

Impact assessment 2022

The importance of assessing impact

The drive to making an impact on research, education and society is intrinsic to any higher education institution, and it is what we at the UiA School of Business and Law (hereafter, the School) aim for with all our activities. With our slogan “Regionally connected and globally engaged”, we clearly define an identity according to which we strive to make a difference beyond the walls of our institution.

To report on impact is important for various reasons. On one hand, there is a need to justify our existence to stakeholders (e.g., financial bodies, accrediting institutions, external organisations, and students), while on the other it is a way of assessing our own progress and to promote continuous improvement.

How we assess impact is rooted in our vision and mission statement. For the strategy period 2021-2024 these 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, organisations, public entities and civil society in our region and beyond 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.

We bring several high-quality inputs to this effort, and here we can mention:

- 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 national and international researchers.
- The high number of applicants to our courses ensures that the students who enter our school are bright and motivated.
- Our long-standing and collaborative relations with several business and government stakeholders in our region and beyond.

DEFINING IMPACT

Impact assessments are commonly regarded as important tools to demonstrate and increase awareness 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, 2022¹):

- **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 or nations.

The second part of the above-mentioned 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. 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 and measure. 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, we believe that

we should be somewhat cautious when claiming the impact of our activities. However, we still believe that the co-creation approach, forming close relationships with external actors, makes impact more likely.

In this report, we will focus not only on impact, but also on outputs and outcomes, based on the assumption that the last two may, with time, lead to impact.

Structure of the report

The report follows a set structure where we describe how our scholarly, educational and outreach activities have had positive effects or contributed to changes or benefits for our stakeholders in areas associated with innovative, international, and responsible dimensions. Activities and visible impact from last year receive priority, but we will also use the opportunity to highlight impact stemming from activities prior to the year of reporting.

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 cases. In this year's report, we present the following two cases:

- **Innovative:** A Shift for the Future
- **Responsible:** Women know less about finance than men

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 26 September 2023:
<https://www.ukri.org/councils/esrc/impact-toolkit-for-economic-and-social-sciences/defining-impact/>

Mission and impact

Innovative

The School places strong emphasis on innovation. Around twenty percent of our faculty members have innovation or entrepreneurship as one of their main areas of specialisation, and 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:

- **Serious Games in Higher Education**

The project "Serious Games in Higher Education" was aimed to revolutionize the educational experience by leveraging digital, project-based games as an alternative form of problem-based learning. The project was active from 2019 to December 2022, and during this period, various games were developed.

Innovative technologies have been integrated into the learning experience. For instance, the game "Kaizen Online" has been designed with Virtual Reality (VR) capabilities. Although this feature has not been fully explored, early indications suggest that VR has the potential to significantly elevate the quality of digital education. Another recent technological breakthrough is the use of Artificial Intelligence (AI) in enhancing game dynamics.

Moreover, AI's capabilities extend beyond the games themselves. Self-updating chatbots, fine-tuned with curriculum content, articles, and assignments are now used in teaching.

The project's completion marks just the beginning of a broader technological transformation in higher education. The integration of AI and potentially VR technologies promises to bring about sweeping changes in educational methodologies, making the upcoming years a critical period for observing their impact on educational systems and society at large.

- **Research cooperation**

Three of our researchers, Professor Arne Isaksen, Associate Professor Stina Torjesen and Researcher Jan Ole Rypestøl collaborate with the research institute NORCE on the project FORNYAGDER, which was granted NOK 5 000 000 from Agder Regional Research Fund in 2022. The aim of the project is to examine the importance of the existing energy-economic, political, and industrial framework conditions for making use of renewable energy for green business development in the Agder region (in the southern part of Norway), with a specific focus on the battery industry. Several public and private stakeholders are also involved in the project.

- **AI Driven Multiformat Universe – Dyreparken**

Professors Sangeeta Singh and Tobias Otterbring, in collaboration with Kristiansand Zoo and Amusement Park (Dyreparken), Qvisten Animation and inFuture Consulting, received a research grant for the project Artificial Intelligence Driven Multiformat Universe from the Norwegian Research Council. The project aims at developing a multiformat universe with the help of computer-driven insights to deliver enriching consumer experiences. Our professors' role was to set up experiments for consumer behaviour insights to identify content that best drives user adoption of these new multiformat concepts. This was a multidisciplinary project in the intersection of technology, culture, experiences, and tourism.



Impact example: A Shift for the Future

Shift Entrepreneurship is a collaborative interdisciplinary master's programme established by the School of Business and Law and the Faculty of Engineering and Science at UiA with the overarching goal of fostering an entrepreneurial culture within the Agder region and beyond. It is part of the Center for Entrepreneurship and Social Innovation (CESI).

The two-year master's programme is centred around acquiring the ability to drive change through entrepreneurship. Throughout the programme, students develop the capacity to identify and capitalize on entrepreneurial opportunities by enrolling in relevant courses and collaboratively establishing a business venture alongside their fellow students. The programme is exceptionally immersive, with each course integrating both theoretical knowledge and practical application, enriched by insights from experienced founders and established businesses. The primary goal is to equip students with the skills and mindset essential for effecting meaningful societal transformations.

