

# Stephan Kramer

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|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CONTACT INFORMATION                     | Rotterdam School of Management<br>Erasmus University<br>Rotterdam, The Netherlands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Email: <a href="mailto:skramer@rsm.nl">skramer@rsm.nl</a><br>Web: <a href="https://stephan-kramer.github.io">stephan-kramer.github.io</a><br>ORCID · Google Scholar |
| CURRENT ACADEMIC APPOINTMENT            | <b>Full Professor of Financial Decision Making and Control</b><br>Erasmus University, Rotterdam, The Netherlands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2025-present                                                                                                                                                        |
| PREVIOUS ACADEMIC APPOINTMENTS          | <b>Associate Professor of Accounting</b><br>Erasmus University, Rotterdam, The Netherlands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2016-2025                                                                                                                                                           |
|                                         | <b>Assistant Professor of Accounting</b><br>Erasmus University, Rotterdam, The Netherlands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2011-2016                                                                                                                                                           |
|                                         | <b>Visiting Scholar</b><br>University of Texas at Austin, Austin, USA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2014                                                                                                                                                                |
|                                         | <b>Visiting Scholar</b><br>Universidad Pablo de Olavide, Seville, Spain                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2010                                                                                                                                                                |
| EDUCATION                               | <b>PhD in Business Administration</b><br>WHU - Otto Beisheim School of Management, Vallendar, Germany                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2011                                                                                                                                                                |
|                                         | <b>MSc in Business Information Systems</b><br>University of Münster, Münster, Germany                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2007                                                                                                                                                                |
| RESEARCH INTERESTS AND CURRENT PROJECTS | <p>Incentive system design, governance mechanisms, target setting and performance evaluation.</p> <p><b>Working papers and ongoing projects</b></p> <ul style="list-style-type: none"> <li>• Relative Performance Evaluation and Long-Term Incentives, with M. Matejka.</li> <li>• CEO-workforce Ideological Divergence and Firm Efficiency, with F. Dai and M. Reimer.</li> <li>• Decentralization, Performance Measurement, and CEO Incentives, with M. Matejka.</li> <li>• The Big Birthday Crisis: Exploring the Influence of 9-Ending Ages on CEO Behavior and Firm Outcomes, single-authored.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                     |
| PUBLICATIONS                            | <p>Read summaries and abstracts on the research page.</p> <ol style="list-style-type: none"> <li>[1] Cardinaels, E., Kramer, S., &amp; Maas, V. S. (2024). Navigating through the noise: The effect of color-coded performance feedback on decision-making. <i>Contemporary Accounting Research</i>, 41(2), 1031-1057.</li> <li>[2] Kramer, S., &amp; Matějka, M. (2024). Disturbing the quiet life? Competition and CEO incentives. <i>The Accounting Review</i>, 99(2), 279-305.</li> <li>[3] Kramer, S., &amp; Maas, V. S. (2020). Selective attention as a determinant of escalation bias in subjective performance evaluation judgments. <i>Behavioral Research in Accounting</i> 32(1), 87-100.</li> <li>[4] Holzhacker, M., Kramer, S., Matějka, M., &amp; Hoffmeister, N. (2019). Relative target setting and cooperation. <i>Journal of Accounting Research</i> 57(1), 211-239.</li> <li>[5] Kramer, S., Maas, V. S., &amp; Van Rinsum, M. (2016). Relative performance information, rank ordering and employee performance: A research note. <i>Management Accounting Research</i> 33, 16-24.</li> <li>[6] Bol, J. C., Kramer, S., &amp; Maas, V. S. (2016). How control system design affects performance evaluation compression: The role of information accuracy and outcome transparency. <i>Accounting, Organizations and Society</i> 51, 64-73.</li> </ol> |                                                                                                                                                                     |

- [7] Voußem, L., Kramer, S., & Schäffer, U. (2016). Fairness perceptions of annual bonus payments: The effects of subjective performance measures and the achievement of bonus targets. *Management Accounting Research* 30, 32-46.
- [8] Kramer, S., & Hartmann, F. (2014). How top-down and bottom-up budgeting affect budget slack and performance through social and economic exchange. *Abacus* 50(3), 314-340.

