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Accounting, Business Ethics & Information Systems
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E D U C A T I O N

PH.D. IN BUSINESS (*ACCOUNTING*)

Stanford University, Graduate School of Business

1991

BACHELOR OF ECONOMICS (*FIRST CLASS HONORS*)

The Australian National University

1986

P R O F E S S I O N A L E X P E R I E N C E

2008-Present **Editor** International Journal of Disclosure & Governance, Palgrave Macmillan, London

1999-Present **Associate Professor with Tenure** Rutgers Business School-Newark and New Brunswick, Department of Accounting Business Ethics & Information Systems

1991-1999 **Assistant Professor** McCombs School of Business, Department of Accounting, the University of Texas at Austin

2009 Visiting Professor, New York University

2004-2005 Visiting Professor, Melbourne Business School.

2000-Present Expert Consultant, RAND Corporation.

- Senior reviewer of numerous RAND working papers on defense related issues, including the Defense Finance and Accounting Service Customer Interaction Project, Working Capital Fund Project and the Project Air Force replacement decision for the KC-135 tanker and upgrades of the C-5A heavy cargo aircraft.
- Senior Reviewer of the Future of Auditing Project.

2000 Course Specific Expert, UniversityAlliance.com

1998-1999 Senior Consultant, Texas Correctional Industries

- Designed and implemented new costing system for Texas Correctional Industries, a \$100 million a year business—the first such system ever developed in the country.
- Supervised rollout of a comprehensive management control system to meet needs of government, users and customers. Particular attention paid to the sensitive and political nature of the industry and potential for resistance to change from employees.

- Presented findings on numerous occasions in testimony to the Texas Board of Criminal Justice. Publicly praised for successful accomplishment of the design and implementation phases of the project—ahead of schedule and under budget.

| | |
|--------------------|---|
| 1998 | Preparation of expert testimony for utilities rate justification, Entergy Corp. |
| 1998 Summer | Visiting Professor, Cox Business School, Southern Methodist University |
| 1994–1995 | Visiting Professor, Stern School of Business, New York University |
| 1986–1987 | Research Economist, Reserve Bank of Australia |

R E S E A R C H A N D T E A C H I N G I N T E R E S T S

- The role of information in profit maximization and firm management
- Control system design as a means of implementing firm strategy, managing change and motivating worker performance
- Continuous auditing and the enhancement of auditor credibility
- Corporate governance

A C A D E M I C P U B L I C A T I O N S

1. *Non-Production-Related Effort and the Limits of Contracting*, Michael Alles, Mahendra Gupta. **Asia-Pacific Journal of Accounting & Economics**, Vol. 16, No. 2, August 2009, pp. 145–170
2. *The “Now” Economy and the Traditional Accounting Reporting Model: Opportunities and Challenges for AIS Research*, Michael Alles, Miklos Vasarhelyi. **International Journal of Accounting Information Systems**, Vol. 9, No. 4, pp. 227-239, December 2008.
3. *Exploiting Comparative Advantage: A Paradigm for Value Added Research in Accounting Information Systems*, Michael Alles, Alexander Kogan, Miklos Vasarhelyi. **International Journal of Accounting Information Systems**, Vol. 9, No. 4, pp. 202-215, December 2008.
4. *Reengineering Business Reporting: Creating a Test Bed for Technology Based Reporting*, Michael Alles, Miklos Vasarhelyi. **International Journal of Digital Accounting Research**, Vol. 8, No. 14, pp. 97-135, December 2008.
5. *Putting Continuous Auditing Theory Into Practice: Lessons From Two Pilot Implementations*, Michael Alles, Alexander Kogan, Miklos Vasarhelyi. **Journal of Information Systems**, Vol. 22, No. 2, pp. 195-214, Fall 2008.
6. *The Need to Reengineer the Business Reporting Process*, Michael Alles, Miklos Vasarhelyi. **International Journal of Disclosure and Governance**, Vol. 4, No. 3, pp. 204-216, August 2007.
7. *Responsibility With Authority: Using the Power of the Purse to Leverage the Effectiveness of the Board of Directors*, Michael Alles, John Friedland. **International Journal of Disclosure and Governance**, Vol. 4, No. 2, pp. 79-95, May 2007.
8. *Continuous Auditing: The USA Experience and Considerations for its Implementation in Brazil*, Michael Alles, Fernando Tostes, Miklos Vasarhelyi, Edson Luiz Riccio. **Revista de Gestão da Tecnologia e Sistemas de Informação/Journal of Information Systems and**

