



Strategic Interest 02 – Corporate Governance (COGO)

<http://www.euram-online.org/annual-conference-2017.html>.

Dear EURAM members and friends,

With our theme **“Managing Knowledge: Making Knowledge Work”**, we invite you to participate in debate about how we can use and develop our knowledge better so that solving problems and dealing with issues can become more effective. We look forward to receiving your submissions.

ST 02_02 Board of Directors

Proponents:

Mariateresa Torchia, University Witten/Herdecke, Germany,
mariateresa.torchia@uni-wh.de

Brian Boyd, City University of Hong Kong bkboyd@cityu.edu.hk

Corinne Post, Lehigh University, Bethlehem, PA, corinne.post@lehigh.edu

Jonas Gabrielsson, Halmstad University, Sweden jonas.gabrielsson@hh.se

Description:

Over the last decades, the role of boards of directors and their influence on firm behaviour and firm outcome have been topic of debate. Research into board effectiveness may now be categorized under three streams: (1) economics/law approaches to board effectiveness, focusing on structures and incentives; (2) sociology/actual board behaviour approaches, focusing on board processes; and (3) social psychology approaches, focusing on cognition. Research spans a wide variety of units of analysis (firm, team, director) as well as methodologies (survey, archival, observational). Indeed, for the purpose of this topic, the effectiveness of boards is an important and growing research

stream. The composition of boards, , the processes in boards, and board task performance are considered key elements to effective boards. This topic seeks to understand what makes boards effective and to examine the relationships between board , structures, processes and effectiveness.

This topic seeks to contribute to these streams of research by inviting papers that examine boards of directors and their relationships with other governance institutions, such as the top management team or the works council, from either of the three abovementioned approaches, i.e., studies exploring the antecedents and consequences of board (non)involvement as well as analysing the dynamics, processes and structures in these corporate governance mechanisms.

Appropriate topics include, but are not limited, to:

- How do boards of directors function? How do the processes and dynamics affect board effectiveness and firm performance?
- What determines the balance of board tasks under various conditions? Are boards variously active under different ownership structures, or in different countries, and why is this?
- What is the influence of board composition on board and firm performance?
- What is the relationship between board and corporate strategy?
- How do boards of directors influence corporate culture?
- How do boards of directors influence corporate social responsibility?
- What is the role of institutional factors on boards composition and board dynamics?
- What do boards actually do? What is their real contribution? How and when are boards of directors or board members involved in their control, service and strategic roles? How do they combine the seemingly conflicting demands posed by these roles?
- How one can measure or ascertain board effectiveness?
- How can methodological advances enable us to ask better questions about board of directors and governance issues?

Publish:

To be announced at the conference.

For more information:

Contact the proponents above mentioned.

Submission Deadline: 10 January 2017 (2 pm Belgian time)

Authors Guidelines and Submission Deadline:

As an author, it is crucial to follow the guidelines and formatting instructions to prepare and submit your paper in order to have it published in proceedings.

ONE PRESENTING AUTHOR PER PAPER SUBMISSION

Each individual is limited to one personal appearance on the programme as a presenting author. This policy precludes acceptance of papers for more than one presentation. In other words, **an author can submit and present only one paper**. However, a presenter can always be a non-presenting co-author on additional papers.

Please read the instructions carefully prior to submitting:

1. Each paper can only be submitted to ONE track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before EURAM 2017 Conference.
3. To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements from the text, and document/file properties. (Any submissions with author information will be automatically DELETED; author information and acknowledgements are to be included in a SEPARATE document).
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, track and actual paper can occur AFTER the submission deadline.
9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free. Submissions will be done on-line on the EURAM 2017 website (open as of 1 December 2016: see <http://www.euram-online.org/annual-conference-2017.html>.)
10. Only submissions in English shall be accepted for review.
11. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference. A presenting author can only present one paper at the conference.