

香港城市大學
City University
of Hong Kong

**DEPARTMENT OF
ACCOUNTANCY**

**AC6770
SEMINAR IN
INTERNATIONAL ACCOUNTING**

MANUAL

Department of Accountancy

Course Title	:	Seminar in International Accounting
Course Code	:	AC6770
Credit Unit (CU)	:	3
Level	:	P6
Prerequisite	:	AC 5711 – International Financial Statement Analysis AC 5712 – Comparative International Financial Reporting AC 5714 – Accounting Theory AC 5750 – International Taxation AC5780 - Research Methods in Accounting AC 6720 – International Managerial Accounting
Precursor	:	Nil
Equivalent Course	:	AC6209 Seminar in International Accounting (from the “old” curriculum)
Teaching Pattern	:	Seminar (14 hours) Independent Study (28 hours)

1. Aims and Objectives**1.1 Aim**

To provide students with ability to identify, analyze and make decisions in relatively unstructured international business settings, through the use of integrated case studies and/or a business game simulation. The first part of the unit will consist of seminars and/or a business game simulation in order to encourage discussions and interactions. The second part of this unit will consist of independent study in order to encourage student’s creative ability and expertise in a particular area.

1.2 Objectives

Upon completion of this module students should:

- 1.2.1 **appreciate** the complexity of factors facing corporate planners and financial analysts in relation to international business operations and investments.
- 1.2.2 **integrate** and **rationalize**, using theory, case studies and/or business simulation, problems and issues facing MNEs, IJVs and international regulatory bodies.
- 1.2.3 **apply** knowledge and skills learnt in the programme to a contemporary problem or issue which relates to their professional career.
- 1.2.4 **communicate** effectively the results of this research.

2. Syllabus

The syllabus will be continually evolving and taught by people of different expertise. Hence the following will be emphasized differently.

2.1 International Business strategy & Operations

- 2.1.1 Principles and processes of General Strategic Management
- 2.1.2 Motivations and mentalities for Cross-Border Management
- 2.1.3 Managing Conflicting Demands in the Multinational Environment
- 2.1.4 Building and Managing Competitive Strategic Capabilities
- 2.1.5 Managing Across Borders
- 2.1.6 Cross Border Organization, Coordination and Control in the MNE
- 2.1.7 Case Study in International Business Strategy & Operations

2.2 International Joint Venture Management

- 2.2.1 Motives for international joint venture (IJV) formation and termination
- 2.2.2 Interactions among IJV owners and managers
- 2.2.3 Setting up an IJV: practical steps; formalising the agreement
- 2.2.4 Role of financial accounting, management accounting, auditing and taxation in international joint venture management
- 2.2.5 Case Study in International Joint Venture Management

2.3 Business Valuation and Foreign Takeovers

- 2.3.1 Reasons for foreign takeovers (shareholder wealth v management power theories)
- 2.3.2 Takeover valuation, strategies and tactics: methods of business valuation and risk analysis; setting the bid price and defensive tactics by the target
- 2.3.3 Financing a foreign takeover: domestic and offshore sources of finance
- 2.3.4 Role of financial accounting, management accounting, auditing and taxation in business valuation and foreign takeovers
- 2.3.5 Case Study in Foreign Merger or Acquisition

2.4 International Accounting Diversity and Capital Market Decisions

- 2.4.1 Linkages between accounting diversity, management behaviour and valuation
- 2.4.2 International Financial Statement analysis and corporate financial data for international investment decisions
- 2.4.3 Role of financial accounting, management accounting, auditing and taxation in international investment decisions
- 2.4.4 Case Study in International Financial Statement analysis and capital market investments

2.5 Cross-Country Listing of Securities

- 2.5.1 Motives for listing securities in foreign stock exchanges
- 2.5.2 Problems relating to foreign companies, especially PRC companies, planning to be listed in Hong Kong
- 2.5.3 Financial accounting, management accounting, auditing, and taxation issues of Cross-Country Listing of Securities
- 2.5.4 Case study in Cross-Country Listing of Securities

3. Teaching Methods

The first part of this module is conducted in a seminar style with lectures presenting the overview and a significant amount of time devoted to group discussion and debate based on a multinational (MNC) management game simulation. A high level of student participation will be sought, as students (in groups) will be required to formulate and activate a multinational business strategy in their role of managing company in a simulated business game. Materials from the

international business literature and content learnt in prior modules will be drawn upon during the simulation. The second part of this module will consist of independent study, during which time students will complete a major group project.

4. Assessment

4.1 Conference Call or Strategy Maps Exercise : 30%

Conference Call and Shareholder Meeting Exercise			
Exercise	Learning Objective	Assessment & Requirements	Student Resources Required
<p>a) Listen to a conference call and shareholder meeting of companies listed on US stock exchanges (at home).</p> <p>b) Evaluate a particular aspect of the call and meeting.</p> <p>Part A: Questions:</p> <p>1. What attention do analysts give to management factors vis a vis various components of the Accounting Earnings?</p> <p>2. What attention do analysts give to exogenous factors vis a vis various components of the Accounting Earnings?</p> <p>3. What attention is given to past versus future events vis a vis various components of Accounting Earnings?</p> <p>4. Are there questions about accounting policy - departures from GAAP?</p> <p>5. Are there questions about Auditing procedures, change of Auditors etc?</p> <p>6. Any emphasis on Environmental disclosure?</p> <p>Part B:</p> <p>Evaluate answers to part A in some Accounting or Economic framework. Refer to journal articles where necessary. For example, is there some theoretical basis for the emphasis of particular questions?</p> <p>Part C: Presentation</p> <p>1. On-line reference and broadcast of part of the conference call.</p> <p>2. Major points of interest about the call</p> <p>3. Any theory framework to explain your observations.</p>	<p>a) Experiential</p> <p>Student experience real discussion surrounding the company's quarterly results.</p> <p>b) Conceptual</p> <p>Helps students to realize the prevalence of agency costs, as information is shared between management and analysts</p>	<p>1. Group assessment</p> <p>a. Presentation - 40%</p> <p>b. Report 60%</p> <p>2. Requirements</p> <p>a. Group – max 3 people</p> <p>b. Minimum 60 minutes call</p> <p>c. Must be Nasdaq 100 companies</p> <p>d. Obtain Annual report</p> <p>e. Make audit trail of call www.snagit.com</p> <p>3. Report – 10 pages maximum – including everything</p>	<p>Staff Computer access in classroom may be necessary to demonstrate to students</p> <p>Computer at home + realplayer or Microsoft player software</p> <p>See www.bestcalls.com</p> <p>www.brainlid.com (business research page)</p>

4.2 Major project : 70%

Details of the major paper will be given in the first part of the unit, during which students will be required to develop a detailed proposal. The proposal is to be written during the second part (independent study) of the module.

Suggested project tasks

- Choose an application of interest and review the current state of knowledge using a theoretical perspective.
- Cite evidence from periodicals, newspapers to support recent trends.

Theoretical perspectives:

- Transactions costs theory
- Agency theory
- Cross-cultural theories on Organizational behaviour
- Finance theory
- Accounting theory

Applications to:

- International Transfer Pricing
- Corporate Governance Structure
- Research on foreign investment in China. Organizational form - mode of foreign investment
- Research on reform in China
- Auditing, Ethics and Questionable Acts
- Value of earnings announcements cross-nationally
- Adoption of International Accounting Standards
- Valuation and Reporting of Intangibles

Assessment guidelines

1. Students who demonstrate a broad knowledge of research topic in the literature review and critique, and provide adequate analysis of the research question should expect to receive a B (70%) or higher.
2. Students who demonstrate reading, comparison with articles, a narrow knowledge of research topic with adequate analysis of the research question should expect to receive a C (65%) or higher.
3. Students who do the minimum requirement, say summarize the literature with little discussion or analysis should expect to receive a D (50%) or lower.
4. The above grades will be adjusted according to the quality of the material and presentation.

Note: Please turn in a set of any materials used in your analysis to me prior to presentation sessions.

5. **Booklist**

5.1 Essential & Supplementary Readings

- Bartlett, C.A. and Ghoshal, S.: Transnational Management: Text, Cases, and Readings in Cross-Border Management 2nd Ed (Chicago: Irwin, 1995)
- Schweikart, J.A., S.J. Gray and C.B. Roberts, ed.: International Accounting, A Case Approach (McGraw-Hill, 1994)
- Selected case studies, such as Collection of INSEAD, CEDEP, EURO-ASIA CENTRE CASE STUDIES, 1992.
- Aaker, David, Strategic Market Management, 4th ed, Wiley, 1995
- Business International, Global Business Information Service (Hong Kong, continuous up-date binder) - eg, 'China Hand'.
- Choi, FDS, ed, Handbook of International Accounting (John Wiley & Son, 1992)
- Czinkota, Ronkainen, & Moffett, International Business, 4th Ed Dryden Press, 1996. Harcourt Brace.
- Daniels J.D., and L.H. Radebaugh: International Business: Environments and Operations (6th Ed, Addison-Wesley, 1992)
- Davidson, W.H., De La Torre, J.: Managing The Global Corporation: Case Studies in Strategy and Management (New York, McGraw-Hill, 1989)
- Gaughan P.A.: Mergers and Acquisitions (Harper & Collins, 1991)
- The Life & Death of a Joint Venture in China, 2nd Ed., Asia Law & Practice Ltd., 1995
- Walmsley J.: Handbook of International Joint Ventures (Graham & Trotman, 1985)

Major Project (70%)

Proposal

1. One paragraph detailing the area of interest (topic), which must include a primary research question.
2. One page diagram of proposed framework for the case study - that can include the research question, theory implicated, and data source.
3. One page detailing the nature and source of data you expect to obtain for your case study.

