

Impact assessment 2021

Defining impact

Impact assessments are commonly regarded as important tools to demonstrate and understand the value of academic activities. As part of numerous research communities, a provider of high-quality business education, and an engaged actor in our region there is no doubt that the scholarly, educational and outreach activities carried out at the UiA School of Business and Law have a certain impact. Through the Impact Assessment Report, we seek to both trace and visualise the impact of our activities.

As the focus on both academic and societal impact has become increasingly stronger during the past years, a common understanding of what it entails has emerged. The Economic and Social Research Council (ESRC), part of UK Research and Innovation, provides a definition of research impact that seems representative of the understanding of the broader research community (ESRC, 2020¹):

- **Academic impact** is the demonstrable contribution that excellent social and economic research makes in shifting understanding and advancing scientific method, theory, and application across and within disciplines.
- **Economic and societal impact** is the demonstrable contribution that excellent social and economic research makes to society and the economy, and its benefits to individuals, organisations and/or nations.

The second part of the above definition may be broadened to also include impact from educational and outreach activities. Based on this, the School of Business and Law looks at how our research and other intellectual output contribute to the academic fields we operate in, as well as the difference our research, teaching and other activities make for businesses, government entities and the wider society.

Our approach to impact assessment

The School's vision and mission inform the way we assess impact. Our vision and mission statement were changed following a strategy revision process carried out in 2020/21. For the strategy period 2021-2024 they read as follows:

- **Vision:** "Co-creation of tomorrow's knowledge"
- **Mission statement:** "We educate innovative and responsible professionals and leaders with a global mindset."

Given this framework, our main focus is to contribute with strong academic and societal impact associated with the terms "innovative", "international" and "responsible".

In our strategy, we are aiming to build a distinct profile in the Norwegian market for business education, offering a unique learning experience including closely integrated academic, pedagogical, and social offers, cross-disciplinary approaches, as well as international and practical experiences.

We implement our mission by doing relevant research that allows us to collaborate with strong international partners, by interacting closely with businesses, state institutions and civil society to develop and disseminate knowledge, and by actively applying this research and new knowledge in the development of our study programmes. This work is informed by our vision of co-creation of tomorrow's knowledge.

The concept of co-creation captures the mode of cooperation in many of our relationships with key stakeholders such as students, academic peers in

relevant scholarly fields, businesses, and government entities. We see co-creation as the development of knowledge in close partnership with our stakeholders, and we place emphasis on creating knowledge that is useful and relevant for our partners and the wider society. It is particularly important to contribute positively to entities residing in our own region. However, we are also engaged at national and international levels.

We bring several high-quality inputs to this effort: We are part of a modern and well-funded public university that offers faculty members designated time to do research and to engage with stakeholders. Our strong portfolio of faculty members has over the past years been bolstered by the recruitment of several high calibre researchers. The high number of applicants to our courses ensures that the students who enter our school are bright and motivated. Finally, an important asset is our long-standing and collaborative relations with several business and government stakeholders in our region and beyond.

Our system for measuring impact

When measuring the impact of scholarly, educational and outreach activities, one can draw a distinction between outputs, outcomes, and actual impact. Whereas the output (e.g., a public report, a workshop, or a peer-reviewed research article), and even the outcome (e.g., a political resolution based on a report) of activities are easy to identify, the actual impact is sometimes hard to pinpoint. The activities may have direct and immediate impact, or they might prompt more long-term processes, leading impact to unfold at a later stage. We do also note that impact seldom follows a linear path from an output, and that it may be a consequence of a variety of outputs from several people's work. For this reason, the School believes that we should be somewhat cautious when claiming the impact of our activities. We still believe that the co-creation approach, forming close relationships with external actors, makes impact more likely.

In this report, we will report not only on impact, but also on outputs and outcomes, based on the assumption that the last two will, with time, lead to impact. Activities and visible impact from last year receive priority in our annual impact assessment, but

we will also use the opportunity to highlight impact stemming from activities prior to the year of reporting.

The impact assessment follows a set structure where we report on how our scholarly, educational and outreach activities have had positive effects, changes, or benefits for our stakeholders in areas associated with innovative, international, and responsible dimensions. We believe that the best way to investigate the impact from our activities is to identify the interplay between these and economic, social, and political processes. In addition to shorter, selected examples, we therefore present some more in-depth impact examples. In this year's report, we present the following three examples:

- **International:** What is the impact of global standards on accounting and auditing?
- **Innovative:** What happens to electric car batteries?
- **Responsible:** "You can no longer just think profit"

These examples are supplemented by some basic metrics related to our research, education and outreach activities. For educational data we use the university's large-scale quantitative survey of recent graduates, conducted every three years, which offers a number of indications on how our educational offering has had an impact on our graduates, as well as the impact they generate in their new professional roles. The impact assessment is intended to serve as a supplement to the Quality Report, which is submitted by the School to the university board every spring.



¹ UK Research and Innovation, Economic and Social Research Council, website, consulted on 13 December 2022: <https://esrc.ukri.org/research/impact-toolkit/what-is-impact/>

Mission and impact

Innovative

The School places strong emphasis on innovation. We have three centres in this field: Research centre for studies of Innovation for Sustainable Transition (RIST), the Centre for Entrepreneurship, and the Centre for Crowdfunding Research. We offer master's programmes in Innovation and Knowledge Development, and in Entrepreneurship (Shift).

Below are some examples of activities in this field:

- In 2021, three of our professors were among the top 100 scholars with the most publication points in Norway. Professor Amandeep Dhir came in third, Professor Tobias Otterbring was number 62 and Professor Ilan Alon was number 91.
- The UiA-sponsored OpenAccess book [Advances in Crowdfunding: Research and Practice](#), edited by our own Rotem Shneur, Zhao Liang and Bjørn-Tore Flåten reached a 100,000 downloads milestone in May 2021.
- Our Executive Education Unit was promoted under the national conference "Life-long learning", where the Minister of Research was present.
- In 2021, the research experiment "Sweet Success: A Co-Created Ice Cream Field Study", led by Professors Ellen Nyhus and Tobias Otterbring and Postdoctoral Research Fellow Elise Furrebø, was selected as a highlight of the AACSB Innovations That Inspire. In the co-creative field experiment involving citizens, company collaboration, cross-national research cooperation, and administrative assistance, the team

examined whether an angular rather than a round typeface on ice cream cups might change consumers' taste preferences and influence their choice of sweet or sour. If typefaces can indeed be used to regulate people's food and taste preferences, such an effect would have clear implications for public health, given that the overconsumption of sugar is linked to a wide array of non-communicable diseases and is a key contributor to the obesity epidemic.

- During 2021 the School, together with the UiA Faculty of Engineering and Science, signed around 40 cooperation agreements with regional industry. The agreements include activities like internship placements, thesis cooperation, guest lectures, and research collaboration.

Study programme development

- In May 2021, Associate Professors John Arngrim Hunnes and Torunn Skåltveit Olsen were awarded the status of "merited teachers" by the University Board. The objective of the merit award scheme is to improve the quality of teaching and increase the value of education for our students. Candidates must document a scientific approach, high quality of student learning, clear progressive development, and a collegial attitude. One of the main merits of the two teachers is their joint development of a first semester course for the bachelor's students in Business Administration focusing on ethics and academic writing. Already in 2018, they were awarded the University of Agder's education prize for innovative

teaching and development projects. By introducing ethics to the students from the beginning, they are contributing to instilling a responsible mindset in the future professionals.

