

***Conference Announcement and
Call for Papers, Panels and Presentations***

**THIRD International Conference on
Competence-Based Strategic Management:
(3rd ICCBSM)**

***Advancing CBSM Theory, Research,
Practice and Education***

hosted by

Istanbul Technical University (ITU)

Department of Industrial Engineering

Maçka 34367, Istanbul, Turkey

**Conference Dates:
Thursday to Friday, 28-29 May 2015
Doctoral Workshop: Wednesday, 27 May 2015**

Scientific Committee:

Professor Ron Sanchez, Copenhagen Business School
Professor Aimé Heene, Ghent University
Professor Joerg Freiling, University of Bremen
Professor Seçkin Polat, Istanbul Technical University

Background on Previous Competence Conferences

The Istanbul CBSM conference is an initiative organized by the newly merged research communities formerly holding separate conferences under the banners of "International Conference on Competence-Based Management" (ICCBM) and "Strategisches Kompetenz-Management" (SKM). Between them, these two communities have held 17 prior international conferences and have published over 400 research papers in two peer-reviewed journals and several series of research periodicals. Following the first joint SKM-ICCBM conference in Linz, Austria, in September 2011, researchers from these two communities decided to merge their institutional processes into one movement under the banner of "Competence-Based Strategic Management." The Istanbul CBSM conference will be the third international conference to be held by the newly merged entity of the same name.

Competence-based management is an approach to management that emerged in the 1990s and has become a leading perspective in strategic management and general management theory, research, practice, and education. The competence perspective encourages and adopts an explicitly *dynamic*, *systemic*, *cognitive*, and *holistic* view of management processes in today's complex and rapidly changing world. The competence view leads to a strong emphasis within management on designing and implementing processes for building and leveraging individual skills and competencies, team capabilities, and organizational competences.

Since 1992, nine ICCBM research conferences have been held, focusing on a number of themes important to development of the competence perspective:

Genk, Belgium, 1992

Brussels, Belgium, 1993

Gent, Belgium, 1995

Oslo, Norway, 1998

Helsinki, Finland, 2000

Lausanne, Switzerland, 2002

Antwerp, Belgium, 2005

Copenhagen, Denmark, 2008

Linz, Austria, 2011 (joint conference with SKM)

Similarly, seven SKM research conferences have been held (primarily in the German language):

Bochum, Germany, 1999
Mainz, Germany, 2001
Innsbruck, Austria, 2003
Bremen, Germany, 2005
Friedrichshafen, Germany, 2007
Marburg, Germany, 2009
Linz, Austria, 2011

So far, two International Conference on Competence-Based Strategic Management (ICCBSM) were held in:

Copenhagen, Denmark, 2012
Magdeburg, Germany, 2013

Related events for the development of the competence perspective have included **doctoral workshops** at Copenhagen Business School in 1999, at the Linz, Austria, joint conference in 2011 and at Otto von Guericke University Magdeburg in 2013, as well as a **symposium on research, teaching, and consulting** in the competence perspective held at the University of Stellenbosch Business School in Cape Town, South Africa, in 2006, and an **executive forum** on competence-based strategic management at the Technical University of Darmstadt in 2002.

Much of the theoretical, empirical, and practitioner-oriented work presented at these conferences has been published in a growing body of research papers within the competence perspective, including the peer-reviewed journals *Research in Competence-Based Management* and *Journal of Competence-Based Strategic Management*.

In addition, several edited and authored volumes and special (focused) issues of journals have been published within the competence perspective -- Please see the "Competence Publications Appendix" at the end of this announcement.

Conference Format

Intended participants for the conference

Participation in the conference is open to anyone with an interest in a dynamic, systemic, cognitive, and holistic perspective on management theory, research, practice, consulting, and education, including (but not limited to)

- Management academics and researchers, including doctoral students
- Managers and executives
- Management and strategy consultants

Formats for Participation in the Conference

Two types of submissions for participation in the conference program are invited (see further details in the “Call for Papers and Proposals for Panels and Posters” below):

- (i) Proposals for presentation of accepted papers, with comments by discussants
- (ii) Proposals for panels to discuss specific issues, topics, or ideas, followed by an open discussion session for all conference participants

Please note that any management academics, managers, consultants, or others who do not wish to make a presentation during the conference program are nevertheless welcome to register and participate in the conference and to take advantage of its activities.