Topic

You will be required to write a paper - that includes an element of scholarship covered by any of the accounting units in the MAIA course. This includes, international financial accounting, managerial, tax, auditing. Examples of topics found under managerial accounting and tax include:

Managerial accounting topics:

(1) product costing - Activity Based Costing, (2) transfer pricing, (3) strategic management accounting, (4) capital investment and political risk analysis, (6) budgeting and control and (7) performance evaluation. The project should be Hong Kong based (they can either be about a Hong Kong company doing business in China, Asia Pacific region or other countries or about a foreign company doing business in Hong Kong, China or Asia Pacific region).

Tax topics:

(1) tax policy where advice is given to government policy makers; (2) tax planning where advice is given to taxpayers.

Students are encouraged to choose a topic that relates to their learning objectives that will enhance their understanding of their work, or their future career path.

Length and format of paper

20 pages of original analysis including tables, references, appendixes, and other background information (page 1 is the first page of writing after the cover page). Case studies must comply with the format of the Accounting, Organizations and Society or Accounting Review - including headings, references, font, bold lettering etc. The cover page must include: Title, Student names, Contact phone number for each student.

Written Assessment criteria

1. Motivation & Literature review/Theory development	<i>% of 70 marks</i>
Clearly referenced and defined focus, clear and specific research question Eg. Recent professional article references along with academic references used. Recent statistical data	20
2. Contribution	
Summary of relevant theory/s OR extent of analysis - Case, Literature Review etc eg. Clearly structured case analysis that fits the focus of the research question	20
3. Learning	
What did the student learn from the exercise?	10
Eg. Did the student record my comments, act on them, Response letter supplied for all comments and suggestions given.	10
4. Format	
Followed a consistent style, fully referenced.	10

Week/ Date	Teacher Activity (14 Hours of Instruction)	Student Activity
1 23/05	3 ½ Hours (1) Course <ul style="list-style-type: none"> - Individual learning objectives - Structure - Assessment (2) Conference Call Exercise <ul style="list-style-type: none"> - Overview - Minimum total of one hour of calls - Companies must be approved - Obtain Annual report - Make audit trail of call (www.snagit.com) (3) Major project <ul style="list-style-type: none"> - Overview - Introduction, Structure - Research Question - Motivation 	(1) Major project proposal <ul style="list-style-type: none"> - Question - Scope (2) Conference call (financial) or Strategy Maps (Management) exercise <ul style="list-style-type: none"> - Organize groups - Look up companies (3) Sign up to Yahoo Groups: SIA-2003
2 30/05	3 ½ Hours	(1) Submit Major project proposal <ul style="list-style-type: none"> - Motivation and research question diagram - Framework for study - Action plan (1) Submit Conference Call or Strategy Maps Exercise Proposal <ul style="list-style-type: none"> - One page - Two companies
3 06/06	3 ½ Hours (1) Major project <ul style="list-style-type: none"> - Theoretical versus Consulting type contribution - Major project presentation feedback 	(1) Major project presentations
4 13/06	3 ½ Hours (1) Conference call or Strategy Maps exercise presentations	Submit <ul style="list-style-type: none"> - Major project draft - Conference call or Strategy Maps exercise presentation and report (30%)
	Summer break	Work on Major project
5 14/8		Submit Revised Major project (56%)

CONFERENCE CALL EXERCISE

- 1. Conference call proposal**
- 2. Conference call questions**
- 3. Conference call final report**

1. Conference call proposal

Conference call Proposal – Example

Lecturer: Dr. Neale

Group ? : Student Name: _____
 Student Name: _____
 Student Name: _____

Date : 21st June 2001

Conference Call Exercise Proposal

Name of Company : Yahoo! Inc. (YHOO)
 Event : First quarter of 2001 Yahoo! Earnings Conference Call

Position	Name
Chairman, CEO	Terry Semel
President, Chief Operating Officer	Jeffery Mallett
Vice Chairman	Timothy Koogle
CFO, Senior Vice President (Fin & Admin)	Susan Decker
Chief Yahoo	Jerry Yang David Filo