Below, we present two examples of impactful business ventures established through Shift:

Norsjór

In 2021, Norsjór AS was established as one of the pioneering enterprises within the Shift initiative. The founders behind this successful startup are Amalie Eilertsen, Kennet Karlsen, and Jarle Haugereid. In a relatively short time span, they have established themselves as a formidable player in the market,

gaining significant media attention due to their selection for both Startuplab's accelerator programme and Equinor's TechStart programme.

Norsjór is developing a sophisticated underwater laser system designed to remove fouling (marine organisms, microorganisms, and algae) from the hulls of ships used in maritime industries.

With the technology Norsjór is developing, they aim to prevent the spread of invasive species. This technology also allows for more frequent cleaning of ship hulls, resulting in annual fuel savings of approximately 16 million USD, which equates to around 25%.

Norsjór was selected as one of nine companies to participate in Equinor's TechStart programme. This entails mentorship along with a grant of 120,000 USD. The programme received over 150 applications from 52 different countries. Around the same time, Norsjór was also chosen to participate in Startuplab's accelerator programme, alongside 130 other companies. In total, Norsjór has secured funding of 4.2 million Norwegian Kroner.

"We've employed a 'fail fast' methodology by testing small-scale laser technology in our own lab, where we've fine-tuned the technology and elucidated parameters pivotal to the process. We've just completed a capital round and are now prepared to build a company capable of withstanding the pace that pilot tests will enable, in collaboration with a diverse range of mentors from Equinor, Capgemini, Frog, Startuplab, and more," CEO Amalie Eilertsen states. They have planned to commence pilot testing in the autumn of 2023.



Pleco Marine

Pleco Marine is a biotechnology company engaged in the cultivation and processing of microalgae for use in the aquaculture industry in a profitable and sustainable manner.

"We intend to extract different nutrients from algae to incorporate into the feed for farmed salmon. Microalgae represent the initial and natural link in the omega-3 food chain, yet it is still supplemented to farmed salmon through wild fish. Currently, there are no significant-scale microalgae producers. Our first step is to establish a photobioreactor to experiment with the cultivation of specific microalgae on a larger scale," says Tobias Øverli at Pleco Marine.

In brief, the essence of the endeavour lies in cultivating microalgae in onshore tanks to subsequently develop omega-3, which will then be utilized in fish feed. This has been achieved in laboratories before, but the production has yet to be scaled up.

In 2022, Pleco Marine were granted funding from Samskap in Andøy municipality in Northern Norway to develop a prototype at Andøya island.

"We would not exist if it were not for Shift. Bringing together individuals from diverse competence areas and academic backgrounds makes it possible to generate entirely new ideas," says Tobias Øverli at Pleco Marine.

International

The School emphasises international dimensions. A majority of our staff conducts research with international relevance. Most researchers collaborate with international partners, and we publish most of our work through international channels.

It can be mentioned that a considerable share of our activities is directed at emerging markets, and that one area of thought leadership at the School is "microfinance and social entrepreneurship in emerging markets". In addition to studying management, finance, and economics in an emerging market context, we educate students from emerging markets, and we collaborate with prominent educational and research institutions in these markets.

Below are some examples of activities in this field:

- **Horizon Europe project: Bridging Risks to an Inclusive Digital and Green future by Enhancing workforce Skills for industry 5.0**

Our professors Hans Christian Garmann Johnsen and Jon P. Knudsen partner in this project, which will study the changes and advancements in jobs and skill requirements in preparation for the arrival of Industry 5.0 and evaluate the efficiency of new training and teaching concepts. Also, the project will engage a range of industry and related stakeholders at regional, national and EU levels and co-produce a web platform called the Industry 5.0 Platform. The platform facilitates social innovation and provides its stakeholders and target groups with recommendations and instruments for new learning and training systems. The outcomes of the project contribute to the supply of skilled workers, enabling companies to optimize the gains from digital technology, and the development of skills to deal with the digital and green transition to achieve a sustainable, resilient, and more fair future for Europe. UiA's part of the project's funding of about 4,6 million Euro is nearly 200 000 Euro.

- **Connecting the international research community via conferences**

In June 2022, the 45th annual International Association for Research in Economic Psychology (IAREP) Conference, organized by Professor Ellen Katrine Nyhus, was successfully held with around 130 participants from 25 countries. During the conference, around 135 presentations and four keynote lectures were given physically and digitally. The conference was interdisciplinary, attracting scholars from an array of fields including economics, psychology, and sociology.

In December 2022, the School was honoured to co-host the 48th EIBA Annual Conference alongside the European International Business Academy and BI Norwegian Business School. The event provided a global platform for addressing pressing challenges such as the climatic repercussions of greenhouse gas emissions, the destabilization of global trade due to pandemics, and the ecological degradation stemming from the unsustainable exploitation of finite global resources.

▪ Journal of Alternative Finance

In November 2022, Professor Rotem Shneor was announced as the editor-in-chief of the new Journal of Alternative Finance, which will publish its first issue in 2024. The Journal of Alternative Finance is a double-anonymised hybrid journal that will address the technological evolution of the financial sector and its multi-faceted impact on societies, economies, and the environment. Articles will cover a wide range of topics including but not limited to microfinance, cryptocurrencies, crowdfunding, peer to peer lending and FinTech. The journal will seek to enable a cross-disciplinary dialogue between researchers interested in alternative finance from different perspectives and approaches.

