Programme

10TH EIASM WORKSHOP ON TOP MANAGEMENT TEAMS AND BUSINESS STRATEGY RESEARCH

INCREASING OUR IMPACT: STRATEGIC LEADERSHIP THEORY FOR A DE-STABILIZING WORLD

Passau, Germany, June 6-7, 2019,
University of Passau, Germany

Please note that this program is tentative and potentially subject to change

Wednesday, June 5th

18:00 – … Informal get-together – Löwenbrauhaus, Rathausplatz 2, 94032 Passau

Thursday, June 6th

8:30 – 9:00 Registration and coffee – IT Zentrum (ITZ)/International House, Innstr. 43, 94032 Passau

9:00 – 9:30 Welcome and opening words – Room 017
Tine Buyl (Tilburg University)
Lorenz Graf-Vlachy (University of Passau)
Andreas König (University of Passau)
Marko Reimer (WHU Vallendar)

9:30 – 10:30 Keynote – Room 017
“The upper-echelons perspective and the influence of CEOs beyond their firms”
Timothy Quigley (University of Georgia)

10:30 – 10:45 Coffee break

10:45 – 12:45 Parallel sessions 1

1.1 Entrepreneurship, Strategy Making, and Innovation (Chair: Tine Buyl – Room 017)

TOP MANAGEMENT TEAM ADVICE TAKING DURING EMERGENT STRATEGY FORMATION (ALEXANDER ALEXIEV)
Discussant: Laura Körner

THE ROLE OF THE TMT IN SMES BUSINESS MODEL INNOVATION PROCESS: A DYNAMIC MANAGERIAL CAPABILITIES APPROACH (GUUS KOK)
Discussant: Alexander Alexiev
ENTREPRENEURIAL TEAMS’ INFLUENCE ON INVENTIVE NOVELTY (LAURA KÖRNER, ELISABETH MÜLLER, PATRICK FIGGE, CAROLIN HÄUSSLER)
Discussant: Gus Kook

1.2 Compensation (Chair: Mariano Heyden – Room 002)

FUELING THE RISE – HOW THE SOCIAL ENVIRONMENT BIASES COMPENSATION SETTING AT THE TOP OF THE FIRM (SIMONE EULITZ, ANJA TUSCHKE)
Discussant: Valentina Tarkovska

STATUS OR IDENTITY: HOW FAMILY FIRM CEOs’ BOARD NETWORK EMBEDDEDNESS AFFECTS THEIR COMPENSATION (MIRIAM FLICKINGER, ELISABETH F. MUELLER, JANA OEHMICHEN)
Discussant: Simone Eulitz

DO STAYS ABROAD INFLUENCE CEO COMPENSATION? THE ROLE OF DURATION, TIMING AND SEQUENCE OF INTERNATIONAL EXPERIENCES (STEFAN SCHMID, SEBASTIAN BALDERMANN)
Discussant: Miriam Flickinger

WOMEN ON BOARDS AND GENDER PAY GAPS: THE NEED OF REACHING THE CRITICAL MASS (VALENTINA TARKOVSKA, PATRICIA GABALDON)
Discussant: Stefan Schmid

1.3 Corporate Disclosure (Chair: Rene Olie – Room 001)

THE INFLUENCE OF CEO CHARACTERISTICS ON SOCIAL DISCLOSURE STYLE (TANJA REIMER, SAROSH ASAD)
Discussant: Matthias Waldkirch

SHORT-TERMISM, CEO PAY, SLACK, AND THEIR EFFECTS ON LONG-TERM INVESTMENT: A CONTENT ANALYSIS APPROACH (STEPHEN SMULOWITZ, DIDIER COSSIN, ABRAHAM LU)
Discussant: Tanja Reimer

PRECIOUS CHEAP TALK? UNDERSTANDING HOW OWNERSHIP STRUCTURE AFFECTS CLARITY OF CEO COMMUNICATION (MATTHIAS WALDKIRCH, THOMAS FISCHER)
Discussant: Abraham Lu

13:00 – 14:30 Lunch – Gastronomie Innsteg, Innstraße 15, 94032 Passau

14:45 – 16:45 Parallel sessions 2

2.1. TMT Experience (Chair: Dimitrios Georgakakis – Room 017)

TOP MANAGERS’ CAREER VARIETY: EFFECTS ON THEIR BOARD TENURE (STEFAN SCHMID, SIMON MITTERREITER)
Discussant: Michaela Wrede

