

February 2016

**CHRISTOPHER D. ITTNER**

**Office**

The Wharton School  
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**EDUCATION**

D.B.A, 1992, Harvard University

Thesis Title: "The Economics and Measurement of Quality Costs: An Empirical Investigation," Chairman: Robert Kaplan.

M.B.A., 1986, University of California, Los Angeles.

B.S., 1983, California State University, Long Beach.

**EMPLOYMENT**

EY Professor of Accounting, The Wharton School, University of Pennsylvania, July 2005-present.

Professor of Accounting, The Wharton School, University of Pennsylvania, July 2003-June 2005.

Visiting Professor, Said Business School, University of Oxford, May 2004-September 2004.

Associate Professor of Accounting, The Wharton School, University of Pennsylvania, July 1998-June 2003.

KPMG Peat Marwick Term Assistant Professor of Accounting, The Wharton School, University of Pennsylvania, 1992-June 1998.

KPMG Peat Marwick Lecturer in Accounting, The Wharton School, University of Pennsylvania, 1991-1992.

Research Assistant, Harvard University Graduate School of Business, 1988-1990.

Manufacturing Consultant, Deloitte, Haskins & Sells, 1986-1987.

Program Controls Administrator, Hughes Aircraft Company, 1983-1986.

**PUBLICATIONS**

Articles in refereed journals

C. Markides, D. Oyon, and C. Ittner, "The Valuation Consequences of International Acquisitions," *Cyprus Journal of Economics*, June 1990.

C. Ittner and D. Oyon, "The Market Response to South African Disinvestment," *International Journal of Management*, June 1993.

D. Oyon, C. Markides, and C. Ittner, "The Information Content of Common Stock Repurchases: An

Empirical Study," *British Journal of Management*, June 1994.

C. Markides and C. Ittner, "Shareholder Benefits From Corporate International Diversification: Evidence From U.S. International Acquisitions," *Journal of International Business Studies*, Second Quarter 1994.

C. Ittner, "An Examination of the Indirect Productivity Gains From Quality Improvement," *Production and Operations Management*, Summer 1994.

C. Ittner and J.P. MacDuffie, "Explaining Plant-Level Differences in Manufacturing Overhead: Structural and Executional Cost Drivers in the World Auto Industry," *Production and Operations Management*, Summer 1995.

C. Ittner and D. Larcker, "Total Quality Management and the Choice of Information and Reward Systems," *Journal of Accounting Research*, Supplement 1995.

C. Ittner, "Exploratory Evidence on the Behavior of Quality Costs," *Operations Research*, January/February 1996.

C. Ittner and D. Larcker, "Measuring the Impact of Quality Initiatives on Firm Financial Performance," *Advances in the Management of Organizational Quality*, Vol. 1, 1996.

D. Geiger and C. Ittner, "The Influence of Funding Source and Legislative Requirements on Government Cost Accounting Practices," *Accounting, Organizations and Society*, August 1996.

C. Ittner and D. Larcker, "Product Development Cycle Time and Organizational Performance," *Journal of Marketing Research*, February 1997.

C. Ittner, D. Larcker, and M. Rajan, "The Choice of Performance Measures in Annual Bonus Contracts," *The Accounting Review*, April 1997.

C. Ittner and D. Larcker, "The Performance Effects of Process Management Techniques," *Management Science*, April 1997.

C. Ittner and D. Larcker, "Quality Strategy, Strategic Control Systems, and Organizational Performance," *Accounting, Organizations and Society*, April/May 1997.

C. Ittner, D. Larcker, and T. Randall, "The Activity-Based Cost Hierarchy, Production Policies, and Firm Profitability," *Journal of Management Accounting Research*, Fall 1997.

K. Cavalluzzo, C. Ittner, and D. Larcker "Competition, Efficiency, and Cost Allocation in Government Agencies: Evidence on the Federal Reserve System," *Journal of Accounting Research*, Spring 1998.

C. Ittner and D. Larcker, "Are Non-Financial Measures Leading Indicators of Financial Performance? An Analysis of Customer Satisfaction," *Journal of Accounting Research*,

Supplement 1998.

C. Ittner and D. Larcker, "Innovations in Performance Measurement: Trends and Research Implications," *Journal of Management Accounting Research*, Fall 1998.

M. Fisher and C. Ittner, "The Impact of Product Variety on Automobile Assembly Operations: Empirical Evidence and Simulation Analysis," *Management Science*, June 1999.

C. Ittner, D. Larcker, V. Nagar, and M. Rajan, "Supplier Selection, Monitoring Practices, and Firm Performance," *Journal of Accounting and Public Policy*, Autumn 1999.