Ph.D. programme alumni

Our PhD programme in International Management (later International Business) commenced in 2006. To facilitate further high-quality research for our PhD candidates upon completion of their degree, the School offers the possibility of keeping their UiA affiliation as an "associated researcher"/PhD 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 2022, there were 14 PhD 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:

- **BlueRev**

BlueRev – Revitalisation of European local communities with innovative business models and social innovation in the blue bio-based sector is a 2,2 million Euro (UiA funding share EUR 268 765) Horizon Europe project. It runs from 9/2022 to 8/2025, with Associate Professor Soogand Golesorkhi and Advisor Frode Kirkedam heading the UiA work-package. The aim of the BlueRev project is to encourage innovation in local communities by focusing on “blue” sustainability, creating positive environmental impacts via investigating the use of ocean resources to benefit economies, livelihoods, and ocean ecosystem health in coastal areas in Norway, Baltics, and Mediterranean. The project will establish three pilot regions in Europe, focusing on introducing meaningful changes across specific value chains in the blue bio-based sector. Also, the project will employ existing or advanced monitoring systems to assess the effectiveness of the value chains and come up with ways to improve governance frameworks and business models in the blue bio-based sector. Engaging the relevant actors via awareness-raising communication campaigns, BlueRev promotes socially and environmentally responsible behaviour, facilitating the transition of

local communities towards sustainable blue economy models that can be adopted across Europe.

- **ESG reporting**

In February, the Executive Unit launched a new programme within sustainability (ESG) reporting and responsible ownership. In cooperation with the business association in the Kristiansand area, the programme was offered as a pilot to invited participants from the business community.

- **Battery exhibition in the UiA lounge at Kristiansand airport**

From November 2021 to January 2022, UiA showcased the growing battery industry in Agder through an exhibition at Kjevik Airport in Kristiansand. The exhibition was a collaboration between the Division of Communication, the Faculty of Engineering and Science and the UiA School of Business and Law. Associate Professor Stina Torjesen was involved as part of the research project, BATMAN (on battery management). The main piece of the exhibition was a dismantled battery pack from a VW e-golf. A map of Agder showed UiA's partners on recycling and production of battery parts, while written information described the growing need for batteries, raw materials and methods for recovery, research on reuse, circular economy and a little about the need for expertise in the battery industry and about the new battery factory Morrow.



Impact example: Women know less about finance than men

A recent report from the UiA School of Business and Law highlights that, while Norway proves high scores in terms of financial knowledge, Norwegian women have significantly less knowledge about finance than men. The identified gender difference in financial knowledge is surprisingly large, considering Norway's high gender equality score. The report, "Financial Knowledge in the Norwegian Population", was authored by Professor Ellen Katrine Nyhus at the UiA School of Business and Law's Department of Management and includes results from two national representative surveys of financial knowledge and behaviour in the Norwegian population. The two studies have been conducted to identify vulnerable groups in the population due to a lack of financial knowledge, and to study the role financial knowledge has for financial behaviour.

The report suggests that men's higher interest and knowledge in topics like stocks and investments in turn contributes to gender differences in financial income and wealth accumulation and calls for a national strategy to reduce the observed differences in financial knowledge. One efficient solution would be to incorporate more personal finance into school curricula. The goal is to promote a more gender-equal society by ensuring that both men and women have a better

understanding of finance. The report also shows that young adults and people with low education have lower scores on financial knowledge, and this contributes to financial vulnerability. Increased financial education will also benefit these vulnerable groups in the population.

Greater need for financial knowledge

The report identifies a substantial difference between men and women in knowledge about compound interest, inflation, diversification, investments, savings, and mortgages. It also points out that although women may be good at money management, they may benefit from better knowledge of how to increase their capital income and manage the associated financial risks.

Financial knowledge is a key ingredient for financial empowerment of individuals. It is becoming increasingly important due to the increased complexity of financial markets, larger variation of financial services, and changing public pension systems. Women, in particular, need to plan for their retirement as they tend to live longer but often have lower pensionable incomes. One factor contributing to the gender knowledge gap is women's higher propensity to answer "don't know" to financial knowledge questions, which possibly is due to both a genuine lack of knowledge and lower confidence in financial matters. The latest survey eliminated this response option for half the sample. This reduced the gender gap in the financial knowledge score, but the gender difference was still significant.

A gender paradox

To compare the gender differences observed in Norway with other countries, the report includes findings from a study conducted in 2015 in 32 countries by the Organisation of Economic Cooperation and Development (OECD). Despite Norway being one of the most gender-equal countries in the world, the gender difference in the ratio of men and women who were categorized as financial literate, was largest in Norway. Other countries with relatively high gender difference in financial knowledge are the Netherlands and New Zealand, which also score relatively high on gender equality. Future research should focus on identifying the causes of the gender differences in financial knowledge. This will give important insight for those who design learning programs in personal finance so that the observed gender differences in knowledge will be reduced.



Alumni portrait

Name: Birgitte Austefjord

Position: Sales Engineer, Volue

Studied: Master in Industrial Economics and Technology Management

The combination of engineering and management

When studying for my bachelor's degree in engineering at UiA, I enjoyed the technical part, but I missed knowing more about management and business to support my technical skills. When I graduated, the job market was quite poor - so I decided to keep on studying and chose the master's programme in Industrial Economics and Technology Management. Two weeks into the study, I was completely sold, and I knew I had chosen the right path.

