
TRACK 19. **Top Management Teams & Business Elites**

Abstract:

Business elites and top management teams (TMTs) are among the most influential actors at both firm and society level. Previous research on TMTs and business elites has consistently tried to establish relationships between corporate actors and corporate financial performance, or other firm-level outcomes such as corporate strategic choices. This popular area of research has been thoroughly informed by upper-echelon theory (Hambrick and Mason, 1984), which has accumulated from a variety of management disciplines. At the heart of this research is the extent to which top managers exert a significant influence on firm outcomes, and which of the leaders' characteristics are the most promising to predict this influence. Scholars have focused their attention on corporate leaders at various levels, including individual executives (CEOs), top management teams (TMTs), and other business elites. Despite the large amount of existing research, its results are pronouncedly mixed in their conclusions, and upper echelons research is still plenty of opportunities for further development.

Adding to our experience on previous EURAM Conferences, this track aims to build a platform for discussion of issues related to different aspects of upper echelons at micro and macro levels. Specifically, we seek to encourage discussion regarding the antecedents, processes, dynamics, intervening mechanisms and consequences of the formation, composition and behavior of top management teams and business elites. We welcome papers investigating:

- Effects and antecedents of TMT and Business Elites characteristics, including demographic, personal, psychological, motivational and cognitive bases,
- Dynamics and behavior of upper echelons, considering antecedents and effects of changes, executive turnover, selection, formation and succession processes,
- Interactions of top leaders and other executives and stakeholders, including power and influence relationships, as well as collaborative, complementary or supplementary roles,
- Multilevel perspectives considering how individual level mechanisms are transferred to the team level of analysis, or how team level mechanisms help to explain the way that individual characteristics lead to higher level outcomes.

We are particularly interested in understanding the mechanisms behind the antecedents and outcomes of business elites and TMTs from a multidisciplinary point of view, combining a variety of theoretical and methodological perspectives. In this sense, we encourage

submissions of innovative papers from a variety of areas (strategy, entrepreneurship, organization behavior, sociology, psychology...) that develop new concepts and theories, with conceptual, quantitative or qualitative approaches.

Keywords: Business elites, top management teams, upper echelons, CEO

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Call for Papers

The deadline for the submission of full papers is **17 January 2012 2:00 p.m. Brussels time**.

Below is a set of guidelines and formatting instructions to help you prepare and submit your paper.

Please note, you may be listed as an author or co-author on up to 3 submitted papers for the whole EURAM conference.

Please read them carefully prior to submitting:

1. Each paper can only be submitted to ONE track
2. Submitted papers must NOT have been previously presented, published, accepted for publication, and if under review, must NOT appear in print before EURAM 2011 Conference.
3. **To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements, from the text. (Any submissions with author information will be automatically DELETED).**
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, and actual paper can occur AFTER the submission deadline.
9. Check that the PDF File of your paper prints correctly (i.e. all imported figures and tables are there), and ensure that the file is virus-free.
10. Submissions will be done on-line on the EURAM 2012 Website (<http://www.euram2012.nl/submission>).
11. Only submissions in English shall be accepted for review.

NOTE: In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference.