

---

**THE JOURNAL OF APPLIED  
MANAGEMENT  
ACCOUNTING RESEARCH  
(JAMAR)**

ISSN 1443-9913 (online)

ISSN 1443-9905 (print)

The Institute of Certified Management  
Accountants

Indexed and abstracted in:

[www.cmaweblines.org](http://www.cmaweblines.org)

**Foundation Editorial  
Directors:**

Professor Garry Marchant  
Charles Sturt University, Australia  
[dvcacademic@csu.edu.au](mailto:dvcacademic@csu.edu.au)  
and

Professor Janek Ratnatunga  
Institute of Certified Management  
Accountants  
[janek@cmaweblines.org](mailto:janek@cmaweblines.org)

**Consultant Editor:**

Professor Kashi Balachandran  
New York University- STERN, USA  
[kbalacha@stern.nyu.edu](mailto:kbalacha@stern.nyu.edu)

**Associate Editor:**

Professor Nava Subramaniam  
Deakin University, Australia  
[editor@cmaweblines.org](mailto:editor@cmaweblines.org)

**Book Review Editor:**

Dr. Bill Richardson  
ICMA Australia  
[bill@cmaweblines.org](mailto:bill@cmaweblines.org)

**Web Editor:**

Honorary Professor Michael Tse  
Jubilee University, Papua New Guinea  
[Michael.tse@cmaweblines.org](mailto:Michael.tse@cmaweblines.org)



The Institute of Certified Management Accountants

Internet services available  
worldwide on **URL**

<http://www.cmaweblines.org>

For customer service enquiries:

[webmaster@cmaweblines.org](mailto:webmaster@cmaweblines.org)

**THE INSTITUTE OF CERTIFIED  
MANAGEMENT ACCOUNTANTS  
Unit 5, 20 Duerdin Street,  
Clayton North, Victoria 3168  
AUSTRALIA.**

**Telephone +61 (0) 3 85550358**

**Facsimile +61 (0) 3 85550387**

*The Journal of Applied Management Accounting Research* aims to bring ideas, case studies, reviews and techniques to primarily working managers and the scholars and researchers who serve them in helping organisations manage. The journal is specifically targeted to “applied” research, and hence articles, case studies, software implementations and surveys that link academic and practitioner interests in the area of value creating and decision support information to managers are welcomed. The objective of the Journal is the publication of substantial and original contributions to knowledge in the areas of managerial accounting, broadly defined. Articles should be empirical or analytical; rigorous, yet preferably intelligible to a wide audience of academics and, where appropriate, practitioners. **All articles are subjected to a double-blind review process.**

---

---

## **International Board of Editorial Referees:**

*Associate Professor Anne Abraham* University of Western Sydney  
*Professor Manzurul Alam* Murdoch University  
*Associate Professor Jahangir Ali* La Trobe University  
*Professor Ray Anderson* Victoria University  
*Dr Susan Briggs* University of South Australia  
*Dr Natalie Buckmaster* University of New South Wales  
*Professor Paul Dunmore* Massey University  
*Professor Gus Geursen* Deakin University  
*Professor Zahirul Hoque* La Trobe University  
*Dr Gus Hossari* Deakin University  
*Associate Professor Wendy James Zayed* University  
*Dr Bonnie Jenkins* Edith Cowan University  
*Professor Stewart Jones* Sydney University  
*Professor Lisa McManus* Charles Darwin University  
*Dr Gregory Laing*, University of the Sunshine Coast  
*Professor Lokman Mia* Griffith University  
*Associate Professor Siva Muthaly* RMIT University  
*Professor Gweneth Norris* Australian Institute of Business  
*Professor Brendan O'Connell* RMIT University  
*Professor Chris Patel* Macquarie University  
*Professor Sheikh Rahman* Abu Dhabi University  
*Dr Bill Richardson* Institute of Certified Management Accountants, Australia  
*Associate Professor Themin Suwardy* Singapore Management University  
*Professor Carol Tilt* Australian Institute of Business  
*Dr Hema Wijewardena* University of Wollongong  
*Dr Robert Williams* University of Wollongong  
*Professor Desmond Yuen* University of Macau

---

# The Journal of Applied Management Accounting Research

---

ISSN 1443-9905 (print)

ISSN 1443-9913 (online)

**This issue is part of a comprehensive multiple access  
Information service comprising**

---

## **Paper format**

*The Journal of Applied Management Accounting Research* is published twice a year in traditional paper format.

---

## **Internet Online Publishing**

*The Journal of Applied Management Accounting Research* is published in electronic form twice a year.

ISSN 1443-9905

**Bound Volumes of the JOURNAL OF  
APPLIED MANAGEMENT  
ACCOUNTING RESEARCH**

Access via the ICMA Web site:

[www.cmaweblines.org](http://www.cmaweblines.org)

Subscribers wishing to have their own copies bound should address their enquiries to:  
The Secretariat,  
The Institute of Certified Management Accountants,  
CMA House, Unit 5, 20 Duerdin Street,  
Clayton North, Victoria 3168 AUSTRALIA.  
Telephone +61 (0) 3 85550358  
Facsimile +61 (0) 3 85550387.

## **Subscription Rates – Print Version**

### *Australia*

*Individual*     A\$ 50  
*Student*        A\$ 25  
*Institutional*   A\$ 100

### *Overseas Airmail*

*Individual*     A\$ 75  
*Student*        A\$ 50  
*Institutional*   A\$ 150

*All subscriptions may be paid in Australian dollars at current rates of exchange.*

---

---

## Guide for Authors

### General

Papers should be as brief as possible consistent with the journal's objective (see reverse of Contents page).