Call Details	
Date	11 th April 2001 (5:00pm Eastern Time)
Participants	Timothy Koogle, Jeffery Mallett, Susan Decker and others senior management
Length	61 minutes
Major parts of the call	Report first quarter 2001 financial results
Major issues of the call	<ol style="list-style-type: none"> The company reported net revenues totaling \$180,215,000 for the first quarter ended March 31, 2001, compared to net revenues of \$230,807,000 for the first quarter of 2000. Pro-forma net income for the quarter ended March 31, 2001 was \$7,643,000 or \$0.01 per share diluted. This compares to pro-forma net income of \$60,506,000 or \$0.10 per share diluted for the comparable period in the previous year. Including pro-forma items, net loss for the first quarter ended March 31, 2001 was \$11,486,000 or \$0.02 per share diluted, compared to net income of \$67,599,000 or \$0.11 per share diluted reported in the comparable period of the previous year.

~~~ End of the Proposal ~~~

# 2. Conference call questions

## Conference call questions

- a) Listen to a conference call and shareholder meeting of companies listed on US stock exchanges (at home).
- b) Evaluate a particular aspect of the call and meeting.

### Part A: Questions:

1. What attention do analysts give to management factors vis a vis various components of the Accounting Earnings?
2. What attention do analysts give to exogenous factors vis a vis various components of the Accounting Earnings?
3. What attention is given to past versus future events vis a vis various components of Accounting Earnings?
4. Are there questions about accounting policy departures from GAAP?
5. Are there questions about Auditing procedures, change of Auditors etc?
6. Any emphasis on Environmental disclosure?

### Part B:

Evaluate answers to part A in some Accounting or Economic framework. Refer to journal articles where necessary. For example, is there some theoretical basis for the emphasis of particular questions?

### Part C: Presentation

1. On-line reference and broadcast of part of the conference call.
2. Major points of interest about the call
3. Any theory framework to explain your observations.

# 3. Conference call final report

## Conference call report

### Page 1

Name  
Company  
Officers  
Call Details  
Participants in the call  
Length  
Major parts of the call

### Body (Page 2 - 5)

Part A. At least 3 of the questions suggested in the manual – conference call exercise (2-3 pages).

Part B. Relate these issues to a theoretical model your learnt during MAIA (2-3 pages)

### References (1 page):

- conference call
- articles referred to in writing up the reflection on theoretical model

### Appendix of the report (page 7)

Data on-

Industry:

- annual growth%
- size
- major events

Competitors

Company:

- annual growth%
- size
- major events

5 Yrs Past earnings history

- estimates versus actual
- revisions etc

# STRATEGY MAPS EXERCISE

## Strategy maps report

### Page 1.

#### 1. Describe the brief history and description of the firm.

- Mission, vision statement
- Product
- Size

### Page 2

#### Competitive environment of the firm

- Value proposition,
- Strategic competitive advantage

### Page 3 - 6

- Strategy Map
- Key performance indicators

# 1. Business vision and mission

The business vision provides the core ideals that remain steady and provide guidance in the process of strategic decision making. The vision is normally expressed as the firm's mission and includes the core values, core purpose and visionary goals towards which the firm is committed (see Table 1).

**Table 1 Benefits of having a strategic vision**

| <b>Organizational Characteristics</b> | <b>Strategic Vision contributes towards the following aspects of the firm</b> |
|---------------------------------------|-------------------------------------------------------------------------------|
| Perspective                           | - Forward looking                                                             |
| Strategic Questions                   | - Trends affecting the future                                                 |
| Environmental Sensing                 | - Future scenarios                                                            |
| Information System                    | - Forward looking<br>- Analysis strengths                                     |
| Orientation                           | - Commitment<br>- Build assets<br>- Vertical integration                      |
| Leadership                            | - Charismatic<br>- Visionary                                                  |
| Structure                             | - Centralized<br>- Top-down                                                   |
| People                                | - Eye on the ball                                                             |
| Economic Advantage                    | - Scale economies                                                             |
| Signaling                             | - Strong signals sent to competitors                                          |

Source: Adapted from: Aaker (1995) Strategic Market Management (Fourth Edition). New York: Wiley.

## Built upon Core Values

What are the most important things to you about working at XYZ firm?  
For example, trust, personal growth, fairness or stability

What has to happen for you to feel this value?

The answer helps you to define the key value elements to be targeted by the group or organization. For example, excellent customer service, pioneering technology, creativity, social responsibility. The Business Vision builds on the core values and adds dimensions such as products, growth, markets, people and processes.

Many Business Mission statements are in fact, extended versions of Vision statements. The Mission statement should state clearly what business you are in and identify the mechanism through which you will service that business.

The firm's mission statement should state clearly what business you are in and identify the mechanism through which you will service that business. The development of the business

mission requires you to identify the services that have been targeted, the customer groups that have been targeted and the activities that will be used to provide the services to the specific customer groups.

### Examples of a business mission

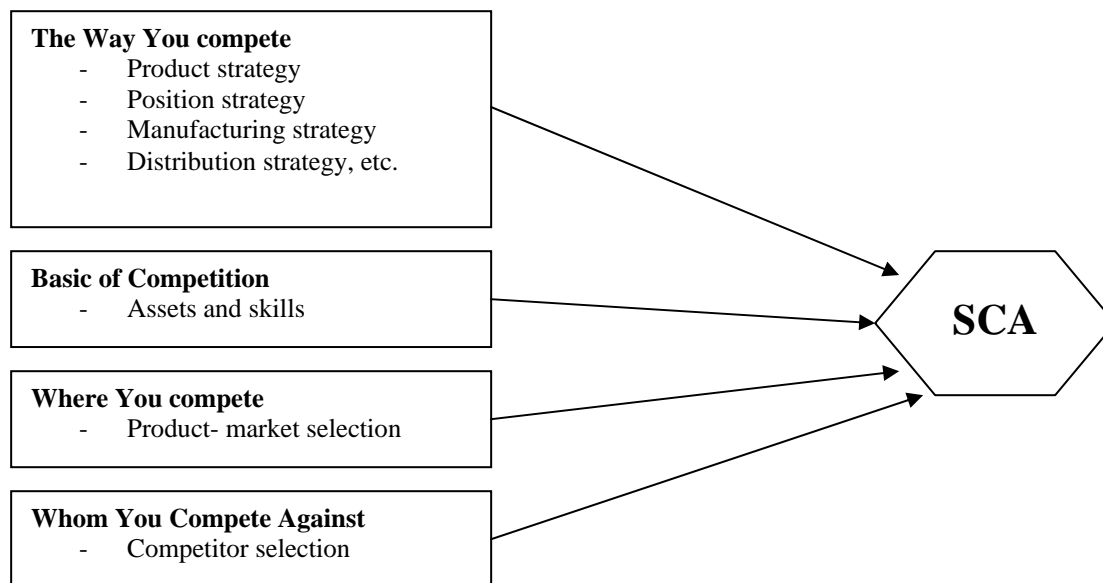
*IBM: IBM develops, manufactures, and sells advanced information processing products, including computers and microelectronic technology, software, networking systems and information technology-related services. We offer value worldwide-through our United States, Canada, Europe/Middle East/Africa and Asia Pacific business units-by providing comprehensive and competitive product choices.*

Source: IBM 1993 Annual Report, p.1

### Sustainable competitive advantage

The sustainable competitive advantage (SCA) of any business is defined as that special capability that will enable the business to attain a sustainable winning position in the market with respect to our major competitors. To identify your SCA, brainstorm at least 20 key success factors that impact on your business ability to meet or exceed your customer needs (see Figure 1). Table 2 provides a list of various SCAs of 248 businesses spanning High-Tech, Service and other industries.

**Figure 1 The Sustainable Competitive Advantage**



AAKER (1995) Strategic Market Management (Fourth Edition) New York: Wiley.

**Table 2 Sustainable Competitive Advantages of 248 Businesses**

|                                                                       | High- Tech | Service | Other | Total |
|-----------------------------------------------------------------------|------------|---------|-------|-------|
| 1. Reputation for quality                                             | 26         | 50      | 29    | 105   |
| 2. Customer service/product support                                   | 23         | 40      | 15    | 78    |
| 3. Name recognition/high profile                                      | 8          | 42      | 21    | 71    |
| 4. Retain good management and engineering staff                       | 17         | 43      | 5     | 65    |
| 5. Low-cost production                                                | 17         | 15      | 21    | 53    |
| 6. Financial resources                                                | 11         | 26      | 14    | 51    |
| 7. Customer orientation/ feedback/ market research                    | 13         | 26      | 9     | 48    |
| 8. Product-line breadth                                               | 11         | 23      | 13    | 47    |
| 9. Technical superiority                                              | 30         | 7       | 9     | 46    |
| 10. Installed base of satisfied customers                             | 19         | 22      | 4     | 45    |
| 11. Segmentation/ focus                                               | 7          | 22      | 16    | 45    |
| 12. Product characteristics/ differentiation                          | 12         | 15      | 10    | 37    |
| 13. Continuing product innovation                                     | 12         | 17      | 6     | 35    |
| 14. Market share                                                      | 12         | 14      | 9     | 35    |
| 15. Size/ location of distribution                                    | 10         | 11      | 13    | 34    |
| 16. Low price/ high-value offering                                    | 6          | 20      | 6     | 32    |
| 17. Knowledge of business                                             | 2          | 25      | 4     | 31    |