- Associate professors Torunn Skåltveit Olsen and Torbjørn Bjorvatn each received funding from UiA for projects relating to practice-oriented teaching. These efforts are in line with the report to the Storting (parliament) number 16 (2020-2021) addressing the need for increased working life relevance in Norwegian higher education.
- In the autumn semester, students in the bachelor's programme in Marketing and Management were for the first time offered internships in local businesses. The experiences from the pilot will be used in the planning of future practice-oriented elements in the programme.



Impact example: What happens to electric car batteries?

More than 450,000 electric cars are driving on Norwegian roads. All of them have a battery that one day will have to be replaced. What happens to the used battery then? The research project BATMAN is trying to find an answer to this.

“We primarily look at the reuse and recycling of batteries. In both processes, you end up with different uses of raw materials, and we also look at which of the processes produces the most emissions”, says Associate Professor Stina Torjesen at the School of Business and Law at UiA.

The research project is called Battery Management, abbreviated as BATMAN. The project has received NOK 11.7 million from the Research Council of Norway of Norway and has been ongoing since 2019.

800,000 tons of batteries a year

A key part of the project is to closely monitor the processes taking place in the EU. The regulations for the battery industry will have a significant impact on how the industry develops, and how electric car batteries will be used after they can no longer be used in cars.

Every year, around 800,000 tonnes of electric car batteries are produced for the European market. That number will increase sharply in the years to come.

Many of the battery components can be recycled, but to ensure a sustainable value chain, there is a need for regulations that place demands on the industry.

“The EU has adopted a separate law on batteries which, among other things, states that each battery must contain a certain amount of recycled materials and that there must be a cap on how much CO2 pollution

can result from the production. These are requirements that the major players in the battery industry must take seriously”, Torjesen says.

The central role of the automotive industry

The Paris Agreement provides the foundation, and there is a real political will to regulate large industries such as the car industry. The major car brands are in full swing preparing for the growing demand for electric cars. Among other things, Volkswagen has acquired the Swedish battery company Northvolt with an investment of over €500 million. Mercedes-Benz has also positioned itself in the new battery industry with a large investment in the Chinese Farasis Energy, which will build a battery production facility in Germany.

The automotive industry is also involved in influencing the requirements that the EU sets for them.

“It surprised me that the car industry is so cooperative. It is easy to think that the authorities come up with requirements that the industry must comply with, but the car industry has a central role in the battery field and is actively involved in developing the regulations”, Torjesen says.

An important part of the BATMAN project is to deliver updated briefings to the raw material industry in Agder so that they can better position themselves for the changes ahead. In addition, several research articles are about to be published, and two doctoral projects have been completed.

“The battery industry will grow a lot over the next ten years, and it is exciting for us to do research in the field at the same time as the foundations for future industry is being laid”, says Associate Professor Stina Torjesen.

International

The School puts a strong emphasis on international dimensions. A large part of our staff work on themes that are strongly international. Most researchers collaborate with international partners, and we publish most of our work through international channels.

A considerable share of our activities is directed at emerging markets. We study management and economics themes in an emerging market context, we educate students from emerging markets, and we collaborate with prominent educational and research institutions in emerging markets.

Although traveling and international conference activities were temporarily reduced in 2021 due to the Covid-19 pandemic, the international research cooperation was maintained.

Below are some examples of activities in this field:

- Professor Ellen K. Nyhus, Ph.D. student Henrik Siepelmeyer, Professor Sangeeta Singh, and Professor Tobias Otterbring became involved in a series of large-scale replication projects to test theories and former findings from psychological and organizational science, a response to the growing concerns related to failed reproducibility in several areas – commonly referred to as the replication crisis. The projects are crowdsourced collaborations between researchers from over 70 countries where previously published experimental and correlational studies are replicated, to test whether the original findings or conceptual extensions of them can be reproduced across cultures, samples, and study paradigms.
- Several of our colleagues contributed to the virtual IAREP-SABE conference within economic psychology and behavioural economics in June 2021. They were engaged in the organizing and scientific committees of the conference, the organisation of the Early Career Workshop, the evaluation committee of the Elsevier Student Paper Prize, and with paper presentations at the main conference.
- Naima Saeed, who was promoted to full professor in June 2021, collaborated with colleagues at the

Royal Melbourne Institute of Technology (RMIT) on a project about Covid-19 vaccine roll-out financed by RMIT, Melbourne, Australia. The project team members had a meeting with representatives from the Ministry of Health in New Zealand, who showed interest in the use and practical application of the mathematical model for vaccine distribution developed by the project team.

Impact example: What is the impact of global standards on accounting and auditing?

The International Financing Reporting Standards (IFRS) and International Standards on Auditing (IAS) are being implemented around the world. What are the implications in different jurisdictions? To find out, researchers at the UiA School of Business and Law partnered with international academics and accounting practitioners.

“The standards are the same, but every country has distinct institutional approaches to financial reporting. This makes the adoption and implementation of standards in different countries important to examine”, says Professor Anna Alon at the UiA School of Business and Law.

The research project is called Internationalization of Accounting and Auditing, abbreviated as IFRA. The Research Council of Norway of Norway funded the project with NOK 10 million, and the University of Agder also contributed with NOK 3 million.

The IFRA research project aimed to examine three related topics: global convergence, quality of financial reporting and auditing processes. A unique feature of the project is the integrated approach which recognizes that accounting standards have implications for financial reporting and auditing processes.

Partners from academia and industry

The project started in 2018 in cooperation with faculty at the University of Manchester in the UK, Hanken School of Economics in Finland, and the Bucharest Academy of Economic Studies in Romania. Two Ph.D. candidates and a post-doc researcher contributed to the project. One graduated in 2021 and currently works as an Assistant Professor at Kwame Nkrumah University of Science and Technology in Ghana. Another defence is expected in June 2022.

A wide range of settings was examined, including financial and audit outcomes in the African countries, Norway, Romania, and Russia. In addition to studying how international standards were adopted in African countries and implications of adoption for accounting quality, the failure to adopt the IFRS for small and medium enterprises in Norway was also investigated. Romania offered an interesting setting as researchers were able to study changes in accounting and auditing practices over time, from the Soviet accounting approaches to IFRS.

“We made connections with international and national researchers interested in international accounting and plan to cooperate on research in the future”, says Professor Alon.

The IFRA project also has partners from the industry to keep focus on issues relevant for the profession.

The national and international focus of the project makes it relevant for academics, practitioners, and regulators in several parts of the world. The IFRA project also developed a database of financial and auditing data for Norwegian listed companies and

key risks disclosed in the audit report. The database will attract continuing international collaboration, and a number of studies are already using the dataset to investigate antecedents and consequences of these disclosures.

Student impact

“One of our main goals was to use our research to strengthen the master’s programme in accounting and auditing. Our students apply for a variety of jobs after they graduate, and we seek to make them as prepared as they can be. A part of that is to give them deep understanding of the international standards”, says Assistant Professor Haaland, who is also the study programme manager for the master’s programme in accounting and auditing.

Students contributed to the project by writing theses on questions related to international standardization. A new class will be offered for the master’s students grounded in accounting and auditing research and implications for practice.

The research from the IFRA project was presented at several international conferences during 2021, including the International Accounting Section of the American Accounting Association and World Finance Conference.

