

FOCUS-PROGRAM

DELIVIERES 2014

THEME 1: INTERNATIONAL GROWTH AND VALUE CREATION

ACADEMIC PUBLICATIONS

PUBLISHED PAPERS/CHAPTERS/BOOKS (national and international)

Du Rietz, S. (2014): Sweden: CSR as a non-union arena for union issues. In M. Gold, L. Preuss & C. Rees (Eds.), *Corporate Social Responsibility and Trade Unions Perspectives across Europe* (pp. 169-184). London: Routledge.

Elter, F., Gooderham, P.N. and Ulset, S. (2014): Functional-level transformation in multi-domestic MNCs: Transforming local purchasing into globally integrated purchasing. *Advances in International Management*, vol. 27, 101-122.

Gooderham, P.N., Zhang, M. and Jordahl, A. (forthcoming): Effective boundary spanners in IJVs experiencing performance down-turn. In A.A. Camillo (ed). *New Perspectives on the Challenges and Future Developments of Global Enterprise Management*. Palgrave Macmillan.

Gooderham, P.N. Nordhaug, O. and Grøgaard, B. (2014): The Multinational Company. In A. Jordahl, R. Rønning and B. Espedal (eds.) *Leadership Development Multinational Companies*. Bergen: Fagbokforlaget, pp. 19-30.

Gunnigle, P., Pulignano, V., Edwards, T., Belizón, M.J., Navrbjerg, S., Olsen, K.M. & Susaeta, L. (forthcoming). Advancing Understanding on Industrial Relations in Multinational Companies: Key Research Challenges and the Intrepid Contribution. *Journal of Industrial Relations*.

Jordahl, A., Rønning, R., Espedal, B. (eds.), (2014): *Leadership Development in Multinational Companies: Context and Collaboration*. Bergen: Fagbokforlaget.

Wang, J. and Gooderham, P.N. (2014): Institutional change and regional development in China: The case of commodity trading markets. *Environment & Planning C: Government & Policy* 32, 471-490.

WORK-IN-PROGRESS

PAPERS PRESENTED AT ACADEMIC CONFERENCES & SEMINARS & IN REVIEW

Eckbo, B. Espen, Tanakorn Makaew and Karin S. Thorburn, (2014): "Are stock-financed takeovers opportunistic?" was presented at the Northern Finance Associations Annual meeting in Quebec (Canada), the European Finance Associations Annual meeting in Lausanne (Switzerland), the European Center for Corporate Control Studies workshop on Corporate Governance and Control, Lille (France) and the Utah Winter Finance conference, Salt Lake City (USA), as well as in faculty research seminars at Goethe University (Germany), Mannheim University (Germany), University of Amsterdam (Netherlands), University of Edinburgh (UK) and WHU (Germany).

Gooderham, P., Ulset, S., Elter, F. (2014): Innovating Business Models for Global Competition. Paper submitted to a special issue of Global Strategy Journal.

Gooderham, P., Zhang, M. and Jordahl, A. (2014): Developing social trust in IJVs: the characteristics of effective boundary spanners in western-Chinese IJVs. Presented at EIBA Conference, December 12-13, Uppsala University.

Dasi, A., Elter, F., Gooderham, P. and Hildrum, J. (2014): The importance of motivation, governance mechanisms and organizational culture for knowledge sharing within and across business units. Presented at EIBA Conference, December 12-13, Uppsala University.

Kisser, M. (2014): What explains the value premium? Working Paper. (http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2526686), presented at Norges Bank and the Norwegian School of Economics.

IMPACT ON PRACTICE

CORPORATE WORKSHOPS/SEMINARS/PRESENTATIONS/MEDIA COVERAGE

Gooderham, P.: The organization of international operations. Seminar for Norwegian multinational companies organized by Deloitte, Oslo May 8, 2014.

Gooderham, P.: Which international strategies and structure is best for us? Learn about different ways of organizing international activities, their strengths and weaknesses and how to choose which is right for you. Global Leadership Program seminar organized by NHH Executive and Bergen Næringsråd. Jebsensenteret, NHH, Bergen, April 29, 2014.

Thorburn, K.: "Careers, Wages and Women" workshop at NHH on November 10-11, 2014.

