

## GOVERNANCE OF ORGANIZATIONAL COMPETENCES IN INTERNATIONAL BUSINESS

### Joint track between the International Management SIG and the Knowledge and Learning SIG

Processes of competence building and leveraging that are core to competence-based strategic management are framed by leadership and governance structures. Nevertheless, research that rests in competence-based thinking has paid relatively little attention to governance issues.

Due to environmental embeddedness, firms are affected by environmental transition processes. Dealing with these changes requires firm flexibility as competences have to be adjusted to environmental changes. Thereby the principle of 'command and control' is more and more replaced by a logic of 'sense and respond'. Following, firm abilities to govern competence development processes become more and more important, especially as traditional governance designs are no longer suitable to match the needs and have to be adjusted or to be replaced by new governance designs to better align firms' internal structures with changing external environments.

Governance designs, as real-life sets of governance modes, have considerable impacts on processes of competence building and leveraging. This leads to the development of:

- Governance designs with a high level of *self-organization* that allow for considerable discretion in competence building;
- strong *hierarchical systems* that are based on 'command and control' and may increase efficiency but potentially limit organizational responsiveness;
- loosely coupled and decentralized *network* structures that allow for raising local advantages and high levels of adaptability for the sake of competence building;
- an increased use of *informal governance* means that may considerably influence the development of individual creativity.

This track invites conceptual as well as quantitative-empirical and qualitative-empirical papers that deal with processes of strategic competence building and leveraging in an international context. Papers submitted should especially focus on the question how firms can be enabled to govern competence building and competence leveraging processes effectively and provide new insights into ways of directing and managing these processes.

**Prof. Dr. Jörg Freiling**

Full Professor  
LEMEX – Chair in Small Business & Entrepreneurship  
University of Bremen  
Wilhelm-Herbst-Str. 5  
28359 Bremen  
Germany  
phone: +49 421 218 66870  
email: freiling@uni-bremen.de

**Prof. Dr. Aimé Heene**

Senior Full Professor  
Faculty of Economics and Business Administration;  
Department Management, Innovation and Entrepreneurship  
Ghent University  
Tweakerkenstraat 2  
9000 Gent  
Belgium  
phone: +32 475 48 24 26  
email: Aime.Heene@UGent.be

**Prof. Dr. Sven M. Laudien**

Interim Full Professor  
Faculty of Economics and Management  
Chair in Business Administration, esp. International Management  
Otto von Guericke University Magdeburg  
Universitätsplatz 2  
39106 Magdeburg  
Germany  
phone: +49 391 67 18789  
email: sven.laudien@ovgu.de

**Prof. Ron Sanchez, PhD**

Professor of Management  
Department of Innovation and Organizational Economics  
Copenhagen Business School  
Kilevej 14a  
2000 Fredericksberg  
Denmark  
phone: +45 3815 2540  
email: sanchez@cbs.dk