The project wraps up on June 30, 2022. Articles from the project have been published in a number of journals, including Organization Studies, Accounting and Business Research, and Journal of International Business Policy. Currently a number of articles are under review and in progress.

Ph.D. programme alumni

Our Ph.D. programme in International Management (later International Business) commenced in 2006. To facilitate further high-quality research for our Ph.D. candidates upon completion of their degree, the School offers the possibility of keeping their UiA affiliation as an “associated researcher”/Ph.D. alumnus. To be granted such affiliation, alumni must be working at a business school or similar, and document plans for joint research with an UiA faculty member. Affiliation is

granted for two years at a time and gives alumni access to the UiA IT systems and funding for conference participation or guest researcher visits to UiA. In return, the candidate should, in cooperation with at least one UiA staff member, publish at least one article annually in an international, recognized journal (preferably on the AJG list), where the UiA affiliation is listed alongside the candidate’s institution of employment. In 2021, there were 10 Ph.D. alumni affiliated to the School.



Responsible

The School places considerable emphasis on themes associated with responsibility. We work with and understand responsibility in broad terms. This includes how businesses relate to and uphold their obligations vis-à-vis society; sustainability and the way climate change and resource scarcity matter for business; prudent and accurate management accounting, and sound financial investment strategies. Furthermore, our understanding includes the way businesses and citizens act responsibly by understanding and upholding national and international law. Using this broad conceptualisation, we find that over one third of our faculty members work on responsibility related issues. We have a master's programme in Accounting and Auditing, a bachelor's programme in Law, a joint master's programme in Sustainability Management in partnership with Gadjah Mada University and the ASEAN University Network, several executive education courses related to sustainability and considerable emphasis on ethics and sustainability across our study programmes.

Below are some examples of activities in this field:

- Associate Professor Hossein Baharmand and an international team of researchers secured a NOK 10 million grant from the Research Council of Norway for the project DigCBA - Responsible Use of Digital Cash-Based Assistance in Refugee Crises, which will run from late 2021 to 2024. The project will, through the design, development and evaluation of evidence-based frameworks, support policy makers with the selection and use of the most suitable digital technology for delivering CBA to refugees. The project takes a stakeholder-centred approach addressing the needs of beneficiaries, humanitarian organizations, international and local non-governmental organizations, donors, and business partners. Our School is project owner, and Professor Naima Saeed and Associate Professor Torbjørn Bjorvatn do also have formal roles in the project.
- Professor Roy Mersland, programme coordinator for our Ph.D. programme, received a total of NOK 1,2 million in funding from the Strømme Foundation and the Norwegian Association of Disabled for two Ph.D. students. The research will mainly be on savings groups in Africa in general, but also on members of

the Norwegian Association of Disabled in Uganda. Professor Mersland did also receive funding from the Savings Bank Foundation DNB to finance a Ph.D. student doing research on Ph.D. programmes in general, and more specifically on candidates from developing countries compared with other candidates.

- In the autumn of 2021, our Executive Education Unit introduced a new offer in individual mentoring and guidance for military veterans, in collaboration with The Norwegian Veterans Association for International Operations and the Regional Resource Center on Violence, Traumatic Stress and Suicide Prevention. There has been a demand from the veterans for formal competence in this area to better equip them for supporting their comrades.



Impact example: "You can no longer just think profit"

In the summer of 2022, Bærekraftsfestivalen (the Sustainability Festival) will be held in Kristiansand. At the forefront of it all is student Emma Lunden from the UiA School of Business and Law.

"As a student, I joined the student organisation Start UiA, which creates events that promote innovation and entrepreneurship for students and people from the business community. It was really fun to try to get people to meet, and that is something I still do", Lunden says.

When she finished her bachelor's degree in business administration in 2019, she had really got the hang of creating meeting places, and in that connection she met UiA student Øyvind Egaas Stenberg, who is behind the water project Aquasolis. Through him, she also met the multipreneur Bjørn Andreas Mong.

"They had a lot of knowledge about sustainability and entrepreneurship, and I had experience with events organisation. So, we decided to create Bærekraftsfestivalen together. We are building the festival around the UN sustainability goals, and we really look forward to being able to arrange it this summer without restrictions", Lunden says.

The pandemic was a challenge

They tried to organise the first Bærekraftsfestival in June 2020. Like so much else, it had to be postponed. However, that did not lessen the commitment by any means.

"We had spent so much time and energy on this, and in 2021 we were only five days away from carrying out the event when new restrictions put a stop to it. But we pulled ourselves together and created a digital version. In the autumn, we organised smaller events and managed to secure some experience before the main event starts", Lunden says.

Bærekraftsfestivalen 2022 will finally be in-person, and will start with a Sustainathon, which is an idea and concept competition for sustainable business ideas, where students from all over Norway come to solve real-world business challenges.

Then, a Network Day will be held for students and business and industry, with a conference at Kilden Performing Arts Centre, an after-party and a concert. There will also be an exhibition of various electrical vehicles outside Kilden. It all ends with the Global Goals World Cup, which is an international football cup for women. This is a tournament that focuses on the UN's sustainability goals, where all women over the age of 18 can participate.

Sustainable business schools

Sustainability is important to everyone, business schools included. The UiA School of Business and Law has, among other things, focused on innovation and ethics, which will only become more important in the time to come.

"You can no longer just think profit. Businesses and business schools need to think about people and our planet, and what will pay off in the long run. That is why it is important for business schools to focus on sustainability, since demands on companies in this area are growing. This is something the students will discover when they enter the job market, and it is important to be prepared", Lunden says.

"What will it take for you to be satisfied with Bærekraftsfestivalen?"

"As long as I see students and company employees talk to each other and interact, I will be happy. That is what I hope we will achieve, because I think many future sustainable solutions can be created when young people meet the business community", Lunden says.

Alumni portrait

Steffen McInerney



Position: Chief Marketing Officer, Noroff – School of Technology and Digital Media, Kristiansand
Studied: Executive Master of Business Administration

Fulfilling an ambition

I always wanted the MBA title, and when I realized that I needed to strengthen my business, management and economics competence to maximise my career opportunities, I chose the Executive MBA programme at the UiA School of Business and Law. The fact that the programme was available near my home and office made the decision easier. At the time I entered the programme, there was an exciting and energetic “scale-up” feeling at the company where I work. A new owner had just come in; new targets were being set and a new set of expectations of future prosperity arose. As soon as I started the program, I was asked to join the company’s strategy team.

Wonderful – but hard work

The EMBA was a wonderful experience. The learning curve was unlike anything I had previously encountered. The first module was intense, and I can honestly say I have never worked harder for a mere 10 ECTS. I took the programme seriously, and committed to the work that was involved, which I think is a key success factor. This meant getting up at 6 on many weekends to get some work done before the family woke up.

The programme was not perfect, but then again neither is any business. The learning experience was massive. What I liked the most was the discussions with the professors and fellow students on the different topics.

The impact of my EMBA

I am the Chief Marketing Officer for Noroff – School of Technology and Digital Media, a private Norwegian higher education institution. The majority is owned by Galileo Global Education, Europe’s largest network of private higher education institutions.