MASTER THESES

Sørensen, Ingrid, E. (2014): *After-Sales Services of Offshore Crane Technology*. A case of TTS' Business Model and their After-Sales Services. SNF Report No. 08/14. Advisor: Ulset, S.

THEME 2: LEADING KNOWLEDGE WORKERS

ACADEMIC PUBLICATIONS

PUBLISHED PAPERS/CHAPTERS/BOOKS (national and international)

Nesheim, T., Fahle, B. and Tobiassen, A.E: (2014): "When external consultants work on internal projects: Exploring managerial challenges", in Koene, B., Galais, N. and Garsten. C. (eds.): *Management and Organization of Temporary Agency Work*. Routledge.

Nesheim, T. and Gressgård, L.J. (2014): "Knowledge sharing in a complex organization: antecedents and safety effects". *Safety Science*, 62, 28-36.

Olsen, K. M. (2014): Deltakelse og medvirkning i HRM. In A. Mikkelsen & T. Laudal (Eds.), *Strategisk HRM* Cappelen Damm Akademisk.

Smith, J. and Nesheim, T. (forthcoming): "Knowledge sharing in projects: Does employment arrangement matter?" *Personnel Review*.

Sverdrup, T. (2014): «Psykologisk kontrakt - et nytt ledelsesperspektiv?» *Magma - Tidsskrift for økonomi og ledelse* 2014; v.05. s. 64-71.

Sverdrup, T. (2014): «Psykologiske kontrakter i team.» *Beta*, v.2. s.118-135.

WORK-IN-PROGRESS

PAPERS PRESENTED AT ACADEMIC CONFERENCES & SEMINARS & IN REVIEW

Bjørge, A-K., Whittaker, S. (2014): "Language management in a multinational workforce: the knowledge worker perspective". Submitted to an international peer-reviewed journal end of 2014.

Bjørge, A.K., Whittaker, S. (2014): "Corporate values: a linguistic approach." (Article under review with *International journal of cross cultural management*). The project has also been presented at ELF6 (Rome, September 2013), at DICOENVII (Beijing, October 2013); and at the ELF-ReN symposium November 2013 (University of Southampton, invited speaker: Anne Kari Bjørge). The project has also been presented at ELF7 (Athens, September 2014).

Kalleberg, A.L., Nesheim, T., Olsen, K.M. (2014): "Job Quality in Triadic Employment Relations: Work Attitudes of Norwegian Temporary Help Agency Employees" resubmitted to *Scandinavian Journal of Management*.

Ly, A. (2014): "Cultural differences at the workplace: an excuse for poor communication?." presented at the conference "Intercultural communication between China and the rest of the world: Beyond (Reverse) Essentialism and Culturalism?" University of Helsinki, June.

Ly, A. (2014): "Reflections on role enactment as a method to generate data in the workplace." presented at the conference "The Ins and the Outs of Professional discourse research", University of Modena, March. Also submitted as book chapter for palgrave McMillan.

Mæhle, N. (2014): "Finding New Ways to Motivate Knowledge Workers: Why Gamification Can Be a Solution" paper presented at the 7th Annual Conference of the EuroMed Academy of Business and published in the conference proceedings (pp. 1847-1849).

Olsen, K.M., Sverdrup, T., Nesheim, T. and Kalleberg, A.L. (2014): "Multiple foci of Commitment in a Professional Service Firm: Balancing Complex Employment Relations" revise and resubmit in *Human Resource Management Journal*.

Olsen, K.M. (2014): "The Power of Workers. Knowledge Work and the Power Balance in Scandinavian Countries" under review in *Employee Relations*.

Sandvik, A. M., Espedal, B. and Selart, M. (2014): Leadership Drivers of Organizational Creativity: A Path Model of Creative Climate in the Professional Service Firm, Paper submitted to *Scandinavian Journal of Business Research*

Sandvik, A. M., Schei, V., Selart, M. and Martinsen Ø. Y. (2014): Mediating and moderating roles of self-leadership and creative climate in the relationship between leadership styles and work performance. Accepted for presentation at the European Work and Organizational Psychology May 2015.

Nesheim, T., Olsen, K. M. and Sandvik, A. M. (2014): Skills and Work Performance in a Professional Service Firm (PSF). Working paper.

