

[5]

[6]

[7]

[8]

2, 2007, pp. 334-343.



Job: Books Conferences News About Us Home Journals Home > Journal > Business & Economics > IB Open Special Issues Indexing View Papers Aims & Scope Editorial Board Guideline Article Processing Charges Published Special Issues IB> Vol.2 No.3, September 2010 • Special Issues Guideline OPEN ACCESS **IB** Subscription Power Perspective: A New Framework for Top Management Team Theory Most popular papers in IB PDF (Size: 200KB) PP. 274-281 DOI: 10.4236/ib.2010.23035 About IB News Author(s) Yueming Chen, Yuhui Ge, Zhiqiang Song Frequently Asked Questions **ABSTRACT** Top management team theory (TMTT) has been researching on the relationship between top management Recommend to Peers team (TMT) and organization outcome through demographic characteristic and its heterogeneity. As the researcher failed to solve the "black box" problem, they get no consistent findings. Power perspective of Recommend to Library TMTT will help out of the research predicament, so to focus on combing and assessing the TMT power, demographic characteristic based TMTT research and TMT team process. Based on the early research works, Contact Us new research framework of power-based TMTT and future research suggestions are proposed. **KEYWORDS** Downloads: 160,547 Top Management Team, Power, Framework Visits: 313,483 Cite this paper Y. Chen, Y. Ge and Z. Song, "Power Perspective: A New Framework for Top Management Team Theory," iBusiness, Vol. 2 No. 3, 2010, pp. 274-281. doi: 10.4236/ib.2010.23035. Sponsors >> References International Conference on D. C. Hambrick and P. A. Mason, "Upper Echelons: The Organization as a Reflection of its Top Management and Service Science Managers," The Academy of Management Review, Vol. 9, No. 2, 1984, pp. 193-206. (MASS 2013) P. Greve, S. Nielsen and W. Ruigrok, "Transcending Borders with International Top Management [2] The 4th Conference on Web Base Teams: A Study of European Financial Multinational Corporations," European Management Journal, Business Management (WBM 201 Vol. 27, No. 3, 2009, pp. 213-224. S. Nielsen, " Why do Top Management Teams Look the Way They Do? A Multilevel Exploration of the [3] Antecedents of TMT Heterogeneity," Strategic Organization, Vol. 7, No. 3, 2009, pp. 277-305. [4] C. Boone and W. Hendriks, "Top Management Team Diversity and Firm Performance: Moderators of Functional-Background and Locus-of-Control Diversity," Management Science, Vol. 55, No. 2, 2009, pp. 165-180.

Management Team Heterogeneity Research," Journal of Management, Vol. 25, No. 6, 1999, pp. 935-953.

A. Carmeli and M. Y. Halevi, " How Top Management Team Behavioral Integration and Behavioral

Complexity Enable Organizational Ambidexterity: The Moderating Role of Contextual Ambidexterity,"

D. C. Hambrick, "Upper Echelons Theory: An Update," Academy of Management Review, Vol. 32, No.

M. A. Carpenter, M. A. Geletkanycz and W. G. Sanders, "Upper Echelons Research Revisited: Antecedents, Elements, and Consequences of Top Management Team Composition," Journal of

R. L. Priem, D. W. Lyon and G. G. Dess, "Inherent Limitations of Demographic Proxies in Top

The Leadership Quarterly, Vol. 20, No. 2, 2009, pp. 207-218.

Management, Vol. 30, No. 6, 2004, pp. 749-778.

[9] M. A. Carpenter, "The Implications of Strategy and Social Context for the Relationship between Top