The EMBA has undoubtedly impacted my career! When I started the programme, I was the only full-time employee in our marketing department. During the time of my studies, there was a massive growth in our business, and we have now quadrupled in size. Today, as head of our sales and marketing efforts I am also responsible for growth in the Nordics. Additionally, I am involved

internationally with our parent company, and I hope to impact other higher education institutions in the near future. I am also a board member for an exciting and forward-leaning power company.

Hands-on competence

Daily, I am applying the knowledge and competence I acquired through the EMBA in countless ways. In important meetings I feel like I have not only a broad understanding for business processes, but also a valuable vocabulary. This makes it possible to get involved in many areas of our development.

My master’s thesis was on the field of marketing for higher education. I focused on areas that would add value to our local marketing methodology, and my hope was that it would also positively benefit the group as a whole. Last year, my research was used to create the global strategy for content marketing. If I succeed going forward, my research at the EMBA could have global impact on the marketing methodology of our partner schools.



Key parameters

In this section, we present some basic metrics and tables that illustrate impact stemming from our core activities: research, education, and outreach. Some of these metrics are direct evidence of impact, while others are more indirect.

We start by providing an overview of impact on scholarly communities before we present metrics related to educational impact and outreach.

Impact from scholarly activities

In academia, there still is high emphasis on publications in high ranked journals and citations. One could therefore argue that the School's publications in high impact journals on level 3 and 4 in the Academic Journal Guide (AJG), as well as at level 2 in the Norwegian Cristin system, represent a scientific impact. In turn, such publications might also lead to societal impact.

Research output and quality

One way to illustrate the quantity of the School's research is to look at the average number of yearly publications per employee (converted to the equivalent of full-time faculty). This is a basic indication that our research gets published and, therefore, contributes to academic communities. We also present numbers on peer-reviewed journal articles in more detail, including an overview of the top-tier journal articles at the AJG list and in the Cristin system, indicating high quality. We start with a brief description of the AJG and Cristin.

The AJG list

Most high calibre business schools use the Chartered Association of Business Schools' Academic Journal Guide (AJG) as their reference. The AJG is a guide to the range and quality of journals in which business and management academics publish their research, with a range from 1 to 4*, with level 3, 4 and 4* defined as high quality publications.

The Cristin system

Cristin is the research classification system used in Norway. Typically journals such as Journal of International Business Studies, International Business Review, and Journal of Business Research are listed at the highest level, i.e., level 2, along-side high-ranking journals from other fields, including for example Science and Nature. It is important to display the results in the Cristin system for two reasons: While the AJG list by and large captures well which journals are particularly relevant for our institution, there are still some themes that are not well covered in the AJG list, especially law related subjects. Moreover, the Ministry of Education measures the School's performance in the Cristin system, where our score in Cristin has an impact on future government funding. We therefore need to keep track of, and reward, a strong performance on the Cristin ranking.

Research output 2017-2021

	2017	2018	2019	2020	2021
Output					
Publication points (total) ²	78,2	75,5	111,1	105,2	166,59
Publication points per full time faculty	1,22	1,05	1,30	1,23	1,78
Total number of scholarly publications	73	91	89	118	199
Total number of journal articles	61	65	72	86	179
Journal articles (% of total no. of publications)	84 %	71 %	81 %	73 %	90 %
% of journal articles at level 2 in Cristin system	10 %	6 %	22 %	8 %	17 %
% of journal articles in AJG (ABS)	57 %	62 %	65 %	62 %	75 %
% of journal articles at AJG level 3/4/4*	18 %	20 %	28 %	16 %	35 %

² The following categories of publications are included: Journal articles, anthology articles, monographs. All the School's departments are included, also the Department of Law.

Journal articles published in AJG listed journals, level 3 and 4, and/or Cristin level 2, 2021

Author(s) ³	Article title	Journal	CRISTIN level	AJG level
Nina Kyllingstad Jan Ole Rypestøl Ann Camilla Schulze-Krogh Marie Tønnesesen	Asset modification for regional industrial restructuring: digitalization of the culture and experience industry and the healthcare sector	Regional studies	1	4
Hossein Baharmand Amin Maghsoudi Gulio Coppi	Exploring the application of blockchain to humanitarian supply chains: insights from Humanitarian Supply Blockchain pilot project	International Journal of Operations and Production Management	2	4
Warren Tierney Jay Hardy III Charles R Ebersole Domenico Viganola Elena Giulia Clemente Michael Gordon Suzanne Hoogeveen Julila Haaf Anna Dreber Magnus Johannesson Thomas Pfeiffer Jason L. Huang Ann Vaughn Kenneth DeMarree Eric R. Igou Hanah Chapman Ana Gantman Matthew Vanaman Jordan Wylie Justin Storbeck Michael R. Andreychik Jon Mc Phetres Gerit Pfuhl Eric Luis Uhlmann Anders Emil Tobias Otterbring	A creative destruction approach to replication: Implicit work and sex morality across cultures	Journal of Experimental Social Psychology	1	4
Peter Hertenstein Ilan Alon	A learning portal model of emerging markets multinationals	Global Strategy Journal	1	4

Author(s) ³	Article title	Journal	CRISTIN level	AJG level
Stephen Zamore Leif Atle Beisland Roy Mersland	Excessive Focus on Risk? Non-performing Loans and Efficiency of Microfinance Institutions	International Journal of Finance and Economics	1	3
Aditya Kumar Sahu Rama Krushna Padhy Amandeep Dhir	Determinants and barriers of implementing lean manufacturing practices in MSMEs: a behavioural reasoning theory perspective	Production Planning and Control	1	3
Thaseen Ahmed Bhutto Ramsha Farooq Shailini Talwar Usama Awan Amandeep Dhir	Green inclusive leadership and green creativity in the tourism and hospitality sector: serial mediation of green psychological climate and work engagement	Journal of Sustainable Tourism	1	3
Kalanit Efrat Shaked Gilboa Andreas Erich Wald	The emergence of well-being in crowdfunding: A study of entrepreneurs and backers of reward and donation campaigns	International Journal of Entrepreneurial Behaviour and Research	1	3
Ahmad Sami Mahmoud Alaassar Anne-Laure Mention Tor Helge Aas	Exploring a new incubation model for FinTechs: Regulatory sandboxes	Technovation	2	3
Shalini Talwar Puneet Kaur Samuel Fosso Wamba Amandeep Dhir	Big Data in operations and supply chain management: a systematic literature review and future research agenda	International Journal of Production Research	2	3
Adeel Luqman Shalini Talwar Ayesha Masood Amandeep Dhir	Does enterprise social media use promote employee creativity and well-being?	Journal of Business Research	2	3
Anushree Tandon Amandeep Dhir Intesar Almugren Ghada Naif AlNemer Matti Mäntymäki	Fear of missing out (FoMO) among social media users: a systematic literature review, synthesis and framework for future research	Internet Research	1	3