- Technology Management**, São Paulo, Brazil ISSN online: 1807-1775, Vol. 3, No. 2, pp. 137-149, September 2006.
9. *Continuous Monitoring of Business Process Controls: A Pilot Implementation of a Continuous Auditing System at Siemens*, Michael Alles, Gerard Brennan, Alexander Kogan, Miklos Vasarhelyi, **International Journal of Accounting Information Systems**, Vol. 7, pp. 137-161, June 2006.
 10. *Market Based Governance: Leveraging D&O Insurance to Drive Corporate Governance*. Michael Alles, Srikant Datar, John Friedland. **International Journal of Disclosure and Governance**, Vol. 3, No. 2, pp. 1-15, June 2006.
 11. *Continuous Monitoring and Assurance in a Real-Time Economy*, Michael Alles, Miklos Vasarhelyi. **The Impact of European Integration on the National Economy: Business Information Systems**, Babes-Bolyai University of Cluj-Napoca Press, pp.1-20, October 2005.
 12. *Governance Linked D&O Coverage: Leveraging the Audit Committee to Manage Governance Risk*. Michael Alles, Srikant Datar, John Friedland. **International Journal of Disclosure and Governance**, Vol. 2, No. 2, pp. 114-129, June 2005.
 13. *Implications of Section 201 of the Sarbanes-Oxley Act: The Role of the Audit Committee in Managing the Informational Costs of the Restriction on Auditors Engaging in Consulting*. Michael Alles, Alex Kogan, Miklos Vasarhelyi. **International Journal of Disclosure and Governance**, Vol. 2, No. 1, pp. 9-26, February 2005.
 14. *Assuring Homeland Security: Continuous Monitoring, Control and Assurance of Emergency Preparedness*. Michael Alles, Michael Chumer, Roxanne Hiltz, Robb Klashner, Alex Kogan, Murray Turoff, Miklos Vasarhelyi. **Journal of Information Technology Theory and Application: Special issue on Emergency Preparedness and Response Information Systems**, Vol. 6, No. 3, pp. 1-24, 2004.
 15. *How Do You Stop the Books From Being Cooked? A Management Control Perspective on Financial Accounting Standard Setting and the Section 404 Requirement of the Sarbanes/Oxley Act*. Michael Alles, Srikant Datar. **International Journal of Disclosure and Governance**, Vol. 1, No. 2, pp. 119-137, 2004.
 16. *Principles of Analytic Monitoring for Continuous Assurance*. Michael Alles, Alex Kogan, Miklos Vasarhelyi. **Journal of Emerging Technologies in Accounting**, Vol. 1, No. 1, pp. 1-21, 2004.
 17. *Restoring Auditor Credibility: Tertiary Monitoring and Logging of Continuous Assurance Systems*. Michael Alles, Alex Kogan, Miklos Vasarhelyi. **International Journal of Accounting Information Systems**, Vol. 5, No. 2, pp. 183-202, June 2004.
 18. *Lessons for China and other Developing Economies from the Crisis in US Auditing: Continuous Assurance, Mandatory Auditor Rotation, Separating Auditing from Consulting and Tertiary Logging*. Michael Alles, Alex Kogan, Miklos Vasarhelyi. **International Journal of Digital Accounting Research**, Vol. 3, No. 5, pp. 33-60, January-June 2003.
 19. *A Critical Analysis of the "Innovator's Dilemma": Why Should New Technologies Cause Great Firms to Fail?* Michael Alles, **International Journal of Digital Accounting Research**, Vol. 2, No. 2, pp. 237-268, July-December 2002.