| 18. Pioneer/ early entrant in industry                                | 11         | 11      | 6     | 28    |
| 19. Efficient, flexible production, operations adaptable to customers | 4          | 17      | 4     | 26    |
| 20. Effective sales force                                             | 10         | 9       | 4     | 23    |
| 21. Overall marketing skills                                          | 7          | 9       | 7     | 23    |
| 22. Shared vision/ culture                                            | 5          | 13      | 4     | 22    |
| 23. Strategic goals                                                   | 6          | 7       | 9     | 22    |
| 24. Powerful well-know parent                                         | 7          | 7       | 6     | 20    |
| 25. Location                                                          | 0          | 10      | 10    | 20    |
| 26. Effective advertising/ image                                      | 5          | 6       | 6     | 17    |
| 27. Enterprising/ entrepreneurial                                     | 3          | 3       | 5     | 11    |
| 28. Good coordination                                                 | 3          | 2       | 5     | 10    |
| 29. Engineering research and development                              | 8          | 2       | 0     | 10    |
| 30. Short-term planning                                               | 2          | 1       | 5     | 8     |
| 31. Good distributor relations                                        | 2          | 4       | 1     | 7     |
| 32. Other                                                             | 6          | 20      | 5     | 31    |
| Total                                                                 | 315        | 539     | 281   | 1136  |
| Number of businesses                                                  | 68         | 113     | 67    | 248   |
| Average number of SCAs                                                | 4.63       | 4.77    | 4.19  | 4.58  |

AAKER (1995) Strategic Market Management (Fourth Edition) New York: Wiley.

# Sustainable Competitive Advantage

The sustainable Competitive Advantage (SCA) of any business is defined as that special capability that will enable the business to attain a Sustainable winning position in the market with respect to our major competitors.

To identify your SCA, brainstorm at least 20 key success factors that impact on your Business ability to meet or exceed your customer needs. List your factors below.

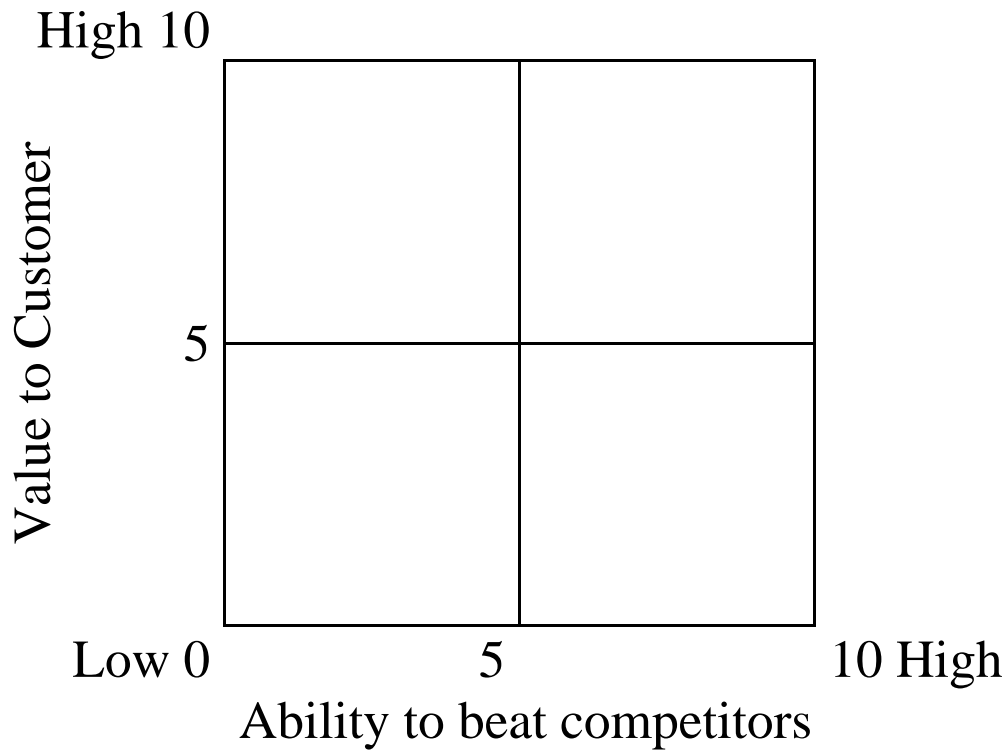
## Key Success Factors

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_
- 7 \_\_\_\_\_
- 8 \_\_\_\_\_
- 9 \_\_\_\_\_
- 10 \_\_\_\_\_
- 11 \_\_\_\_\_
- 12 \_\_\_\_\_
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- 14 \_\_\_\_\_
- 15 \_\_\_\_\_
- 16 \_\_\_\_\_
- 17 \_\_\_\_\_
- 18 \_\_\_\_\_
- 19 \_\_\_\_\_
- 20 \_\_\_\_\_



Having identified at least 20 key success factors, these are then plotted on a matrix which considers value to the customer and ability to beat competitors. On completion of the plotting process, you should find that only a few, if any, of the success factors plot in the top right hand corner of the matrix. It is those issues which are the contenders for the Competitive Advantage.

## Sustainable Competitive Advantage



### Top Five Issues

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_

**SCA Statement**

The next stage is to develop the SCA Statement – But first you must reduce this list so that the most important issue/s can be combined into a single statement. One way in which to help separate the 5 down to the highest priority issue is to think about how pervasive the factor would be in terms of decision making.

For example, with response time, you need to ask the group “if response time was our Competitive Advantage, could this be used to make decision within the organization and would the employees see it as a logical Competitive Advantage?”.

By applying this logic, usually one of the top five key success factors stands out. To write this into a SCA statement the wording would normally go: “We will win by having the best response time in the industry.” Try to write your statement using the least amount of words so that it is kept simple.

**SCA Statement**

We will win by

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**How will you measure the achievement of the SCA?**

Having agreed on the Competitive Advantage statement, think about how you’ll measure whether it is being achieved. For example, response time may be measured in terms of how many rings it takes for the telephone to be answered, how long it takes to resolve customer complaints or how long it takes to deliver a customers ordered.

How will you measure the achievement of the SCA?

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# INDIVIDUAL PROJECT

## 1. Quick Start Introduction and Literature Review

## 2. How to find a topic of interest?

- Suggested project tasks

## 3. Doing the research - proposal stage

- Basic research question
- Literature review
- Stages of theory development

## 4. Communicating the message

- Components of the thesis
- Structuring your writing

# 1. Quick Start Introduction and Literature Review

- 1.1 Introduction
- 1.2 Literature Review
- 1.3 Suggestions
- 1.4 What is a case study?

## 1.1 Introduction

- **Title**
- **General background**
- **Capstone area that hasn't been investigated**
  - Motivation - gap in the literature
  - Why is a cross-cultural comparison necessary
  - Initial gut feel - But must substantiate in literature
- **Focal Question in your study, arising from the capstone area**
- **Any special considerations for the design of your study**

## 1.2 Literature Review

### Comprehensive

- Original articles - idea
- Definitions
- Current state of play, affairs

### Critical

- What do & don't we know?
- Why do particular gaps exist in the literature
- How does your project address these gaps?

## 1.3 Suggestions

### Suggested project tasks:

- (1) Choose a topic of interest and review the current state of knowledge using a theoretical perspective.
- (2) Collect data to prove or disprove a current trend using
  - Archival evidence from periodicals, newspapers to support recent trends
  - Case study
  - Financial or economic data analysis
  - Survey data

### Theoretical perspectives:

- Transactions costs theory
- Agency theory
- Cross-cultural theories on Organizational behaviour
- Finance theory
- Accounting theory

### Applications to:

- International Transfer Pricing
- Corporate Governance Structure
- Research on foreign investment in China. Organizational form - mode of foreign investment
- Research on reform in China

- Auditing, Ethics and Questionable Acts
  - Value of earnings announcements cross-nationally
  - Adoption of International Accounting Standards
- Valuation and Reporting of Intangibles

#### 1.4 What is a case study

Case studies describe what is happening in a particular company or industry. They are usually based on actual management situations. A case study can provide data for the reader to define a problem, to analyze what other information is needed before a solution can be suggested, and to devise and implement a reasonable plan of action. The case study project is aimed at helping students to apply the various concepts, processes and tools of management accounting and/or taxation to international issues from a Hong Kong/Asian perspective.

The information used in the case can be derived from any or a combination of the following sources: site visits, company-supplied documents, interviews, general experiences of case writers, public materials such as annual reports, and published materials in the library.

#### Structure of the case study

##### 1. Introduction and Literature review

The basis of the case study should centre around a basic research question. Motivation for requiring an answer to the question is required, followed by a brief review of the literature (summarised in tabular form) that has looked at the same or related questions. A framework for the study should be presented in the form of a diagram.

Focus on Simple research Question

- What is the difference in SOE versus non-SOE managers' perceptions of incentive systems?
- What factors are driving the success of modern day JVs in China?
- What differences exist in JV success factors between two industries?
- What factors precipitate the dissolution of family based governance structures in Hong Kong?

Detail in Diagrams

- Motivation for why the research question is important (include the research question)
- Framework for the study

Tabulate summaries of the articles for the literature review. For example see Table 1,

**Table 1. Summary of Eastern versus Western nation comparative studies of budget emphasis—methods used and results obtained**

| Article                 | Instrument used to measure budget emphasis                                                                                                         | Results expected - differences in means and or slopes | Results obtained      |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|-----------------------|
| Daley et al., 1985      | Comparison of means.<br>Summated scale-six-item, five-point Likert scale                                                                           | US > JAPAN                                            | JAPAN > US            |
| Bailes and Assada, 1991 | Comparison of means<br>Four items, seven-point Likert scale                                                                                        | No theoretical priors                                 | United States > Japan |