Author(s) ³	Article title	Journal	CRISTIN level	AJG level
Hao Jiao Tang Wang Ilan Alon	Financial wealth, socioemotional wealth, and founder exits: an empirical examination of Chinese IPOs	Entrepreneurship and Regional Development	1	3
Vanessa Pilla Galetti Bretas Ilan Alon Thelma Valéria Rocha Jefferson Ricardo Bretas Galetti	International governance mode choice: Evidence from Brazilian franchisors	Journal of International Management	1	3
Sayantan Khanra Amandeep Dhir Vinit Parida Marko Kohtamäki	Servitization research: A review and bibliometric analysis of past achievements and future promises	Journal of Business Research	2	3
Anushree Tandon Amandeep Dhir Matti Mäntymäki	Jealousy due to social media? A systematic literature review and framework of social media-induced jealousy	Internet Research	1	3
Ahmad Sami Mahmoud Alaassar Anne-Laure Mention Tor Helge Aas	Ecosystem dynamics: exploring the interplay within fintech entrepreneurial ecosystems	Small Business Economics	2	3
Philipp A Lill Andreas Erich Wald	The Agility-Control-Nexus: A Levers of Control Approach on the Consequences of Agility in Innovation Projects	Technovation	2	3
Hossein Baharmand Naima Saeed Tina Comes Matthieu Lauras	Developing a framework for designing humanitarian blockchain projects	Computers in industry	2	3
Jun-Woo Jeon Okan Duru Ziaul Haque Munim Naima Saeed	System Dynamics in the Predictive Analytics of Container Freight Rates	Transportation Science	2	3
Anushree Tandon Puneet Kaur Matti Mäntymäki Amandeep Dhir	Blockchain applications in management: A bibliometric analysis and literature review	Technological Forecasting and Social Change	1	3
Amandeep Dhir Shalini Talwar Mohd Sadiq Mototaka Sakashita Puneet Kaur	Green apparel buying behaviour: A Stimulus-Organism-Behaviour-Consequence (SOBC) perspective on sustainability-oriented consumption in Japan	Business Strategy and the Environment	1	3

Author(s) ³	Article title	Journal	CRISTIN level	AJG level
Sher Jahan Khan Puneet Kaur Fauzia Jabeen Amandeep Dhir	Green process innovation: Where we are and where we are going	Business Strategy and the Environment	1	3
Anam Nusrat Yong He Adeel Luqman Abdul Waheed Amandeep Dhir	Enterprise social media and cyber-slacking: A Kahn's model perspective	Information and Management	1	3
Øystein Tønnessen Amandeep Dhir Bjørn-Tore Flåten	Digital knowledge sharing and creative performance: Work from home during the COVID-19 pandemic	Technological Forecasting and Social Change	1	3
Ramsha Farooq Zhe Zhang Shalini Talwar Amandeep Dhir	Do green human resource management and self-efficacy facilitate green creativity? A study of luxury hotels and resorts	Journal of Sustainable Tourism	1	3
Anupriya Khan Satish Krishnan Amandeep Dhir	Electronic government and corruption: Systematic literature review, framework, and agenda for future research	Technological Forecasting and Social Change	1	3
Shalini Talwar Amandeep Dhir Veronica Scuotto Puneet Kaur	Barriers and paradoxical recommendation behaviour in online to offline (O2O) services. A convergent mixed-method study	Journal of Business Research	2	3
T.M. Arun Puneet Kaur Alberto Ferraris Amandeep Dhir	What motivates the adoption of green restaurant products and services? A systematic review and future research agenda	Business Strategy and the Environment	1	3
T.M. Arun Puneet Kaur Stefano Bresciani Amandeep Dhir	What drives the adoption and consumption of green hotel products and services? A systematic literature review of past achievement and future promises	Business Strategy and the Environment	1	3
Anushree Tandon Amandeep Dhir Shalini Talwar Puneet Kaur Matti Mäntymäki	Dark consequences of social media-induced fear of missing out (FoMO): Social media stalking, comparisons, and fatigue	Technological Forecasting and Social Change	1	3
Sher Jahan Khan Amandeep Dhir Vinit Parida Armando Papa	Past, present, and future of green product innovation	Business Strategy and the Environment	1	3

Author(s) ³	Article title	Journal	CRISTIN level	AJG level
Puneet Kaur Amandeep Dhir Amal Khalifa Alkhalifa Anushree Tandon	Social media platforms and sleep problems: a systematic literature review, synthesis and framework for future research	Internet Research	1	3
Puneet Kaur Nazrul Islam Anushree Tandon Amandeep Dhir	Social media users' online subjective well-being and fatigue: A network heterogeneity perspective	Technological Forecasting and Social Change	1	3
Shalini Talwar Manish Talwar Visa Tarjanne Amandeep Dhir	Why retail investors traded equity during the pandemic? An application of artificial neural networks to examine behavioral biases	Psychology and Marketing	1	3
Shalini Talwar Puneet Kaur Bendegul Okumus Umair Ahmed Amandeep Dhir	Food waste reduction and taking away leftovers: Interplay of food-ordering routine, planning routine, and motives	International Journal of Hospitality Management	1	3
Shalini Talwar Puneet Kaur Rambalak Yadav Rajat Sharma Amandeep Dhir	Food waste and out-of-home-dining: antecedents and consequents of the decision to take away leftovers after dining at restaurants	Journal of Sustainable Tourism	1	3
Sanjay Chaudhary Amandeep Dhir Alberto Ferraris Bernando Bertoldi	Trust and reputation in family businesses: A systematic literature review of past achievements and future promises	Journal of Business Research	2	3
Suresh Malodia Amandeep Dhir Mahima Mishra Zeeshan Ahmed Bhatti	Future of e-Government: An integrated conceptual framework	Technological Forecasting and Social Change	1	3
Sylvie Borau Anders Emil Tobias Otterbring Sandra Laporte Samuel Fosso Wamba	The most human bot: Female gendering increases humanness perceptions of bots and acceptance of AI	Psychology and Marketing	1	3

Author(s) ³	Article title	Journal	CRISTIN level	AJG level
Elisabeth Struckell Divesh Ojha Pankaj C. Patel Amandeep Dhir	Ecological determinants of smart home ecosystems: A coopetition framework	Technological Forecasting and Social Change	1	3
Kalanit Efrat Anne L. Souchon Peter Dickenson Ekaterina Nemkova	Chutzpadik advertising and its effectiveness: Four studies of agencies and audiences	Journal of Business Research	2	3
Rajat Sharma Amandeep Dhir Shalini Talwar Puneet Kaur	Over-ordering and food waste: The use of food delivery apps during a pandemic	International Journal of Hospitality Management	1	3
Maria Jell-Ojbor Ilan Alon Josef Windsperger	The choice of master international franchising – A modified transaction cost model	International Business Review	2	3
Anushree Tandon Puneet Kaur Namita Ruparel Jamid UI Islam Amandeep Dhir	Cyberloafing and cyberslacking in the workplace: systematic literature review of past achievements and future promises	Internet Research	1	3
Naome Otit Cécile Godfroid Roy Mersland Bert D'Espallier	Does it (Re)pay to be Female? Considering Gender in Microfinance Loan Officer-Client Pairs	Journal of Development Studies	2	3
Kalanit Efrat Andreas Erich Wald Shaked Gilboa	The transition from novice to serial crowdfunders: behavioral antecedents and well-being drivers	Internet Research	1	3
Niamh M. Brennan Victoria Carol Edgar Sean Bradley Power	COVID-19 Profit Warnings: Delivering Bad News in a Time of Crisis	British Accounting Review	1	3