TOP MANAGEMENT TEAM EXPERIENCE DIVERSITY AND INTERNATIONAL BUSINESS COMPLEXITY: AN EMPIRICAL ANALYSIS OF UK FIRMS (TOMMASO VALLONE, PEDER GREVE, STEFANO ELIA, LISA LONGONI, DANIELE MARINELLI)
Discussant: Simon Mitterreiter

FOREIGN ENTRY MODE TMT INTERNATIONAL EXPERIENCE AND THE ROLE OF INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT) (CAMILLO WERDICH, WINFRIED RUIGROK)
Discussant: Tommaso Vallone
TOP MANAGEMENT TEAM INTERNATIONALIZATION, STRATEGIC RISK-TAKING AND THE MODERATING EFFECTS OF COMPENSATION AND DIVERSITY (MICHAELA WREDE, ERIK HILLE, TOBIAS DAUTH)
Discussant: Camillo Werdich

2.2. Environments and Executives (Chair: Kerstin Fehre – Room 002)

NON-CONFORMIST ISLAMIC BANKS (AMIN JAVAHERI, CHRISTOPHE BOONE, SERDEN OZCAN)
Discussant: Rene Olie

THE IMPACT OF CULTURE ON PERFORMANCE: THE COMPOSITION OF THE TOP MANAGEMENT TEAM AND THE TRIPLE BOTTOM LINE PERFORMANCE OF FIRMS (JESSICA KLUGE, MARCUS WAGNER)
Discussant: Amin Javaheri

AN ALTERNATIVE EXPLANATION OF TOP MANAGEMENT TEAM DECISION-MAKING IN UNCERTAIN ENVIRONMENTS (ATEFEH MAGHZI, SABINA NIELSEN)
Discussant: Jessica Kluge

TOP MANAGEMENT TEAM INCOHESION AND ITS CORROSIVE EFFECTS ON EMPLOYEES: CAN THE COLLECTIVE TRANSFORMATIONAL LEADERSHIP OF NON-TMT MANAGERS BUFFER THESE EFFECTS? (ANNELOES RAES, SIMON DE JONG, HEIKE BRUCH)
Discussant: Atefeh Maghzi

NATIONAL INSTITUTIONS AND STRATEGIC LEADERSHIP ARRANGEMENTS: A CONFIGURATIONAL ANALYSIS (RENE OLIE)
Discussant: Anneloes Raes

2.3. Corporate Transactions and Change (Chair: Markus Menz – Room 001)

HOW DOES CEO CURIOSITY INFLUENCE STRATEGIC CHANGE? (DIETER GUTSCHI, PATRICIA KLARNER)
Discussant: Nadjet Safsaf

CEO PERSONALITY AND TRANSFORMATIONAL LEADERSHIP STYLE AS PREDICTORS OF THE ORGANIZATIONAL CAPACITY FOR CHANGE AND FIRM PERFORMANCE: AN EMPIRICAL ANALYSIS OF LARGE GERMAN FAMILY FIRMS (DEMIAN WILHELM, TILL TALAULICAR)
Discussant: Dieter Gutschi

TOP MANAGEMENT TEAM QUALITY AS A CRITERION FOR ACQUISITION TARGET SELECTION (JÖRN BLOCK, MATTHIAS BRAUER, SILVIA MOYSES-SCHINGRUBER, ALEXANDRA MORITZ)
Discussant: Till Talaulicar

FUNCTIONAL BACKGROUND AS A DETERMINANT OF DIVESTURE’S MODES AND FIRMS’ OUTCOMES: THE CASE OF FRENCH SMES. (NADJET SAFSAF, ISABELLE ROYER, FRÉDÉRIC PERDREAU)
Discussant: Jörn Block

17:00 – 17:30 Walk to St. Stephen’s Cathedral (“Dom”)

17:45 – 18:45 Guided Organ-Tour including short concert – St. Stephens Cathedral

Claudia Seibold

19:00 – 22:45 Reception and Dinner aboard the MS Sunliner – Dock No. 8 (walking distance from the Cathedral)
Note that we will take a small cruise up to the Austrian part of the Blue Danube so please take into account that you cannot leave the boat early.

