

About the conformity of data used in planning and performing in the controlling process : a survey of Estonian SMEs
Alver, Jaan; Kadak, Tarmo Controlling für kleine und mittlere Unternehmen 2009 / p. 295-314

Are more formal performance management systems more successful?

Kadak, Tarmo; Laitinen, Erkki K. Accounting, Auditing and Taxation : ICAAT 2016 : [Tallinn, 8-9 December, 2016] : abstracts 2016 / p. 21-22

Are more formal performance management systems more successful?

Kadak, Tarmo; Laitinen, Erkki K. PMAA 2017 papers for presentation [online resource] 2017 / [20] p. : ill
<http://www.otago.ac.nz/pmaa-2017/papers/otago636832.pdf>

Are more formal performance management systems more successful?

Kadak, Tarmo; Laitinen, Erkki K. International Conference on Accounting, Auditing and Taxation (ICAAT 2016) : Tallinn, Estonia, 8-9 December 2016 2016 / p. 439-455 : ill <https://doi.org/10.2991/icaat-16.2016.19>

Assessing the implemented performance management systems : a case study

Kadak, Tarmo Joint Conference of 26th Asian-Pacific Conference on International Accounting Issues and 2014 Accounting Theory and Practice Conference : program & proceedings : October 26-29, 2014, Taipei, Taiwan, R.O.C. 2014 / p. 89

Assumptions of implementing efficient management information system in public sector

Kadak, Tarmo Accounting and Performance Management Perspectives in Business and Public Sector Organizations : conference proceedings : September 29-30 2005, Tartu 2005 / p. 247-251 : ill

Benefits after and prior to the implementation of control systems : literature review [Electronic resource]

Kadak, Tarmo International Conference on Accounting, Auditing and Taxation : (ICAAT 2014) : December 11-12, 2014, Tallinn, Estonia 2014 / p. 166-173. [CD-ROM]

Bridging the Gap : Investigating the Need for ESG Training and Required Skills in Today's Workforce. Case of Lithuanian Companies

Kiaupaite-Grušniene, Vaiva; Gurvits-Suits, Natalie Aleksandra; Kadak, Tarmo International Scientific Conference on European Processes ICEP-2024 : Abstracts Book 2024 / p. 11-12 <https://doi.org/10.5755/e01.2783-7610.2024>

Conformity of data used in planning and performing in the controlling process : a survey of Estonian SMEs

Alver, Jaan; Kadak, Tarmo International Scientific Conference Finance and Accounting : Theory and Practice, Development and Trends : Riga, 18.-19.09.2008 2008 / p. 78
https://www.researchgate.net/publication/349810600_About_the_Conformity_of_Data_Used_in_Planning_and_Performing_in_the_Controllering_Process_A_Survey_of_Estonian_SMEs

Contribution of PMS to strategy execution : case study

Kadak, Tarmo 6th Conference on Performance Measurement and Management Control : Nice, France, September 06-09, 2011 2011

Creation of a supportive model for designing and improving the performance management system of an organisation.

Case studies = Organisatsiooni tegevusedukuse juhtimissüsteemi kujundamist ja täiendamist toetava mudeli loomine. Juhtumiuuringud

Kadak, Tarmo 2011

Designing the approach for assessment of implemented performance management systems

Kadak, Tarmo The International Association for Accounting Education and Research (IAAER) : Frankfurt/Main - Eschborn, Germany, 14-16 February, 2013 2013

Designing the approach for assessment the implemented Performance Management Systems

Kadak, Tarmo Performance Management : Designing the High-Performing Organization : 25-27 June 2014, Aarhus, Denmark : conference proceedings 2014 / [26] p. : ill

Difficulties in implementation of efficient PMS

Kadak, Tarmo Business analysis, accounting, taxes and auditing : proceedings of the conference = Majandusanalüüs, majandusarvestus, maksundus ja auditeerimine : konverentsikogumik : 6.-7.11.2008, Tallinn 2008 / p. 47-51