Author(s) ³	Article title	Journal	CRISTIN level	AJG level
Arun Thirumalesh Madanaguli Puneet Kaur Stefano Bresciani Amandeep Dhir	Entrepreneurship in rural hospitality and tourism. A systematic literature review of past achievements and future promises	International Journal of Contemporary Hospitality Management	1	3
Anastasia Tsvetkova Magnus Mikael Hellström Henrik Ringbom	Creating value through product-service-software systems in institutionalized ecosystems – The case of autonomous ships	Industrial Marketing Management	2	3
Sayantana Khanra Puneet Kaur Rojers P Joseph Ashish Malik Amandeep Dhir	A resource-based view of green innovation as a strategic firm resource: Present status and future directions	Business Strategy and the Environment	1	3
Michał Folwarczny Anders Emil Tobias Otterbring	Secure and sustainable but not as prominent among the ambivalent: Attachment style and proenvironmental consumption	Personality and Individual Differences	1	3
Anders Emil Tobias Otterbring Freeman Wu Per Kristensson	Too close for comfort? The impact of salesperson-customer proximity on consumers' purchase behavior	Psychology and Marketing	1	3
Anders Emil Tobias Otterbring Kristian Rolschau	Beauty is in the eye of the beer holder but rarely because of the beer	Personality and Individual Differences	1	3
Anders Emil Tobias Otterbring Alexandra Festila Michał Folwarczny	Self-isolation for the self-centered: Negative framing increases narcissists' willingness to self-isolate during COVID-19 through higher response efficacy	Personality and Individual Differences	1	3
Anders Emil Tobias Otterbring	Evolutionary psychology in marketing: Deep, debated, but fancier with fieldwork	Psychology and Marketing	1	3

Author(s) ³	Article title	Journal	CRISTIN level	AJG level
Anders Emil Tobias Otterbring Danielsson, C. Bodin J. Pareigis	Office types and workers' cognitive vs. affective evaluations from a noise perspective	Journal of Managerial Psychology	1	3
Puneet Kaur Amandeep Dhir Shalini Talwar Karminder Ghuman	The value proposition of food delivery apps from the perspective of theory of consumption value	International Journal of Contemporary Hospitality Management	1	3
Xu Wang Shengliang Deng Ilan Alon	Women executives and financing pecking order of GEM-listed companies: Moderating roles of social capital and regional institutional environment	Journal of Business Research	2	3
Nicole Richter Jonathan Martin Sofie V. Hansen Vas Taras Ilan Alon	Motivational configurations of cultural intelligence, social integration, and performance in global virtual teams	Journal of Business Research	2	3
Anushree Tandon Amandeep Dhir Nazrul Islam Shalini Talwar Matti Mäntymäki	Psychological and behavioral outcomes of social media-induced fear of missing out at the workplace	Journal of Business Research	2	3
Vanessa P.G. Bretas Ilan Alon	Franchising research on emerging markets: Bibliometric and content analyses	Journal of Business Research	2	3
Puneet Kaur Amandeep Dhir Shalini Talwar Melfi Alrasheedy	Systematic literature review of food waste in educational institutions: setting the research agenda	International Journal of Contemporary Hospitality Management	1	3

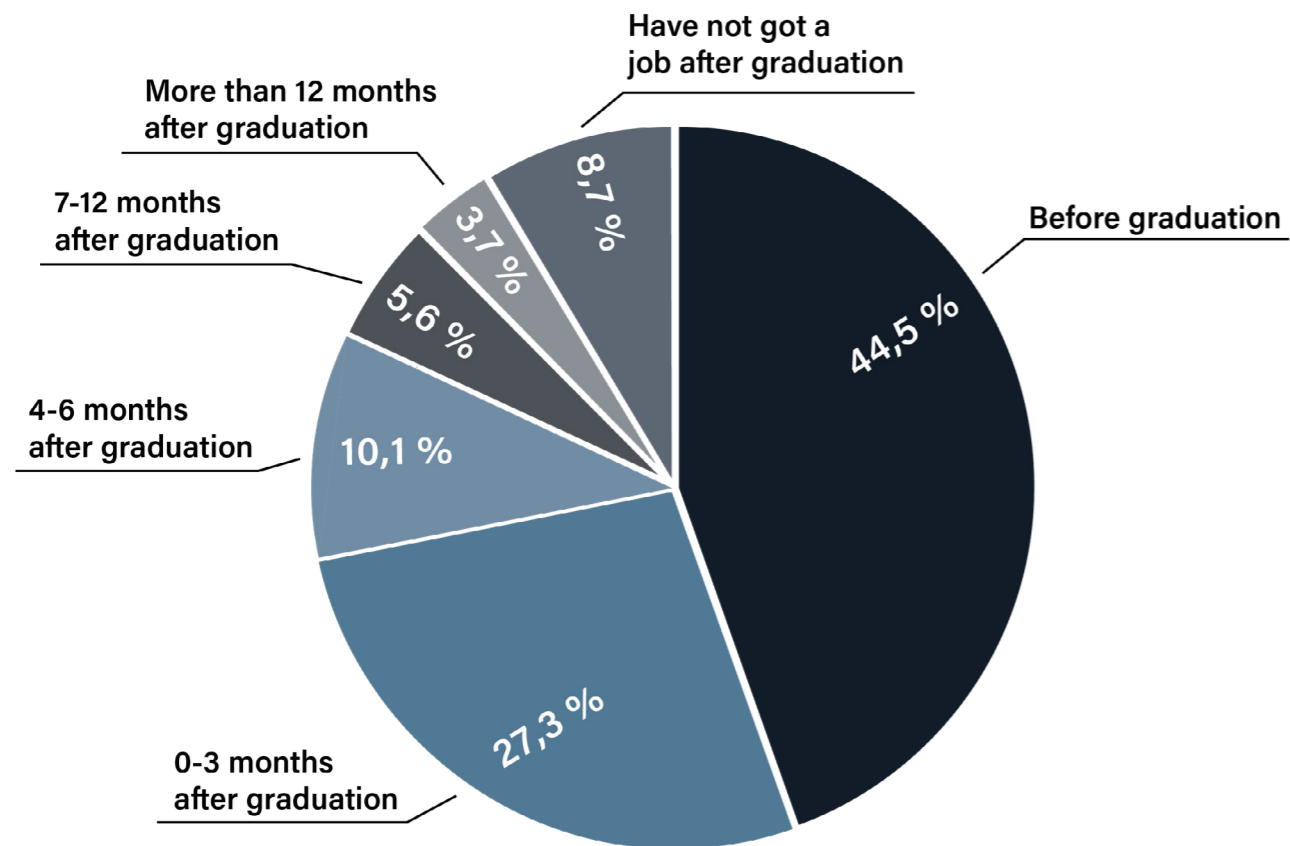
Impact from educational activities

A large share of our impact on business and society comes through our graduates. We want our graduates to draw on and apply the advanced skills they have acquired as part of their education at our school in jobs that are relevant to their education. Moreover, our mission compels us to stimulate the growth of responsible professionals with a global mindset and an innovative attitude.

UiA commissions a large survey every third year where graduates respond to a broad range of questions about their education and their subsequent career. In 2019, around 500 candidates graduated from the School of Business and Law since autumn 2016 responded to the survey, which gave us a 37 % response rate. Below we present the most relevant results.