20. *The Impact of Uncertainty and Ambiguity when Implementing the Balanced Scorecard*, Michael Alles and Mahendra Gupta, **Asia-Pacific Journal of Accounting and Economics**, Vol. 9, No. 2, pp.235-262, December 2002.
21. *Control Implications of Worker Identification with Firm Sales Success*, Michael Alles and Srikant Datar, **Management Accounting Research**, No. 13, pp. 173-190, 2002.
22. *The Opportunity Economy: Enduring Lessons from the Rise and Fall of the New Economy*, Michael Alles and Anthony Alles, **International Journal of Digital Accounting Research**, Vol. 2, No. 1, pp. 1-26, January-June 2002.
23. *Feasibility and Economics of Continuous Assurance*, Michael Alles, Alex Kogan, Miklos Vasarhelyi, **Auditing: A Journal of Theory and Practice**, Vol. 21, No. 1, pp. 125-138, March 2002.
24. *Information and Incentive Effects of Inventory in Just in Time Production*, Michael Alles, Amin Amershi, Srikant Datar and Ratna Sarkar, **Management Science**, Vol. 46, No. 12, pp. 1528-1544, December 2000.
25. *The Formation and Role of Reputation and Litigation in the Auditor-Manager Relationship*, Srikant Datar, Michael Alles, **Journal of Accounting, Auditing and Finance**, Vol. 14, No. 4, pp. 401-428, Fall 1999.
26. *Tradeoff Within Costing Systems Between Incentives and Measurement Objectives*, Michael Alles, Srikant Datar and Mahendra Gupta, **Journal of Managerial Finance**, Vol. 24, No. 1, pp 1-18, 1998.
27. *The Value of Information in Internal Management Communication*, Michael Alles, Paul Newman and James Noel, **Journal of Economic Behavior and Organization**, Vol. 36, pp. 295-317, 1998.
28. *Strategic Transfer Pricing*, Michael Alles, Srikant Datar, **Management Science**, Vol. 44, No. 4, pp. 451-461, April 1998.
29. *Moral Hazard and Management Control in Just-In-Time Settings*, Michael Alles, Srikant Datar, Richard Lambert, **Journal of Accounting Research**, Vol. 33, pp. 177-204, 1995.
30. *On the Optimality of Public Signals in the Presence of Private Information*, Michael Alles, Russell Lundholm, **The Accounting Review**, Vol. 68, No. 1, pp. 93-112, January 1993.

M O N O G R A P H S

1. *Continuous Auditing*, Michael Alles, Alex Kogan, Miklos Vasarhelyi, Don Warren. Accounting Policy & Practice Portfolio # 5405, Bureau of National Affairs, Washington DC, 2007
2. *Continuous Assurance for the "Now" Economy*. Michael Alles, Miklos Vasarhelyi, Katie Williams. Monograph prepared for the Institute of Chartered Accountants in Australia. Forthcoming, 2010.

P R O F E S S I O N A L P U B L I C A T I O N S

1. *The Law of Unintended Consequences? Assessing the Costs, Benefits and Outcomes of the Sarbanes-Oxley Act*. ISACA Journal. Michael Alles, Alexander Kogan and Miklos Vasarhelyi. Vol. 6, No. 9, 2009.

