Top Executive's Types, Their Managerial Strengths and Weaknesses and Contingent Linkage between the Types and Firm's competitive Situations

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ABSTRACT

본 연구의 주제는 최고경영자의 경영스타일이 기업 경영에 매우 중요한 요소라는 점에서 출발한다. 왜냐하면 최고경영자는 기업의 가장 중요한 책임자이며 의사결정의 권력...
“What are the major factors influencing firm’s success?” Few top executives would disagree that such a question is at the core of ongoing management issues for running a firm. Thus they make a continuous managerial effort to find and analyze those factors influencing firm’s success. But it is not well recognized among top executives that the most critical factor to firm’s success, particularly in small business, lies in top executives themselves. When a business fails, most top executives try to identify the reasons in their employees’ misplaying or their bad luck. However, researchers maintain that top executives themselves are first responsible for such results in most cases.1) The reason is simple: because, the results often come from the consequence of major strategic decisions or the way of managing the firm’s, and such is the responsibility of the firm’s top executives.2) To be specific, top executives are the very people directly having major impacts on firm’s objectives, strategies and even firm’s structure. Their thoughts and their managerial values are reflected in the firm’s behaviors, which ultimately determine firm’s performance according to their goodness of fit with firm’s external environments.

Then, there could be one question among top executives, “What do we have to do?” This study suggests that first of all top executives have to know their managerial types and their managerial strenghts and weaknesses in running the firm. And second, they have to check if their managerial types are appropriately workable with firm’s current competitive situations. With these in mind, this study raised. That is, the primary purpose of this study is