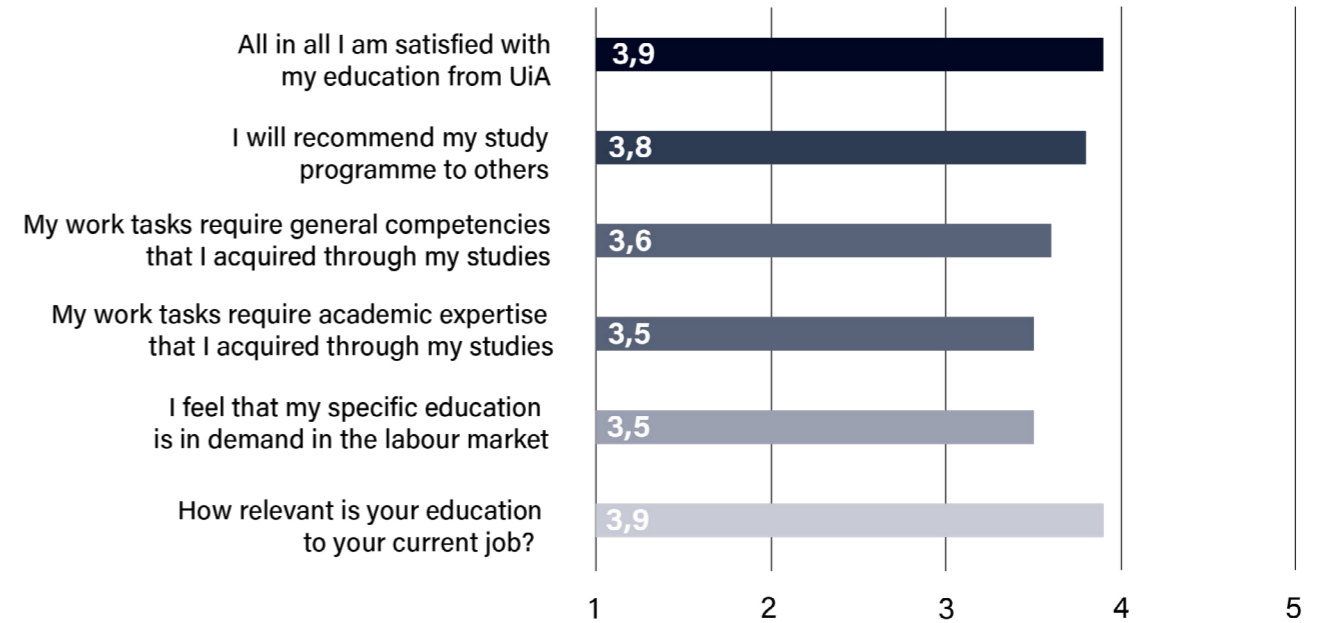
We note that our graduates are attractive on the job market. Almost 45 % of the respondents got a job before graduation, and within six months over 80 % were employed.⁴ We are also pleased to note that our graduates to a high degree are satisfied with their study programme, and that they find it relevant to their current job.

When did you get your first job?
(Graduates who continue to study are excluded)



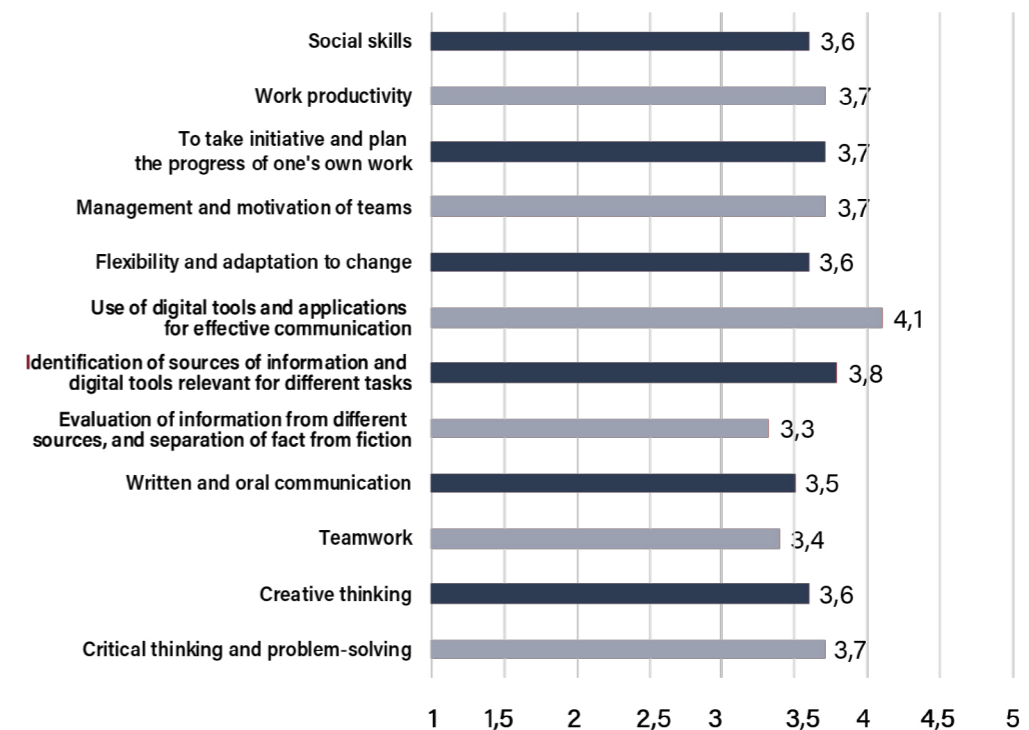
⁴ Please note that the most recent cohort that was included in the survey graduated in June 2019, only four months before the survey was carried out.

Assessment of study programme



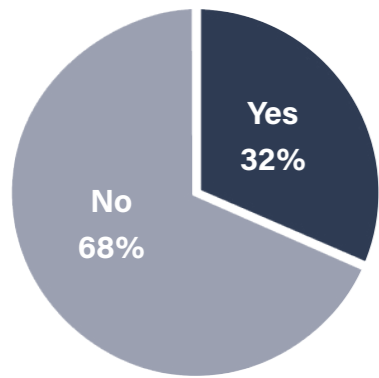
In the 2019 Candidate Survey, the 21st century skills were specifically addressed, and the graduates were asked whether they would have liked a stronger emphasis on these skills throughout their studies. We see that they have indicated a desire for more focus on all the skills, but the "Use of digital tools and applications for effective communication" stands out. As an increased focus on some elements may require a reduced focus on others, we must carefully assess what changes may be made while still staying true to our mission.

In light of the requirements in work life, do you think your study programme should have placed more or less emphasis on the following competencies? (3 = Just the right emphasis)

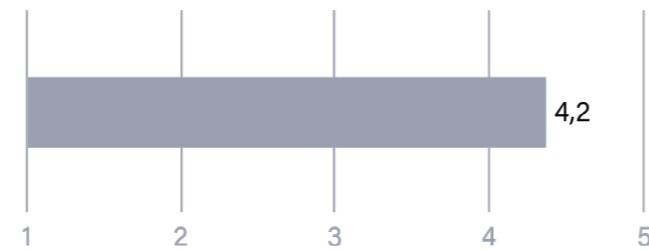


For the past years, the percentage of our graduates that have spent one or two semesters abroad on exchange has been around 20. However, over 30 % of the School's respondents to the 2019 Candidate Survey had been on exchange. We see that this group highly values the exchange experience as a positive contribution to their everyday working life. We are continuously working to increase the number of students going on exchange, and to enhance the quality of the exchange through strategic partnerships with selected institutions abroad.

Did you go abroad on student exchange (min. 3 months) during your studies?