2. *XBRL: You Can Build It, But Will They Come?* Michael Alles, invited commentary, **Hitachi XBRL Blog**, August 25th, 2009. <http://hitachidatainteractive.com/2009/08/25/xbrl-you-can-build-it-but-will-they-come/>.
3. *Full speed ahead in stormy weather*, Michael Alles, editorial, **International Journal of Disclosure and Governance**, Vol. 5, No. 1, pp. 1-3, February 2008.
4. *Private equity funds: Champions of governance and disclosure?* Michael Alles, editorial, **International Journal of Disclosure and Governance**, Vol. 4, No. 4, pp. 217-220, November 2007.
5. *Seeing the Vision*, Michael Alles, editorial, **International Journal of Disclosure and Governance**, Vol. 4, No. 2, pp. 75-78, May 2007.
6. *Guarding the auditing guards: New technology and a total quality approach can reengineer the PCAOB inspection function*, Michael Alles, Donald Warren, Alex Kogan, Miklos Vasarhelyi, **Strategic Finance**, pp. 31-35, February 2006.
7. *Guarding the Guards: Rethinking the PCAOB Review Function*, Michael Alles, Alex Kogan, Miklos Vasarhelyi, **Dow Jones Corporate Governance Newsletter**, pp. 12-13, January 2005.
8. *Continuous Reporting and Auditing: Opportunities and Challenges*, Michael Alles, Alex Kogan, Miklos Vasarhelyi, **Wall Street Lawyer**, Vol. 8, No. 6, pp. 14-20, November 2004.
9. *Real Time Reporting and Assurance: Have Their Time Come?*, Michael Alles, Alex Kogan, Miklos Vasarhelyi, **ICFAI Reader**, Special issue: Finance in 2004, Institute of Chartered Financial Analysts of India, pp. 41-46, January 2004.
10. *The Law of Unintended Consequences? The Costs, Benefits and Outcomes of the Sarbanes/Oxley Act*, Michael Alles, Alex Kogan, Miklos Vasarhelyi, **Information Systems Control Journal**, Vol. 1, pp. 17-22, 2004.
11. *A Primer on Continuous Assurance Post-Enron*, Michael Alles, Alex Kogan, Miklos Vasarhelyi, **The Accounting World**, Institute of Chartered Financial Analysts of India, pp. 37-40, October 2003.
12. *How to Identify Your Enemies Before they Destroy You*, Michael Alles, **Harvard Business Review**, Invited letter to the Editor, pp. 118-119, February 2003.
13. *Black Box Logging and Tertiary Monitoring of Continuous Assurance Systems*, Michael Alles, Alex Kogan, Miklos Vasarhelyi, **Information Systems Control Journal**, Vol. 1, pp. 37-39, 2003.
14. *Would Continuous Auditing have Stopped the Enron Mess?* Michael Alles, Alex Kogan, Miklos Vasarhelyi, **CPA Journal**, July 2002
15. *The Defense Finance and Accounting Service, the Chief Financial Officers Act, and Improving Management of the Department of Defense*, Michael Alles, Susan Gates, Edward Keating, Jennifer Pace and Christopher Paul, **Armed Forces Controller**, pp. 20-23, Spring 2001
16. *Accounting in 2015*, Michael Alles, Miklos Vasarhelyi and Alex Kogan, **CPA Journal**, Fall 2000

W O R K I N G P A P E R S

1. *Process Mining of Event Logs in Internal Auditing: Opportunities and Challenges*. Michael Alles, Miklos Vasarhelyi, Mieke Jans.

2. *The Acceptance and Adoption of Continuous Auditing by Internal Auditors: A Micro Analysis*. Michael Alles, Miklos Vasarhelyi, Siripan Kuenkaikaew, James Littley, Katie Williams.
3. *From the Onsite to the Location-Independent Internal Audit: A Research Framework*. Michael Alles, Miklos Vasarhelyi, Ryan Teeter.
4. *Reforming Governance of “Too Big to Fail Banks”: The Prudent Investor Rule and Enhanced Governance Disclosures by Bank Board of Directors*. Michael Alles, John Friedland.
5. *Will XBRL Improve Corporate Governance? A Framework for Enhancing Governance Decision Making Using Interactive Data*. Michael Alles, Maciej Piechocki.
6. *Principles and Problems of Audit Automation as a Precursor to Continuous Auditing*. Michael Alles, Alex Kogan, Miklos Vasarhelyi.
7. *Uncertainty, Symbolic Frameworks and Worker Discomfort with Change*, Michael Alles, Junko Takagi.
8. *The Implications of Unconstrained Data Availability and Aggregation Choice on Continuous Auditing Procedures*. Michael Alles, Alex Kogan, Miklos Vasarhelyi, Jia Wu.
9. *Controlling the Super-Empowered: From a Puppet-on-a-String to 360° Control*. Michael Alles, Srikant Datar.

T E A C H I N G E X P E R I E N C E

- **Managerial Accounting**. Zhejiang University, Hangzhou, China, Spring 2010.
- **Principles of Managerial Accounting C10.0002.001**. New York University, Spring 2009.
- **Management Accounting and Control Systems**. Melbourne Business School, 2004-2005—MBA Elective.
- **Cost and Quality**. Rutgers University, 2007-2008—Intermediate management accounting required class.
- **Controllershship, Budgeting and Strategic Planning**. Rutgers University, 1999-2004—Advanced Senior Elective.
- **Special Topics in Management Accounting**, Rutgers University, 2002, 2004—PhD. Core class.
- **Strategic Cost Management**. Rutgers University, 2002, 2006—MBA Elective.
- **Special Topics in Advanced Managerial Accounting: Strategic Control Systems**. UT Austin, 1991-1999 and NYU, 1995—MBA elective.
- **Introduction to Management Accounting and Control**. UT Austin, 1991-1999, NYU, 1995, SMU, 1998—MBA core class.