The value of practical experience

An invaluable feature of the master's programme was that several courses included a practical project in a local company. Collaborating with the industry on these projects, really made me understand the learning material, and gave me the opportunity to apply theory to the real world. When entering work life as a graduate, I felt I already had experience that helped me solve the challenges I faced.

International environment on campus

My engagement in the Erasmus Student Network (ESN) during my studies gave me a lot of joy. The voluntary role as Campus Manager for the international students gave me the opportunity to get to know other people, cultures and languages while studying in Grimstad.

Relevant competencies

I am currently a sales engineer at Volue, a technology company working in the fields of energy, power grid, water and infrastructure. More specifically, I work with hydropower projects, designing project scope, selling the projects, and managing new and existing contracts. Here I have been able to apply my skills in business, strategy, and contract management and to use my technical knowledge. In particular, my acquired competencies within project and contract management, as well as economics, have proven extremely useful in my daily work.



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. Some metrics demonstrate links and contact with key stakeholders, strengthening the possibility of generating positive effects on society. 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 the Nordic countries. 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 2018-2022

Output	2018	2019	2020	2021	2022
Publication points (total) ²	75,5	111,1	105,2	166,59	146,93
Publication points per full time faculty	1,05	1,30	1,23	1,78	1,61
Total number of scholarly publications	91	89	118	199	166
Total number of journal articles	65	72	86	179	151
Journal articles (% of total no. of publications)	71%	81%	73%	90%	91%
% of journal articles at level 2 in Cristin system	6%	22%	8%	17%	24%
% of journal articles in AJG (ABS)	62%	65%	62%	75%	74%
% of journal articles at AJG level 3/4/4*	20%	28%	16%	35%	38%

Journal articles published in AJG listed journals, level 3 and 4, and/or Cristin level 2, 2022

Author(s) ²	Article title	Journal	Cristin level	AJG level
Dhir, Amandeep	How and when does leader knowledge hiding trickle down the organisational hierarchy in the tourism context? A team-level analysis	Tourism Management	2	4
Otterbring, Tobias	The perception of food products in adolescents, lay adults, and experts: A psychometric approach.	Journal of experimental psychology. Applied	1	4
Otterbring, Tobias	Honestly hungry: Acute hunger does not increase unethical economic behaviour	Journal of Experimental Social Psychology	1	4
Otterbring, Tobias	Stairway to organic heaven: The impact of social and temporal distance in print ads	Journal of Business Research	2	3
Dhir, Amandeep	Unethical Leadership: Review, Synthesis and Directions for Future Research	Journal of Business Ethics	2	3

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.

³ For co-authored articles, only authors employed at or affiliated with the UiA School of Business and Law are listed.

Author(s) ²	Article title	Journal	Cristin level	AJG level
Shneor, Rotem	Growing pains and blessings: Manifestations and implications of equity crowdfunding industry maturation	Decision Support Systems	2	3
Dhir, Amandeep	Why do people avoid and postpone the use of voice assistants for transactional purposes? A perspective from decision avoidance theory	Journal of Business Research	2	3
Dhir, Amandeep	The effect of the valence of forgiveness to service recovery strategies and service outcomes in food delivery apps	Journal of Business Research	2	3
Dhir, Amandeep	Supply chain collaboration and sustainable development goals (SDGs). Teamwork makes achieving SDGs dream work	Journal of Business Research	2	3
Dhir, Amandeep	Transformative Quality in Higher Education Institutions (HEIs): Conceptualisation, scale development and validation	Journal of Business Research	2	3
Mersland, Roy; Otit, Naome	Employee tenure and staff performance: The case of a social enterprise	Journal of Business Research	2	3
Dhir, Amandeep	Way off the mark? Open innovation failures: Decoding what really matters to chart the future course of action	Journal of Business Research	2	3
Dhir, Amandeep	Personality and travel intentions during and after the COVID-19 pandemic: An artificial neural network (ANN) approach	Journal of Business Research	2	3
Dhir, Amandeep	The dark side of phubbing in the workplace: Investigating the role of intrinsic motivation and the use of enterprise social media (ESM) in a cross-cultural setting	Journal of Business Research	2	3
Dhir, Amandeep	Corporate social responsibility (CSR) and hospitality sector: Charting new frontiers for restaurant businesses	Journal of Business Research	2	3
Thanem, Torkild	From stress to resistance: Challenging the capitalist underpinnings of mental unhealth in work and organizations	International Journal of Management Reviews	2	3
Beisland, Leif Atle; Mersland, Roy; Zamore, Stephen	Does It Pay to be Green? A Study of the Global Microfinance Industry	Nonprofit and Voluntary Sector Quarterly	2	3
Baharmand, Hossein	A mathematical model for equitable in-country COVID-19 vaccine allocation	International Journal of Production Research	2	3

