



## SIG 02 - COGO - Corporate Governance

We invite you to submit your research to explore the theme of *The Business of Now: the future starts here* for the EURAM 20<sup>th</sup> Conference.

We look forward to receiving your submissions.

### ST02\_02 - Board of Directors and Top Management Teams

#### Proponents:

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#### Short description:

Upper echelons, boards of directors and top management teams (TMTs) are among the most influential actors at firms and society. Despite the large amount of existing research, results are mixed or inconclusive. Understanding the role of board effectiveness, individual executives (CEOs) and top management teams (TMTs), presents an important 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?

**Keywords:**

Boards of Directors  
Top Management Teams  
Corporate Governance

**UN Sustainable Development Goals (SDG):**

Goal 5: Gender equality.

**Publication Outlet:**

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**AUTHORS GUIDELINES**

<http://www.euramonline.org/submissions-guidelines-2020/authors-chairs-dicussants-guidelines.html>