They should be typed and double-spaced. Three copies should be submitted together with, in the case of non-subscribers only, a submission fee of A\$15. In order to ensure an anonymous review, authors should not identify themselves directly or indirectly. Experience has shown that papers which have already benefited from critical comment from colleagues at seminars or at conferences have a much better chance of acceptance.

### Presentation

A cover page should show the title of the paper, the author's name, title and affiliation, and any acknowledgements. The title of the paper, but not the author's name, should appear on the first page of the text. An Abstract of 150-200 words should be provided on a separate page immediately preceding the text.

### Tables and Figures

Each table and figure should bear a number and a title and should be referred to in the text. Sources should be clearly stated.

### Footnotes

Footnotes should be used only in order to avoid interrupting the continuity of the text and should not be used to excess. They should be numbered consecutively throughout the manuscript with superscript arabic numerals. They should not be used in book reviews.

### References

References should be listed at the end of the paper and referred to in the text as, for example, (Duval, 1997, p. 124). Wherever appropriate, the reference should include a page or chapter number. Only works cited in the paper should be included in the list. Citations to institutional works should if possible employ acronyms or short titles. If an author's name is mentioned in the text it need not be repeated in the citation, e.g. 'Richardson (1996, p. 36) states.....'

In the list of references titles of journals should omit an initial 'The' but should not otherwise be abbreviated. The entries should be arranged in alphabetical order by surname of the first author. Multiple works by the same author should be listed in chronological order of publication. Some examples are:

Ekman, P., Friesen, W.V. and Ellsworth, P. (1972), *Emotion in the Human Face*, Pergamon Press, New York.

Smith, M., Taffler, R. and White, L., (2002). Cartoon graphics in the communication of accounting information for management decision making, *Journal of Applied Management Accounting Research*, Winter, 1(1): 33-54

### Style and Spelling

Abbreviations should be written as, for example, FASB and not F.A.S.B. Words such as 'realise' should be spelt with an 's' and not a 'z'. Single quotations marks should be used, not double.

### Mathematical Notation

Mathematical notation should be used only where its rigour and precision are indispensable, and authors should explain in narrative form the principal operations performed. Such notation should be avoided in footnotes. Equations should be numbered in parentheses, flush with the right-hand margin.

---

---

# The Journal of Applied Management Accounting Research

---

Volume 12 Number 2  
ISSN 1443-9905 (print)  
© 2014

Summer 2014  
ISSN 1443-9913 (online)

## TABLE OF CONTENTS

### EDITORIAL

|  |                                    |   |
|--|------------------------------------|---|
| Business Landscaping for Strategic Advantage: Evidence from a Multi-Sector Study | Themis Suwardy<br>Janek Ratnatunga | 1 |
|--|------------------------------------|---|

### ARTICLES

|  |   |    |
|--|---|----|
| The Impact of IFRS Adoption on Real Activities Manipulation: Evidence from China                                 | Chan Lyu<br>Desmond C.Y. Yuen<br>Xu Zhang<br>Nini Zhang | 17 |
| Altering Rationality: The Impact of Group Support Systems and Style of Leadership                                | Ertambang Nahartyo<br>Intiyas Utami                     | 41 |
| Cost Benefit Analyses of Organic Waste Composting Systems through the Lens of Time Driven Activity-Based Costing | Davood Askarany<br>Alexander William<br>Franklin-Smith  | 59 |
| Predictability of Share Prices through Corporate Annual Reporting: A Focus on the Dhaka Stock Exchange           | Anup Kumar Saha<br>Ashiquer Rahman<br>Bhuiyan           | 75 |





*The Institute of Certified Management Accountants* was established in 1996 as a professional body serving the management accounting discipline.

***The categories of membership that are available:***

- ***Fellow Certified Management Accountant (FCMA)*** status is reserved for a member who has supported the Institute as a qualified member for a minimum period of 15 years and has demonstrated ongoing professional commitment.
- ***Certified Management Accountant (CMA)*** status requires evidence of having passed both the Institute's *Strategic Cost Management* and *Strategic Business Analysis* subjects at the post-graduate level (or equivalent) and evidence of 5 years work experience in management accounting.
- ***Associate Management Accountant (AMA)*** status is available to those with a recognised accounting degree (or equivalent) or Stage 4 of the ICMA Graduate programme and evidence of 3 years work experience in management accounting.
- ***Graduate Management Accountant (GMA)*** status is available to those with a recognised accounting degree (or equivalent) or Stage 4 of the ICMA Graduate programme but have no management accounting experience.
- ***Registered Business Accountant (RBA)*** status is available to those who have completed successfully Stage 3 of the ICMA Graduate programme.
- ***Registered Cost Accountant (RCA)*** status is available to those who have completed successfully Stage 2 of the ICMA Graduate programme.
- ***Certified Accounting Technician (CAT)*** status is available to those who have completed successfully Stage 1 of the ICMA Graduate programme.
- ***Management Accounting Affiliate (MAA)*** status is available to those with an interest in management accounting, with or without any qualifications or experience.

All categories of members have access to the *On Target Direct* professional updates and latest issue of *JAMAR*. They also receive the bi-monthly *On Target* electronic newsletter. Access to the members' section of the Institute's web page [www.cmawebline.org](http://www.cmawebline.org) and professional development programme is also available.

**The Institute of Certified Management Accountants,  
CMA House, Unit 5, 20 Duerdin Street,  
Clayton North, Victoria 3168 AUSTRALIA.  
Telephone +61 (0) 3 85550358 Facsimile +61 (0) 3 85550387.**