

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 5<sup>th</sup>

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

Thursday, June 6<sup>th</sup>

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 Gutsch*

TOP MANAGEMENT TEAM QUALITY AS A CRITERION FOR ACQUISITION TARGET SELECTION (JÖRN BLOCK, MATTHIAS BRAUER, SILVIA MOYSES-SCHEINGRUBER, 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

Friday, June 7<sup>th</sup>

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 Escribá-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 Escribá-Esteve*

STRATEGIC LEADERSHIP IN A DIGITALIZED WORLD: THE ROBOT AS A STRATEGIC SERVANT LEADER? (JAN GUNTER LANGHOF, STEFAN GÜLDENBERG)

*Discussant: Kerstin Fehre*

THE INFLUENCE OF UPPER ECHELONS THEORY IN STRATEGIC MANAGEMENT RESEARCH (JOSÉ FERNANDO LÓPEZ MUÑOZ, ALEJANDRO ESCRIBÁ 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 (ELIANE 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 JAHANSHAH)

*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*

BOARD OF DIRECTORS' (BODS) EFFECTIVENESS, LEADERSHIP, AND FIRM OUTCOME  
(NURIT NAHUM, ABRAHAM CARMELI)

*Discussant: Christopher Kurzhals*

GOLDEN TIES: INTRA-INDUSTRY BOARD INTERLOCKS AND THE SURVIVAL OF SWISS  
PRIVATE BANKS (EMMANUELLE REUTER, TOMI LAAMANEN, DIMITRIOS  
GEORGAKAKSIS, ALBERT CANNELLA)

*Discussant: Nurit Nahum*

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**

### **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.