

# Oral Defense Announcement

## University of Missouri – St. Louis Graduate School

An oral examination in defense of the dissertation for the degree  
Doctor of Business Administration with an emphasis in Strategic Management

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M.B.A., May 2002, Loyola University Chicago  
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### **Organizational Control and Technological Capabilities: The Moderating Role of Family Influence on the Firm**

Date: July 23rd, 2024  
Time: 9:30 a.m. to 11:30 a.m.  
Place: Remote

#### **Abstract**

This dissertation examines the influence of organizational controls on technological capabilities in privately owned U.S. corporations, with a specific focus on family-owned businesses. The primary objective is to investigate how formal controls (process and outcome) and clan controls (informal practices) impact technological innovation and competence. Using a quantitative approach, data were collected from 177 individuals and analyzed through PLS-SEM path analysis. The findings indicate a significant relationship between formal controls and technological capabilities. However, the interaction of family influence on this dynamic is not supported. Results also reveal a robust association between the combination of formal and clan controls and enhanced technological capabilities. Despite this, the anticipated weakening effect of family firm influence on this positive relationship is unsupported. Additionally, the hypothesis that clan control negatively impacts technological capabilities is not supported, and the moderating effect of family influence on this relationship is also unsupported. The hypothesis that family influence strengthens the positive interaction of the integration of formal and clan controls is partially accepted, showing slight significance within the family power construct on the overall relationship. These insights offer practical guidance for family-owned businesses, suggesting that the effective integration of formal and clan controls with family influence can enhance technological capabilities, optimizing their competitive position and long-term performance. This research contributes to the understanding of control mechanisms in family-owned businesses and their role in fostering technological improvements.

#### **Defense of Dissertation Committee**

Chair- Seemantini Pathak, Ph.D.  
Committee Member- Dr. Kailash Joshi, Ph.D.  
Committee Member- Torsten Pieper, Ph.D.