| Chow et al., 1997       | Comparison of means along with comparison of fit between preferred level and actual level of budget emphasis<br>Six items, five-point Likert scale | Japan > Taiwan<br>> United States                     | United States > Japan |

2. General company background, specific area of interest.
3. Details of data collected from which analysis of the case is made. Detail Plans for Data Collection - Newspapers, Company reports, Interviews, Survey, Secondary data (eg Internet, Compustat). Who was interviewed and when etc.
4. Analysis of the case, using the data collected to enlighten the reader on the issue/s raised by the research question. Answer the research question!
5. Relate your findings back to your initial literature review. Were there any surprises?

# 2. How to find a Topic of Interest

- 2.1 What constitutes international accounting research?
- 2.2 Drawing on your comparative advantage
- 2.3 Look at practice
- 2.4 Library work
- 2.5 Review of past MAIA projects
- 2.6 Consultation with potential supervisor
- 2.7 Personal motivation
- 2.8 Use the Internet

## 2.1 What constitutes international accounting research?

Gernon, H. & Olusegun Wallace., International Accounting Research: A review of its Ecology, Contending Theories and methodologies, *Journal of Accounting Literature*, Vol. 14, 1995, pp. 54-106.

### What is the purpose of international accounting research?

To make apparent in different countries the connection between accounting institutions and practices and their environment, a connection that may otherwise be presumed to be unrelated.

### What general issues need to be addressed in IAR?

Understanding of national accounting profiles

Aspects of cross-cultural similarities and differences

The prediction or prescription of accounting practices and movements toward global harmonization and collaboration in accounting practices.

### Why do we need theory to improve our knowledge of IAR?

Theory helps us to order our existing knowledge, to predict phenomena, and to explain why they occur.

Theory can be seen as - explanatory system (with propositions) based on prior observations or central human motives (eg power, personality), a taxonomy or a classificatory scheme, and a conceptual framework which provides for the orderly arrangement and examination of data.

### What is meant by the statement that the IAR literature may include descriptive, speculative, predictive and normative theories?

### What was the early trend in theoretical approaches to IAR?

Two theories - spheres of accounting technology influence and national approaches to the development of accounting structure.

The first theoretical approach ended by 1987, but was replaced by a greater appreciation of the social role of accounting in addition to its technical role.

## 2.2 Drawing on your comparative advantage

- The firm you work for – may provide an opportunity to gather data that answers a specific problem, research question. For example, the problem may relate to the use of reward systems and performance of managers in the Hong Kong office versus the Beijing, Shanghai office of your company. The sample may not be great but access to the firm may give you the chance to interview six managers in each office for a comparative analysis of the performance and reward systems between the two countries. Examples of previous projects have included – A comparison of 4 pairs of high and low performing JVs in four different regions in China. The study focused on the nature of the control system, commitment of the partners and JV performance. A senior controller in the foreign parent company office located in Hong Kong undertook this study.

- Your network of contacts. Do you have a large and sufficient network with which you can arrange interviews with say a dozen managers about a particular research issue?
- Your experience counts toward guiding the direction of the project. For example, a second project focused on the general trend in foreign investment towards the use of wholly owned subsidiary form of governance of investment in China. A product development manager who had experienced these trends personally during his work in China undertook this study.
- Your career track counts – a project that requires you to go outside of your current network and work place can still be considered if it contributes to your future career track. Such project may put you in contact with a management-consulting firm that may provide future career opportunities.
- Drawing on a current management issue that has been recently investigated in another country may be sufficient to motivate participation by managers outside of your network. For example, a project was undertaken by three students that examined the impact of adoption of case mix funding on management governance of Hong Kong Hospitals. The issue was a very current one and it drew on a similar study recently undertaken in Australia and Canada. This study provided guidance for the replication project undertaken in Hong Kong.
- **What do you consider to be your main strength?**
- **In relation to undertaking this unit, based on your current knowledge, What do you consider to be your main weakness?**
- **Describe three areas/topics of interest for this unit?**

### **2.3 Look at practice**

- Your current organization is likely to have given you ideas to study. Such areas may be management control related issues or accounting disclosure type issues.
- Read some of the professional magazines for current issues of interest. Often authors of these articles cite significant articles in the academic literature. This provides a starting point for further reading in the academic literature. This approach is likely to be more interesting as you can see the practical fruits of a particular line of enquiry that may not be so obvious when reading about the same issues in the academic literature.

### **2.4 Library work – the academic literature**

- Learn the CD ROM database of abstracts. This is important to collecting the recent articles on a specific area. Also spend time flicking through articles in recent international journals of management and accounting. For example, International Journal of Accounting, Journal of International Business Studies, International Business Review, Management International review, and some regional journals such as, Asia Pacific Journal of Management, Pacific Review of Accounting.
- Journal standing - Take note of the standing of the journal for extra guidance for projects. Greater scope of projects and ideas are found in the lower quality journals—here you are more likely to find project that follows a wider range of paradigms. Higher quality journals follow a narrower set of paradigms and so may provide fewer ideas in your initial search for a project.
- It is important that you can find an article that is very close to the project you wish to undertake. Such article may be a working paper or published and could have been undertaken in another country. One of the hallmarks on international research is the idea that findings in another country may not be generalizable in your country because of particular cultural, economic or institutional differences. Often one can take a project that was undertaken in another country and use it as a basis for looking at the same problem in Hong Kong.

### **2.5 Review past MAIA projects**

- Strengths and Weaknesses
- Development of research question
- Data collection
- Get a feel for the issues research and the methods undertaken to study them.

## 2.6 Consultation with potential supervisor

- Obtain feedback on draft (one page) proposal from a potential supervisor
- Seek out alternatives, vis a vis research question, motivation and method

## 2.7 Personal motivation

- It is important that you gain some personal motivation from the topic you chose, otherwise you may get locked into a project in which you only see the rules and assessment requirements as the solution to completion and freedom at last.
- After you have an idea of a topic of interest, it is important that you develop some of the following habits
- Compile a database of all the significant articles in your area of research. Some articles may not be available for two to four weeks, so plan to order them in advance.
- Spend time each week to read, and reflect (by writing ideas in a notebook). At least five hours every week should be devoted to reading. Reading helps to clarify your thoughts, build on what you already know.
- Begin to structure your thoughts early, using pictures, graphs etc on notepaper. Show them to your supervisor for quick on the spot feedback.
- Begin to write, type your ideas as soon as possible. Get into the habit of writing. Plan to spend at least three hours every weekend to write something. Writing takes time, and it acts to provide feedback to you and your supervisor.

## 2.8 Use the Internet

### How to find a Research Topic:

I best way to begin your project is by searching the internet. Three issues are provided below, from [businessweek.com](http://businessweek.com). One of them may be relevant to your project idea. You can subscribe to Business week for free by registering online. You can find many other articles in Business week, by clicking on the business week hotlink above.

#### 1. Global risk:

##### HOW TO RESHAPE THE WORLD FINANCIAL SYSTEM.

The global financial system touches every country, and it's a mess. This package tackles the challenge of coming up with a plan to fix it. Plus, a Q&A with Treasury Secretary Robert Rubin.

<http://www.businessweek.com/premium/41/covstory.htm>

<http://www.businessweek.com/1998/41/covstory.htm>