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**Friday, June 7th**

8:30 – 8:45  **Coffee**

8:45 – 9:00  **Opening words – Room 017**

“Ten-year anniversary of the workshop – A decade of working together in developing TMT and business strategy research”

*Alejandro Escrivá-Esteve* (University of Valencia)

9:00 – 10:00  **Panel Discussion – Room 017**

“Increasing our Impact: Strategic Leadership Theory for a De-Stabilizing World”

*Tine Buyl* (Tilburg University)
*Albrecht Enders* (IMD)
*Donald Hambrick* (The Pennsylvania State University)
*Bolko von Oetinger* (BMW Foundation Herbert Quandt)
Moderation: *Andreas König* (University of Passau)

10:00 - 10:15  **Coffee break**

10:15 – 12:15  **Parallel sessions 3**

3.1. **Strategic Leadership: Literature and Conceptual Advances** (Chair: Christophe Boone – Room 017)

- REVIEWING 30 YEARS OF RESEARCH ON TENURE HETEROGENEITY IN TMTS (Kerstin Fehre, Theresa Kaiser)
  Discussant: Alejandro Escrivá-Esteve
- STRATEGIC LEADERSHIP IN A DIGITALIZED WORLD: THE ROBOT AS A STRATEGIC SERVANT LEADER? (Jan Gunter Langhof, Stefan Gündenberg)
  Discussant: Kerstin Fehre
- THE INFLUENCE OF UPPER ECHELONS THEORY IN STRATEGIC MANAGEMENT RESEARCH (José Fernando López Muñoz, Alejandro Escrivá Esteve)
  Discussant: Jan Gunter Langhof

3.2. **Unethical Behavior** (Chair: Alexander Alexiev – Room 002)

- MOTIVATED TO CHEAT? THE IMPACT OF CEO REGULATORY FOCUS, INCENTIVE COMPENSATION, AND FIRM PERFORMANCE ON FINANCIAL MISREPRESENTATION (Max Braun, Thomas Mellewigt)
  Discussant: Rasmus Pichler
- THE MORE, THE MERRIER? THE EFFECT OF GRAFTING EXPORT KNOWLEDGE IN EXPORTING FIRMS (Elieane Choquette, Miriam Flickinger, Ingo Kleindeinst)
  Discussant: Max Braun
- NO MATTER WHAT IT TAKES: THE INFLUENCE OF FIRMS’ AND CEOS’ GOAL ATTAINMENT ON CORPORATE FRAUD (Moritz Hagen, Sebastian Junge, Christina Wittmann)
  Discussant: Eliane Choquette
THE IMPORTANCE OF CEO VALUES FOR EXPLAINING FINANCIAL FRAUD (RASMUS PICHLER, SUCHETA NADKARNI, JENNY CHU) 
Discussant: Moritz Hagen

3.3. **TMT Composition and Executive Turnover** (Chair: Till Talaulicar – Room 001)

A RELATIONAL PERSPECTIVE ON CEO TURNOVER: HOW CEO EXTRAVERSION AND INTERPERSONAL DYNAMICS AFFECT TARGET CEOs TO STAY OR LEAVE FOLLOWING ACQUISITIONS (STEVO PAVICEVIC, TACO H. REUS, ERIK M. ROELOFSEN) 
Discussant: Ayse Karaevli

TO DISMISS OR NOT TO DISMISS? EXAMINING BOARD POLITICAL IDEOLOGY AND THE FIRM PERFORMANCE-CEO DISMISSAL RELATIONSHIP (SHARA DARR, MIRKO BENISCHKE, JATINDER SIDHU, HENK VOLBERDA) 
Discussant: Stevo Pavicevic

CEO DIVORCE AND TOP MANAGEMENT TEAM APPOINTMENTS (MARIANO HEYDEN, MARKO REIMER, SEBASTIAAN VAN DOORN) 
Discussant: Shara Darr

WHEN DO CFOS INFLUENCE OUTSIDER CEO TURNOVER? (AYSE KARAEVLI, SERDEN OZCAN, ABDULLAH UNAL, BURCIN YURTOGLU) 
Discussant: Mariano Heyden

12:15 – 13:30 **Lunch** – Foyer ITZ (Catering)

13:30 – 15:30 **Parallel sessions 4**

4.1. **Temporal Aspects of Strategic Leadership** (Chair: Alejandro Escribá-Esteve – Room 017)

