation? Two Surveys of Eligible Voters and Investment Professionals. *Journal of Business, Finance and Accounting* 45: 651-685.
- Arnold, M. C., A. Bassen and R. Frank. 2018. Timing effects of corporate social responsibility disclosure: an experimental study with investment professionals. *Journal of Sustainable Finance & Investment* 8(1): 45-71.
- Arnold, M. C. and R. M. Gillenkirch. 2015. Using Negotiated Budgets for Planning and Performance Evaluation: an Experimental Study. *Accounting, Organizations, and Society* 43(1): 1-16.
- Arnold, M. and M. Artz. 2015. Target Difficulty, Target Flexibility, and Firm Performance: Evidence from Business Units' Targets. *Accounting, Organizations, and Society* 40(1): 61-77.
- Arnold, M. C. 2015. The Effect of Superiors' Exogenous Constraints on Budget Negotiations. *The Accounting Review* 90 (1), 31-57
- Arnold, M. C. and D. Schreiber. 2013. Audits, Reputation, and Repeated Interaction in a Capital Budgeting Setting. *European Accounting Review* 22(1), 185-214.
- Arnold, M. C. and R. M. Gillenkirch. 2011. Centralization versus Delegation in an Experimental Capital Budgeting Setting. *BuR – Business Research* 4, 10-30.
- Arnold, M. C., E. Ponick, and H. Y. Schenk-Mathes. 2008. Groves Mechanism vs. Profit Sharing for Corporate Budgeting – an Experimental Analysis with Preplay Communication. *European Accounting Review* 17(1), 37-63.
- Arnold, M. C. 2007. Experimentelle Forschung in der Budgetierung: Lügen, nichts als Lügen? *Journal für Betriebswirtschaft* 57, 69-99.
- Arnold, M. C. and R. M. Gillenkirch. 2007. Leistungsanreize durch Aktien oder Optionen? Eine Diskussion des State of the Art. *Zeitschrift für Betriebswirtschaft* 77, 75-99.
- Arnold, M. C. and E. Ponick 2006. Kommunikation im Groves-Mechanismus – Ergebnisse eines Laborexperiments. *Zeitschrift für betriebswirtschaftliche Forschung* 58, 89-120.
- Arnold, M. C. and R. M. Gillenkirch. 2005. Stock Options and Dividend Protection. *Journal of Institutional and Theoretical Economics* 161(3), 453-472.

## **NON-REFEREED JOURNALS AND CONFERENCE PROCEEDINGS**

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- Arnold, M.C., A. Posch und L. Selhofer. 2020. “Hoch motiviert, aber unter Druck” Competence H+ 2021 (1-2): 8.
- Artz, M. and M. C. Arnold. 2018. “Starr oder doch flexibel? Zielvorgaben richtig gestalten.” *Controlling & Management Review* 62(5): 14-22.
- Arnold, M. C., R. L. Hannan and I. D. Tafkov. 2017. “Mutual Monitoring and Team Member Communication in Teams”. *Meeting Proceedings of the AAA 2017 Annual Meeting*.
- Arnold, M. C. and I. Tafkov. 2015. “Managerial Discretion and Task Interdependence in Teams”. *Meeting Proceedings of the AAA 2015 Annual Meeting*.
- Arnold, M. C. and R. Grasser. 2014. Effects of Competitive Pressure on Principal-Agent Relationships: an Experimental Investigation. *Meeting Proceedings of the AAA 2014 Annual Meeting*.
- Arnold, M. C., R. L. Hannan, and I. Tafkov. 2014. Non-Verifiable Communication in Homogeneous and Heterogeneous Teams. *Meeting Proceedings of the AAA 2014 Annual Meeting*.

- Arnold, M. C., R. L. Hannan, and R. M. Gillenkirch. 2013. The Effect of Environmental Risk on the Efficiency of Negotiated Transfer Prices. *Meeting Proceedings of the AAA 2014 Annual Meeting*.
- Arnold, M. C. 2013. Steuerliche Verrechnungspreise und interne Unternehmensrechnung, in: A. Oestreicher (Hg.): *Modernisierung des Unternehmenssteuerrechts*, NWB Verlag, Herne, 1-16.
- Arnold, M. C. and M. Artz. 2012. Target Difficulty, Target Revisions, and Firm Performance: Evidence from Business Units' Targets. *Meeting Proceedings of the AAA 2012 Annual Meeting*.
- Arnold, M. C. and A. Brüggem. 2012. Experimental Research in Accounting – Editorial. *Journal of Management Control* 23, 93-96.
- Arnold, M. C. 2011. Costly Budget Negotiations and Financial Distress: An Experimental Investigation. *Meeting Proceedings of the AAA 2011 Annual Meeting*.
- Arnold, M. C. and R. M. Gillenkirch. 2009. Using Negotiated Budgets for Planning and Performance Evaluation: an Experimental Study. *Meeting Proceedings of the AAA 2009 Annual Meeting*.
- Gillenkirch, R. M. and M. C. Arnold. 2008. State of the Art des Behavioral Accounting. *WiSt – Wirtschaftswissenschaftliches Studium* 37, 128-134.
- Arnold, M. C. and D. Schreiber. 2008. Audits, Reputation, and Repeated Interaction in a Capital Budgeting Setting. *Meeting Proceedings of the AAA 2008 Annual Meeting*.
- Arnold, M. C., R. M. Gillenkirch, and S. A. Welker. 2007. Investment Incentives from Goal-Incongruent Performance Measures: Experimental Evidence. In K.-H. Waldmann and U. M. Stocker (Eds.): *Operations Research Proceedings 2006*, Springer, Berlin et. al., 381-386.