Ittner, V. Nagar and M. Rajan. "An Empirical Examination of Dynamic Quality-Based Learning Models," *Management Science*, April 2001.

C. Ittner and D. Larcker. "Assessing Empirical Research in Managerial Accounting: A Value-Based Management Perspective," *Journal of Accounting and Economics*, December 2001.

C. Ittner and D. Larcker, "Determinants of Performance Measure Choices in Worker Incentive Plans," *Journal of Labor Economics*, April 2002.

C. Ittner, W. Lanen and D. Larcker, "The Association Between Activity-Based Costing and Manufacturing Performance," *Journal of Accounting Research*, June 2002.

C. Ittner and D. Larcker, "Empirical Managerial Accounting Research: Are We Just Describing Management Consulting Practice?," *European Accounting Review* 11, 2002.

C. Ittner, R. Lambert, and D. Larcker, "The Structure and Performance Consequences of Equity Grants to Employees of New Economy Firms," *Journal of Accounting and Economics*, January 2003.

C. Ittner, D. Larcker, and M. Meyer. "Subjectivity and the Weighting of Performance Measures: Evidence from a Balanced Scorecard," *The Accounting Review*, July 2003.

C. Ittner, D. Larcker, and T. Randall. "Performance Implications of Strategic Performance Measurement in Financial Services Firms," *Accounting, Organizations and Society*, August 2003.

K. Cavalluzzo and C. Ittner, "Implementing Performance Measurement Innovations: Evidence From Government," *Accounting, Organizations and Society*, April/May 2004.

C. Ittner, D. Larcker, and M. Pizzini. "Performance-Based Compensation in Member-Owned Firms," *Journal of Accounting and Economics*, December 2007.

C. Ittner. "Does the Use of Intangibles Measures for Management Purposes Improve Performance? A Review of the Evidence." *Accounting and Business Research*, Special Issue 2008.

G. Cassar and C. Ittner. "Initial Retention of External Accountants in Start-up Ventures." *European*

*Accounting Review*, 2009.

M.E. Carter, C. Ittner, and S. Zechman. "Explicit Relative Performance Evaluation in Performance-Vested Equity Grants." *Review of Accounting Studies*, 2009. (Best Paper Award, 2008 RAST Conference.)

C. Ittner, D. Larcker, and D. Taylor. "The Stock Market's Pricing of Customer Satisfaction." *Marketing Science*, 2009.

C. Armstrong, C. Ittner, and D. Larcker. "Corporate Governance, Compensation Consultants, and Executive Pay Levels," *Review of Accounting Studies*, 2012.

C. Ittner. "Strengthening Causal Inferences in Positivist Field Research," *Accounting, Organizations and Society*, 2014.

H. Chang, C. Ittner, and M. Paz. "The Multiple Roles of the Finance Organization: Determinants, Effectiveness, and the Moderating Influence of Information System Integration," *Journal of Management Accounting Research*, 2014.

G. Cassar, C. Ittner, and K. Cavalluzzo. "Alternative Information Sources and Information Asymmetry Reduction: Evidence From Small Business Debt," *Journal of Accounting and Economics*, 2015.

F. Franco, C. Ittner, and O. Urcan. "Determinants and Trading Performance of Equity Deferral Choices by Corporate Outside Directors." *Management Science*, forthcoming.

### Book Chapters

C. Ittner and B. Kogut. "How Control Systems Can Support Organization Flexibility," with B. Kogut, in E. Bowman and B. Kogut (eds.), *Redesigning the Firm*, New York: Oxford University Press, 1995.

C. Ittner, "Performance Measurement, Implementation Issues," in C. Clubb (ed.), *The Blackwell Encyclopedia of Management: Accounting*, 2<sup>nd</sup> edition. London: Blackwell Publishing, 2005. Reprinted in C. Clubb and S. Imam (eds.), *Wiley Encyclopedia of Management*, 3<sup>d</sup> edition. Chichester, UK: Wiley, 2014.

C. Ittner and D. Larcker, "Costs and Benefits of Quality Improvement," in M. Maher and R. Weil, *Handbook of Cost Management*, 2<sup>nd</sup> Edition, Hoboken, NJ: John Wiley & Sons, 2005.

C. Ittner and D. Larcker, "Moving From Strategic Measurement to Strategic Data Analysis," in C. Chapman (ed.), *Controlling Strategy*, Oxford: Oxford University Press, 2005.

J. Gerakos, C. Ittner, and D. Larcker, "The Structure of Performance-Vested Stock Option Grants," in R. Antle, P. Liang, and F. Gjesdahl (eds.), *Essays on Accounting Theory in Honour of Joel S.*

*Demski*, Springer, 2007.