Besides scheduled presentations, time will be allocated for informal networking and discussions during the two days of the conference.

In addition, a one-day Doctoral Workshop will be offered on Wednesday, **27 May 2015**. Details are provided below.

Conference and Doctoral Workshop Registration and Fees

The registration fee for the two-day conference is **400 Euros** for early registration (before March 31st, 2015) and **450 Euros** for late registration. Coffee breaks, lunches and dinners will be provided by the conference. The conference fee covers also the abstract book, a USB memory stick including full papers and the conference bag.

The Registration fee for the Doctoral Workshop is **100 Euros**, which includes the Welcome Reception dinner, coffee breaks, lunch, a USB memory stick of foundational papers in the Competence-Based Strategic Management that will be discussed during the Workshop and the Workshop bag.

Doctoral Students who would like to attend both the Doctoral Workshop and the two-day CBSM conference are offered the special combined rate of **350 Euros** for the three-day package.

To register for the CBSM conference and/or the Doctoral Workshop please send an email to the following address: iccbsm@itu.edu.tr Please provide your full name, institutional affiliation, mail address, and an indication of whether you plan to attend the CBSM conference, the Doctoral Workshop, or both. The organizing committee will contact you later to arrange payment.

Call for Papers and Panels

Proposals for Paper Presentations

Authors who would like to make paper presentations should submit extended abstracts (1 page) not later than **28 January 2015**. Abstracts will be reviewed by the scientific committee and invited reviewers. Acceptance of abstracts of papers for presentation at the conference will be notified not later than **18 February 2015**. Submission of fully developed papers (with *one-page abstracts*) will then be required by **1 May 2015**.

Please Note:

All abstract proposals and final papers should be submitted by email to the Conference Organizing Committee (at: iccbsm@itu.edu.tr) .

Submitted papers may be considered for post-conference publication in *Research in Competence-based Management* or *Journal of Competence-Based Strategic Management*. Further information on post-conference publication will be provided at the conference.

Proposals for Panels

Proposals are invited for panels to discuss various aspects of the competence perspective in theory, practice, education, and consulting. Panels should be organized to include three or four related 15-20 minute presentations on a well-defined topic, as well as a panel chair's discussion of the presentations and their implications for the topic of the panel. The panel chair will then manage discussion between panel members and the audience for the remaining time during the approximately 75-90 minutes that will be allotted to each panel session.

The intended panel chair should submit a panel proposal of not more than 3 pages in length explaining the main topic and objectives of the panel and the specific topics to be presented by identified panel participants. **Proposals must be received by 28 January 2015, and acceptance of panel proposals will be notified by 18 February 2015.**

Please note that panel proposals should consist of a first page listing the panel chair and participants and their contact information, then a one-paragraph explanation of the panel topic by the panel chair, and then one-paragraph summaries of the comments to be made by each of the identified panel participants. Proposals must include the words "PANEL PROPOSAL" in the top-right corner of the title page.

Please Note:

All panel proposals should be submitted by email to the Conference Organizing Committee (at: iccbsm@itu.edu.tr).

Doctoral Workshop

A doctoral workshop on Competence-Based Strategic Management Theory and Research will be conducted by Professors Ron Sanchez, Aimé Heene, and Joerg Freiling on Wednesday, 27 May 2015 at the Macka Campus of Istanbul Technical University. The Workshop will review the foundational papers in the CBSM perspective, as well as recent research and current areas for theory development.

Doctoral students wishing to attend the workshop, or advisors wishing to nominate one or more doctoral students to attend the workshop, should send an expression of interest in attending the Doctoral Workshop to members of the scientific committee: Ron Sanchez (sanchez@cbs.dk), Aime Heene (aime.heene@ugent.be), or Joerg Freiling (freiling@uni-bremen.de). Please indicate the full name of the doctoral student, the institution at which doctoral studies are being conducted, and a brief statement of the student's current research and/or dissertation topic.