Author(s) ²	Article title	Journal	Cristin level	AJG level
Smiljic, Sanja; Aas, Tor Helge	Coopetitive tensions across project phases: A paradox perspective	Industrial Marketing Management	2	3
Dhir, Amandeep	Balancing food waste and sustainability goals in online food delivery: Towards a comprehensive conceptual framework	Technovation	2	3
Dhir, Amandeep	Sustainable development goals research in higher education institutions: An interdisciplinarity assessment through an entropy-based indicator	Journal of Business Research	2	3
Perotti, Francesco Antonio	Managing digital transformation: The view from the top	Journal of Business Research	2	3
Dhir, Amandeep	Paradoxes and coping mechanisms in the servitisation journey	Industrial Marketing Management	2	3
Dhir, Amandeep	Cost-cutting actions, employment relations and workplace grievances: Lessons from the 2008 financial crisis	Journal of Business Research	2	3
Oxelheim, Lars; Randøy, Trond	On the role of internationalization of firm-level corporate governance: The case of audit committees	Corporate governance. An International Review	2	3
Birkeland, Terese	The rift between executive contraction and executive detraction: the case of European Commission battery policy-making	Journal of European Public Policy	2	3
Goedecke, Jann Fabian Michael; Shneor, Rotem	On relationship types, their strength, and reward crowdfunding backer behavior	Journal of Business Research	2	3
Dhir, Amandeep	Diving into the uncertainties of open innovation: A systematic review of risks to uncover pertinent typologies and unexplored horizons	Technovation	2	3
Oxelheim, Lars; Randøy, Trond	The influence of business groups on board composition in offshore financial multinational enterprises	International Business Review	2	3
Otterbring, Tobias	Anxious and status signaling: Examining the link between attachment style and status consumption and the mediating role of materialistic values	Personality and Individual Differences	1	3
Otterbring, Tobias	Money for nothing: The impact of compensation on customers' bad-mouthing in service recovery encounters.	Marketing letters	1	3

Author(s) ²	Article title	Journal	Cristin level	AJG level
Otterbring, Tobias	Firstborns buy better for the greater good: Birth order differences in green consumption values	Personality and Individual Differences	1	3
Efrat, Kalanit; Wald, Andreas Erich	Mitigating coopetition tensions: The forgotten formation stage	European Management Review	1	3
Alon, Anna; Haaland, Geir	Multi-mode standardisation and comparability: Norway's failed attempt to adopt the IFRS for SMEs	Accounting and Business Research	1	3
Dhir, Amandeep	Coping with pandemics using social network sites: A psychological detachment perspective to COVID-19 stressors	Technological Forecasting and Social Change	1	3
Dhir, Amandeep	Social media induced fear of missing out (FoMO) and phubbing: Behavioural, relational and psychological outcomes	Technological Forecasting and Social Change	1	3
Dhir, Amandeep	I love you, but you let me down! How hate and retaliation damage customer-brand relationship	Technological Forecasting and Social Change	1	3
Dhir, Amandeep	Responsible I(m)ovation in Asia Pacific regions	Asia Pacific Journal of Management	1	3
Dhir, Amandeep	How knowledge acquisition creates a competitive edge? A qualitative inquiry from international consultancy alliance	International Marketing Review	1	3
Dhir, Amandeep	Linking circular economy and digitalisation technologies: A systematic literature review of past achievements and future promises	Technological Forecasting and Social Change	1	3
Alon, Ilan	Crowd-out effect on consumers attitude towards corporate social responsibility communication	Technological Forecasting and Social Change	1	3
Dhir, Amandeep	Digitalization and sustainability: virtual reality tourism in a post pandemic world	Journal of Sustainable Tourism	1	3
Baharmand, Hossein	A methodology for developing evidence-based optimization models in humanitarian logistics	Annals of Operations Research	1	3
Kyllingstad, Nina; Rypestøl, Jan Ole	New regional industrial path development and innovation networks in times of economic crisis	Industry and Innovation	1	3
Dhir, Amandeep	Green supply chain management in manufacturing firms: A resource-based viewpoint	Business Strategy and the Environment (BSE)	1	3

Author(s) ²	Article title	Journal	Cristin level	AJG level
Dhir, Amandeep	Meme marketing: How marketers can drive better engagement using viral memes?	Psychology & Marketing	1	3
Dhir, Amandeep	Early bird or early worm? First-mover (dis) advantages and the success of web-based social enterprises	Technological Forecasting and Social Change	1	3
Alon, Ilan	Predictors of applying for and winning an ERC Proof-of-Concept grant: An automated machine learning model	Technological Forecasting and Social Change	1	3
Zakamulin, Valeriy Ivanovich	Time series momentum in the US stock market: Empirical evidence and theoretical analysis	International Review of Financial Analysis	1	3
Dhir, Amandeep	Doing good for society! How purchasing green technology stimulates consumers toward green behavior: A structural equation modeling-artificial neural network approach	Business Strategy and the Environment (BSE)	1	3
Krol, Michal	Great Minds Think Alike? Spatial Search Processes Can Be More Idiosyncratic When Guided by More Accurate Information	Cognitive Science	1	3
Irfan, Irfan	Learning by supplying to climb the value chain: suppliers' transition from B-to-B to B-to-C	Supply chain management	1	3
Golesorkhi, Soogand	Supply chain coordination under asymmetric information and partial vertical integration	Annals of Operations Research	1	3
Smiljic, Sanja; Aas, Tor Helge	To join or not to join? Insights from coopetitive RD&I projects	R&D Management	1	3
Dhir, Amandeep	Factors mediating social media-induced fear of missing out (FoMO) and social media fatigue: A comparative study among Instagram and Snapchat users	Technological Forecasting and Social Change	1	3
Otterbring, Tobias	Shortsighted sales or long-lasting loyalty? The impact of salesperson-customer proximity on consumer responses and the beauty of bodily boundaries	European Journal of Marketing	1	3
Edgar, Victoria	The language of profit warnings: a case of denial, defiance, desperation and defeat	Accounting, Auditing & Accountability Journal	1	3
Dhir, Amandeep	<i>Strategic choice in times of stagnant growth and uncertainty: An institutional theory and organizational change perspective</i>	Technological Forecasting and Social Change	1	3