## **WORKING PAPERS AND SUBMISSIONS**

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- Arnold, M. C., M. Artz and R. Grasser. 2020. The (Non-)Use of New Information for Incentive Recalibration: Evidence from Sales Managers' Intra-year Target Revisions. Revise and resubmit.
- Arnold, M. C., M. Artz and I. D. Tafkov. 2020. The Effect of Past Performance and Task Type on Managers' Target Setting Decisions: An Experimental Investigation. Revise and resubmit.
- Arnold, M. C., M. Artz and I. D. Tafkov. 2020. The Effect of Target Transparency on Managers' Target Setting Decisions. Submitted.
- Arnold, M. C., C. Hörner, P. R. Martin and D. V. Moser. 2020. German and US Investment Professionals' Use of Corporate Social Responsibility Disclosures in Their Personal Investment Decisions and Recommendations to Clients
- Arnold, M. C. and A. Posch. 2020. The Use and Effects of Accountability and Job Autonomy in Healthcare: Substitutes or Complements?
- Arnold, M. C. and K. Bauch. 2020. The Effects of Managerial Discretion in Settings with Multiple Effort Dimensions: Experimental Evidence

## **RESEARCH IN PROGRESS**

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- “Effects of Control Mechanisms on White- and Blue-Collar Workers” with J. Leiby and M. Williamson.
- “Setting and Revising Work Safety Targets vs. Outcome Targets” with A. Posch
- “Burning or Returning the Budget? Experimental Evidence” with Kai Bauch and Florian Elsinger
- “The Effects of Real Earnings Management on Target Setting: Experimental Evidence” with Kai Bauch and Eric Chan

“How Do Investment Professionals Judge Others’ Use of ESG Data: Confirmation Bias and Overconfidence” with A. Bassen and R. Frank

## **INVITED PAPER PRESENTATIONS** (presenter in parenthesis)

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- “The Effect of Past Performance and Task Type on Managers’ Target Setting Decisions: An Experimental Investigation”  
AAA Management Accounting Section Mid-Year Meeting (Tafkov) January 2021  
Vienna University of Economics and Business (Arnold) October 2020  
University of Maastricht (Arnold) March 2020
- “The Effects of Managerial Discretion in Multi-Task Environments: Experimental Evidence”  
AAA Management Accounting Section Mid-Year Meeting (Arnold) January 2021  
Erasmus University of Rotterdam (Arnold) December 2020  
New Directions in Management Accounting Conference (Bauch) December 2020  
AAA ABO Section Mid-Year Meeting (Bauch) September 2020
- “The Use and Effects of Accountability and Delegation in Healthcare: Substitutes or Complements?”  
New Directions in Management Accounting Conference (Posch) December 2020 (scheduled)  
HU Berlin (Arnold) February 2020  
Vienna University of Economics and Business (Posch) November 2019
- “The Effect of Target Transparency on Managers’ Target Setting Decisions”  
AAA Management Accounting Section Mid-Year Meeting (Arnold) January 2020  
Tilburg University (Arnold) October 2019  
Tulane University (Tafkov) September 2019
- “The Unintended Consequences of Headquarters’ Involvement in Decentralized Transfer Price Negotiations: Experimental Evidence”  
GMARS Meeting (Arnold) June, 2018  
ENEAR Conference (Elsinger) June, 2017  
Annual Conference for Management Accounting Research (Elsinger) March, 2017  
AAA Management Accounting Section Mid-Year Meeting (Elsinger) January, 2017  
University of Vienna (Arnold) May 2016
- “Mutual Monitoring and Team Member Communication in Teams”  
AAA Annual Meeting (Tafkov) August 2017  
Annual Conference for Management Accounting Research (Arnold) March, 2017  
Ohio State University (Tafkov) March, 2017  
AAA Management Accounting Section Mid-Year Meeting (Arnold) January, 2017
- “Investment Professionals’ Use of Corporate Social Responsibility Disclosures”  
AAA Management Accounting Section Mid-Year Meeting (Hörner) January, 2018  
University of Amsterdam (Arnold) November 2017  
Georgia State University (Moser) October 2017  
Hoosier Accounting Research Conference (Martin) September, 2017  
ENEAR Conference (Hörner) June, 2017  
Technical University of Munich (Arnold) June, 2017  
AAA Financial Accounting and Reporting Section Mid-Year Meeting (Martin) January, 2017
- “The Use of a Single Budget or Separate Budgets for Planning and Performance Evaluation”  
AAA Management Accounting Section Mid-Year Meeting (Arnold) January, 2017  
New Directions in Management Accounting Conference (Artz) December, 2016  
GMARS Meeting (Artz) June 2016  
Annual Conference for Management Accounting Research (Artz) March, 2016  
University of Amsterdam (Artz) January, 2016