Does efficiency of PMS influence organizational performance? Case study

Kadak, Tarmo 34th European Accounting Association Annual Congress : Rome, Italy, April 20-22, 2011 2011

Does performance management system influence organisational performance? : case study in business sector company

Kadak, Tarmo 7th Conference on Performance Measurement and Management Control, EIASM, Barcelona, Spain : [proceedings] 2013

Does the company size affect performance management system? PMSs in small, medium-sized, and large companies

Laitinen, Erkki K.; **Kadak, Tarmo** International journal of management and enterprise development IJMED 2018 / p. 281-305 : ill
<https://doi.org/10.1504/ijmed.2018.10014496> [Journal metrics at Scopus](#) [Article at Scopus](#)

Eetilised väärtushinnangud Tallinna linnavalitsuse eelarveraamatutes aastatel 1934-2013

Roostalu, Lea; Kooskora, Mari; **Kadak, Tarmo** Riigikogu Toimetised 2014 / lk. 70-85 : ill

Explaining success of performance management systems : the role of chain of key factors

Laitinen, Erkki K.; **Kadak, Tarmo** MAR 2016 - Manufacturing Accounting Research Conference : Lisbon, Portugal, June 15-17, 2016 2016 / [1] p

Explaining success of performance management systems : the role of chain of key factors

Laitinen, Erkki K.; **Kadak, Tarmo** 3rd AIMA World Conference on Management Accounting Research : Monterey Peninsula, Northern California, May 19-20, 2016 2016 / [1] p

Explaining success of performance management systems : the role of chain of key factors

Laitinen, Erkki K.; **Kadak, Tarmo** International journal of productivity and performance management 2019 / p. 362-388 : ill
<https://doi.org/10.1108/IJPPM-01-2018-0005> [Journal metrics at Scopus](#) [Article at Scopus](#) [Journal metrics at WOS](#) [Article at WOS](#)

How different are performance management systems? Empirical typology of performance management systems

Kadak, Tarmo; Laitinen, Erkki K. Journal of business economics and management 2023 / p. 368–386
<https://doi.org/10.3846/jbem.2023.19248> [Journal metrics at Scopus](#) [Article at Scopus](#) [Journal metrics at WOS](#) [Article at WOS](#)

How different types of performance management systems affect organizational performance?

Kadak, Tarmo; Laitinen, Erkki K. Measuring Business Excellence 2021 / p. 315-327 <https://doi.org/10.1108/MBE-03-2020-0045>
[Journal metrics at Scopus](#) [Article at Scopus](#) [Journal metrics at WOS](#) [Article at WOS](#)

How to predict Performance Management Systems success? Utilization of the critical check points

Kadak, Tarmo; Laitinen, Erkki K. International journal of productivity and performance management 2025 <https://doi.org/10.1108/IJPPM-03-2024-0171>

Importance of goal clarity by implementing efficient management information systems

Kadak, Tarmo Accounting, Taxes and Audit : proceedings of the conference = Arvestus, maksud ja auditeerimine : konverentsikogumik : 26.-27.10.2006, Tallinn 2006 / p. 88-91

Insights into accounting education in a COVID-19 world

Kadak, Tarmo Accounting education 2020 / p. 473-475 <https://doi.org/10.1080/09639284.2020.1808487>

Kasu tõhusate PMSide rakendamisest : analüüs kirjanduse põhjal

Kadak, Tarmo Raamatupidamiselt majandusarvestusele. II : [artiklikogumik] 2009 / lk. 47-49

Key factors in the success of PMS

Kadak, Tarmo; Laitinen, Erkki K. APMAA 2015 (11th) Annual Conference : Management Accounting for Sustainable Development : October 26th-29th, 2015, Bali, Indonesia 2015 / p. 149

Kuluarvestusest ja selle kasudest

Kadak, Tarmo rup.ee 2021 <https://www.rup.ee/meistri-eri/kuluarvestusest-ja-selle-kasudest>

