CALL FOR PANEL, PAPER, AND POSTER PROPOSALS

STRATEGIC MANAGEMENT:
ACHIEVEMENTS AND OPPORTUNITIES

in association with

The Boston Consulting Group

CONFERENCE PROGRAM CO-CHAIRS

Irene M Duhaime
Georgia State University

Carl W Stern
The Boston Consulting Group

CONFERENCE PROGRAM ASSOCIATE CHAIR

Javier Gimeno
INSEAD

On the 25th Anniversary of the Strategic Management Society, we reflect on the many exciting conversations that have characterized the field of strategic management since the Society’s inception, and consider the rich opportunities for advancing research and practice.

What theories can provide robust foundations for research advances and managerial practice? What problems have been resolved? What challenges lie before us? As environmental conditions shift, dramatically or more gradually, what have we learned about how strategic relationships hold or fail to hold across a variety of possible conditions? As an applied area with a prescriptive vocation, strategy has provided a channel of application for more descriptive theories, yet do these theories provide a sound basis for managerial prescription? How effective are strategic management theories in a prescriptive sense, as guides for strategy practice? And how can we be more effective in gaining conceptual insights from managerial and consulting practice?

The SMS 25th Annual International Conference will engage leading academics, executives, and strategy consultants on identifying an inventory of knowledge and practice achievements in the field of strategic management over the last 25 years and opportunities for path breaking advances in the field in the coming decades that will combine to fulfill the promise of the Society’s founding. The program format will feature innovative topics and exciting forums for this discussion. Representing the Interest Groups, a broad range of established and emerging scholars will be involved in developing the research tracks. There will also be opportunities to share the latest on practicing and teaching strategic management. We especially welcome submissions from practicing managers and consultants reflecting upon their experiences and opinions as they relate to this year’s conference theme. In keeping with SMS tradition, many sessions will be designed to integrate research and practice.

We invite you to join us in Orlando to share, discuss, debate, and integrate our varied perspectives on achievements in strategic management and the opportunities before us!
CONFERENCE THEME TRACKS

We invite submissions relating to the Conference Theme Tracks (A-E) as well as to the Interest Group Tracks (F-L, below).

(A) DEVELOPING A THEORY OF STRATEGIC MANAGEMENT
In the 1970s and 1980s, the field built on concepts and theoretical perspectives from economics, sociology, and psychology. Yet these theoretical perspectives are incomplete in their explanation of the core concepts in the field (competitive advantage, environmental fit, etc). Over the last three decades, efforts have been made to develop the theoretical foundations of strategic management. Several paradigms have been offered, ranging from the industry analysis perspective, to the resource-based view, and to entrepreneurial strategies and value innovation. But these views have often been proposed as dialectical antitheses to other popular paradigms. Can we develop a theory of strategic management that integrates these views?

(B) MANAGING STRATEGY
New theories are emerging that highlight the interdependence of process and content, and leading practice has shown that interdependence is advantageous. For example, knowledge-based views focus on managing, utilizing, and transferring knowledge within and across organizations to create value. Core competencies or dynamic capabilities not only highlight the role of skills and assets in creating advantage, but also the importance of managing the process of capability creation and recreation to maintain competitive advantage. What is the importance of process in developing and sustaining competitive advantages?

(C) THE STATE OF THE FIELD
At a time when strategy has reached large scale and legitimacy as a discipline, questions are still raised about the identity of "strategic management" as an academic endeavor. What is distinctive about strategic management research? What is the relationship between strategic management and the other academic managerial disciplines? What is the relationship between strategic management research and best managerial practice? How can the strategic management field deliver on its dual purpose of academic rigor and managerial relevance?

(D) THE PRACTICAL PROFESSOR
How have the approaches to strategic management evolved over the last quarter of a century? To what extent are these changes driven by the development of the field, the evolution of technology, and the changing demands of students? In the light of these changes, how can we help one another become better teachers of strategic management? How can contemporary texts and teaching materials for management and executive education be configured to reflect the changes in emphasis and the richer level of synthesis in the field?

(E) GENERAL
What interesting theoretical and practical perspectives emerge from your areas of research and practice having to do with the conference theme of “Strategic Management: Achievements and Opportunities”?

