

**COMPETENCE-BASED STRATEGIC MANAGEMENT –  
STRATEGISCHES KOMPETENZMANAGEMENT**

**9<sup>th</sup> SKM Symposium**

## **Call for Papers**

**“Explicating the Multi-Level-Perspective of Dynamic Capability Research”**

**September 21/22, 2015**

**Ruhr-University Bochum, Germany**

**including an executive seminar (September, 21, afternoon)  
and a post-conference Ph.D. workshop (September, 23)**

### **Keynote Speaker:**

**Prof. Henk Volberda, Erasmus University Rotterdam**

**Professor of Strategic Management & Business Policy**

**September, 22, 11am**

The micro-foundations movement in dynamic capabilities research gives emphasis to the process perspective of the dynamic capability approach (DCA). It also enhances the multi-level perspective of organizational dynamics. Dynamic capabilities (DCs) represent higher-level capabilities (Winter, 2003) that change operational capabilities to address and possibly shape rapidly changing business environments (Helfat & Winter, 2011). This extended view promises an enrichment of the theoretical approach on the one hand, but on the other, it increases the demand for specifying and further explicating which variables are of the key concern in strategy research (Barney & Felin, 2013).

Given to the fact that there is always a micro-level to a higher entity (e.g. the organization as a part of the institutional or market system; the human being as a part of the organization; the brain as a part of the human body etc.), it is yet unsolved how deep organizational analyses should go. Barney and Felin (2013) suggest referring to lower level routines, e.g. in HRM practices, while the broad field of organizational behavior should be excluded since it seems too unspecific for strategy research. Other authors go beyond that perspective and call for bridging DCs as a higher-level construct, and for individual action and interaction as a lower-level construct (Salvato & Rerup, 2011). Consequently, behavior seems not always relevant in the dynamic capabilities perspective, but it is of major concern for identifying strategic action and interaction. For further explicating the multi-level perspective in dynamic capability research with respect to the lower entity, there is the remaining question: How does behavior matter?

Broadening the view into the other direction, a multi-level-perspective also implies the organization as an entity of a higher-level construct. This gives emphasis to market-shaping activities (Callon, 1998; Kjellberg & Helgesson, 2007), as well as to regional innovation systems (Cooke et al., 2004). Regional

institutions as specific characteristics of the business system influence organizational capabilities (Withley, 2007) and can be considered as both, local voids and local goods of organizational innovation. Therefore, it is of the key concern how characteristics of (regional) business systems and organizational dynamic capabilities relate to each other, and what are their most critical interfaces (Cohendet et al., 2010). Existing literature describes regional innovation dynamics as relevant for organizational capabilities but is not rooted in capability research on a theoretical basis. There is demand for a further explication how the institutional environment matters in the organizational process of sensing, seizing and transforming tangible and intangible resources.

The 9<sup>th</sup> SKM Symposium aims to further explicate the multi-level perspective in dynamic capability research. In this regard, various fields could be discussed in depth, for example routinized action of organizational renewal, group dynamics for enhancing actors' contributions to organizational change, leadership behavior as a moderator between the individual's competences and organizational capabilities, the role of regional actors and institutions, or the relevance of particular projects that shape organizational dynamic capabilities. Since introducing more and more variables to the field of research seems not helpful to clarify the issues mentioned, it is essential to further elaborate a consistent theoretical basis that combines the individual and the organizational level, respectively the organizational and the institutional level. Moreover, empirical analyses are appreciated in order to focus variables of clearly strategic impact. Therefore, we invite and encourage theoretical and/or empirical contributions that further elaborate on dynamic capabilities by facing institutions, organizational structures, processes, projects or individuals' and managerial action and interaction.

The symposium will be organized in parallel tracks. A further specification depends on focus of submitted papers and results of the review process.

#### Members of the program committee



*Prof. Dr. Jörg Freiling,  
University of Bremen*



*Prof. Dr. Jochen Koch,  
University Viadrina Frankfurt/O.*



*Prof. Dr. Martin Gersch,  
Freie Universität Berlin*



*Prof. Dr. Birgit Renzl,  
University of Stuttgart*



*Prof. Dr. Wolfgang Güttel,  
University of Linz*



*Prof. Dr. Uta Wilkens,  
Ruhr-Universität Bochum*

**Conference languages** are English and German. In order to accommodate international participants, continuous sessions in English are guaranteed. However, it is possible to submit contributions in German. There will be German speaking discussion groups as well.

### Submission

Please submit abstracts (max. 500 words) via email to [skm2015@rub.de](mailto:skm2015@rub.de) at **latest March, 31, 2015**. The submitted abstracts will be reviewed in a double-blind review process organized by the members of the program committee. Acceptance decisions will be communicated by **May, 15, 2015**. Full paper submissions (max. 6000 words) are due by **August, 15, 2015**.