E D I T O R I A L B O A R D S

- Editor, *International Journal of Disclosure and Governance*, 2008-.
- Editorial Board, *International Journal of Digital Accounting Research*, 2003-.
- Editorial Board, *International Journal of Accounting Information Systems*, 2009-.

P R O F E S S I O N A L A C T I V I T I E S

- Presenter at the American Accounting Association, San Francisco, August 2010.
- Presenter at the International Symposium on Auditing Research, Singapore, June 2010.
- Presenter, International Symposium on Accounting Information Systems, Orlando, May 2010.
- Presenter at the European Accounting Association Annual Meeting, Istanbul, Turkey, May 2010.
- Presenter, Accounting School of Zhongnan University of Economics and Law, Wuhan, China, May 2010.
- Keynote speaker, Global Crises and Economic Governance Conference, Malatya, Turkey, April 2010.
- Presenter, AAA AIS/SET Section Midyear Research Symposium, Clearwater Beach, Florida, January 2010.
- Winner, 2009 Seton Hall University Bright Idea Award for best paper in Accounting Information Systems for “Reengineering Business Reporting: Creating a Test Bed for Technology Based Reporting”, November 2009.
- Presenter at the International Journal of Accounting Information Systems Research Symposium, Toronto, Canada, October 2009.
- Presenter at the American Accounting Association, New York, August 2009.
- Presenter, 15th annual International Symposium on Auditing Research, Maastricht, Netherlands, June 2009.
- Chair, academic track, 19th XBRL International Conference, Paris, France, June 2009.
- Presenter, 2nd Global Conference on Continuous Auditing in the Financial Services Industry, Sao Paolo, June 2009.
- Presenter at the European Accounting Association annual meeting, Tampere, Finland, May 2008.
- Co-chair, 6th International Conference on Enterprise Systems, Thessaloniki, Greece, May, 2009.
- Organizer and Presenter, International Journal of Disclosure and Governance XBRL mini-conference, Thessaloniki, Greece, May 2009.
- Presenter, University of Kansas International Conference on XBRL, February 2009.
- Attendee, AAA/Deloitte Foundation Trueblood Seminar for Professors, Phoenix, February 2009.
- Presenter, Asia-Pacific Journal of Accounting and Economic Symposium, Honolulu, December 2008.

- Presenter, International Research Symposium on Accounting Information Systems, Paris, France, December 2008.
- Presenter, 8th Bryant University XBRL Conference in Washington D.C, October 2008.
- Keynote speaker, CAAA/SAP Symposium on IFRS, XBRL and Corporate Governance at Brock University, Canada, September 2008.
- Presenter at the American Accounting Association, Anaheim, August 2008.
- Co-organizer, 15th World Continuous Auditing and Reporting Conference, Crete, Greece, July, 2008.
- Keynote speaker and co-organizer, First Global Conference on Continuous Auditing in the Financial Services Industry, Sao Paolo, June 2008.
- Chair and organizer, 2nd International Journal of Disclosure and Governance Conference, Rutgers Business School, Newark, May 2008.
- Presenter at the European Accounting Association annual meeting, Rotterdam, April 2008.
- Presenter at the European Conference on Accounting Information Systems, Maastricht, April 2008.
- Winner, 2007 Seton Hall University Bright Idea Award for best paper in Accounting Information Systems for “Guarding the Auditing Guards”.
- Founder and Chair, Inaugural International Journal of Disclosure and Governance Conference, Rutgers Business School, Newark, September 2007.
- Presenter at the American Accounting Association, Chicago, August 2007.
- Presenter, Institute of Internal Auditors IT Audit Research Symposium, Amsterdam, July 2007.
- Presenter, International Symposium on Auditing Research, Shanghai, China, June 2007.
- Co-organizer, 13th World Continuous Auditing and Reporting Conference, Ferrara, Italy, June 2007.
- Presenter, 6th International Conference on Corporate Governance, Geneva, May 2007.
- Presenter at the European Accounting Association annual meeting, Lisbon, April 2007.
- Presenter at the European Conference on Accounting Information Systems, Lisbon, April 2007.
- Organizer and speaker, conference on enhanced business reporting, Orlando, May 2007.
- Speaker, International Conference on Digital Accounting Research, October 2006, Huelva, Spain.

