**PROGRAMME**

***6TH EIASM WORKSHOP ON TOP MANAGEMENT TEAMS AND BUSINESS STRATEGY***

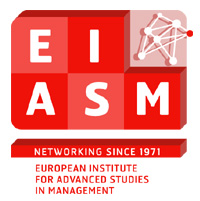
**RECONSIDERING THE CONFIGURATION OF TMTs:**

**CEOs, EXECUTIVES, AND OTHER PRINCIPAL DECISION-MAKERS**

ANTWERP, MARCH 26-27, 2015

University of Antwerp

Grauwzusters Cloister, Lange St-Annastraat 7, 2000 Antwerpen

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**Wednesday, March 25th**

17:00 – 18:30 **Informal get-together and reception –** *“Papa Jos”, Blindestraat 39, 2000 Antwerpen*

18:30 – … **MAS (Museum Aan de Stroom) –** *Hanzestedenplaats 1, 2000 Antwerpen*

From the get-together place it is a very nice walk to the MAS (“Museum at the Riverside”), also passing the beautiful main building of the University of Antwerp. After admiring the panoramic views of Antwerp from the rooftop terrace of the MAS (that can be accessed without visiting the actual museum), you can have dinner in one of the many restaurants in this neighbourhood (at your own expenses).

**Thursday, March 26th**

8:30 – 9:00 **Registration and coffee** – *Patio*

9:00 – 9:15 **Opening words** – *Graduation hall*

9:15 – 10:45 **Keynote 1** – *Graduation hall*

***Theresa S. Cho*** *(Seoul National University Business School)*

Top Management Teams and the Strategic Process:

The Cognitive Perspective

10:45 – 11:00 **Coffee break** – *Patio*

11:00 – 12:30 **Parallel session 1**

***1.1 The impact of environmental conditions and crisis*** *– Graduation hall*

*Chair: Marko Reimer*

Staying stable in turbulent environments – The impact of top management team diversity on organizational resilience

*Georg Wernicke, Heike Mensi-Klarbach*

CEO narcissism, external conditions, and reactions to performance feedback: A study in the U.S. commercial banking industry, 2006-2011

*Tine Buyl, Christophe Boone*

Stone cold or piping hot? How CEOs’ susceptibility to emotions impacts organizational response to crisis

*Maria Lembeck, Stephanie Smolka, Lorenz Graf-Vlachy, Andreas König*

***1.2 Outcomes of TMT diversity*** *– Chapel*

*Chair: Walter Hendriks*

Team tenure effects of top management team performance

*Jukka Tapio, Jukka Pellinen, Aila Virtanen*

Gender perspective on top management teams’ dynamics: The Israeli case

*Helena Desivilya Syna, Michal Palgi*

The impact of top management team diversity on employer attractiveness – An upper echelons perspective on the “race for talent”

*Tobias Dauth, Fabienne Gaberle, Winfried Ruigrok, Dimitrios Georgakakis, Stefan Schmid, Frederick Altfeld*

12:30 – 14:00 **Lunch** – *Patio*

14:00 – 16:00 **Parallel session 2**

***2.1 CEO knowledge base and cognition –*** *Graduation hall*

*Chair: Mariano Heyden*

CAN CEOS RUN BIOTECH FIRMS AND NOT UNDERSTAND BIOTECHNOLOGY?

*Jan Rosier, Antonio Garzon-Vico, Keith Goffin*

CLIMBING THE RANKS: DOES INTERNATIONAL EXPERIENCE VARIETY ACCELERATE OR DELAY EXECUTIVES’ TIME TO THE TOP?

*Dimitrios Georgakakis, Tobias Dauth, Winfried Ruigrok*

MANAGERIAL PERCEPTIONS ABOUT RELATIVE PERFORMANCE. ANTECEDENTS AND EFFECTS OF COMPLACENCY IN STRATEGIC DECISION MAKING

*Jorge Villagrasa, Alejandro Escribá-Esteve, Esther Sánchez-Peinado*

***2.2 Upper echelons in entrepreneurial and technology-based firms*** *– Chapel*

*Chair: Alexander Alexiev*

THE INFLUENCE OF ENTREPRENEURIAL ORIENTATION ON ACADEMIC SPIN-OFFS’ PERFORMANCE

*Juan Pablo Duanez Gonzalez, Carmen Carmelo-Ordaz, Mariluz Fernandez-Alles*

ORGANIZATIONAL STRUCTURE OF THE TOP MANAGEMENT TEAM IN HIGH-TECH ENTREPRENEURIAL VENTURES

*Beatrice Matassini, Evila Piva, Cristina Rossi Lamastra*

EVOLUTION OF ENTREPRENEURIAL TEAMS: EXPLORATION OF TEAM DYNAMICS AND KNOWLEDGE DIVERSIFICATION IN UNIVERSITY-BASED SPIN-OFFS

