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The Dark-Side Top Management Team Psychological Characteristics: Implications for Corporate Strategy and Strategic Decisions

Sebastian Schneck

This dissertation is comprised of five studies. Motivated by advances in Upper Echelons Theory and the influence of strategic leaders in practice, the five studies seek to examine the role of psychological characteristics of top management team (TMT) members on corporate strategy and strategic decisions.

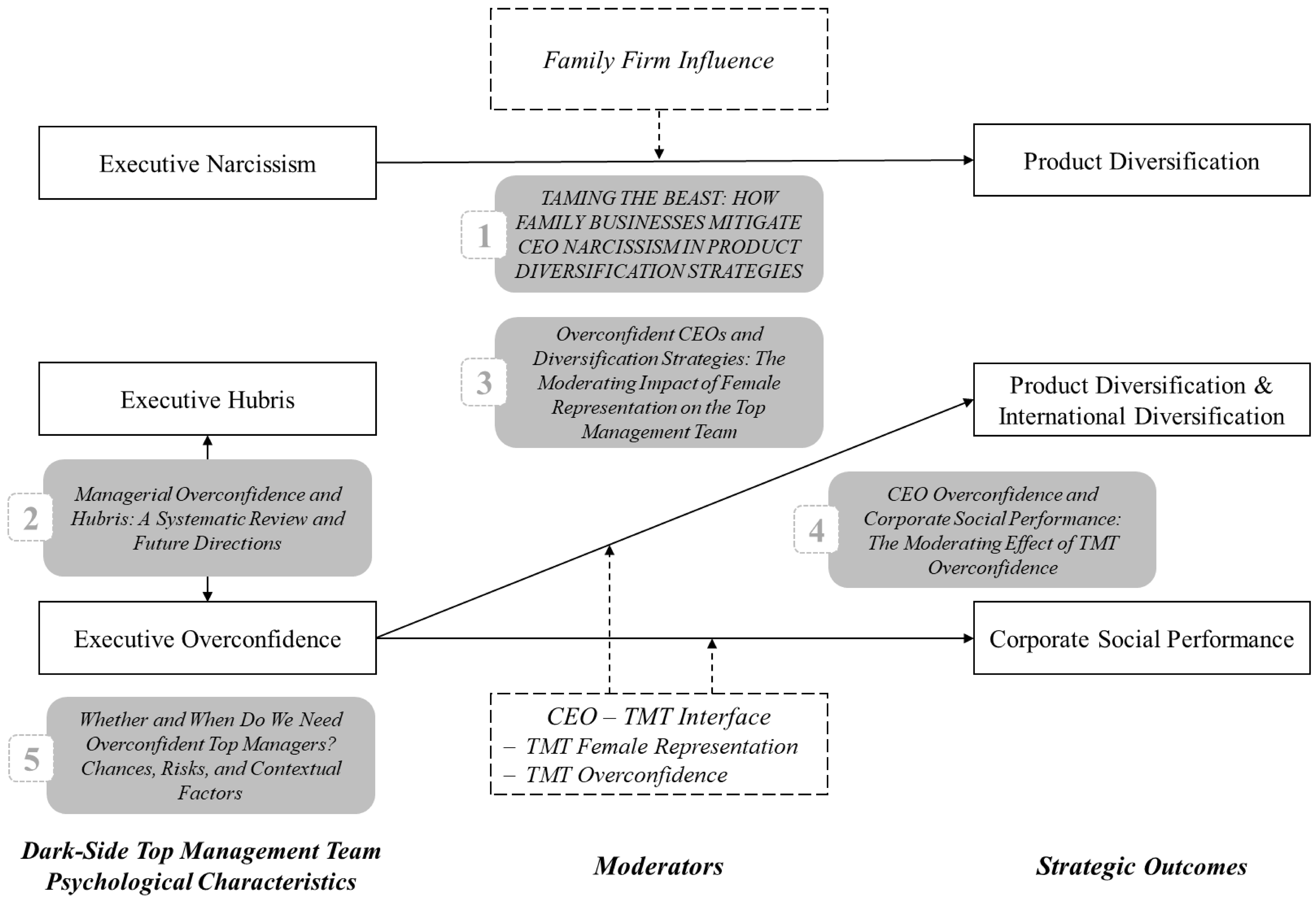

Figure 1. Overview of the identified research problems and studies of the dissertation.

Paper	Title	Authors	Sample and Data	Method
1	TAMING THE BEAST: HOW FAMILY BUSINESSES MITIGATE CEO NARCISSISM IN PRODUCT DIVERSIFICATION STRATEGIES	Strobl, A., Mayer, M., Hautz, J., Schneck, S., Matzler, K., & Stadler, C.	86 publicly listed German family firms on the CDAX from 2005 to 2009 n = 312 Data sources: hand-collected data, OSIRIS, OECD, Worldscope	Fixed-effects models; Heckman two-stage selection model
2	Managerial Overconfidence and Hubris: A Systematic Review and Future Directions	Schneck, S.	69 empirical studies published until November 2020 Data sources: EBSCO Host Business Source Premier, Web of Science, Google Scholar	Systematic literature review
3	Overconfident CEOs and Diversification Strategies: The Moderating Impact of Female Representation on the Top Management Team	Schneck, S., Mayer, M., Stadler, C., & Hautz, J.	196 S&P 500 firms from 1994 to 2009 n = 1,493 Data sources: ExecuComp, BoardEx, OECD, Worldscope	Fixed-effects models; Heckman two-stage selection model
4	CEO Overconfidence and Corporate Social Performance: The Moderating Effect of TMT Overconfidence	Schneck, S., & Nejadhossein Soudani, S.	198 S&P 500 firms from 2003 to 2017 n = 1,439 Data sources: ExecuComp, BoardEx, Thomson Reuters Asset4, OECD, Worldscope	Fixed-effects models; Heckman two-stage selection model
5	Whether and When Do We Need Overconfident Top Managers? Chances, Risks, and Contextual Factors	Schneck, S., & Hautz, J.	/	Practitioner oriented study

Table 1. Brief overview of the studies.