



Strategic Interest 02 – Corporate Governance (COGO)

<http://www.euram-online.org/annual-conference-2018.html>.

Dear EURAM members and friends,

With our theme **Research in Action**, we invite you to participate in debate about how we can use and develop our knowledge better so that solving problems and dealing with issues can become more effective. We look forward to receiving your submissions.

ST02_01 “BOARD OF DIRECTORS and TOP MANAGEMENT TEAM”

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Short Description

Upper echelons, boards of directors and top management teams (TMTs) are among the most influential actors at both firm and society level. However, their influence on firm behavior and firm outcomes continues to be subject to much debate. Despite the large amount of existing research, results are mixed or inconclusive. In this context, understanding the role of board effectiveness, the role of individual executives (CEOs) and top management teams (TMTs), presents an important and growing avenue for research. This topic seeks to (a) understand what makes boards and TMTs effective; (b) to examine the relationships between board, TMT,

structures, processes and effectiveness; (c) to build a platform for discussion of issues related to different aspects of upper echelons at micro and macro levels.

Long Description

- How do boards of directors/TMTs function? How do the processes and dynamics affect board/TMT effectiveness, form outcomes, and firm performance?
- What determines the balance of board tasks under various conditions? Are boards variously active under different ownership structures, or in different countries, and why is this?
- What is the influence of board/TMT composition on board and firm performance?
- What is the relationship between boards/TMT and corporate strategy?
- How do boards of directors/TMTs influence corporate culture?
- How do boards of directors/TMTs influence corporate social responsibility?
- What is the role of institutional factors on board/TMT composition and board/TMT dynamics?
- What do boards actually do? What is their real contribution? How and when are boards of directors or board members involved in their control, service and strategic roles? How do they combine the seemingly conflicting demands posed by these roles?
- How one can measure or ascertain board effectiveness?
- How can methodological advances enable us to ask better questions about board of directors and governance issues?
- What are the effects and antecedents of boards/TMT characteristics, including demographic, personal, psychological, motivational and cognitive bases?
- What are the dynamics and behaviour of upper echelons, considering antecedents and effects of changes, executive turnover, selection, formation and succession processes?
- What is the shape of the interaction between boards and TMTs
- How do top leaders and other executives and stakeholders interact (considering power and influence relationships, as well as collaborative, complementary or substitutable roles),
- How may a multilevel perspective help elucidate how director/executive level mechanisms are transferred to the board/TMT level of analysis, or how board/TMT level mechanisms help to explain the way that director/CEO characteristics lead to higher level outcome? In other words, what are the bottom up and top down influences from individuals to upper echelon groups?
- What are the career implications of TMT and Board experiences for executives/directors?

For more information:

Contact the proponents above mentioned.

Submission Deadline: 10 January 2018 (2 pm Belgian time)

Authors Guidelines and Submission Deadline:

As an author, it is crucial to follow the guidelines and formatting instructions to prepare and submit your paper in order to have it published in proceedings.

ONE PRESENTING AUTHOR PER PAPER SUBMISSION

Each individual is limited to one personal appearance on the programme as a presenting author. This policy precludes acceptance of papers for more than one presentation. In other words, **an author can submit and present only one paper**. However, a presenter can always be a non-presenting co-author on additional papers.

Please read the instructions carefully prior to submitting:

1. Each paper can only be submitted to ONE track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before EURAM 2018 Conference.
3. To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements from the text, and document/file properties. (Any submissions with author information will be automatically DELETED; author information and acknowledgements are to be included in a SEPARATE document).
4. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE document created in PDF format.
5. The maximum length of the paper is 40 pages (including ALL tables, appendices and references). The paper format should follow the [European Management Review Style Guide](#).
6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
7. Number all of the pages of the paper.
8. No changes in the paper title, abstract, authorship, track and actual paper can occur AFTER the submission deadline.
9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free. Submissions will be done on-line on the EURAM 2018 website (open as of 1 December 2017: see <http://www.euram-online.org/annual-conference-2018.html>.)
10. Only submissions in English shall be accepted for review.
11. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference. A presenting author can only present one paper at the conference.