Expressions of interest in attending the Doctoral Workshop must be received by 28 January 2015, and notification of acceptance to the workshop will be made by 18 February 2015.

Conference Home Page

The website for further information on the conference site, the conference program, accommodations available, and registration fees is
<http://www.iccbsm.itu.edu.tr/>

Important Dates

Conference papers		Conference panel proposals		Doctoral workshop	
Submission of abstracts	28 Jan.	Submission of panel proposal	28 Jan.	Expression of interest in attending the Doctoral Workshop	28 Jan.
Notification of acceptance	18 Feb.	Notification of acceptance	18 Feb.	Notification of acceptance	18 Feb.
Submission of full papers	1 May	-	-	-	-
Announcement of presentation schedule	15 May	Announcement of panel schedule	15 May	Announcement of workshop schedule	15 May
Conference	28-29 May	Conference	28-29 May	Workshop	27 May

Conference Site

ITU Macka Campus is located at the heart of Istanbul. In its surroundings there is a metro station that is 15 minutes walk through one of the very popular designer-brands borough called Nisantasi. Within a short walking distance from Besiktas port, there is a wide number of bus routes that take you to historical peninsula Sultan Ahmet Square in where all the museums, mosques and Grand Bazaar is located. Those buses also take you another very close area called Taksim Square which offers a wide-range of hotels, restaurants, shops and artistic and cultural centers. There is also a telpher that connects Macka and Taskisla campuses and Macka campus to Taksim Square.

A useful map of Istanbul's Metro system is available at <http://www.istanbul-ulasim.com.tr/en>

Hotel Accomodations

No special hotel arrangements have been made for the conference. Attendees can book any of the numerous hotels in Besiktas, Macka, Taksim and Nisantasi through on-line booking services.

For further information visit the conference web page:
<http://www.iccbsm.itu.edu.tr/>

Organizing Committee

Professor Dr. Seçkin Polat, (ITU) Assist. Professor Dr. Umut Asan (ITU), Assist. Professor Dr. Sezi Çevik Onar (ITU), Assist. Professor Dr. Ayberk Soyer (ITU), Çağdem Kadaifçi (ITU).

COMPETENCE PUBLICATIONS APPENDIX

Numerous edited and authored volumes and special (focused) issues of journals have been published within the competence perspective, including (in chronological order):

- *Competence-Based Competition*, edited by Gary Hamel and Aimé Heene, published in the Strategic Management Society series by John Wiley & Sons (1994).
- *Dynamics of Competence-Based Competition*, edited by Ron Sanchez, Aimé Heene, and Howard Thomas, Elsevier Pergamon (1996)
- *Competence-Based Strategic Management*, edited by Aime Heene and Ron Sanchez, published in the Strategic Management Society series by John Wiley & Sons (1997).
- *Strategic Learning and Knowledge Management*, edited by Ron Sanchez and Aimé Heene, published in the Strategic Management Society series by John Wiley & Sons (1997)
- *Knowledge Management and Organizational Competence*, edited by Ron Sanchez, Oxford University Press (2000).
- *Theory Development for Competence-Based Management*, Volume 6A in *Advances in Applied Business Strategy*, edited by Ron Sanchez and Aimé Heene, JAI Press (2000).
- *Research in Competence-Based Management*, Volume 6B in *Advances in Applied Business Strategy*, edited by Ron Sanchez and Aimé Heene, JAI Press (2000).
- *Implementing Competence-Based Strategies*, Volume 6C in *Advances in Applied Business Strategy*, edited by Ron Sanchez and Aimé Heene, JAI Press (2000).
- *A Systems View of Resources, Capabilities, and Management Processes*, edited by John Morecroft, Ron Sanchez, and Aimé Heene, Elsevier Science Press (2002).
- *The New Strategic Management: Organization, Competition and Competence*, Ron Sanchez & Aimé Heene, John Wiley & Sons (2004).
- *Competence Perspectives on Managing Internal Processes*, Volume 7 in *Advances in Applied Business Strategy*, edited by Ron Sanchez and Aimé

Heene, Elsevier Science (2004).