Sandvik, A. M., Gooderham, P., Siri Terjesen and Espedal, B. (2014): Who refuse creativity the most? Norwegian or American business students. Submitted to *Magma*.

Sverdrup, T. & Nadin, S. (2014): "A qualitative study of functional psychological contracts in two small knowledge intensive firms". Paper presented at The biannual psychological contract conference in Toronto, Canada.

IMPACT ON PRACTICE

CORPORATE WORKSHOPS/SEMINARS/PRESENTATIONS/MEDIA COVERAGE

Gooderham, P., Olsen K.M., Sverdrup T. Seminar with HR directors at NHH, August 2014.
Topic: Commitment among knowledge workers and HRM in a comparative perspective.

Mæhle, N.: "Spill deg til bedre motivasjon", Aftenposten 10.11.2014.

Mæhle, N.: "Spill deg til bedre motivasjon", Bergens Tidende 10.11.2014.

Mæhle, N.: "Dataspill får fart på de ansatte", Bergens Tidende 07.09.2014.

Mæhle, N.: "Slåss for å vaske badet", Bergens Tidende 07.07.2014.

Mæhle, N.: "Spill deg frisk", Bergens Tidende 05.07.2014.

Nesheim, T.: Media coverage: BT, BT (innsikt) Ukeavisen ledelse, DN.

Olsen, K.M.: «Tøffere kamp for fast jobb», Bergens Tidende, juni 2014

Sverdrup, T.: "Kast lederne" BT Innsikt, 22. mars 2014

<http://www.bt.no/nyheter/innsikt/Kast-lederne-3083612.html>

Sverdrup, T. & Miles: "En god leder er en god tjener" Personal og Ledelse, 24. januar 2014

<http://www.ledernytt.no/en-god-leder-er-en-god-tjener.5399605.html>

Sverdrup, T.: «NHH forsker på IT-gründer» BA, 23. januar 2014

Sverdrup, T.: «Setter medarbeiderne i første rekke» Personal og Ledelse nr. 5 2014

Blad – ikke elektronisk

Sverdrup, T. E. 2014. (Jan) Raushet som ledelsesfilosofi. Perspektiver fra forskning.

Presentert for Miles.

MASTER THESES

Borgaard, M. B. & Giske, H. (2014): *Psykologiske kontrakter i Professional Service Firms - En case studie av et IT-konsulentselskap*. Advisors: Sverdrup, T. E. & Schei, V.

Frogner, Mari S. & Mjøs Marita (2014): *The road to successfully eluding organizational borders - case study of a multi-agency project*. SNF Report No 07/14. Advisor: Nesheim, T.

Haagensen, Isabell Schonhowd & Helland, Eline Katrin (2014): *Kunnskapsdeling og læring i fagnettverk. En kvalitativ studie gjennomført i Statoil*. SNF-rapport nr. 05/14. Advisor: Nesheim, T.

Hunskaar, Håvard M. (2014): *Kunnskapsdeling mellom internt ansatte og eksterne konsulenter En studie av vegprosjekter i regi av Statens Vegvesen*. SNF-rapport nr. 09/14. Advisor: Nesheim, T.

Marthinsen, H. Ø. & Thomassen, M. G. (2014): *Samhandling i team: En studie av konsulenter i et Professional Service Firm*. Advisors: Schei, V. & Sverdrup, T. E.

Larsen, Caroline (2014): *Forpliktelse i et Professional Service Firm*. Advisor: Olsen, K.M.

Nordtug, Mathias S (2014): *Norge: Et trygt arbeidsmarked for insidere*. Advisor: Olsen, K.M.

THEME 3: DYNAMIC APPROACHES TO MANAGEMENT CONTROL

ACADEMIC PUBLICATIONS

PUBLISHED PAPERS/CHAPTERS/BOOKS (national and international)

Bjørnenak T., and K. Kaarbøe and L A Samuelson (2014): «Ett årsstyring». In eds (F Nilsson and N-G Olve) *Controller handboken*. Stockholm: Liber.

Bourmistrov, A. and Hansen, O. B. (2014): “Accounting for Sustainability: The Role of Responsibility and Cognitive Models in Advancing Sustainability Accounting Research”, Chapter 7 in Bourmistrov, A. and Olson, O. (eds) *Accounting, Management Control and Institutional Development*, Cappelen Damm Akademisk, Oslo, pp. 111-123.