#### 2. Commentary: Needed: Accounting the world can trust

Securities & Exchange Commission chief Arthur Levitt has put companies and auditors on notice: Think twice before playing accounting games. BW's Nanette Byrnes writes that Levitt isn't just targeting the U.S. -- he's laying the foundation for rigorous financial reporting around the world.

<http://www.businessweek.com/premium/41/b3599083.htm>

#### 1. Commentary: Asia needs a safety net. But what kind?

Asians need to learn that welfare states, wisely built, can help restore their economies to economic health, says this commentary by Bruce Einhorn in Hong Kong.

<http://www.businessweek.com/premium/41/b3599178.htm>

I have updated my home page <http://fbstaff.cityu.edu.hk/acno/> to include some useful web sites. Under teaching materials page of my home page, you will find hotlinks to general advice on [researching and writing your project](#); that will help you get started. Other hotlinks to [researchpaper.com](http://researchpaper.com) and [essay.org](http://essay.org) are provided where you can download essays and references for your reference. These hotlinks can be a starting point to help you find a topic. Remember, it is illegal to submit work copied from these or other published sources. However, you may find that an essay has been written in your topic area and that it provides some useful references for you to track down in the City University Library.



**Getting more information on specific research topics:** Under research reference materials, you will find hotlinks to a number of current topics. For example, under the row titled Topics -- General, Economics, management, organization, Taxation & Law etc you can find hot links to

a) Corporate governance <http://www.corpgov.net/>

b) Asian currency crisis <http://www.stern.nyu.edu/~nroubini/asia/AsiaHomepage.html#web>

c) Performance based incentive issues. <http://members.aol.com/compub98/>

By the way under the hotlink to Asian currency crisis, you will find many links to Asian Business research sites that are related to other topics. One example is the following hotlink:

<http://coombs.anu.edu.au/WWWVL-AsianStudies.html>

**Writing guidance:** There is a hotlink to the [Psychology with style guide](#) to help you improve your writing style.

# 3. Doing the Research – Proposal Stage

- 3.1 Reading research – terminology
- 3.2 Purpose - basic research question. How to motivate the research question?
- 3.3 Literature review. How to critique previous work?
- 3.4 Focusing the Contribution
- 3.5 Theory development - Methodological purpose of research. Exploratory study or theory based study. Theory development or theory testing
- 3.6 Specifying a model

## 3.1 Reading research

- Understand the terminology – understanding the research terminology is a major barrier to research. Not only does understanding the terminology help you to write up your project in clear fashion, but also such understanding helps you to read articles in your area faster. Comprehension improves too!
- What is your reading purpose? There are two purposes I can identify. In the early stages of the project, you are reading for ideas. This activity requires you to scan many articles in a short period of time until something jumps out at you. The purpose of reading (even scanning various abstracts) is to look for key words and their relations with one another. The second purpose of reading is a more intensive mode that requires you to seek in-depth understanding of the phenomena you are researching. This stage involves making bibliographic summaries of articles, defining various terms in the subject area. Highlighting the main contributors to this area. Reference to a number of significant articles and their findings will be required in order to develop a solid theoretical foundation for you project.

## 3.2 Basic research question

- What is the difference in SOE versus non-SOE managers' perceptions of incentive systems?
- What factors are driving the success of modern day JVs in china?
- What differences exist in JV success factors between two industries?
- What factors precipitate the dissolution of family based governance structures in Hong Kong?
- What factors reinforce the existence of family based governance structures in Hong Kong?
- What factors precipitate the adoption of IAS by some H-share companies and not others?

## 3.3 Literature review. How to critique previous work?

- The importance of a literature review

The literature review consists of a number of parts and can be used to serve a number of purposes, as follows:

- Provide background for the purpose of motivating your research question of interest.
- Provide context for the terminology used in your area of research
- Provide justification for why you chose to focus on certain variables and not others. Serendipity is not a sufficient reason

Essentially, the literature review provides a benchmark against which the contribution of your study (and results) can be judged.

- Starting the literature review

- Compile the major articles in your area of research, say 10 articles, into the format of a table as follows:

| Article | Type of study | Basic research question | Sample Nations implicated | Results |
|---------|---------------|-------------------------|---------------------------|---------|
| 1.      |               |                         |                           |         |

|    |  |  |  |  |
|----|--|--|--|--|
| 2. |  |  |  |  |
| 3. |  |  |  |  |

- Add columns as necessary to highlight similarities and differences between previous research. This will allow you to draw of these aspects for the purposes of identifying gaps, new research questions and new variables of interest that can form the basis of your study.
- At this initial stage the focus is on a systematic comparison of the past literature for the purposes of formulating the motivation of your study.
- Writing the literature review
  - Think about the theme/focus you want to bring out of the past literature that highlights the focus of your study. A basic literature review will order past literature by date from past to present. As you write about successive articles, you need to make the reader aware of the underlying themes, contributions of groups of articles. If there is a group of articles, that together make a major contribution, you may use a subheading as a banner for the review of this group of articles, followed by another subheading for another group of articles.

**TABLE 1: Summary of Eastern versus Western nation comparative studies of budget emphasis—methods used and results obtained**

|                         | Instrument used to measure budget emphasis                                                                                                                                                                                                               | Results expected - differences in means and or slopes                                     | Results obtained                                                                                                            |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Daley et al., 1985      | Comparison of means.<br>Summated scale-six-item, five-point Likert scale                                                                                                                                                                                 | US > JAPAN                                                                                | JAPAN > US                                                                                                                  |
| Bailes and Assada, 1991 | Comparison of means<br>Four items, seven-point Likert scale                                                                                                                                                                                              | No theoretical priors                                                                     | United States > Japan                                                                                                       |
| Harrison, 1993          | Comparison of slopes (associations) between budget emphasis and affective outcome variables<br>Comparative measure, ten-item, five-point Likert scale. Two budget items, summated, multiplied by four and divided by summation of eight non-budget items | Slope between RAPM and JRT(JS) more positive for Singapore versus Australia               | Slope between RAPM and JRT(JS) more positive for Singapore versus Australia<br><br>Mean level of RAPM Australia = Singapore |
| Harrison et al., 1994   | Comparison of means<br>Three items, five-point Likert scale                                                                                                                                                                                              | Eastern cluster (Hong Kong and Singapore) > Western cluster (Australia and United States) | Western cluster > Eastern cluster for two out of three items                                                                |
| Chow et al., 1997       | Comparison of means along with comparison of fit between preferred level and actual level of budget emphasis<br>Six items, five-point Likert scale                                                                                                       | Japan > Taiwan > United States                                                            | United States > Japan                                                                                                       |

### 3.4 Focusing the Contribution

It is important to focus the contribution of your study (see Figure 1).