Kuluarvestussüsteemidest arvestuse arengu valguses

Kadak, Tarmo Majandusarvestuse aktuaalsed probleemid äri- ja avalikus sektoris : 23.04.2004 : konverentsikogumik 2004 / lk. 66-71

Management accounting in the municipality of Tallinn during the last 75 years

Roostalu, Lea; **Kadak, Tarmo** 2nd Balcans and Middle East Countries Conference on Auditing and Accounting History : congress proceedings 2010 / [27] p

Management accounting problems and perspectives in the local government of Estonia : an analysis from the viewpoint of Parsons' paradigm

Kadak, Tarmo; Roostalu, Lea Journal of modern accounting and auditing 2013 / p. 20-36 : ill

Management accounting problems and perspectives in the municipality of Estonia

Roostalu, Lea; **Kadak, Tarmo** Proceedings of the 1st ISAF 2012

PMSi eripärast avalikus sektoris

Kadak, Tarmo Raamatupidamiselt majandusarvestusele. III : [konverentsiettekannete kogumik] 2010 / lk. 44-48 : ill

https://www.ester.ee/record=b2641729*est

Programm "Töõlesaamist toetavad hoolekandemeetmed 2010-2013" : "Töõlesaamist toetavate rehabilitatsiooniprogrammide pakkumine" : lõppraport [Võrguteavik]

Narussou, Dagmar; Kadak, Tarmo 2011 <https://pdfslide.tips/documents/toeoelesaamist-toetavate-rehabilitatsiooniprogrammide-pakkumine-.html?page=1>

Projected and actual benefits from the performance management systems

Kadak, Tarmo Accounting, auditing and taxation : ICAAT 2014 : abstracts 2014 / p. 17-18

Raskused töhusate PMSide rakendamisel : analüüs kirjanduse põhjal

Kadak, Tarmo Business analysis, accounting, taxes and auditing : proceedings of the conference = Majandusanalüüs, majandusarvestus, maksundus ja auditeerimine : konverentsikogumik : 6.-7.11.2008, Tallinn 2008 / lk. 338-343

Reaalajamajanduse alused ja rakendusvõimalused : uuringu lõpparuanne [Võrguväljanne]

Krimmer, Robert Johannes; Kadak, Tarmo; Alishani, Art; Toots, Maarja; Soe, Ralf-Martin; Schmidt, Carsten 2019 https://www.mkm.ee/sites/default/files/taltech_rte_lopparuanne_ee.pdf

Real-time economy : A new frontier in business and economic growth

Alishani, Art; Olesk, Maarja; Soe, Ralf-Martin; Kadak, Tarmo; Krimmer, Robert Johannes Halduskultuur : The Estonian journal of administrative culture and digital governance 2025 / p. 129-155 <https://doi.org/10.32994/hk.v23i1-2.314>

Real-time economy : Definitions and implementation opportunities : Final research report [Online resource]

Krimmer, Robert Johannes; Kadak, Tarmo; Alishani, Art; Toots, Maarja; Soe, Ralf-Martin; Schmidt, Carsten 2019 https://www.mkm.ee/sites/default/files/taltech_rte_final_report_en1.0.pdf

Rethinking Parsons' paradigm in the context of sustainability

Kooskora, Mari; Kadak, Tarmo; Roostalu, Lea; Rihma, Merle International journal on spirituality and organizational leadership 2013 / p. 62-72

Rethinking Parsons' paradigm in the context of sustainability

Kooskora, Mari; Kadak, Tarmo; Roostalu, Lea; Rihma, Merle Proceedings of the 2nd International Conference on Business Social Partnership : Towards Value Based Social Engagement : BSPBP 2013, Delhi, 6-9 September 2013 2013 / [1] p

