

# A Summary of the Research on the Top Management Team of Colleges and Universities

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**Abstract:** The current academic research on top management teams (TMT) focuses on the characteristics of TMT, the relationship between TMT and organizational performance, and the relationship between TMT organizational strategy and organizational performance. The research on TMT in colleges and universities mainly focuses on the principal responsibility system under the leadership of the Party committee. As a team that formulates development strategies, conducting performance management and stakeholder management, involving top talent evaluation, and other issues management, standing in a forward-looking position. Team operation plays an important role in performance improvement. The top management team is important for colleges and universities. The growth of the team plays a positive role.

**Keywords:** Top Management Team; Colleges and Universities; Heterogeneity Top Managers.

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## 1. Top Management Team (TMT)

### 1.1 TMT features

Affected by the internal and external environment, TMT members will show different characteristics, which will affect the team's strategic decision-making and thus affect the organization's performance. In terms of the characteristics of TMT, TMT has homogeneity, which is manifested in the degree of aggregation of the mean; TMT also has differences, which is manifested in the degree of difference in individual numbers. These two characteristics are in the level of education, tenure and age of TMT members.

#### 1.1.1 Average education level of TMT members

In evaluating the skills and cognitive abilities of TMT members, the level of education can be a good assessment of this. The higher the average education level of TMT members, the higher the utility of TMT to obtain information, which plays an important role in formulating a reasonable development strategy for the organization. Studies have found that the higher the overall educational level of TMT members through the investigation of TMT in the banking and manufacturing industries, the greater the guarantee for the successful transformation of enterprises. The average educational level of a company's TMT will affect the performance of the company<sup>[1]</sup>.

#### 1.1.2 Average tenure of TMT members

Some studies believe that the relationship between TMT average tenure and organizational performance is a negative quadratic function, that is, when the average TMT tenure is within a certain number of years, it will help improve organizational performance, but when it exceeds a certain threshold, it will hinder or even reduce organizational performance. The longer the tenure of the organization members, the more they will be integrated into the organization. For the sake of ensuring the stability of themselves and the organization, they will reject the risks and changes of the organization. They are more inclined to choose conservative strategic decisions, which will cause the organization to make decisions. Relatively conservative, prefer a less risky strategic route; on the contrary, they prefer a diversified strategic route. Studies have confirmed that companies with shorter TMT tenure are more willing to carry out innovative

explorations in the market and products.

#### 1.1.3 Average age of TMT

The study found that the older the average age of TMT is, the more conservative it is, and the younger it is, the more innovative it is. The older the average age of a company's TMT, the more stable it is, and it lacks motivation for high-risk attempts, and will be more inclined to implement more conservative strategic decisions, which will result in a more stable and slow development of the company. The older the average age of a company's TMT, the more it lacks the motivation for corporate risk decision-making.

#### 1.1.4 TMT professional experience

The experience that TMT members summarize and accumulate in the course of their professional experience has an important position in their emotions, preferences and cognition. This experience will affect themselves and the efficiency of TMT to a large extent, and also affect which members prefer to choose. Types of strategies. The work experience of managers will affect the scope of their information search. The more experienced they are, the more they tend to make decisions based on their own experience and the rules they have used. Therefore, the scope of information search will shrink.

## 2. The relationship between TMT and organizational performance

There are many factors influencing organizational performance. In addition to the characteristics of the top management team, the internal and external environment and operation processes also affect organizational performance. Team characteristics include the leadership style of the core leaders, the individual characteristics of team members, and the team structure including profession, ability, knowledge, and age. The internal and external environments mainly include the social environment, the TMT organization environment, the working environment and the natural environment where one lives. In the process of team operation, the communication and conflicts of team members are the main influencing factors of team operation. Zhu Mingqi <sup>[1]</sup> analysed the 2009-2016 GEM data and found that the average level of demographic characteristics of the top management team can affect the level of innovation input of the company, which in turn affects the performance of the company; the longer the average tenure of TMT, the average education level The higher and the older the average age, the more conducive to the improvement of corporate performance; the higher the degree of heterogeneity in the level of team education and the higher the degree of heterogeneity of team age, the more conducive to the improvement of corporate performance.