The theoretical knowledge building approach emphasizes the role of the literature in structuring the case study. Analysis of the case study then proceeds in terms of similarities or differences (Gaps) found compared with the literature (expectations). The contribution then focuses on either theoretical contribution to the literature or in the form of a consulting report.

- a) For the theoretical contribution to take place, specific contingency variables of antecedents must be identified from the gap analysis and discussed in relation to the current literature.
- b) For the consultants type report, specific management decisions must be identified or order to bring focus to why change has to be made in the information or control system. In other words, if the recommended change does not change/improve the decisions made by management then it would be difficult to justify why change should take place in the first case.

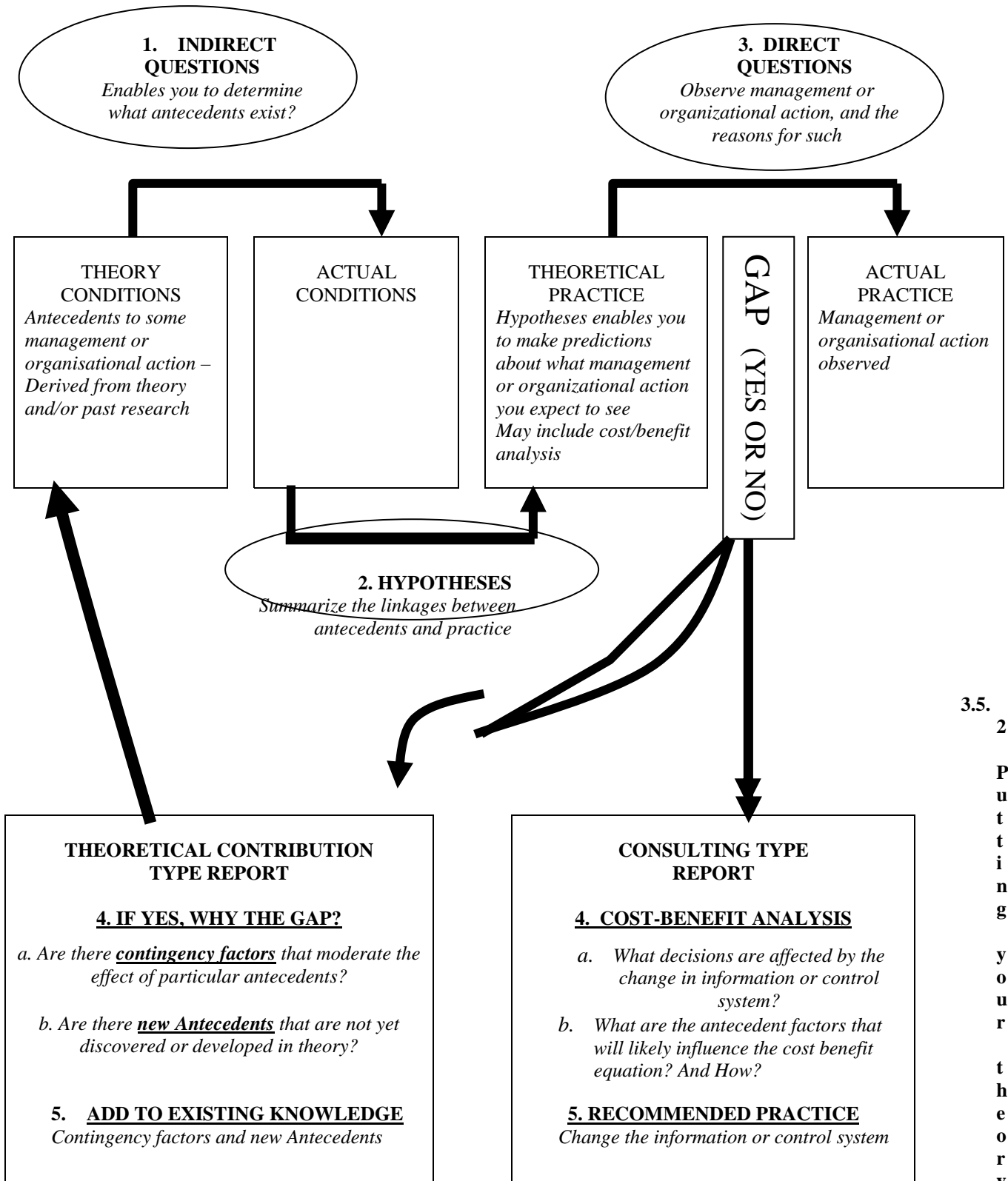
The case studies proceed on either of these two courses. Each course has its own learning objective. The main learning objective for theoretical contribution is to understand more about what we presently know by discussing its application to a new context. A continual reiteration of this theme (testing current knowledge in new contexts) is paramount to the advancement of knowledge itself. The main learning objective for the consultants type report is to attempt to quantify the costs and benefits of a proposed change in organization. Emphasis is on identifying the factors that influence the costs and benefits of such change. Finding an optimal amount of change (extent to which the current organization system is changed) is an ideal outcome of this type of study.

### 3.5 Theory Development

#### 3.5.1 Choosing the best theory

- Reading the literature and appreciate the different theories and the assumptions underlying each.
- Choosing the theory that allows you to analyse the phenomena of interest. The choice of theory can be an outcome of the literature review. Is there a consistency in the theories adopted in the past literature towards your current topic of interest. Such consistency gives you justification for continuing with the same theoretical approach.
- Look for critical mass of literature that has adopted a particular theoretical stance. For example, the Hopwood (1972, JAR)-Otley (1978, JAR) debate on the consequences of different approaches to performance evaluation of middle-level managers and the subsequent literature provided a critical mass for using contingency theory in research into management control systems. The depth of literature in positive accounting theory provides a critical mass for future research in applying economic theory to financial reporting behaviour. A critical mass in an area allows subsequent researchers to briefly describe various assumptions without having to retest or prove assumptions over and over again.
- Look for criticisms in the literature concerning various theoretical approaches. The Journal of Accounting Literature frequently has critical reviews of various areas and the theoretical approaches taken therein.
- Look at the range of methods used in the literature along with particular theories. For examples, theories that focus on cognitive style in auditor judgement commonly employ experimental type methods. Theories that focus on information systems and managerial practice in particular contexts, say Activity Based Costing, may employ field work or survey type methods of data collection. Theories that focus on economic behaviour in relation to financial reporting practice may focus on running regression models on publicly available financial reported data (compustat).

Figure 1. Research Questions and the Cycle of Knowledge Building



in writing

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- State the main assumptions that accompany the theory you are using.
- Note what is special about your theory that makes it applicable to the phenomena of interest.
- List the aspects of theory that will dictate your expectations (see Example 2). Use a Table to tabulate main points of the theory and their relation to the phenomena of interest.

| Aspects of phenomena of interest                                | Literature support specific theory                                                  | Cross-cultural context                                                                                           | Predicted outcome                                                                                                                                                                                  |
|-----------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reasons for budget participation (Antecedents of participation) | Agency theory - Information asymmetry, Environmental uncertainty, Decentralization, | Hofstede (1980) cultural dimensions - Power distance, suggests a stronger sense of verticality in Asian context. | Superiors may believe that they know more than their subordinates. Subordinates will not expect to participate in budget setting. Therefore the reasons for budget participation may be different. |

### 3.5.3 Theory Development – Methodological Purpose of Research.

- Exploratory study or theory based study.
- Theory development or theory testing

The theory development stage of your project is very demanding. Students need to grapple with:

- Understanding that multiple theories or perspectives usually exist toward the phenomena of interest.
  - Different theories may call for different methods analysing hypotheses.
- In international accounting research it is likely that you will encounter a comparison across different countries. Such differences may be characterized in terms of economic development differences, cultural differences or institutional differences.
  - Developing hypotheses - statements of an expectation derived from experience in the field or drawn from theory in the literature. Hypotheses provide the reader with a concise summary of what the researcher expects to find.

IT IS IMPORTANT THAT YOU IDENTIFY: WHAT IS IT ABOUT THE DIFFERENCE BETWEEN TWO COUNTRIES THAT IS LIKELY TO IMPACT ON ACCOUNTING PRACTICE?

### 3.6 Specifying a model

- Specifying a model – various terms of given to variables depending on whether they are part of a cause effect relation or just an association implied by theory. In the development of the theoretical model you are required to make clear where each variable fits and what in the relationship being studied?
- Developing hypotheses – statements of an expectation derived from experience in the field or drawn from theory in the literature. Hypotheses provide the reader with a concise summary of what the researcher expects to find.

# 4. Communicating the Message

## 4.1 Components of the thesis

### 4.2 Structuring your writing

### 4.3 Diagramming your ideas

### 4.4 Framework Examples

#### 4.1 Components of the thesis

- The introduction - sets the theme for the thesis
  - Motivation
  - Framework
  - Plan of the thesis
  
- The literature review - sets the background for the thesis
  - Using the literature to drive the motivation, purpose of the study, the basic research question
  - Structuring the literature review
    - Time
    - Issues
    - Tabulating key angles in the literature to tease out your purpose
  
- Theory and method road map
  - Discussing theory and method options

#### 4.2 Structuring your writing

- Focus on structure first. Cross the i and dot the t second
  
- Each paragraph should contain some gold. Focus on what idea you want to convey. Introduce the idea in the first sentence, then proceed to discuss the idea with supporting sentences. Focus on linking the ideas between the paragraphs rather than linking the supporting sentences across the paragraphs. For example, The first paragraph of the motivation may introduce the idea of the background of the study. The second idea may be to extract some specific thought in the background that your study is going to expand upon. The third idea maybe to say what other studies have done on this specific area. The fourth idea is to highlight what other studies have not done and how exactly your study is going to fill the gap (if any) that you have portrayed in the current literature.
  
- The flow of thought across these four ideas that gives the reader some semblance of understanding about why your study is important. Of course you have to support each of these ideas with appropriate referencing and examples, however once the structure is there, the rest of each paragraph should follow on a logical manner. Rule: If the reference or sentence doesn't relate to the idea expressed in the first sentence of the paragraph, then leave it out. Keep the paragraphs simple, structure the flow of ideas and you will have more time to devote to reading and thinking about the story you want to portray.
  
- Set a heading for each paragraph and proceed to discuss the heading with sentences that support of the opening sentence
  
- Force the issue - begin a paragraph in the motivation section of the thesis with the words: 'This is an important topic . . .' This will force you to provide adequate referencing to the statement or provide examples of support in proceeding sentences.
  
- For the middle chapters of a thesis (ie 2,3 & 4 in a 5 chapter thesis) provide a short introduction of what the chapter contains, and finish the chapter with a short summary of the contents.

#### 4.3 Diagramming your ideas

- Diagramming your thoughts in terms of a model, flowchart etc. provides a useful way to clarify understanding between your experience, the literature and your conception and between your conception and your supervisor.
