



Strategic Interest 06 – Innovation (INNO)

<http://www.euram-online.org/annual-conference-2018.html>.

Dear EURAM members and friends,

With our theme **Research in Action**, we invite you to participate in debate about how we can use and develop our knowledge better so that solving problems and dealing with issues can become more effective. We look forward to receiving your submissions.

T06_10 Competency Development in Business Management

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Short Description

Companies today are part of more complex and dynamic environments than ever, and this calls for new competencies for managers. Higher education must deal with this challenge, ensuring that students acquire appropriate competencies and that are trained in order to be able to continue learning throughout their lives (lifelong learning). There are certain crucial competencies, skills and abilities: capacity for innovation, leadership, decision-making in uncertain circumstances, teamwork, conflict management and, above all, the ability to acquire and generate knowledge. The purpose of the track is to propose and analyze avenues for the development in higher education of skills related to business management.

Long Description

Companies today are part of more complex and dynamic environments than ever. This calls for flexible and multidisciplinary management and new competencies for managers.

Universities must face up to this challenge in order to develop professional student competencies in consonance with demands on company workforces. The European Commission has placed universities at the centre of Europe's 'knowledge triangle' of research, education and innovation, areas which are seen as being the key drivers for a knowledge-based society (Humburg, 2013). But are they succeeding? What makes the difference? How can improvements be made?

The European university system has reflected on this in depth and has carried out reforms to develop and evaluate the acquisition of skills. EHEA has been the most important reform in this regard, and the AHELO project is a prime example of increased concern about higher education learning outcomes, understanding that competencies are the heart of those outcomes (Zlatkin-Troitschanskaia et al., 2015).

Nevertheless, there seems to be a gap between the competencies acquired in higher education and those required in the workplace (Teijeiro et al., 2013). Therefore, higher education must develop new orientations toward competencies with a twofold purpose. Firstly, in order to improve employability: graduates who have gained a competencies profile that matches the set of requisite competencies for companies are more likely to find employment. Secondly, in order to improve efficiency in business management: managers need to have appropriate knowledge, skills and abilities (KSA), and transferable and multifunctional KSAs which can be applied across a variety of work and life contexts.

Establish the best combination of competencies is no easy task, but there is broad agreement about some crucial KSAs for successful management: flexibility and adaptability are required for the management of increasing uncertainty; innovation and knowledge management skills are needed for dealing with the ICT revolution; leadership and entrepreneurship are essential in order to face economic structural changes; teamwork ability and efficient conflict management are crucial in complex and international business projects. The crux of the issue is the ability to learn and generate knowledge.

Overall, universities around the world are increasingly required to train highly skilled students able to deal with and adapt to any contingency in their workplace. So the purpose of the track is to propose and analyze avenues for the development in higher education of competencies related to business management.

Publishing Outlets:

Journals: Cuadernos de Gestión, International Journal for Academic Development, Journal of System and Management Sciences, Investigaciones Europeas de Dirección y Economía de la Empresa, Journal of Industrial Engineering and Management, REDU-Revista de Docencia Universitaria.

For more information:

Contact the proponents above mentioned.

Submission Deadline: 10 January 2018 (2 pm Belgian time)

Authors Guidelines and Submission Deadline:

As an author, it is crucial to follow the guidelines and formatting instructions to prepare and submit your paper in order to have it published in proceedings.

ONE PRESENTING AUTHOR PER PAPER SUBMISSION

Each individual is limited to one personal appearance on the programme as a presenting author. This policy precludes acceptance of papers for more than one presentation. In other words, **an author can submit and present only one paper**. However, a presenter can always be a non-presenting co-author on additional papers.

Please read the instructions carefully prior to submitting:

1. Each paper can only be submitted to ONE track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before EURAM 2018 Conference.
3. To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements from the text, and document/file properties. (Any submissions with author information will be automatically DELETED; author information and acknowledgements are to be included in a SEPARATE document).
4. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE document created in PDF format.
5. The maximum length of the paper is 40 pages (including ALL tables, appendices and references). The paper format should follow the [European Management Review Style Guide](#).
6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
7. Number all of the pages of the paper.
8. No changes in the paper title, abstract, authorship, track and actual paper can occur AFTER the submission deadline.
9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free. Submissions will be done on-line on the EURAM 2018 website (open as of 1 December 2017: see <http://www.euram-online.org/annual-conference-2018.html>.)
10. Only submissions in English shall be accepted for review.
11. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference. A presenting author can only present one paper at the conference.