



Dear Reader,

I am very pleased to present volume 18, no. 2, of Accounting, Management and Governance. The nine articles in this issue deal with a variety of different topics and can be enjoyed on the following pages.

Claudio Marcelo Edwards Barros (UFPR), Pedro Ylunga Costa da Silva (PwC Angola) and Simone Bernardes Voese (UFPR) authored the article "The Relationship between Cost of Debt Financing and Corporate Governance in Brazil". This paper examines the relationship between corporate governance and the cost of third-party debt of the Brazilian companies listed on the São Paulo stock exchange, BM&FBOVESPA. The hypothesis that companies having instruments of Corporate Governance will present lower average cost of debt financing was tested with a non-probabilistic sample of 83 publicly traded Brazilian companies in the period 2008 to 2010. Findings were consistent with previous international research measuring Corporate Governance as the explanatory variable using a broad index and permit the inference that the adoption of mechanisms of corporate governance can influence cost reduction in the financing of short and long term debt in the Brazilian market.

The article "3G Technology as Cost Determinant: the case study of a mobile phone operator", by Marcos Antônio Souza (UNISINOS), Edson Pedro Zambon (Faculdade Anglicana de Tapejara) and Gilson Elias Neves Pinheiro (Faculdade Monteiro Lobato), looked at the influence of 3G (third generation) technology on the cost determinants of a mobile phone operator in the Brazilian state of Rio Grande do Sul. Principal findings were that 3G technology has triggered a process of significant changes in structural and operational costs reflected in the cost structure and revenue leverage of the firm studied.

Authors Deosio Cabral Ferreira, Roni Braz da Silva, Wallace Alves da Silva, Daniel Reis Armond de Melo and Waldemar Antonio da Rocha de Souza (UFAM e UFAL) carried out an "Evaluation of the Management Information System of the Legislative Assembly of the Brazilian State of Amazonas" in order to assess its effectiveness for decision making under the new rules for accounting uniformity in the public sector. It was found that the management information system of that Legislative Assembly suffers from several limitations that may undermine its effectiveness and diverges from recent trends for Systems adapted to the needs of the public sector.

"Governance and Power: a guide for good practices in cooperatives and other people-centered associations" is a theoretical essay authored by José Ricardo de Paula Xavier Vilela, Antonio Carvalho Neto, Patrícia Bernardes and Maria Beatriz Rocha Cardoso (PUC-MINAS) with the intention of provoking the establishment of a research agenda on the governance of cooperatives, associations and third-sector organizations that takes into account the peculiarities of this type of organization. The authors question whether what are considered "good governance practices" for organizations based on the association of capital must

necessarily be the same as those for organizations based on the association of persons. With the aim of contributing to the development of a governance model appropriate for cooperatives, the authors reflect on the power relations underlying existing governance models, their application to the principles of good governance practices and their impact on management, thus broadening the treatment of governance as usually discussed. The paper concludes with a brief discussion of the differences between what is expected and what is actually observed in cooperative governance, pointing out some of the distortions generated and possible implications for the success and sustainability of this kind of enterprise.

" Separation of the Decision Making Process of Banks Traded on the BM&FBOVESPA" by Luiza Franco de Souza and Davi Rogério de Moura Costa (USP-RP), investigates the potential factors determining separation in the decision making process of financial institutions traded on the São Paulo stock exchange. The results for the sample show that complex banks tend to split their decision making process between the CEO and the Chairman of the Board. However, contrary to expectations, it was found that mere separation of the decision-making process does not necessarily lead to better performance results. In addition, it was found that a diffuse ownership structure was associated with lower probability of separation of the positions of CEO and Chairman.

Antonio Carlos Coelho (UFC), Sandra Isaelle Figueiredo Cruz (Federal Police) and Allan Pinheiro Holanda (Faculdade Lourenço Filho), in their article "Financial Lease Recognition by Brazilian Lessors: Differences between the BACEN and CPC 06 Accounting Standards", found statistically significant differences in the accounting information produced by application of the accounting standards CPC 06 and BACEN, respectively. Findings suggest that the adoption of CPC 06 would generate accounting information capable of significantly altering the accounting evaluation of Brazilian lessor firms and would also reduce the Basel Index and the Immobilization Index of the institutions studied.

In "Analysis and Mapping with respect to the Evaluation of the Disclosure of Public Acts by Governmental Bodies", authors Lucas dos Santos Matos, Jhonatan Munaretto Imlau, Sandra Rolim Ensslin, Leonardo Ensslin and Ernesto Fernando Rodrigues Vicente, of UFSC and UNISUL, carry out an exploratory study of scientific production on that topic using the Knowledge Development Process - Constructivist (ProKnow-C) methodology, with the intention of identifying opportunities for research. To this end, a selection was made of articles published in international journals. These articles were submitted to content analysis which permitted the identification of topics and opportunities for future research. It was found that the models for evaluation of transparency presented in the literature deal only with the criteria established by rules and laws, with little or no attention to user needs. Contemplation of these needs is recommended.

Rodrigo Vicente dos Prazeres, Yony de Sa Barreto Sampaio, Umbelina Cravo Teixeira Lagioia, Joséte Florencio dos Santos and Luiz Carlos Miranda, UFPE, are authors of the article "Determinants of Debt: an Empirical Study of the Brazilian Telecommunications Sector". In this paper they analyze the debt determinants of publicly held telecommunications companies in Brazil from the perspective of Static Trade-Off Theory (STT) and Pecking Order Theory (POT). They found that profitability, size and risk are negatively related to the short-term debt of these companies, while size and risk are negatively related to their long-term debt

The article "Target Costing and its Contribution to the Implementation of the Business Strategies of the Brazilian Subsidiary of an Asian Firm", by authors Kelly Cristina Mucio Marques (Universidade Estadual de Maringá) and Welington Rocha (USP), investigates how the Target Costing process (TC) is used and how it provides support for implementation of

company strategies. In this single case study using the typologies of Porter (1992), Miles and Snow (2003), and Gupta and Govindajaran (1984), an important finding was that it is not possible to establish *a priori* correlations - biunivocal or not - between the use of target costing and specific strategic stances without considering how management information is used. It was also found that TC is compatible with conservative strategic postures (defender and hold strategies), and that this does not conflict with assuming a posture of differentiation.

Finally, I take this opportunity to thank the Associated Editors, Professors Claudio Parisi, Elionor Farah Jreige Weffort and Wilson Toshiro Nakamura, Assistant Editors Eduardo Bona Safe de Matos, Francisca Aparecida de Souza e Clesia Camilo Pereira, and the support staff of this periodical for their invaluable assistance. Heartfelt thanks are due, as well, to the *ad hoc* reviewers, whose contributions are fundamental to the quality of what we publish and are greatly appreciated.

Good reading!

Profa. Dra. Janann Joslin Medeiros
Editor