*Tatiana Zabara, Christophe Boone, Arjen van Witteloostuijn*

“NON-HIERARCHICAL” TMTS, CO-LEADERSHIP AND PERFORMANCE IN SMALL TECHNOLOGY BASED FIRMS

*Daniel Pittino*

16:00 – 16:30 **Coffee break** – *Patio*

16:30 – 18:00 **Plenary session 1** – *Graduation hall*

***Workshop theme: The configuration of the dominant coalition***

*Chair: Tobias Dauth*

SYNTHESIZING MODELS OF DOMINANT COALITIONS IN UPPER ECHELONS RESEARCH

*Mariano Heyden, Marko Reimer, Dimitrios Georgakakis, Tine Buyl*

EXPLORING ORGANIZATIONAL CONFIGURATIONS AT THE LEVEL OF TOP MANAGEMENT TEAM: A CONTINGENCY ANALYSIS

*Paolo Rovelli, Emilio Bartezzaghi, Raffaella Cagliano, Massimo, G. Colombo, Annachiara Longoni, Cristina Rossi Lamastra, Gianluca Spina*

THE ROLE OF BOARDS IN CEO SUCCESSION PROCESSES: A BEHAVIORAL THEORY OF THE FIRM PERSPECTIVE

*Axel Walther, Michèle Morner, Andrea Calabro*

19:30 – … **Dinner** – *“Zuiderterras”, Ernest Van Dijckkaai 37, 2000 Antwerpen*

For those who are interested, we walk together from the workshop venue (Grauwzusters Cloister, Lange St-Annastraat 7) to the restaurant, passing some nice places in Antwerp. We depart at 18:45. Alternatively, you can come to the restaurant on your own.

**Friday, March 27th**

8:30 – 9:00 **Coffee** – *Patio*

9:00 – 10:30 **Keynote 2** – *Graduation hall*

***Abraham Carmeli*** *(Tel Aviv University)*

On the Upper Echelon in The Organization:

Top Management Teams' Dynamics: Antecedents and Implications

10:30 – 10:45 **Coffee break** – *Patio*

10:45 – 12:45 **Parallel session 3**

***3.1 CEOs’ and boards’ internal and external networks –*** *Graduation hall*

*Chair: Dimitrios Georgakakis*

LEADERSHIP SUCCESSION AND SOCIALIZATION: A CONCEPTUAL FRAMEWORK

*Koen Van Bergen, Walter Hendriks, Frank Lambrechts, Woody Van Olffen*

CEO RETIREMENT EVENTS AND ENTREPRENEURIAL ORIENTATION: HOW TMT FEMALE REPRESENTATION REDUCES THE CAREER HORIZON PROBLEM

*Sebastiaan Van Doorn, Mariano Heyden, Marko Reimer*

I LIKE WHAT I SEE: CEO OUTSIDE DIRECTORSHIP AND STRATEGIC IMITATION IN R&D INVESTMENT

*Wonyong Oh, Vincent L. Baker III*

EXPLAINING FLOWS OF BOARD TALENT WITHIN EUROPEAN BOARDS: THE ROLE OF COLONIAL TIES, RECENT TRADE PATTERNS AND CROSS-BORDER M&A ACTIVITIES

*Kees Van Veen, Padma Rao Sahib*

***3.2 Family and founder-controlled firms*** *– Chapel*

*Chair: Georg Wernicke*

FAMILY CHARACTER, TMT AND AMBIDEXTERITY IN SMES: THE MODERATOR ROLE OF FAMILY DIVERSITY

*Maria Iborra, Consuelo Dolz, Vicente Safon*

THE ROLE OF FAMILY INVOLVEMENT AND TOP MANAGEMENT TEAM DIVERSITY ON INNOVATION – A STUDY OF GERMAN FAMILY BUSINESSES

*Linda Lehner*

BLOOD IS THICKER: TOP MANAGEMENT TEAM NEPOTISM AND FIRM GROWTH IN A TRANSITION ECONOMY

*Peder Greve, Winfried Ruigrok, Filipi Gjergji*

MANAGERIAL DISCRETION IN THE FOUNDERS’ CONTROLLED COMPANIES. AN EMPIRICAL INVESTIGATION ON THE ITALIAN AND POLISH CONTEXT

*Alessandra Rigolini, Maria Aluchna, Silvio Bianchi Martini, Antonio Corvino*

12:45 – 14:00 **Lunch** – *Patio*

14:00 – 16:00 **Plenary session 2** – *Graduation hall*

***Workshop theme: Interrelations between TMTs, boards, and other decision-makers***

*Chair: Tine Buyl*

MANAGERIAL DISCRETION: THE MISSING LINK BETWEEN GOVERNANCE AND STRATEGY

*Yuliya Ponomareva, Timurs Umans*

TMT HETEROGENEITY AND STRATEGIC DECISION QUALITY: THE MEDIATING ROLE OF INFORMATION EXCHANGE BETWEEN TOP MANAGEMENT AND MIDDLE MANAGEMENT

*Marko Reimer, Sigrid Gschmack, Utz Schäffer*

ITS COMPOSITION IS NOT ITS DESTINY. ACHIEVING TMT BEHAVIORAL INTEGRATION THROUGH COOPERATIVE LEARNING

*Maria Iborra*

THE CO-EVOLUTION OF CEO AND TMT DYNAMIC MANAGERIAL CAPABILITIES AND FIRM DOMINANT LOGIC

*Alexander Alexiev, Gerben Vlasveld, Xavier Castaner*

16:00 – 16:15 **Closing words** – *Graduation hall*

16:15 – 18:00: **Beer and wine reception** – *Patio*