Du Rietz, S. (2014): “When accounts become information: a study of investors’ ESG analysis practice”. *Scandinavian Journal of Management*, 30(4), 395-408.

Gerdin, J., Messner, M., Mouritsen, J. (2014): On the significance of accounting for managerial work. *Scandinavian Journal of Management* 30(4), 389-394.

Gooderham, P.N., Navrbjerg, S, Olsen, K.M., Steen, C.R. (2014): “Labor Market Regimes of Denmark and Norway - A Parting of the Ways?” *Journal of Industrial Relations*.

Gooderham, P., Stavrou, E., Morley, M. Parry, E. (Forthcoming) “Formal and informal national level institutions and firm-level influences as drivers of the devolution of HRM decision-making power to line managers”. *Journal of International Business Studies*.

Goretzki, L. & Messner, M. (2014): Business Partnering in der Praxis etablieren. *Controlling & Management Review*, 58(2), 8-15.

Heinzelmann, R. (forthcoming): “Insights of using Beyond Budgeting ideas for performance management and control in Norwegian companies”, *Zeitschrift für Controlling*, 96-101.

Kaarbøe, K., C Andvik and A Meidell (2014): “Enterprise Risk Management Practices – What are the Drivers for Differences?” In (eds. A. Bourmistrov and O. Olson) “Accounting, Management Control and Institutional Development”. Oslo: Cappelen Damm Akademiske.

Stolowy, H., Messner, M., Jeanjean, T. & Baker, R. (2014): The construction of a trustworthy investment opportunity: Insights from the Madoff fraud. *Contemporary Accounting Research*, 31(2), 354–397.

WORK-IN-PROGRESS

PAPERS PRESENTED AT ACADEMIC CONFERENCES & SEMINARS & IN REVIEW

Bedford, D., Bednarek, P., Ditillo, A., Dossi, A., Gosselin, M., Johanson, D., Madsen, D, “Combining participation in strategic planning and budgeting: interaction and effectiveness“, to be submitted in early 2015.

Bourmistrov, A. and Kaarbøe, K. (2014): “From “comfort” to “stretch” zones: A field study of two MNCs applying “Beyond Budgeting” ideas”, Presentation for the Board in relation to the award from the Economic Research Fund (Northern-Norway), June, Bodø.

Brooks, M., Croucher, R. Fenton-O`Creevy, M. and Gooderham, P. “The Deployment of Strategic Individualized Compensation Systems: A Multi-level Cross-National Approach”, *Journal of Management*. Re-submitted.

Golyagina, A., and Valuckas, D. (2014): Does It Matter Which Textbooks To Use?, presented at the 37th Annual Congress of the European Accounting Association, Tallinn, Estonia.

Golyagina, A (2014): Importing Certified Management Account certification to Russia, presented at 7th workshop of the European Network for Research on Organizational and Accounting Change (ENROAC), Siena Italy.

Heinzelmann, R. (2014): Accounting logics as a challenge for ERP system implementation: A field study of SAP 2nd round in *Management Accounting Research*.

Heinzelmann, R. (2014): Diverging Systems of Professions in Management Accounting. Paper presented at the Critical Perspective of Accounting Conference, Toronto, 2014, under review for *Accounting in Europe*.

Heinzelmann, R. (2014): Occupational identities of management accounts: The role of the IT system, under review for *Accounting, Auditing & Accountability Journal*.

Heinzelmann, R. (2014): Beyond Budgeting and Enterprise Resource Planning Systems integration, *under review in BETA Scandinavian Journal of Business Research*, Special issue on innovation in business models and management control systems.

Kaarbøe, K. (2014): Guest editor on BETA special issues: Innovation in business models and management control systems.

Meidell, A. and K. Kaarbøe (2014): “How experts influence decision-making in the organization – a field study of enterprise risk management function in a non-financial company. Presented at the European Risk Conference, Naples 4th-5th September, Presented at Scancor Monday seminar, March 3, and submitted to BAR (British Journal of Accounting Research) in December.