“Managerial Discretion and Task Interdependence in Teams”	
LMU Munich (Arnold)	October 2015
AAA Annual Meeting (Tafkov)	August 2015
GMARS Meeting (Arnold)	June 2015
Canadian Academic Accounting Association Annual Meeting (Arnold)	May 2015
University of Tilburg (Tafkov)	April 2015
Annual Conference for Management Accounting Research (Arnold)	March, 2015
AAA Management Accounting Section Mid-Year Meeting (Tafkov)	January, 2015
Ecole Hotelière de Lausanne (Arnold)	December, 2014
“Incentive Recalibration through Intra-year Target Revisions: Evidence from Sales Managers’ Targets”	
AAA Management Accounting Section Mid-Year Meeting (Artz)	January, 2016
AAA Annual Meeting (Grasser)	August 2015
GMARS Meeting (Artz)	June 2015
Michigan State University (Artz)	April 2015
Annual Conference for Management Accounting Research (Grasser)	March, 2015
“Non-Verifiable Communication in Homogeneous and Heterogeneous Teams”	
University of Melbourne (Hannan)	October, 2015
AAA Annual Conference 2014 (Arnold)	August, 2014
AAA Management Accounting Section Mid-Year Meeting (Tafkov)	January, 2014
McMaster University (Hannan)	November, 2013
Erasmus University of Rotterdam (Arnold)	October, 2013
“Effects of Competitive Pressure on Principal-Agent Relationships: an Experimental Investigation”	
AAA Annual Conference 2014 (Grasser)	August, 2014
AAA Management Accounting Section Mid-Year Meeting (Grasser)	January, 2014
Annual Conference for Management Accounting Research (Grasser)	March, 2014
“The Effect of Environmental Risk on the Efficiency of Negotiated Transfer Prices”	
AAA Annual Conference 2014 (Hannan)	August, 2014
Annual Conference for Management Accounting Research (Arnold)	March, 2013
AAA Management Accounting Section Mid-Year Meeting (Hannan)	January, 2013
University of Tilburg (Arnold)	January, 2013
University of Waterloo (Hannan)	October, 2012
“Uncertainty and Information Asymmetry in Budget Negotiations”	
Accounting Research Workshop Basel (Arnold)	May 2013
Annual Conference for Management Accounting Research (Gillenkirch)	March, 2013
IAAER Meeting (Arnold)	February, 2013
AAA Management Accounting Section Mid-Year Meeting (Gillenkirch)	January, 2013
“Target Difficulty, Target Revisions, and Firm Performance: Evidence from Business Units’ Targets”	
AAA Annual Meeting (Arnold)	August, 2012
GMARS Meeting (Arnold)	May 2012
Annual Conference for Management Accounting Research (Artz)	March, 2012
“Strategic Reputation Building and Norm Enforcement: An Experimental Study in a Capital Budgeting Setting”	
AAA Management Accounting Section Mid-Year Meeting (Arnold)	January, 2012
“Costly Budget Negotiations and Financial Distress: An Experimental Investigation”	
AAA Annual Meeting (Arnold)	August, 2011

EAA Annual Meeting (Arnold)	May, 2011
University of Mannheim (Arnold)	May, 2011
“Using Negotiated Budgets for Planning and Performance Evaluation: an Experimental Study”	
AAA Management Accounting Section Mid-Year Meeting (Arnold)	January, 2010
EAA Annual Meeting (Arnold)	May, 2010
AAA Annual Meeting (Arnold)	August, 2009
University of Jönköping (Arnold)	June, 2009
“Audits, Reputation, and Repeated Interaction in a Capital Budgeting Setting”	
AAA Management Accounting Section Mid-Year Meeting (Arnold)	January, 2009
AAA Annual Meeting (Arnold)	August, 2008
EAA Annual Meeting (Arnold)	May, 2008