□ *Competence Perspectives on Managing Interfirm Interactions*, Volume 8 in *Advances in Applied Business Strategy*, edited by Ron Sanchez and Aimé Heene, Elsevier Science (2004).

□ *Competence Perspectives on Resources, Stakeholders and Renewal*, Volume 9 in *Advances in Applied Business Strategy*, edited by Ron Sanchez and Aimé Heene, Elsevier Science (2005)

□ *Competence Perspectives on Learning and Dynamic Capabilities*, Volume 10 in *Advances in Applied Business Strategy*, edited by Aimé Heene, Rudy Martens and Ron Sanchez, Elsevier JAI Press (2008).

□ *Competence Building and Leveraging in Interorganizational Relations*, Volume 11 in *Advances in Applied Business Strategy*, edited by Rudy Martens, Aime Heene, and Ron Sanchez, Elsevier JAI Press (2008).

□ *The Marketing Process in Organizational Competence*, Volume 1 in *Research in Competence-Based Management*, Ron Sanchez and Joerg Freiling, editors, Elsevier Science (2004).

□ *Managing Knowledge Assets and Organizational Learning*, Volume 2 in *Research in Competence-Based Management*, Ron Sanchez and Aimé Heene, editors, Elsevier Science (2005).

□ *Understanding Growth: Entrepreneurship, Innovation, and Diversification*, Volume 3 in *Research in Competence-Based Management*, Ron Sanchez and Aimé Heene, editors, Elsevier Science (2005).

□ *Dynamic Theories of Competence Building and Competence Utilization Through a Strategic Lens* (Dynamische Theorien der Kompetenzentstehung und Kompetenzverwertung im strategischen Kontext), edited by Jörg Freiling and Hans-Georg Gemünden, Journal of Competence-based Strategic Management (Jahrbuch Strategisches Kompetenz-Management), Vol. 1, Munich & Mering (2007).

□ *Causal Relations between Individual Skills and Collective Capabilities* (Wirkungsbeziehungen zwischen individuellen Fähigkeiten und kollektiver Kompetenz) edited by Uta Wilkens, Jörg Freiling and Christoph Rasche, Journal of Competence-based Strategic Management (Jahrbuch Strategisches Kompetenz-Management), Vol. 2, Munich & Mering (2008)..

□ *A Focused Issue on Fundamental Issues in Competence Theory Development* Volume 4 in *Research in Competence-Based Management*, edited by Ron Sanchez, Emerald (2008)

- *The Competence-based Approach on the Way to a Theory of the Firm* (Der kompetenzbasierte Ansatz auf dem Weg zu einer „Theorie der Unternehmung“) edited by Heike Proff, Jörg Freiling and Christoph Burmann, Journal of Competence-based Strategic Management (Jahrbuch Strategisches Kompetenz-Management), Vol. 3, Munich & Mering (2009).
- *Ambidexterity - The Entrepreneurial Walk on a Tightrope between Exploration and Exploitation of Resources* (Ambidextrie - Der unternehmerische Drahtseilakt zwischen Ressourcenexploration und -exploitation) edited by Michael Stephan and Wolfgang Kerber, Journal of Competence-based Strategic Management (Jahrbuch Strategisches Kompetenz-Management), Vol. 4, Munich & Mering (2010).
- *A Focused Issue on Identifying, Building, and Linking Competences.* Volume 5 in *Research in Competence-Based Management*, edited by Ron Sanchez and Aimé Heene, Emerald (2010).
- *Enhancing Competences for Competitive Advantage* Volume 12 in *Advances in Applied Business Strategy*, edited by Ron Sanchez and Aimé Heene, Emerald (2010).
- *Cooperation-based Competences* (Kooperationsorientierte Kompetenzen) edited by Dietrich von der Oelsnitz and Wolfgang H. Güttel, Journal of Competence-based Strategic Management (Jahrbuch Strategisches Kompetenz-Management), Vol. 5, Munich & Mering (2011).
- A Focused Issue on Competence Perspectives on New Industry Dynamics. Volume 6 in *Research in Competence-Based Management*, edited by Ron Sanchez and Aimé Heene, Emerald (2012)