Untangling the Effects of Managerial Discretion: A Contingency Approach
Abstract
Strategic management scholars have long considered when and to what extent
managers are able to influence their organisations. Though early scholars understood the role
of constraints in the ability of managers to undertake certain actions, it was Hambrick and
Finkelstein’s (1987) conceptualization of “managerial discretion” that sparked research on
various factors that enhance or inhibit manager’s ability to influence organizational outcomes