Impact from educational activities

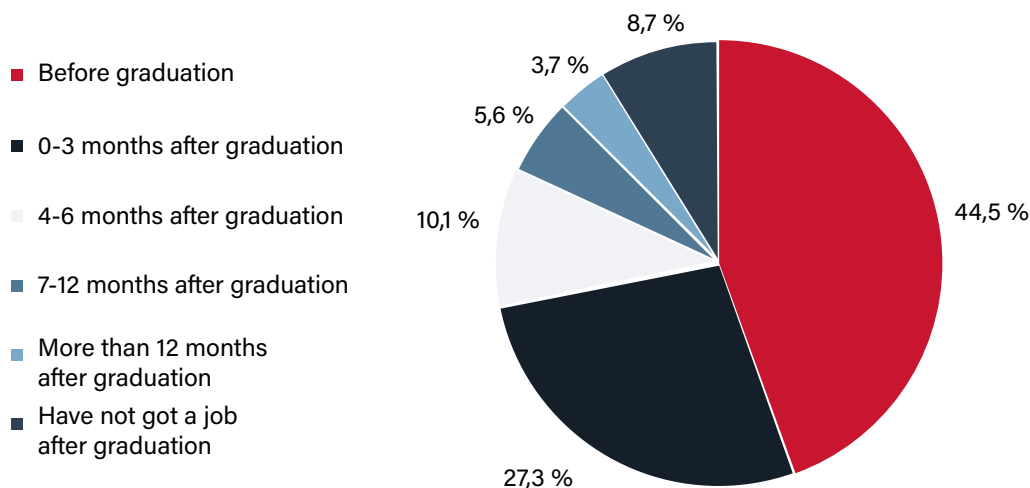
A large share of our impact on business and society comes through our graduates. We want our graduates to draw on and apply the advanced skills they have acquired as part of their education at our school in jobs that are relevant to their education. Moreover, our mission compels us to stimulate the growth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

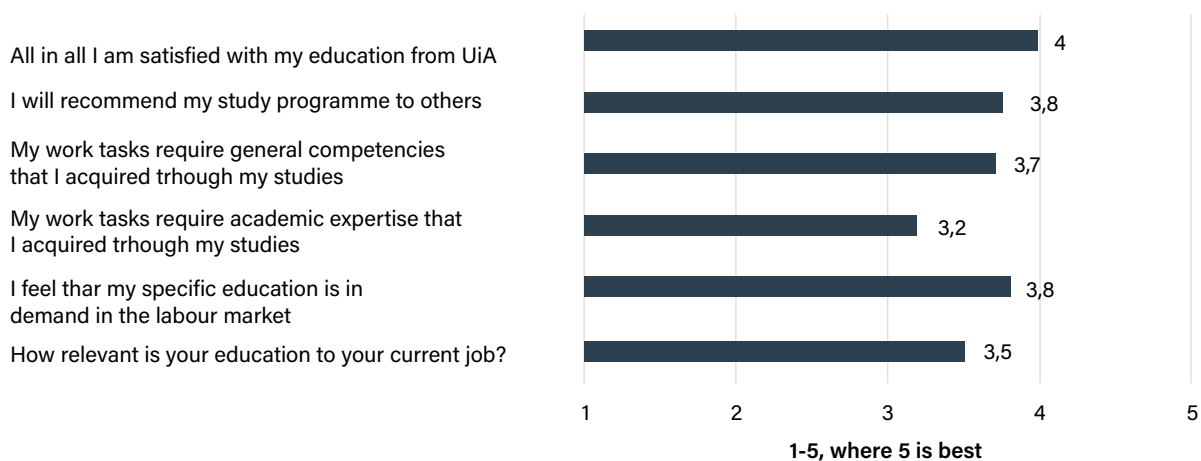
their education and their subsequent career. In autumn 2022, 533 candidates graduated from the School of Business and Law since 2019 responded to the survey, which gave us a 41% response rate. Below we present the most relevant results.

We note that our graduates are attractive on the job market. Nearly 52% of the respondents got a job before graduation, and within six months nearly 85% 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.)