## 3. The relationship between TMT characteristics and team operations

### 3.1 Team leadership effectiveness

TMT members often fail to realize their full potential, and a large number of high-level groups do not really participate in team work. Many case studies have confirmed that group dysfunction can lead to ineffective and erroneous decision-making. "Process loss" is used to describe the eventual execution failure despite the top management team's rich experience, sufficient resources, or other advantages that help achieve the goal. Process losses include various incentives and coordination problems, insufficient mining of relevant information held by team members, and immature solutions due to compliance. The process errors of TMT members will reduce the effectiveness of the team and affect the quality of decision-making. However, the current research literature has not pointed out which factors can help TMT reduce process losses.

### 3.2 Team communication and conflict

The composition of TMT can predict team communication and conflicts to a certain extent. The diversity of team demographics will cause differences in individual cognition, as well as the generation of internal and external groups. In demographic characteristics, explicit variables such as race, gender, and age are often used for self-categorization. This also causes differences in the age of individuals in a team to reduce cooperation and communication between members, which affects team cohesion and member satisfaction. Increasing the risk of conflicts, etc., many empirical evidences

supports this view. TMT's awareness of competition and educational level will affect the members' understanding of each other in the decision-making process.

#### **4. The relationship between TMT organizational strategy and organizational performance**

Research on team structure mainly focuses on similarity or diversity effects, covering the number of years of joining the team, working years, departmental background, educational background, race, marriage, age, and gender. There are many current studies on team structure, but the conclusions are still quite different. The positive view is that more members have unique knowledge under the diversification of the team, which is beneficial to team performance; the negative view is that based on the principle of similar attraction, people They are more inclined to interact with individuals in the same category as their own, so diversification is detrimental to team performance. Different degrees of heterogeneity of the team will affect the organizational strategy. Heterogeneity has a certain influence on the company's competitive behaviour. Heterogeneous TMT is more inclined to be competitive in short-term and more complicated situations. Cheng Yuting <sup>[2]</sup> found that the higher the level of education and the greater the proportion of men in TMT, the easier it is to choose a robust financial strategy or an expansionary financial strategy; the longer the tenure and the older the average age, the easier it is to choose a compact and robust financial strategy. People with working experience in government departments have a calm personality and are not easy to choose expansionary financial strategies.

#### **5. Top Management of Colleges and Universities**

The party committee is the party's grassroots organization in colleges and universities. It has unified leadership over all tasks in colleges and universities, and is at the core of leadership in the work of colleges and universities. The principal is responsible for the overall administrative work including teaching and research, which also requires an administrative system that should be under the unified leadership and command of the principal to be responsible for all scientific research and teaching. The vice president is responsible for financial management, and is also responsible for work other than administrative work. Not only must he be good at the field he is in charge of, but also understand the laws of teaching and research. In addition to being the squad leader of the party committee, the secretary of the party committee is also the squad leader of the high-level management collective of colleges and universities.

Top managers of Chinese universities need to have the following qualities: first, they must have sufficient scientific management, higher education capabilities and knowledge reserves; second, they must have sufficient academic attainments, and have rich experience in scientific research and teaching; third, they must Has a high level of ideological and political theory, can work closely around the party's relevant resolutions .The current domestic research on the top management of colleges and universities mainly focuses on how top managers influence the formulation of strategic plans for colleges and universities through teams, and how to manage colleges and universities through strategic management. Colleges and universities need to fully consider the two factors of streamlining and efficiency when setting up decision-making departments. Colleges and universities TMT must take into account clear division of labour and unified leadership. When major problems occur during the implementation of the strategy, they must timely collect and negotiate to formulate solutions for rapid resolution. Issues provide assistance, so as to provide assistance for the specific implementation of the strategy. The university TMT is responsible for the organization, management, and development planning of the entire university.

#### **References**

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