- Presenter at the American Accounting Association, academic papers and multiple CPE sessions, Washington DC, August 2006.
- Presenter at the European Accounting Association annual meeting, Dublin, March 2006.
- Presenter at the European Conference on Accounting Information Systems, Dublin, March 2006.
- Presenter at the International Journal of Accounting Information Systems Research Symposium, Toronto, Canada, October 2005.
- Invited speaker, International Conference on Digital Accounting Research, October 2005, Huelva, Spain.
- Presenter at the American Accounting Association, academic papers and multiple CPE sessions, San Francisco, August 2005.
- Invited Speaker, Institute of Internal Auditors Eastern Region Conference, July 2004.
- Paper accepted at the Accounting and Finance Association of Australia and New Zealand Annual Conference, Alice Spring, Australia, June 2004.
- Presenter at the European Accounting Association annual meeting, and the European Conference on Accounting Information Systems, Prague, 2004.
- Presenter at the European Continuous Auditing Conference, Monaco, 2004.
- Co-Chair, 2004 Annual meeting, the Management Accounting Section—American Accounting Association.
- Member, Executive Committee, Management Accounting Section—American Accounting Association, 2002-2004.
- Presenter, Financial Accounting Section Research Symposium, Austin, January 2004.
- Presenter at the International Journal of Accounting Information Systems Research Symposium, Toronto, Canada, October 2003.
- Paper presentations at the Annual Continuous Auditing Research Conferences, 2002, 2003, 2004, 2005, 2006.
- Discussant and presenter at the American Accounting Association annual meeting, 1994, 1995, 1996, 1997, 1998, 2001, 2002, 2003, 2004, 2005, 2006.
- Discussant and presenter at the Management Accounting Research Conference, 1996, 1997, 2001, 2003.
- Presenter at the Asia-Pacific Journal of Accounting and Economics Annual Research Conference, Hong Kong, 2002.
- Presenter at the Association of Government Accountant's Seminar on Continuous Auditing, 2002.
- Presenter at the inaugural conference on the New Economy, held at Rutgers Business School, 2000.
- Presenter at the Sixth Annual Conference on Financial Economics and Accounting, The University of Maryland, 1995.
- Presenter at Meetings of the American Power Providers Association, San Antonio, 1995 and Austin, 1996.

- Presenter at the Environmental, Health and Safety Activity Based Cost Accounting Conference at UT Austin, 1997.
- Presenter at the inaugural conference of the Center for the Study of Organizational Change at the University of Missouri, Columbia, in June 1998.
- Reviewer for *The Accounting Review*, *Journal of Accounting Research*, *International Journal of Digital Accounting Research*, *Journal of Emerging Technologies in Accounting*, *The Journal of Management Accounting Research*, *Management Science*, *The Journal of Accounting, Economics and Finance*, *Review of Accounting Studies*, *Accounting Horizons*, *The Journal of Economic Behavior and Organization*, *The International Journal of Flexible Manufacturing Systems*, the *American Accounting Association Annual Meeting* and the *Journal of Management Accounting Research Conference*.
- Faculty Member, the American Accounting Association

M A J O R A W A R D S A N D R E C O G N I T I O N

- Bright Idea Award in Accounting sponsored by the Stillman School of Business at Seton Hall University and the NJPRO Foundation for “Guarding the Auditing Guards”, September 2007.
- Summer Research Award, Rutgers University, 2005, 2008, 2009, 2010.
- Summer Research Award, UT Austin, 1996
- Winner of the Dissertation of the Year Award, The Management Accounting Section of the American Accounting Association, 1992
- Inaugural Winner of the Institute of Management Accountants Research Scholarship, 1990
- Winner of the University Medal from the Faculty of Economics and Commerce from the Australian National University, 1987

July 20, 2010