## TEACHING

### Current teaching

|                                                                                                                               |              |
|-------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>Management Accounting</b> , Bachelor<br>Erasmus University, Rotterdam, Netherlands                                         | 2022-present |
| <b>Predictive Financial Analytics</b> , Executive education<br>Erasmus University, Rotterdam, Netherlands                     | 2022-present |
| <b>Managerial Accounting for Executives</b> , Executive MBA<br>University of Cologne and Erasmus University, Cologne, Germany | 2019-present |
| <b>Financial Decision Making and Control</b> , Master<br>Erasmus University, Rotterdam, Netherlands                           | 2018-present |
| <b>Master theses</b> , Master<br>Erasmus University, Rotterdam, Netherlands                                                   | 2011-present |

### Previous teaching

|                                                                                                                      |                 |
|----------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Controllershship</b> , Master<br>Erasmus University, Rotterdam, Netherlands                                       | 2015-2018       |
| <b>Management Accounting</b> , Bachelor<br>Erasmus University, Rotterdam, Netherlands                                | 2015-2018       |
| <b>International Finance and Control</b> , Master<br>Erasmus University, Rotterdam, Netherlands                      | 2012            |
| <b>Management Control</b> , Master<br>Erasmus University, Rotterdam, Netherlands                                     | 2012            |
| <b>Accounting Fraud and Forensic Investigations</b> , Bachelor<br>Erasmus University, Rotterdam, Netherlands         | 2012-2014, 2018 |
| <b>Accounting Information Systems</b> , Master<br>Erasmus University, Rotterdam, Netherlands                         | 2011            |
| <b>Research Methods for Executives</b> , Executive education<br>Erasmus University, Rotterdam, Netherlands           | 2011            |
| <b>Enterprise Risk Management for Executives</b> , Executive education<br>Erasmus University, Rotterdam, Netherlands | 2011            |

## RESEARCH PRESENTATIONS

|                                                                          |      |
|--------------------------------------------------------------------------|------|
| Research presentation at WU Vienna, Vienna, Austria                      | 2022 |
| Research presentation at INSEAD, Fontainebleau, France                   | 2022 |
| Research presentation at Monash University, online (Covid)               | 2021 |
| Research presentation at Tilburg University, Tilburg, Netherlands        | 2019 |
| Research presentation at University of Amsterdam, Amsterdam, Netherlands | 2018 |
| Research presentation at Maastricht University, Maastricht, Netherlands  | 2016 |
| Research presentation at KU Leuven, Leuven, Belgium                      | 2016 |
| Research presentation at University of Bern, Bern, Switzerland           | 2015 |

## EDITORIAL WORK AND REVIEWING

### Current editorial role

Editor, *Management Accounting Research*.

**Previous editorial service**

Editorial board, *Behavioral Research in Accounting*.

**Ad-hoc journal reviewing**

- The Accounting Review
- Accounting, Organizations and Society
- Contemporary Accounting Research
- Management Science
- Management Accounting Research
- European Accounting Review
- Journal of Management Accounting Research
- Abacus
- Accounting Horizons
- Journal of Management Control
- Accounting and Business Research
- Advances in Accounting

**Conference and funding body reviewing**

- AAA Annual Meeting
- AAA MAS Midyear Meeting
- European Accounting Association Annual Conference
- German Academic Association for Business Research Conference (VHB)
- German Research Foundation (Deutsche Forschungsgemeinschaft - DFG)

|                                   |                                                                                    |              |
|-----------------------------------|------------------------------------------------------------------------------------|--------------|
| SERVICE AND LEADERSHIP            | Academic Director, Accounting and Financial Management program                     | 2017-2021    |
|                                   | Master thesis and internship coordinator                                           | 2017-2021    |
|                                   | AACSB/NVAO accreditation team member                                               | 2018         |
|                                   | IMA Endorsement lead                                                               | 2018         |
|                                   | Master of science program committee member                                         | 2016-2017    |
|                                   | Accounting research seminar coordinator                                            | 2013-2014    |
| AWARDS, GRANTS AND QUALIFICATIONS | Professor of the Year Award Winner                                                 | 2023         |
|                                   | High Performance Member at the Erasmus Research Institute of Management (ERIM)     | 2018-present |
|                                   | European Accounting Review Outstanding Reviewer Award                              | 2021         |
|                                   | Academic Leadership Certification                                                  | 2019-2020    |
|                                   | Management Accounting Section Best Reviewer Award                                  | 2019         |
|                                   | Professor of the Year Award Nominee                                                | 2017-2018    |
|                                   | David Solomons Prize for the Best Annual Article in Management Accounting Research | 2016         |
|                                   | CIMA Research Grant (£20,000)                                                      | 2013         |
|                                   | CIMA Seedcorn Grant (£5,000)                                                       | 2011         |
|                                   | IMA Research Grant (\$6,000)                                                       | 2011         |
| SKILLS AND LANGUAGES              | Software: Stata, Python and SQL.                                                   |              |
|                                   | German, Dutch and English: fluent. Spanish: intermediate.                          |              |