- Management Team Heterogeneity and Firm Performance," Strategic Management Journal, Vol. 23, No. 3, 2002, pp. 275-284.
- [10] B. J. Olson, S. Parayitam and N. W. Twigg, "Mediating Role of Strategic Choice between Top Management Team Diversity and Firm Performance: Upper Echelons Theory Revisited," Journal of Business & Management, Vol. 12, No. 2, 2006, pp. 111-126.
- [11] D. Naranjo-Gil, F. Hartmann and V. S. Maas, "Top Management Team Heterogeneity, Strategic Change and Operational Performance," British Journal of Management, Vol. 19, No. 3, 2008, pp. 222-234.
- [12] B. S. Lawrence, "The Black Box of Organizational Demography," Organization Science, Vol. 8, No. 1, 1997, pp. 1-22.
- [13] C. T. West Jr. and C. R. Schwenk, "Top Management Team Strategic Consensus, Demographic Homogeneity and Firm Performance: A Report of Resounding Nonfindings," Strategic Management Journal, Vol. 17, No. 7, 1996, pp. 571-576.
- [14] M. D. Ensley, A. Pearson and C. L. Pearce, "Top Management Team Process, Shared Leadership, and New Venture Performance: A Theoretical Model and Research Agenda," Human Resource Management Review, Vol. 13, No. 2, 2003, pp. 329-346.
- [15] M. D. Ensley and K. M. Hmieleski, "A Comparative Study of New Venture Top Management Team Composition, Dynamics and Performance between University- Based and Independent Start-Ups," Research Policy, Vol. 34, No. 7, 2005, pp. 1091-1105.
- [16] J. Li and D. C. Hambrick, "Factional Groups: A New Vantage on Demographic Faultlines, Conflict, and Disintegration in Work Teams," Academy of Management Journal, Vol. 48, No. 5, 2005, pp. 794-813.
- [17] J. Haleblian and S. Finkelstein, "Top Management Team Size, CEO Dominance, and Firm Performance: The Moderating Roles of Environmental Turbulence and Discretion," The Academy of Management Journal, Vol. 36, No. 4, 1993, pp. 844-863.
- [18] E. H. Offstein, G. Harrell-Cook and A. Tootoonchi, "Top Management Team Discretion and Impact: Drivers of a Firm's Competitiveness," Competitiveness Review, Vol. 15, No. 2, 2005, pp. 82-91.
- [19] R. S. Peterson, D. B. Smith, P. V. Martorana and P. D. Owens, "The Impact of Chief Executive Officer Personality on Top Management Team Dynamics: One Mechanism by Which Leadership Affects Organizational Performance," Journal of Applied Psychology, Vol. 88, No. 8, 2003, pp. 795-808.
- [20] T. Hutzschenreuter and I. Kleindienst, "Strategy-Process Research: What Have We Learned and What is Still to Be Explored," Journal of Management, Vol. 32, No. 5, 2006, pp. 673-720.
- [21] L. H. Pelled, K. M. Eisenhardt and K. R. Xin, "Exploring the Black Box: An Analysis of Work Group Diversity, Conflict, and Performance," Administrative Science Quarterly, Vol. 44, No. 1, 1999, pp. 1-28
- [22] K. G. Smith, K. A. Smith, J. D. Olian, H. P. Sims, D. P. O' Bannon and J. A. Scully, "Top Management Team Demography and Process: The Role of Social Integration and Communication," Administrative Science Quarterly, Vol. 39, No. 3, 1994, pp. 412-438.
- [23] A. Smith, S. M. Houghton, J. N. Hood and J. A. Ryman, "Power Relationships among Top Managers: Does Top Management Team Power Distribution Matter for Organizational Performance?" Journal of Business Research, Vol. 59, No. 5, 2006, pp. 622-629.
- [24] J. Child, "Organizational Structure, Environment, and Performance: The Role of Strategic Choice," Sociology, Vol. 6, No. 1, 1972, pp. 1-22.
- [25] P. Fleming and A. Spicer, "Beyond Power and Resistance: New Approaches to Organizational Politics," Management Communication Quarterly, Vol. 21, No. 3, 2008, pp. 301-309.
- [26] J. Pfeffer and C. T. Fong, "Building Organization Theory from First Principles: The Self-Enhancement Motive and Understanding Power and Influence," Organization Science, Vol. 16, No. 4, 2005, pp. 372-388.
- [27] H. Mitsuhashi and H. R. Greve, "Powerful and Free: Intraorganizational Power and the Dynamics of Corporate Strategy," Strategic Organization, Vol. 2, No. 2, 2004, pp. 107-132.
- [28] D. C. Hambrick, "Environment, Strategy, and Power within Top Management Teams," Administrative Science Quarterly, Vol. 26, No. 2, 1981, pp. 253-275.

[29] R. G. Rajan and L. Zingales, "Power in a Theory of the Firm," The Quarterly Journal of Economics, Vol. 113, No. 2, 1998, pp. 387-432.