

# The Handbook Of Research On Top Management Teams

Handbook of Top Management Teams The Handbook of Research on Top Management Teams Top Management Teams Top Management Teams Career Advancement in Japanese Top Management Teams The Handbook of Research on Top Management Teams Strategic Leadership School Management Teams Executive Succession, Top Management Team Consolidation, and Corporate Strategic Redirection The International Composition of Top Management Teams Management Teams What Do Top Management Teams Do? Top Management Top Management Succession as a Determinant of Firm Performance and De-escalation Top-management Staffing Challenges Strategic Management Management Teams Top Managers' Beliefs about Their Industry's Structure Journal of Management Strategic Business Alliances F. Bournois Mason Andrew Carpenter Anneloes M. L. Raes Annaloes M.L. Raes Allan William Bird Mason Andrew Carpenter Sydney Finkelstein Kenneth A. Erickson Margarethe F. Wiersema Johannes Tasler R Meredith Belbin Michael A. Roberto Bernard Taylor William Stephens Hesterly Ruth G. Shaeffer Michael A. Hitt R. M. Belbin Gerard Michael McNamara Southern Management Association (Lubbock, Tex.) Keith W. Glaister

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questions of company governance have been examined over the years but this has generally been in areas concerning shareholders meanwhile the management team and board of directors remain comparatively unexplored this book has been written to provide a way into this relatively unknown world of executive

committees

this handbook presents original research and theory on executives top management teams and boards of directors and illustrates the vital importance of this field of study top management teams are responsible for the strategic choices and major decisions in organizations these organizations are a reflection of the members that make up their strategic management the roles top management play and the impact they have are clearly visible in firms around the world both large and small the international group of authors that comprise this volume address questions central to the field of strategy and strategic leadership they review the determinants of top management team composition their social networks and executive dismissal the psychological and personality profiles of top executives the methodologies relevant to the study of top teams and the roles of top executives in cross business unit collaboration competitive behavior and strategic entrepreneurship each chapter presents path breaking research and provides a roadmap for new research avenues and agendas professors students and researchers in the area of strategy management and strategic leadership will find this book an invaluable resource

this book provides an overview of the organizational mechanisms of tmt impact when having finished this book readers will know how a tmt exerts influence and have more insight in how to make tmts more effective in their organizations insight into the ways in which tmts influence their organizations can benefit practicing top managers as well as non executive directors consultants team coaches etc it may help them in establishing early indicators of organizational performance selecting new tmt members diagnosing dysfunctional tmt behavior and assessing the tmt s interaction with middle managers therefore i expect this book to be interesting for a wide audience of practitioners and researchers

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this book integrates and assesses the vast and rapidly growing literature on strategic leadership which is the study of top executives and their effects on organizations the authors synthesize what is known about strategic leadership and indicate new research directions the book is meant primarily for scholars who strive to assess and understand the phenomena of strategic leadership it offers a considerable foundation on which professionals involved in executive search compensation appraisal and staffing as well as board members who evaluate executive performance and potential might build their tools and perspectives

meredith belbin s work on teams has become part of everyday language in organizations all over the world all kinds of teams and team behaviours are covered at the end of the book is a self perception inventory so that readers can match their own personalities to particular team roles management teams is required reading for managers concerned with achieving results by getting the best from their key personnel

this study explores the nature of the collective work performed by top management teams the findings indicate that the top management team performs a variety of monitoring and control functions within most firms but that a single team with stable composition does not make strategic choices in most organizations instead different groups with members from multiple organizational levels form to make various strategic decisions a stable subset of the top forms the core of each of these multiple decision making bodies the findings offers a possible explanation for inconsistent findings in the top management team literature and suggest several new directions for future senior team research

comprehensive study of the role of top management in contemporary business organization comprises a profile of the executive manager in developed countries his educational level social status skills job requirements programme planning and decision making activities and discusses computerization management information systems investment policies innovation multinational enterprise strategy and the social role of business flow charts references and statistical tables

this text explains how firms achieve strategic competitiveness emphasizing integration of resources and capabilities to obtain a sustained competitive advantage the text integrates the resource based view of the firm with the more traditional model

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the book also explores the emerging issue of learning in strategic alliances as well as the sensitive question of cultural differences in the mix of factors that surround the complexities of modern international joint ventures empirical evidence examined by the authors suggests that learning and cultural differences are vital elements in the operation and performance of these ventures

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