Assessment of study programme

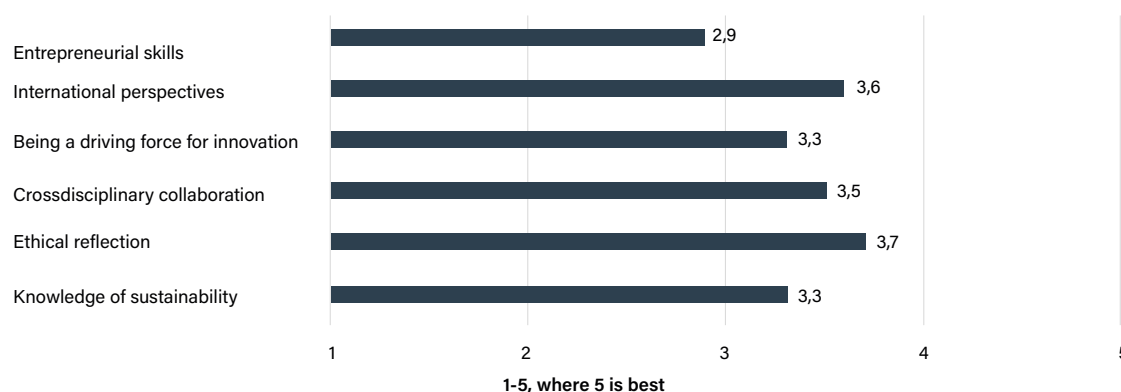


⁴ Please note that the most recent cohort that was included in the survey graduated in June 2022, only four months before the survey was carried out.

The candidate survey maps the candidates' own assessment of the skills/knowledge they have acquired throughout their studies. We are proud to see that "international perspectives" and "ethical reflection" are the skills/knowledge with the highest score. The School places high emphasis on these aspects, corresponding to two of the School's mission pillars, "international"

and "responsible". We do also note with satisfaction that our students claim to have obtained good knowledge of sustainability through their studies, something that has also been a focus during the past years. The reason that "entrepreneurial skills" scores the lowest is probably that this is not a core skill for most of our study programmes.

To what degree do you consider that your studies have provided you with the following skills/knowledge

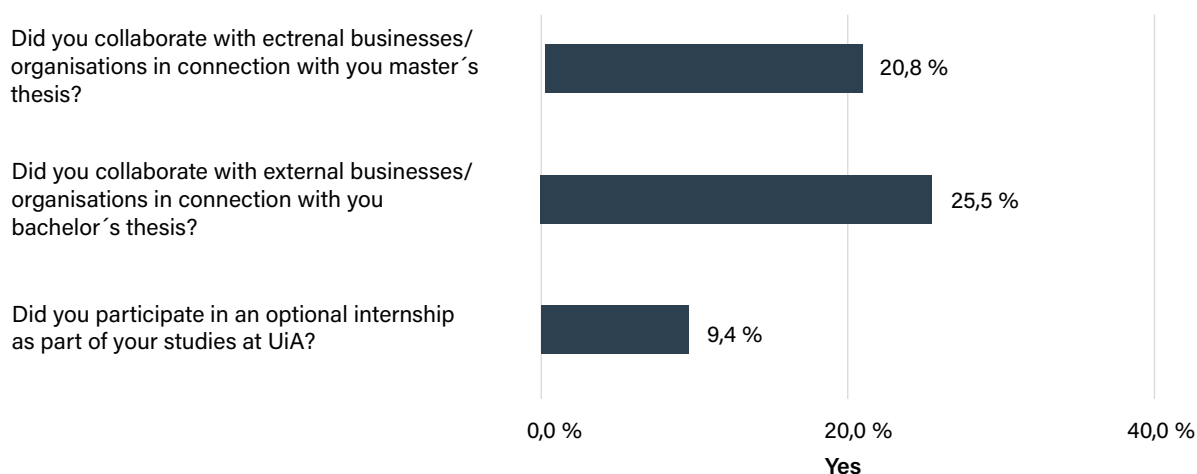


During the last years, students, stakeholders, and the Government have increased their focus on including working life experience in the studies. The Candidate Survey shows that around 25% and 20% of the bachelor's and master's students, respectively, have collaborated with external businesses or organisations in connection with their theses, giving many of them valuable perspectives for their future careers. The School's internship programme, mentioned in earlier Impact Assessment reports, continues to offer a select group of students high-quality internships in Norway and abroad, including close follow-up, resulting in a

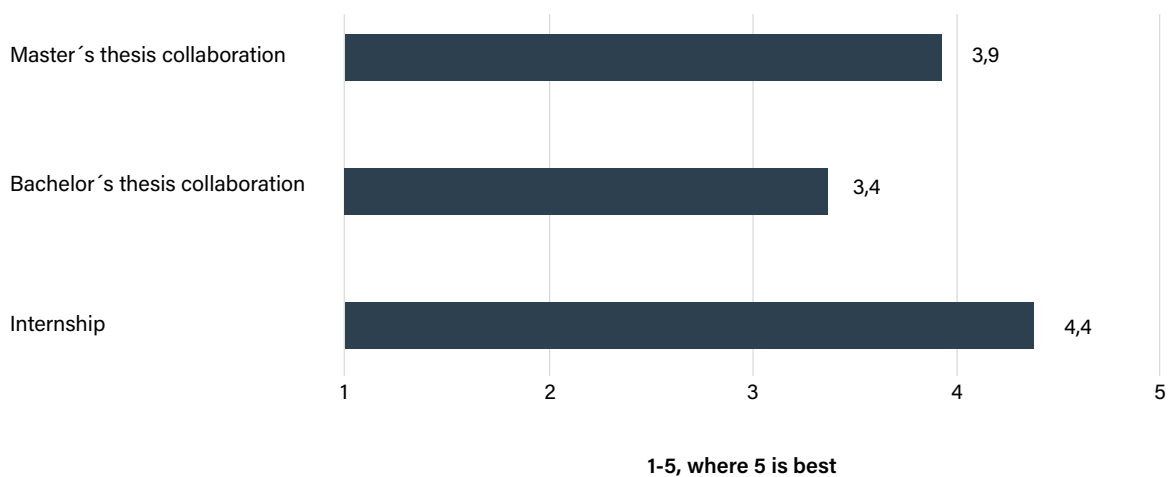
high degree of perceived relevance for the candidates' careers and everyday working life.