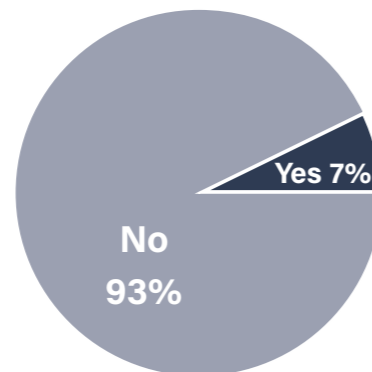
How useful is your experience from the exchange for your everyday working life?



Since 2015 our school has invested much time and resources in the development and running of two internship offers for our master's students in Business Administration, in Innovation and Knowledge Management, and in Industrial Economics and Technology Management⁵, one in Norway, and another in Nordic enterprises in high-growth economies. In 2019, a total of nearly 20 % of our graduates from these programmes had carried out an internship. There is no doubt that the students who spend a semester abroad through this arrangement, acquire a deep understanding of international aspects of business. Interns both in Norway and abroad are also challenged to think and act responsibly when exposed to a real-life work situation. During the past couple of years, the offer has been expanded to also comprise internships in the USA and Canada.

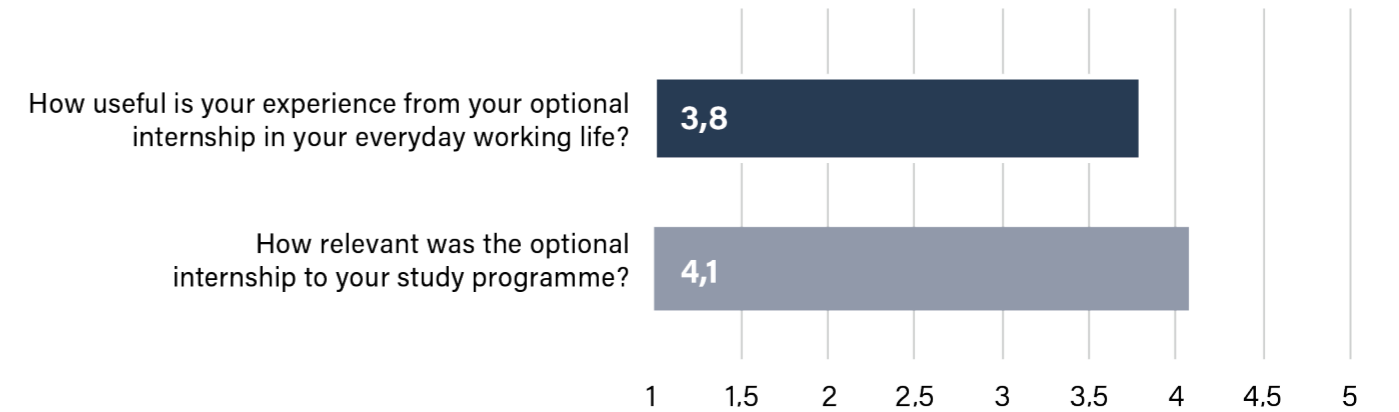
The number of respondents who had carried out an internship is only 7 %, because bachelor's students who are not offered this possibility are also included. We are pleased to see that our graduates to a high degree find the internship useful in their current job, and that it was relevant to their education.

Did you participate in an optional internship as part of your studies at UiA?



⁵ This study programme is owned by the Faculty of Engineering and Science but run by the School of Business and Law.

Assessment of optional internship



PH.D public defences in 2021

Candidate's name	Dissertation title
Linda Nakato	Essays on the Performance of Savings Groups
Torbjørn Hekneby	The learning way to production performance. An evolutionary perspective on company-specific production systems (XPS)
Ahmad Sami Mahmoud Alaassar	Regulatory Sandboxes and Ecosystem Dynamics in Financial Markets
Joseph Akadeagre Agana	Implications of accounting and audit regulations
Vanessa Pilla Galetti Bretas	How emerging market firms go abroad? Internationalization strategies
Felicia Naatu	Social Entrepreneurship and Corporate social Responsibility
Judith Jacob Iddy	Knowledge Management in Franchising Companies
Rolando Manuel Gonzales Martinez	Data science and financial services for the poor
Salman Bahoo	Is corruption a Sand or Grease for International Business transactions?
Erik Lankut	Essays on Cultural Intelligence
Tigist Sommeno Woldetsadik	The impact of internationalization on performance in hybrid organizations
Sanja Smiljic	Managing Coopetitive R&D and Innovation: A Project-Level Perspective

Outreach

A large part of our faculty members is actively disseminating their research to the wider society, through channels such as newspaper articles, radio interviews and invited speeches at private businesses. For the year 2021, we count 174 such activities carried out by one or more of our faculty members. We know that in addition, many of our staff carry out activities that are not registered in our systems.

The registered activities for 2021 are distributed as follows:

Outreach activity	Total number
Scholarly and non-scholarly presentation	86
Non-scholarly journal publication	47
Media appearance	19
Report/dissertation	17
Part of non-scholarly book/report	5

The School organises several public events each year. In addition to small-size, regular events, we also strive to attract and organise larger national and international conferences. Below we present a table summarising all major public events where the School served as lead organiser in 2021.⁶

Formal events open to the public in 2019	Number of events
Research seminars	6
Industry/business forums and conferences	4
Alumni events	47

⁶ Activities in 2021 were heavily affected by the Covid-19 pandemic.

⁷ All of these events were digital.

Examples of public events

In June, the Department of Law hosted a webinar on the subject of Street Art and Rights. The webinar was funded by Cultiva and made possible in cooperation with Sørlandet Art Museum (SKMU). The topics ranged from copyright and street art to the public perception of ownership over street art, and finally to cultural heritage protection of street art.

In November, the School organized the first of three workshops in relation to the Horizon 2020 research project GI-NI: Growing Inequality: A Novel Integration of transformations research (mentioned in our Impact Assessment Report for 2020). This first workshop emphasized the impact of digitalisation: the skills requirements, the types of work and the quality of work in a 10–20-year perspective. The purpose of the workshop was to inspire stakeholders in Norway to explore scenarios that help meet the challenges of the future of work and contribute to more inclusive social development. Both regional stakeholders, international guests and our own researchers were among the speakers and panellists.

Awards and appointments

- Professor Tobias Otterbring was admitted to The Young Academy of Norway, which consists of talented, junior researchers from all disciplines with a demonstrated commitment to science policy and innovative research dissemination. Members have been selected through an application process involving a scientific review process followed by interviews and have membership for four years.
- Associate Professor Geir Haaland was appointed by the Financial Supervisory Authority of Norway as Head of the Examination Committee for the national practical auditing exam.
- In June, the Norwegian government established an expert committee for the period 2021-2027, which will evaluate what competencies the work life will need in the years to come. Sveinung Skule, CEO in Kompetanse Norge will chair the committee with in total 19 members from different sectors. Out of the 9 members from the university sector, two were appointed from our School: Professors James Karlsen and Jon P. Knudsen from the Department of Working Life and Innovation.
- Professor Amandeep Dhir won the second-best paper prize in the 7th International Communication Management Conference
- Associate Professor Rafael Heinzemann was asked to join the expert research panel of the new edition of the renown standard textbook *Management Control Systems, Performance Measurement, Evaluation and Incentives*, by Kenneth A. Merchant & Wim A. Van der Stede, Pearson Education.