**The executive seminar** will address the question whether the dynamic capabilities of medium sized enterprises, often so called hidden champions, are sufficient in order to withstand the global competition. It will also reflect on the role of universities in strengthening the regional institutional environment as a source of firms' capabilities. The seminar will be organized as a plenary discussion. (Participants: Thomas Sattelberger (former Chief HR Officer, Deutsche Telekom), Dr. Bernd Kunze (Managing Director, Reifenhäuser Reicofil); Prof. Dr. Angelika Bullinger-Hoffmann (TU Chemnitz); Prof. Dr. Andreas Ostendorf (Ruhr-Universität Bochum), Dirk Erhöfer (Arbeitgeberverbände Ruhr/Westfalen))

### The post-conference Ph.D. workshop (on September 23, 2015)

- focuses on multi-level analysis (an outstanding expert will be invited)
- provides an opportunity to receive individual feedback from a senior researcher, who will be selected by the Ph.D. candidates from the group of conference participants
- provides time and space for presenting and discussing thesis in a group of peers
- features an additional social event

### Ph.D. workshop

The number of workshop participants is limited to 10 Ph.D. candidates. To apply for the workshop, please submit a short description of your thesis project (max. 1200 words) via email to [skm2015@rub.de](mailto:skm2015@rub.de) by **31/03/2015**. Please indicate that you are submitting for the Ph.D. workshop.

### Publication Opportunities

For the best conference papers we offer fast-track review process and publishing opportunity in the Journal of Competence-based Strategic Management (JCSM). If you are generally interested in this publication opportunity, please indicate this when submitting the full paper. Depending on the number of adequate paper submissions, we additionally consider editing special issues in other acknowledged academic journals.

**Conference Venue**

The Ruhr-Universität Bochum (RUB) was founded 1965 in the midst of the metropolitan Ruhr area as the first new public university of the Federal Republic of Germany. 2015 is the year of celebrating the university’s 50<sup>th</sup> anniversary with a vivid program for experiencing science. Today, more than 42,000 students are enrolled, and the university employs over 5,600 staff members within 20 departments, which makes it one of the largest universities in Germany. Its excellence programs have achieved international reputation, and its Research School has become an international college for structured doctoral research.



The Institute for Work Science (IAW) is a central academic institution located at the RUB campus. With its interdisciplinary and application-oriented research activities, the institute focusses on topics of organizational change by highlighting the interdependence of organization, people and technology. The institute has been developing and conducting innovative post-graduate programs for almost 30 years.



Bochum is a city located at the heart of the Ruhr area, which is a part of the state of North Rhine-Westphalia. With a population of 365,000, Bochum is one of the most populous cities of the cultural and industrial landscape of the Ruhr. During the year 2010, the Ruhr region was the European Capital of Culture. With over 8.5 million residents, it is the largest urban agglomeration in Germany. Further pieces of information are available at <https://www.bochum-tourismus.de/en/index.php>.

Thanks to its central location at the heart of the Ruhr area, Bochum is easily reached, either by railway or by the excellent network of highways (A40, A43, A44, A45). Next major airport is Düsseldorf International (DUS), which can be reached by car in 45 minutes, or by trains (ICE, RE) in 35 minutes. Bochum main railway station links the city with all major urban centers in Germany and provides easy access to cities such as Düsseldorf (trip duration about 50 minutes), Cologne (70 minutes), Frankfurt/M. (2 h, 15 minutes), Essen (10 minutes), or Dortmund (11 minutes).

**PLEASE VISIT OUR WEBPAGE FOR FURTHER INFORMATION:** <http://www.skmcommunity.org>

<p><b>Contact Information</b>                  Ruhr-Universität Bochum                  Institute of Work Science                  Chair for Human Resources and Work Process Management                  Building NB, 1<sup>st</sup> floor, room 170                  Universitätsstraße 150                  D-44780 Bochum                  Germany  <a href="mailto:skm2015@rub.de">skm2015@rub.de</a></p>	<p><b>Organizing Team</b></p> <p>Academic Staff:                  Prof. Dr. Uta Wilkens (<a href="mailto:uta.wilkens@rub.de">uta.wilkens@rub.de</a>)                  Nicole Sprafke (<a href="mailto:nicole.sprafke@rub.de">nicole.sprafke@rub.de</a>)</p> <p>Administration:                  Nena Nikolic (<a href="mailto:nenanikolic@rub.de">nenanikolic@rub.de</a>)</p>
--	---