Stakeholders' perceptions on ESG reporting : On the case of Czechia and Estonia

Strouhal, Jiri; Horak, Josef; Resik, Anett; Gurvitš-Suits, Natalie Aleksandra; Kadak, Tarmo Journal Of International Studies 2025 / p. 75-93 <https://doi.org/10.14254/2071-8330.2025/18-2/4> https://www.jois.eu/2941.en_stakeholders%E2%80%99perceptions-on-esg-reporting-on-the-case-of-czechia-and-estonia

The supplement of the diagnostic tool for assessment the implemented performance management systems : theoretical approach

Kadak, Tarmo International journal of mathematics and computers in simulation 2013 / p. 187-197 : ill https://www.researchgate.net/publication/292833919_The_supplement_of_the_diagnostic_tool_for_assessment_the_implemented_performance_management_systems_Theoretical_approach_Journal_metrics_at_Scopus_Article_at_Scopus

Sustainability reporting in Estonian local governments : are we nearly there yet?

Kadak, Tarmo; Roostalu, Lea; Kooskora, Mari SGEM2014 Conference on Political Sciences, Law, Finance, Economics and Tourism : September 1-9, 2014 : conference proceedings. 1 2014 / p. 365-372

Tegevusedukuse juhtimise süsteemide osad ja osade komponendid. Teoreetiline vaade

Kadak, Tarmo Audit, maksud, raamatupidamine ja majandusanalüüs : [konverentsikogumik] 2012 / lk. 58-69 : ill

Tegevusedukuse mõiste laiaulatuslikkus: kas oht või võimalus?

Kadak, Tarmo Audit, maksud, raamatupidamine ja majandusanalüüs. II 2013 / lk. 40-44 : ill

Tegevusedukuse mõõtmise ja juhtimise süsteemide arengu ülevaade

Kadak, Tarmo Raamatupidamiselt majandusarvestusele (arvestus, analüüs, maksundus, auditeerimine) 8.11.2007, Tallinn : konverentsikogumik 2007 / lk. 62-68

Tegevuspõhine eelarve tahab ümbertegemist!

Kadak, Tarmo postimees.ee 2025 [Tegevuspõhine eelarve tahab ümbertegemist!](https://postimees.ee/tegevuspohine-eeelarve-tahab-umbertegemist/)

The improvement of the diagnostic tool for evaluation applied Performance Management Systems in private sector organisations

Kadak, Tarmo 24th Asian-Pacific Conference on International Accounting Issues : Maui, Hawaii, October 21-23, 2012 : [conference proceedings] 2012

The parts of performance management systems and the components of parts : theoretical approach

Kadak, Tarmo Business analysis, accounting, taxes and auditing 2011 / p. 115-125 : ill

The size of company and performance management system. PMSs in small, medium-sized, and large companies [Online resource]

Laitinen, Erkki K.; **Kadak, Tarmo** TARC 2017 Trends in Accounting Research Conference : conference proceedings : 4-6 October 2017, Kaunas, Lithuania 2017 / p. 29 <https://www.ebooks.ktu.lt/eb/1403/trends-in-accounting-research-conference-conference-proceedings-tarc-2017/>

Tulemuslikkuse juhtimine. Analüüsimine ja soovitus

Kadak, Tarmo; Laitinen, Erkki K. visionest.institute 2024 [Tulemuslikkuse juhtimine. Analüüsimine ja soovitus](#)

Variations of performance management systems

Kadak, Tarmo; Laitinen, Erkki K. Transformation of science and business in new economic reality international scientific conference : book of extended abstracts 2021 / p. 42-44 <https://doi.org/10.15388/Transformation-of-science-and-business.2021>

What matters with PMS? Critical check points in the success of PMS

Kadak, Tarmo; Laitinen, Erkki K. Performance measurement and management control : contemporary issues 2016 / p. 111-140 : ill <https://doi.org/10.1108/S1479-351220160000031004>

Which values and which accountability : an historical case study of the Estonian local government

Roostalu, Lea; **Kadak, Tarmo** China-USA business review 2011 / [23] p