MANAGERIAL DISCRETION AS A TIME VARYING CONSTRUCT AND ITS ROLE IN CHANGING THE EFFECT OF CEO ON FIRM PERFORMANCE (MOUSTAFA HAJ YOUSSEF, MEI YU) 
Discussant: Maximilian Weis

TIME WILL TELL: PERFORMANCE FEEDBACK, CEO TEMPORAL FOCUS, AND ORGANIZATIONAL TIME HORIZON (BUYL TINE) 
Discussant: Moustafa Haj Youssef

AS TIME GOES BY—A TIME-DYNAMIC PERSPECTIVE ON MANAGERIAL DISCRETION (KERSTIN FEHRE, HENNING BEHR) 
Discussant: Tine Buyl

THE GREAT TEMPORAL DIVIDE: THE STRATEGIC IMPLICATIONS OF TOP MANAGEMENT TEAM TEMPORAL FOCUS FAULTLINES (SHI TANG, SUCHETA NADKARNI, SHERRY THATCHER, ANDREAS RICHTER, STEPHEN ZHANG, ASGHAR AFSHAR JAHANSHAHI) 
Discussant: Kerstin Fehre

GO SHORT, GO LONG – ALL WRONG? LINKING CEO AND TMT TEMPORAL ORIENTATION (MAXIMILIAN WEIS, PATRICIA KLARNER) 
Discussant: Shi Tang

4.2. **Boards of Directors** (Chair: Marko Reimer – Room 002)

THE INTERACTION BETWEEN TOP MANAGEMENT TEAM MEMBERS AND BOARD OF DIRECTORS IN DYNAMIC CAPABILITY DEPLOYMENT (KIM HUYNH, RALF WILDEN, SIEGFRIED GUDERGAN) 
Discussant: Dimitrios Georgakakis

TOWARDS A COMPREHENSIVE BOARD-LEVEL PERSPECTIVE OF UPPER ECHELONS THEORY (CHRISTOPHER KURZHALS, LORENZ GRAF-VLACHY, ANDREAS KÖNIG) 
Discussant: Kim Huynh
4.3. **Sustainability and CSR** (Chair: Sebastian Junge – Room 001)

KNOWLEDGE AS A MODERATOR OF THE RELATIONSHIP BETWEEN ENVIRONMENTAL CSR AND FINANCIAL PERFORMANCE (HÜSEYIN DOLUCA, ANNA-LENA HOFFMANN, TILL TALAULICAR, MARCUS WAGNER)

Discussant: Dodo zu Knyphausen-Aufseß

LOOKING AT THE DARKER SIDE OF THE MIRROR: CEO NARCISSISM AND CORPORATE SOCIAL IRRESPONSIBILITY (MARTA RIERA, MARIA IBORRA)

Discussant: Till Talaulicar

CORPORATE LEADERS’ VALUES AND THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT: THE EFFECT OF SOCIAL CLASS AND POLITICAL ORIENTATION OF DUTCH BOARD DIRECTORS ON PREFERENCES REGARDING THE SUSTAINABLE DEVELOPMENT GOALS (LISANNE JULIETTE VETER, HARRY COMMANDEUR, JATINDER SIDHU, HENK VOLBERDA)

Discussant: Marta Riera

CAN “SERVANT LEADERSHIP” RESOLVE THE CSR AND SUSTAINABILITY CRISIS?

(DODO ZU KNYPHAUSEN-AUFSEß)

Discussant: Lisanne Juliette Veter

15:30 – 16:00 **Closing words**
APPENDIX: Guidelines for Authors, Discussants and Chairs

Authors

… upload a full paper (or extended abstract) well before the workshop via http://www.eiasm.org

… come to the room about 10 minutes before the session starts.

… bring their presentation on a USB memory stick

… keep their presentation at about 15-20 minutes maximum, to maintain sufficient time for questions, discussion and feedback

… act as a discussant for one of the other papers in the session

Discussants

… read the paper in advance and prepare comments and feedback (note that a PowerPoint is NOT required!)

… are the first to present their feedback and ask questions after the author’s presentation.

… provide constructive feedback by, for instance, pointing out similarities and differences between papers or helping to the further development of the paper by asking critical but constructive questions.

Chairs

… read all papers to be presented in the session in advance.

… ensure that the session starts and ends on time, and enforce time limits on the presenters and discussants.

… introduce each author and their papers.

… ensure that the Q&A part runs smoothly.