## **CONFERENCE DISCUSSANT**

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Swiss Winter Accounting Conference	2019, 2018
ENEAR Meeting	2019, 2017
GMARS Meeting	2018, 2015
Annual Conference for Management Accounting Research	2017, 2014, 2013, 2012
AAA Management Accounting Section Mid-Year Meeting	2019, 2018, 2017, 2013
AAA Annual Meeting	2019, 2012

## **EDITORIAL BOARD MEMBERSHIPS**

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Journal of International Accounting Research	Since 2020
Journal of Management Accounting Research	Since 2019
Business Research (BuRe)	Since 2015
Journal of Management Control	Since 2012

## **REFEREEING SERVICE**

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### *Journals*

The Accounting Review, Contemporary Accounting Research, Accounting, Organizations and Society, European Accounting Review, Journal of Management Accounting Research, Journal of Business Finance and Accounting, Behavioral Research in Accounting, Review of Managerial Science, Schmalenbach Business Review, Journal of Business Economics, Business Research (BuRe).

### *Meetings*

AAA Management Accounting Section Mid-Year Meeting, AAA Annual Meeting, vhb Annual Meeting

### *Research Institutions*

Swiss National Fund (SNF)	Since 2013
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## **AWARDS AND SCHOLARSHIPS**

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Reviewer of the Year of BusinessResearch (BuRe)	2016
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Best Paper of the vhb Accounting Section and nominated for the vhb Best Paper Award 2015 for the paper “The Effect of Superiors’ Exogenous Constraints on Budget Negotiations”	2015
Best Paper Award of the vhb Accounting Section and the Annual IAAER Meeting for the paper „Uncertainty and Information Asymmetry in Budget Negotiations“	2013
DFG grant for participation at the American Accounting Association Annual Meeting	2008
vhb grant for participation at the European Accounting Association Annual Meeting	2008
DFG grant for participation at the EURO XXI Meeting	2006
Best Dissertation Award of the Clausthal University of Technology	2005
Best Diploma in Business Administration Award of the University of Frankfurt	2001
Scholarship of the German National Academic Foundation (Studienstiftung des Deutschen Volkes)	1998-2001
Scholarship of the German-French College of Higher Education	1998-1999

## **SUPERVISION OF DOCTORAL DISSERTATIONS**

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### *Dissertation Committee Chair:*

Florian Elsinger, “Essays on Behavioral Aspects of the Delegation and Limitation of Decision-Making Authority in Organizations”, placement: Rotterdam School of Management, Erasmus University of Rotterdam

Christoph Hörner, “Behavioral Aspects of Morality and Corporate Social Responsibility in Accounting”, placement: University of Tilburg

Dominik Schreiber, “Experimental Studies on the Control Function of Capital Budgeting Instruments”, placement: KPMG.

Robert Grasser, “Essays on Behavioral Aspects of the Design and Disclosure of Compensation Contracts”, placement: University of South Carolina

### *Dissertation Committee Member:*

Houdou Basse Mama, “Information dissemination, market efficiency and the joint test issue”, placement: ESCP Business School Paris

## **MEMBERSHIPS**

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American Accounting Association

European Accounting Association

Canadian Academic Accounting Association

Verband der Hochschullehrer für Betriebswirtschaft e.V.

## **THIRD PARTY FUNDING**

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### *With Joel Haueter*

innosuisse and Association of Swiss Cities (Schweizerischer Städtetverband), 120,000 CHF for the project “Control cockpit with benchmarking data in Swiss Cities and Communities” August 2018

### *With R. Lynn Hannan and Ivo Tafkov:*

Institute for Management Accountants (IMA), 8.000 USD for the project „Non-Verifiable Communication in Homogeneous and Heterogeneous Teams” May 2013

Jackstädt Fellowship of the Jackstädt Foundation, 88.820 EUR for the project „*The relevance of economic incentives and behavioral factors for setting and revising targets: a multi-period survey study in German firms*” November 2012

*With Alexis Kunz:*

Swiss University Conference (SUK): 80.000 CHF (2013-2016) to support the Bernese teaching program of the „Swiss Doctoral Program Network in Accounting Research (DAR-CH)“ (in cooperation with the universities of Zurich and Basel) November 2012

*With Alexander Bassen, Holger Lengfeld and Christine Zöllner:*

German Federal Ministry for Education and Research (BMBF): 530.000 EUR for the project „*Transitions from Employment to University*“ August 2011

*With R. Lynn Hannan and Robert M. Gillenkirch:*

Center for the Economic Analysis of Risk (CEAR), Georgia State University, 5.000 USD November 2010

Stettlen, 20.11.2019

A handwritten signature in black ink, appearing to read 'M. Arnold', enclosed in a thin black rectangular border.