C. Ittner and D. Larcker, "Extending the Boundaries: Nonfinancial Performance Measures," in C. Chapman, A. Hopwood, and M. Shields (eds.), *Handbook of Management Accounting Research*, vol. 3, Elsevier, 2008.

C. Ittner and T. Keusch, "Incorporating Risk Considerations Into Planning and Control Systems: The Influence of Risk Management Value Creation Objectives", P. Linsley and M. Woods (eds.), *Routledge Companion on Risk and Accounting*, forthcoming.

### Books

H. Atkinson, J. Hamburg, and C. Ittner, *Linking Quality to Profits: Quality-Based Cost Management*, Milwaukee, WI: ASQC Press, 1994. (Reprinted in Mandarin by China Machine Press, 2004.)

### Textbooks

C. Horngren, S. Datar, G. Foster, M. Rajan, and C. Ittner, *Cost Accounting: A Managerial Emphasis* 13<sup>th</sup> ed., Upper Saddle River, NJ: Pearson Prentice-Hall, 2008.

### Other publications

N. Raffish and C. Ittner, "The Procurement Challenge," *Manufacturing Systems*, January 1987.

J. Buffa and C. Ittner, "Vendor Rating Adds Profit to Purchasing," *Purchasing World*, 1987.

L. Carr and C. Ittner, "Measuring the Cost of Ownership," *Journal of Cost Management*, Fall 1992, reprinted in B. Brinker (ed.), *Emerging Practices in Cost Management*, Boston: Warren Gorham Lamont, 1993.

C. Ittner. "Measuring Return on Quality," *Financial Times*, November 1995, reprinted in *The Complete MBA Companion*, London: Pitman Publishing, 1997.

J. Balkcom, C. Ittner, and D. Larcker. "Strategic Performance Measurement: Lessons Learned and Future Directions," *Journal of Strategic Performance Management*, April/May 1997.

C. Ittner. "Activity-Based Costing Concepts for Quality Improvement," *European Management Journal*, Fall 1999.

G. Baum, C. Ittner, D. Larcker, J. Low, T. Siesfeld, and M. Malone. "Introducing the New Value Creation Index," *Forbes ASAP*, April, 3, 2000.

C. Ittner and D. Larcker. "A Bigger Yardstick for Company Performance," with D. Larcker, *Financial Times*, October 16, 2000, reprinted in *Mastering Management 2.0*, London: Financial Times Prentice Hall.

C. Ittner and D. Larcker. "Coming up Short on Nonfinancial Performance Measurement," *Harvard Business Review*, November 2003.

C. Ittner and T. Keusch, "Boards Under Pressure," *Ethical Boardroom*, Summer 2015.

#### Working papers

J. Gerakos, C. Ittner, and F. Moers. "Compensation Objectives and Business Unit Pay Strategy." (Under revision for second round review at *European Accounting Review*).

C. Ittner and D. Oyon. "CFO Risk Ownership and the Influence of the Finance Function on Enterprise Risk Management," (under revision for second round review at *Accounting, Organizations and Society*).

H. Chang, J. Chen, R. Duh, and C. Ittner. "Is Sunlight the Best Disinfectant? Evidence From Differential Auditor Fee Disclosure Requirements," (Under revision for second round review at *Accounting Organizations and Society*).

C. Armstrong, D. Larcker, and C. Ittner. "The Determinants and Ratings Implications of Performance Appraisal Plan Characteristics."

C. Ittner and J. Michels. "Risk-Based Planning and Control Practices and Management Earnings Forecasts."

C. Ittner and T. Keusch. "The Influence of Board of Directors' Risk Oversight on Risk Management Maturity and Firm Risk-Taking."

C. Armstrong, Y.K. Chau, C. Ittner, and L. Xiao. "Internal Versus External Earning per Share Goals and CEO Incentives."

#### Work in Progress

C. Gallimberti and C. Ittner, "Management Sales Forecasts and Capital Expenditure Decisions."

C. Ittner, "Bringing Big(ger) Data to Managerial Accounting Research." (to be published in *Accounting, Organizations and Society*).

#### Teaching cases

C. Ittner and R. Cooper, "Micro Devices Division," reprinted in R. Cooper and R. Kaplan, *The Design of Cost Management Systems: Text, Cases and Readings*, Englewood Cliffs, NJ: Prentice Hall, 1991.

C. Ittner, P. Turney, and R. Cooper, "Seligram, Inc.," reprinted in R. Cooper and R. Kaplan, *The Design of Cost Management Systems: Text, Cases and Readings*, Englewood Cliffs, NJ: Prentice Hall, 1991.