INTEREST GROUP TRACKS

The SMS has formed Interest Groups around some important sub-fields in strategic management. These seven groups each invite interested participants to engage with them in pre-conference activities. In addition, through this Call, each Interest Group invites submissions for the main body of the conference in which the authors address aspects of “achievements and opportunities” as along with other topics relevant to their Interest Group domain. The conference program will include papers and panels that Interest Groups select in their topical areas, along with the selections from the above conference tracks, plus an exciting schedule of plenary speakers and panels. Submissions to the Interest Group tracks are open to any interested parties.

(F) COMPETITIVE STRATEGY
This track focuses on questions concerning firms and their interactions within product and factor markets over time. What are the dimensions and drivers of business performance? How do businesses interact with one another and with their environment? What is the nature and effect of these interactions? What is competitive advantage? What role do resources and capabilities play in shaping firms and industries over time? How do groups and clusters of firms arise and what are their effects? How does the nature of competition differ when the competing firms hold fundamentally different mixes of innovative versus execution-based advantage?
(G) **CORPORATE STRATEGY AND GOVERNANCE**

This track focuses on questions concerning corporate strategy and governance. Which businesses should be included in a firm’s portfolio? How should the resulting “family” be managed for coherence? How should the portfolio be restructured/diversified? How should the firm diversify – mergers and acquisitions versus organic growth? What are the roles of the corporate center and the board of directors in managing a firm’s stakeholders? How do they ensure a firm’s ethical and socially responsive behavior? What are the links between governance models and firm choices regarding emphasis on innovation versus execution in firms? How does the concept of “coherence” help to explain the degree to which certain firms utilize features instead of reliability to distinguish their offerings?

(H) **GLOBAL STRATEGY**

This track focuses on international or global firms, the impact of evolving global, international, and regional, cultural, social, economic, technological, environmental, and political forces on organization forms and strategies, and related topics. Does the extension of strategies and operations across national markets encourage the combination of innovation and cost controls? How do subsidiaries in critical national and regional locations enhance innovation? Can firms avoid the innovative pressures of industrialized markets by looking to developing country markets? What does the current model of the multination firm as a mechanism for the transfer, arbitrage, adaptation, and application of knowledge mean to a world concerned with innovation and economic performance?

(I) **STRATEGY PROCESS**

This track focuses on the role of general managers in shaping, executing, and changing strategies. How do top management teams make sense of their business environments? What management structures, systems, and processes do they employ to help shape and implement strategy, as well as to accumulate and leverage a firm’s capabilities? How do they foster corporate entrepreneurship? How do they orchestrate a firm’s strategic transformation and its continuous renewal thereafter? What roles do other managers play in the strategy process? Does seeking innovation while sustaining performance require a series of discrete decisions from top management?

(J) **KNOWLEDGE AND INNOVATION**

This track focuses on how managers can best leverage the knowledge base of their organizations to build competitive advantages for their firms. What is organizational knowledge? Where does it reside? How does organizational learning take place and how does it feed into knowledge? How does innovation affect knowledge? What is the link between learning and innovation? How is knowledge shared and transmitted within and among organizations? How can knowledge, learning, and innovation be managed better? How can the knowledge perspective help companies strike a strategic balance between driving innovation and maintaining performance?

(K) **THE PRACTICE OF STRATEGY**

This track focuses on the “strategy professional”- the individuals within the firm, in management consulting firms, and universities who play key roles in shaping an organization’s strategy. How and by whom are strategy problems identified and conceptualized? How are potential solutions generated, evaluated, and decided on? Who are the individuals who influence these decisions? How do they work? What tools and methodologies do they employ? How effective is their work in defining and achieving “strategic balance”? How could their effectiveness and impact be improved?

(L) **ENTREPRENEURSHIP AND STRATEGY**

This track focuses on entrepreneurial behavior both in new ventures and established organizations. How can we strengthen theorizing on entrepreneurial activity? How does a focus on innovation and entrepreneurship differ from other theories on competitive advantage? How and to what degree are these theories mutually exclusive? What are the appropriate research methods for a scientific study of the entrepreneurial process? How does the role of strategy in a new venture firm differ from that in an established firm?

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For instructions on how to submit your proposal(s), go to: HTTP://WWW.SMSWEB.ORG/ACTIVITIES/CONFERENCE/SUBMISSION.HTML

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**DIRECT QUESTIONS TO:**

SMS Executive Office  
email: sms@exchange.purdue.edu  
Tele: 765 494 6984  Fax: 765 494 1533  
Web site: www.smsweb.org
Submission Deadline: February 2, 2005

For instructions on how to submit your proposal(s), go to:
http://www.smsweb.org/activities/conference/submission.html

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