

**COMPETENCE-BASED STRATEGIC MANAGEMENT  
STRATEGISCHES KOMPETENZ-MANAGEMENT (SKM)  
7th Symposium on Strategic Learning  
28-30 September 2011  
Johannes Kepler University Linz / Austria**

SKM-Symposia provide a platform for intensive discussion and exchange of research ideas, and work in the field of Strategic Competence-based Strategic Management. Since 1999 the conference has been held every two years. The Institute of Human Resource and Change Management at the Johannes Kepler University in Linz/Austria will host the 7th SKM-Symposium in September 2011.

Firms must constantly rise to the challenge of learning strategically, if they are to gain and sustain competitive advantage. Based on the premises of the resource-based view (RBV), organizations have to preserve their existing capabilities, but they also have to constantly advance their competence base in order to meet demands of a dynamically evolving environment. Thus, firms have to create learning contexts, learn from others and they have to know when to prevent learning where exact replication is necessary. Therefore, they have to resolve tensions between the antagonistic development modes of exploration and exploitation (ambidexterity) to evolve and to adapt to changing environments and transfer successful business models in new contexts. Organizational design, human resource management systems and change management set the course for learning, in accordance with strategic aims. Hence, research on strategic learning links learning, knowledge creation, transfer, and replication with strategic objectives with the aim to generate and sustain competitive advantages on a competence-based perspective.

Therefore, the symposium aims to address questions primarily, but not exclusively, on the following topics:

- **Strategic learning:** how to link learning, knowledge creation, transfer, and replication on individual, group, and organizational level with strategic objectives
- **Organizational ambidexterity:** how to balance competing learning modes of exploration and exploitation
- **Dynamic capabilities:** the firm's ability to match or even create (market) change

Submissions are appreciated in English as well as in German. Furthermore, we welcome empirical and theoretical papers on the wider field of competence-based strategic management.

**Schedule**

28/09/2011	PhD colloquium; Practitioner workshop; Get-together
29/09/2011	Symposium (tracks in German & English); Dinner
30/09/2011	Symposium (tracks in German & English)

**Conference Venue**

The Johannes Kepler University (JKU) Linz was founded 1966 and is one of the most modern universities in Austria. It was named after the world-famous mathematician and astronomer Johannes Kepler, who spent several years of his life in the city. Today the university accommodates approximately 16,000 students and over 2,000 faculty and staff. As the number of students is constantly increasing the university is currently expanding its buildings by the new Science Park (photo).

The LIMAK Johannes Kepler University Business School, situated in the baroque "Bergschloessl" (photo), is specialized in management development with focus on general management. In the last 20 years over 3000 business executives and 300 MBA-alumni have put their trust in the post-graduate programmes of the LIMAK JKU Business School.



## **Abstract submission**

To submit to the symposium, please send an abstract (must not exceed 500 words) to [skm2011@jku.at](mailto:skm2011@jku.at) no later than 28/02/2011.

## **PhD Colloquium**

A one day pre-conference PhD colloquium will provide an opportunity for PhD students to interact with experienced scholars, colleagues and practitioners.

## **Publication: SKM Conference Proceedings**

As in previous years there is the possibility to publish your full papers in a conference proceedings. Please send your (advanced) papers, ready for printing, until 30/10/2011.

## **Publication: Journal of Competence-based Strategic Management**

Additionally, we offer the option to publish your article in a special issue section of the Journal of Competence-based Strategic Management (Jahrbuch Strategisches Kompetenz-Management). If you are interested in publishing in this double-blind review German journal, please quote this, when submitting the paper (31/07/2011).

## **Publication: International Journal of Knowledge Management Studies**

Selected papers in English – refereed through a double blind process – will be published as a special issue of the International Journal of Knowledge Management Studies (IJKMS). IJKMS is a refereed and authoritative source of information in the field of knowledge management and related aspects with the main objectives of:

- capturing the latest information pertaining to all aspects of knowledge management
- disseminating both theoretical and practical information of knowledge management
- providing a platform to gain and exchange knowledge in the discipline

## **About Linz**

Located on both sides of the river Danube, Linz, with its 190,000 inhabitants is the third-largest city of Austria and capital of the federal province of Upper Austria. The metropolitan area Linz-Wels-Steyr has a population of 460,000 and is the second-largest economic region in Austria. As the European capital of culture 2009 ([www.linz09.at](http://www.linz09.at)), Linz comes up with a mix of its baroque city centre, industrial flair and a vibrant music and arts scene. The "Brucknerhaus" and the "Ars Electronica Festival" are well-known far beyond the borders of Upper Austria.

Embedded in a high-class transport network (railway, motorway A1, blue danube airport linz), Linz provides excellent links to other major cities. The historic centre of Vienna (90 min. by train) and Salzburg (66 min. by train), both are on the UNESCO world heritage list, as well as Munich/Germany (157 min. by train). The "Salzkammergut", of which parts are also on the UNESCO world heritage list, can also be reached easily (i.e. Gmunden, 55 min. by train).

## **Contact Information**

Johannes Kepler University Linz  
Institute of Human Resource and Change Management  
Altenberger Strasse 69  
A-4040 Linz (Austria)  
+43 732 2468 9116  
[skm2011@jku.at](mailto:skm2011@jku.at)  
[www.skm2011.org](http://www.skm2011.org) | [www.jku.at/hrcm](http://www.jku.at/hrcm)

## **Organizing Team**

Academic staff: Univ.-Prof. Dr. Wolfgang H. Güttel (Johannes Kepler University Linz)  
Mag. Stefan Konlechner (Johannes Kepler University Linz)  
Mag. Christian Garaus (Johannes Kepler University Linz)  
Administration: Beate Hörmanseder (Johannes Kepler University Linz)  
Eva-Maria Mayrhofer (Johannes Kepler University Linz)  
Melanie Siebermair (LIMAK Johannes Kepler University Business School Linz)

**FOR FURTHER INFORMATION PLEASE VISIT OUR WEBPAGE: [www.skm2011.org](http://www.skm2011.org)**