C. Ittner and R. Kaplan, "Texas Instruments: Cost of Quality (A) and (B)," reprinted in R. Kaplan and A. Atkinson, *Advanced Management Accounting*, 2nd Edition, Englewood Cliffs, NJ: Prentice Hall, 1989 and R. Cooper and R. Kaplan, *The Design of Cost Management Systems: Text, Cases and Readings*, Englewood Cliffs, NJ: Prentice Hall, 1991.

C. Ittner, "National Aerospace Group," abridged version in R. Kaplan and A. Atkinson, 3rd Edition, *Advanced Management Accounting*, 3rd Edition, Englewood Cliffs, NJ: Prentice Hall, 1998.

F.A. Martinez-Jerez, J. Bol, and C. Ittner, "Neck and Neck," Harvard Business School, 2008.

F.A. Martinez-Jerez, P. Aceres, C. Ittner, "Atento: Improving Employee Engagement in Brazil," Harvard Business School, 2013.

## **TEACHING AWARDS**

Teaching Excellence Award- MBA Core, 2009, 2010, 2012

Miller-Sherrerd MBA Core Curriculum Teaching Award, 1992, 1995, 1996.

MBA Core Cluster Teaching Award, 1995, 1996, 1998, 1999, 2000, 2001.

"Tough, but we'll thank this professor in five years" Teaching Award, 2004.

"Goes above and beyond the call of duty" Teaching Award, 2006.

## **OTHER AWARDS AND HONORS**

Notable Contribution to Management Accounting Literature, American Accounting Association (Management Accounting Section), 2001.

2012 Innovation Award, *Business Insurance* magazine (for joint work with AON on the development and validation of the Risk Maturity Index).

2012 Australian Business Award for Innovation (for joint work with AON on the development and validation of the Risk Maturity Index).

Plenary Speaker, Global Management Accounting Research Symposium, Copenhagen, 2015.

Emmanuel Saxe Lecture in Accounting, Baruch College, 2014.

Keynote Speaker, Performance Management Conference, University of Economics, Prague, 2012.

Keynote Speaker, Performance Scorecard Conference, Temple University, 2012.

Keynote Speaker, European Institute of Advanced Studies in Management, Manufacturing Accounting Research Conference, 2010.

PricewaterhouseCoopers Distinguished Speaker, Michigan State University, 2008.  
Keynote Speaker, Information for Better Markets Conference, Institute of Chartered Accountants in England and Wales, London, 2007.  
Plenary Speaker, Management Accounting Research Conference, American Accounting Association, 2005  
Keynote Speaker, European Institute for Advanced Studies in Management, Management Accounting Research Conference, Brussels, Belgium, 2004.  
Keynote Speaker, Performance Management Association Conference, Scotland, 2004.  
Keynote Speaker, *Advances in Management Accounting* Conference, 2003.  
Resident Faculty, American Accounting Association Doctoral Consortium, 2001  
Roedgers Distinguished Lecture in Accounting, University of Illinois, 2000.  
Distinguished Visiting Faculty, American Accounting Association Doctoral Consortium, 1999, 2009  
Faculty Speaker, AAA Management Accounting Section Doctoral Consortium, 1999, 2000  
Keynote International Speaker, Sixth Biennial Management Accounting Research Conference, Australia, 1998  
Faculty Speaker, PAC-10 Doctoral Consortium, 1998.

## **PROFESSIONAL SERVICE**

### Editor

*The Accounting Review*, 2014-present.

### Senior Editor:

*Production and Operations Management*, 2003-2012 (Editorial Review Board, 1993 – 2003).

### Associate Editor:

*Management Science*, 2004 – June 2015 (Distinguished Service Award, 2013).

*Journal of Accounting, Auditing and Finance*, 2000 - 2012.

*Journal of Management Accounting Research*, 1999 – 2007 (Editorial Review Board, 1995 – 1998).

### Editorial Board:

*Accounting, Organizations and Society*, 2002, 2004, 2009-present (Associate Editor, 2005-2008)

*The Accounting Review*, 1996 - 2014.

*European Accounting Review*, 2002 – 2011.

*Review of Accounting Studies*, 2003-2012.

### Special Editor:



*Journal of Management Accounting Research Forum* on “The Use of Stock and Stock Options for Employee Incentives: Economic, Behavioral, and Alternative Perspectives,” 2004.

Other:

Chairman, Publications Committee, American Accounting Association (Management Accounting Section), 1999 - 2004.

Founding Board Member, Performance Measurement Association, 2000.

Ad hoc reviewer for *Accounting Horizons*, *Contemporary Accounting Research*, *Industrial & Labor Relations Review*, *Journal of Accounting and Public Policy*, *Journal of Accounting and Economics*, *Journal of Accounting Research*, *Manufacturing & Service Operations Management*, *Operations Research*, and the National Science Foundation.