During the past few years, the School has, together with the Faculty of Engineering and Science, signed over 60 collaboration agreements with industry and organisations in the region. The collaboration includes thesis cooperation, internships, guest lectures and research, to mention some. In the coming years, the School will further develop this collaboration, where the main goal is to increase the students' practical experience during their studies.

Partical experience during studies

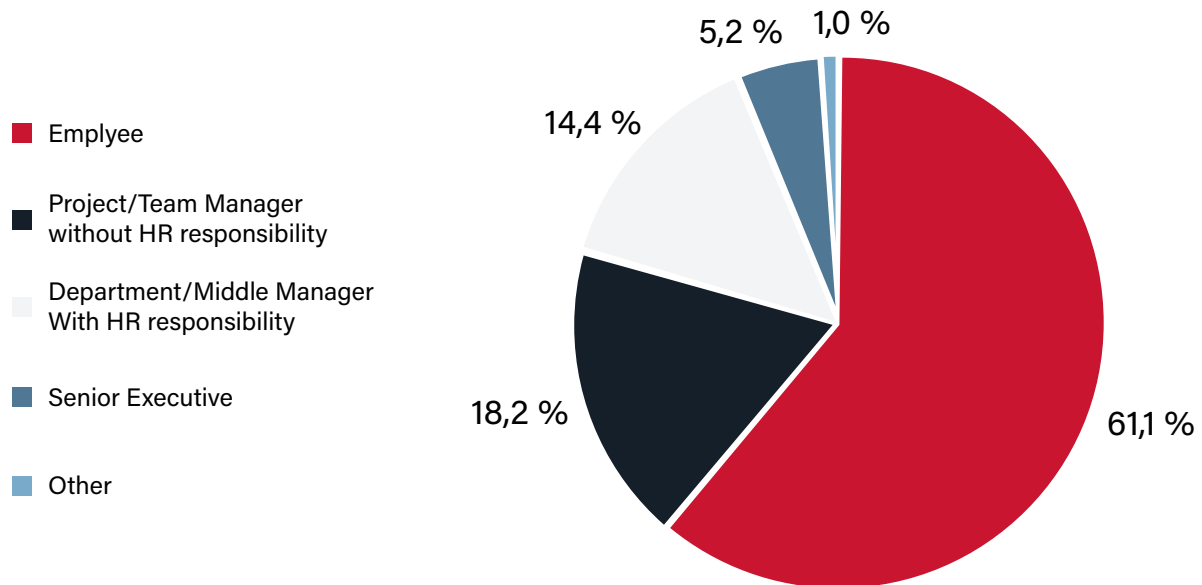


How useful has you practical experience been for your career and your everyday working life?



In 2022, an additional survey among candidates who graduated between 2009 and 2019 was carried out. Of the 718 business school candidates who participated, almost 40% hold some kind of managerial position, showing that our candidates do have significant impact in working life.

Position level



PhD public defences in 2022

Candidate's name	Dissertation title
Tore Frimanslund	Regional access to entrepreneurial finance and entrepreneurial finance ecosystems: Determinants of and barriers to ecosystem finance
Naome Oti	Human Resources and Performance in Social Enterprises: Evidence from Microfinance Institutions
Gordon Mwintome	Essays on Auditor Choice and Audit Disclosures
Jonathan Kansheba	Fostering Productive Entrepreneurship: An Entrepreneurial Ecosystem Perspective
Priscilla Serwaah	Essays on Gender in Crowdfunding
Basil Abeifaa Der	Application of Selected International Standards on Auditing in Different Institutional and Economic Environments

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 2022, we count 175 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 2022 are distributed as follows:

Outreach activity	Total number
Scholarly and non-scholarly presentation	119
Non-scholarly journal publication	26
Media appearance	14
Report	9
Briefs	3
Book	2
Part of non-scholarly book/report	2

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 2022.

Formal events open to the public in 2022	Number of events
Research seminars	10
Industry/business forums and conferences	9
Breakfast seminars	4
Alumni events	1

Awards and appointments

- In 2022, Professor Amandeep Dhir achieved the Highly Cited Researcher announced by Clarivate.
- He also achieved first place in the Best Rising Stars of Science in Norway, announced by Research.com.
- Professor Amandeep Dhir, Professor Ilan Alon and Professor Arne Isaksen were listed in the Best Scientists ranking by Research.com
- PhD Candidate Sachin Kumar Raut won the best paper award at the 48th EIBA conference
- PhD Alumni Naome Otiti and PhD Candidate Anaëlle Petre's papers got the first and the second places in the 7th European Research Conference on Microfinance Best Graduate Paper Award.