- Aim to provide a diagram to convey the following ideas
  - Motivation for the study
  - Framework for the study (the variables to be measured and their relationships)
  - Ideas that involve multiple foci and multiple relationships
- Tabulate
  - Major articles in the literature
  - Facts and Figures that serve to give background information on the context
  - Results in succinct format.

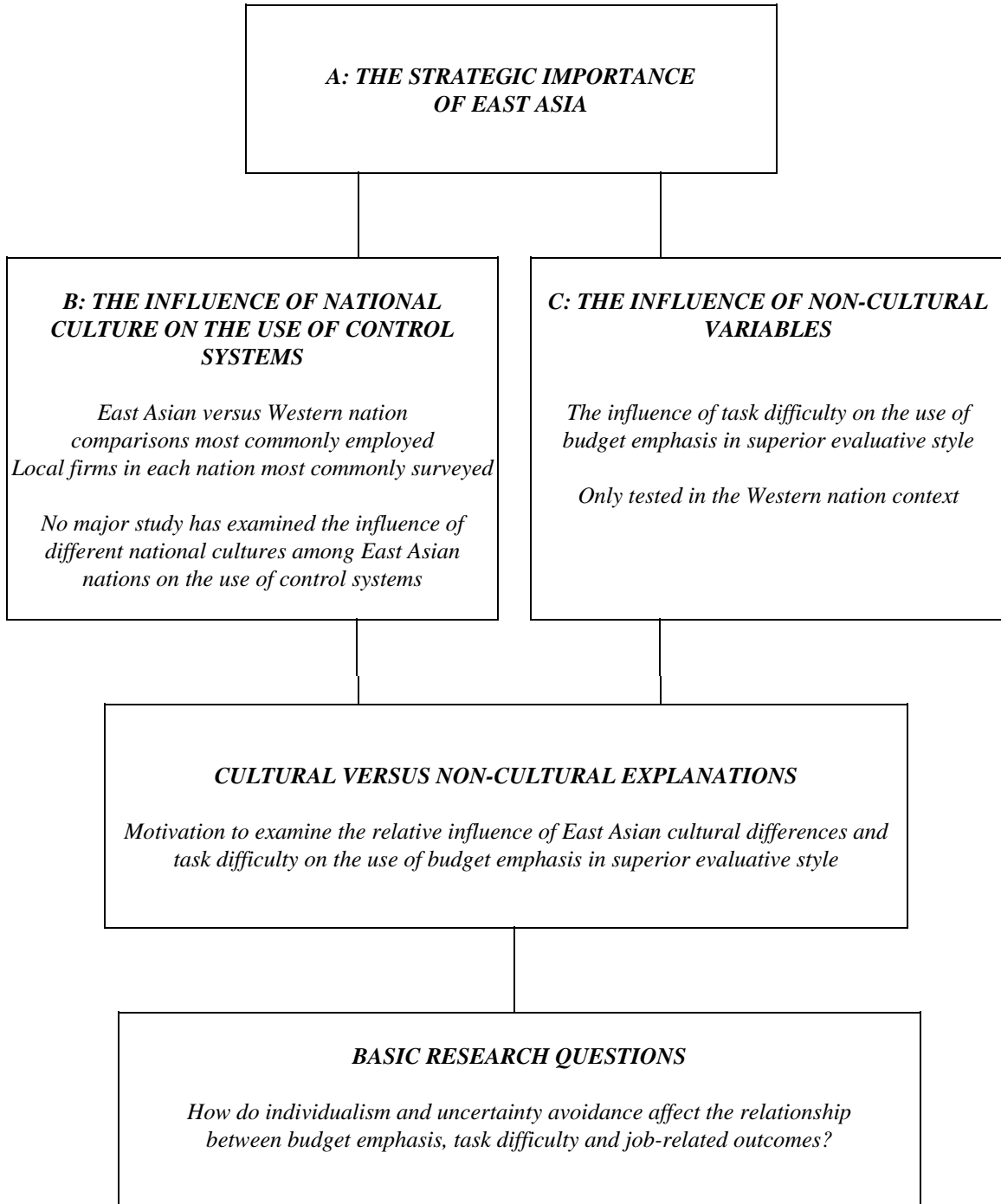
Ensure that all diagrams tables and figures stand-alone, are properly referenced and appear just after the first reference.



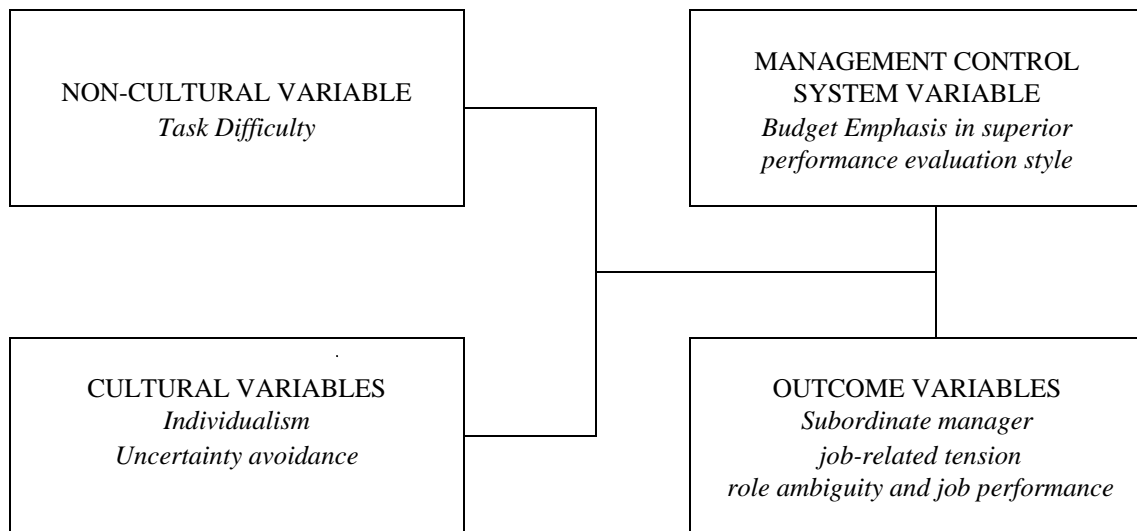
4.4 Diagram examples

4.4.1 Dr O'Connor's PhD Diagrams

Figure 1. Motivation for the study



**Figure 2. Framework for the study**



**Figure 4. Management Control System Framework**

| <i>Organizing</i>                                                                         | <i>Planning</i>                 | <i>Evaluating and Rewarding</i>                                                                           |
|-------------------------------------------------------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------|
| Decentralization                                                                          | Standard tightness              | Performance-contingent rewards                                                                            |
| Structuring of activities<br>The extensiveness of rules and standard operating procedures | Participation in budget setting | Controllability filters<br>- Participation in performance evaluation<br>- Account for extenuating factors |
|                                                                                           |                                 | Budget emphasis<br>- Quantitative/qualitative criteria                                                    |

**APPENDIX A**  
**Presentation feedback form**

The purpose of this form is to provide guidance for student presentations.

Evaluator's name: \_\_\_\_\_

-----  
Student presenter's name: \_\_\_\_\_

Preparation: (Not prepared)    1    2    3    4    5    6    7    (Very well prepared)

Knowledge: (Not sure of topic)   1    2    3    4    5    6    7    (Very sure of topic)

Question: \_\_\_\_\_

Criticism: \_\_\_\_\_

-----  
Student presenter's name: \_\_\_\_\_

Preparation: (Not prepared)    1    2    3    4    5    6    7    (Very well prepared)

Knowledge: (Not sure of topic)   1    2    3    4    5    6    7    (Very sure of topic)

Question: \_\_\_\_\_

Criticism: \_\_\_\_\_

-----  
Student presenter's name: \_\_\_\_\_

Preparation: (Not prepared)    1    2    3    4    5    6    7    (Very well prepared)

Knowledge: (Not sure of topic)   1    2    3    4    5    6    7    (Very sure of topic)

Question: \_\_\_\_\_

Criticism: \_\_\_\_\_

-----  
Student presenter's name: \_\_\_\_\_

Preparation: (Not prepared)    1    2    3    4    5    6    7    (Very well prepared)

Knowledge: (Not sure of topic)   1    2    3    4    5    6    7    (Very sure of topic)

Question: \_\_\_\_\_

Criticism: \_\_\_\_\_

-----  
Student presenter's name: \_\_\_\_\_

Preparation: (Not prepared)    1    2    3    4    5    6    7    (Very well prepared)

Knowledge: (Not sure of topic)   1    2    3    4    5    6    7    (Very sure of topic)

Question: \_\_\_\_\_

Criticism: \_\_\_\_\_

-----  
Student presenter's name: \_\_\_\_\_

Preparation: (Not prepared)    1    2    3    4    5    6    7    (Very well prepared)

Knowledge: (Not sure of topic)   1    2    3    4    5    6    7    (Very sure of topic)

Question: \_\_\_\_\_

Criticism: \_\_\_\_\_

-----  
Student presenter's name: \_\_\_\_\_

Preparation: (Not prepared)    1    2    3    4    5    6    7    (Very well prepared)

Knowledge: (Not sure of topic)   1    2    3    4    5    6    7    (Very sure of topic)

Question: \_\_\_\_\_

Criticism: \_\_\_\_\_

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**APPENDIX B**  
**Individual project feedback form**

The purpose of this form is to provide guidance for the assessment of your individual report.

**Student:** \_\_\_\_\_

**Project:** \_\_\_\_\_

| GRADE (Total marks = 70)                                                                | A  | B  | C  | D | E |   |
|-----------------------------------------------------------------------------------------|----|----|----|---|---|---|
| <b>1. Motivation</b>                                                                    |    |    |    |   |   |   |
| Clearly defined focus, clear and specific research question                             | 10 | 8  | 6  | 4 | 2 | 1 |
| Literature support for motivation                                                       | 10 | 8  | 6  | 4 | 2 | 1 |
| <b>2. Contribution</b>                                                                  |    |    |    |   |   |   |
| Summary of relevant theory/s <b>OR</b> extent of analysis - Case, Literature Review etc | 20 | 16 | 12 | 8 | 4 | 2 |
| Clearly structured case analysis that fits the focus of the research question           | 10 | 8  | 6  | 4 | 2 | 1 |
| Research insights/findings made clear, linked to current literature                     | 10 | 8  | 6  | 4 | 2 | 1 |
| <b>3. Learning from others comments</b>                                                 |    |    |    |   |   |   |
| What did the student learn from the exercise?                                           | 10 | 8  | 6  | 4 | 2 | 1 |
| <b>4. Format</b>                                                                        |    |    |    |   |   |   |
| Followed a consistent style, fully referenced.                                          | 10 | 8  | 6  | 4 | 2 | 1 |
| <b>5. Presentation</b>                                                                  |    |    |    |   |   |   |
| Preparation                                                                             | 10 | 8  | 6  | 4 | 2 | 1 |
| Demonstrated knowledge                                                                  | 10 | 8  | 6  | 4 | 2 | 1 |
| <b>Overall grade:</b>                                                                   |    |    |    |   |   |   |
| <b>Other comments:</b>                                                                  |    |    |    |   |   |   |
| 1                                                                                       |    |    |    |   |   |   |
|                                                                                         |    |    |    |   |   |   |
|                                                                                         |    |    |    |   |   |   |
| 2                                                                                       |    |    |    |   |   |   |
|                                                                                         |    |    |    |   |   |   |
|                                                                                         |    |    |    |   |   |   |

**APPENDIX C**  
**Editing Guidelines**

1. Consistency is a must
2. Point form must be in one and a half-line (1½) spacing
3. All font must be in Time New Roman, 11pt
4. Tables must be in single-line spacing and maybe 10 pt, depending on the amount of data
5. Referencing must be consistent, and follow *Accounting, Organizations and Society Journal*.
6. All tables must have title and in center. Reference to all tables must be made.
7. 20 Pages, including tables and references, appendix. Tables and figures must be placed inside the text, while other data such as survey instrument etc should be placed in the appendix.
8. Appendix shall include both Task 7a literature review table (taken from research methods) and the data collection instrument.
9. Consistency in formatting, referencing and labelling all tables and figures is a priority.
10. The cover page must include: Title, Student names, Contact phone number for each student.

**Checklist for final project**

| Section                            | Details                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Check |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>One Electronic File on Disk</b> | RMA- <i>Subject-Your English name</i> (one file only)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |       |
| <b>Cover page (page 1)</b>         | Name, Mobile phone number<br>Filename:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |
| <b>Body (page 2-13)</b>            | Times new roman, 11 pnt font, 1.5 lines spacing<br>Formatting follows AOS<br>All Tables and diagrams with a centre label<br>All tables and figure referred to in the text<br>Research question clearly stated up front<br>Motivation diagram revised from proposal<br>Motivation has at least 3 references dated 1998-2000<br>Table 7a placed in appendix and summarised<br>discussion in main text complete<br>Theoretical framework and discussion complete<br>Hypotheses complete<br>Proposed method complete<br>I have run spellchecker over the entire document<br>Maximum 10 pages plus tables and diagrams (about 3 pages). |       |
| <b>Appendix (page 14-20)</b>       | 1. Task 7a Literature review table (one page)<br>2. Other data (two pages)<br>3. Research Instrument (one page)<br>4. Previous submitted proposal – with my comments                                                                                                                                                                                                                                                                                                                                                                                                                                                               |       |