IMPACT ON PRACTICE

CORPORATE WORKSHOPS/SEMINARS/PRESENTATIONS/MEDIA COVERAGE

Johanson, D. Presentasjon «Budgetdagen 2014», organisert av Økonomiforum, Copenhagen, Denmark, September 27th 2014.

Gooderham, P.: Sustainable competitive advantage: The role of HRM. What do we really know? November 27th 2014, Via Futuri 2014, University of Pécs. Hungary.

Kaarbøe, K.: The importance of international research cooperation over the borders for the development of business and society. February 11th – 12th 2014, Conference, Accounting, Management and Control in Institutional Development in Bodø.

MASTER THESES

Andersen, M. and K. Nelson Levina (2014): *Attitudes towards the Beyond Budgeting concept in Russia*, Master Thesis, Bodø Graduate School of Business, University of Nordland.

Dørum, M. & Torsvik, Hans C. (2014): *En helhetlig tilnærming til leverandørvalg i verdikjeder med høy teknologisk kompleksiteten studie av utfordringer og risikofaktorer nytt til leverandørvalg for Statoil Subsea provement Project*. SNF-rapport nr. 10/14. Advisor: Kaarbøe, K.

Frengstad, A., Helgesen, E. (2014): *Dynamisk budsjettstyring – et verktøy mot usikkerhet – en kvantitativ analyse av budsjettets rolle som et dynamisk styringsverktøy*, currently confidential but can be published as SNF report in 2015. Advisor: Daniel Johanson.

Gullmark, P. (2014): *“Culture-based” vs. “Administrative” model: A study of Beyond Budgeting MCS in Miles AS and Posten AS*, Master Thesis, Bodø Graduate School of Business, University of Nordland.

Helle, G. (2014): *Beyond Budgeting in an era of cost reduction*
A case study of Beyond Budgeting when faced with an ambitious cost reduction initiative, NHH. Advisor: Paul Gooderham

Moritsgård, Benedicte L. (2014): *Understanding the relationship between Enterprise Resource Planning systems and ‘Beyond Budgeting’*. SNF Report No. 03/14: Advisor: Heinzelmann, R.

Ton-Nu, Vivi. (2014): *Rolling Forecasts in a Beyond Budgeting Environment. A case study on the use of rolling forecasts as a management tool*. SNF Report No. 01/14: Advisor: Heinzelmann, R.

THEME 4: DEVELOPING CAPACITY FOR CHANGE

ACADEMIC PUBLICATIONS

PUBLISHED PAPERS/CHAPTERS/BOOKS (national and international)

Schwarz & Stensaker, (2014): Time to take off the theoretical straightjacket and (re-)introduce phenomenon-driven research. *Journal of Applied Behavioral Science*. Vol. 50(4): Pg. 478-501.

Schwarz, G. & Stensaker, I.G. (2014): Progress in Evidence: You Can't Always Get What You Want. Commentary in *Journal of Applied Behavioral Science*. Vol 50(1): Pg. 34-39.

Stensaker, I. (2014): Hvem tror du at du er? Hvordan identitetsarbeid kan utvide ledelsen handlingsrom. *Handlingsrom for konkurransepolitikk*. Festskrift for Christine B. Meyer. John Grieg Forlag. Pg. 116-124.

Sverdrup, T. E. & Schei, V. (2014): Cut me some slack: Psychological contracts as a foundation for team charters. Conditional accept in *Journal of Applied Behavioral Science*.

WORK-IN-PROGRESS

PAPERS PRESENTED AT ACADEMIC CONFERENCES & SEMINARS & IN REVIEW

Colman, H.L., Groggaard, B. & Stensaker, I.G. (2014): How Identity Influences Strategic Change. Paper presented at Academy of Management Symposium on Identity and Strategy, Philadelphia, USA.

Colman, H.L., Groggaard, B. & Stensaker, I.G. (2014): Subsidiary Identity Construction: Negotiating Boundaries, Securing Distinctiveness and Managing Relationships. In preparation for submission.

Rydland, M. & Stensaker, I.G. (2014): How Middle Managers Develop Capacity for Multiple Change by «Hooking» Up with Internal Stakeholders. Paper presented at Academy of Management Conference, Philadelphia, USA.

Stensaker, I. (2014): Restoring Trust in Top Management after Controversial Change. Professional Development Workshop on Post-Merger Integration at Academy of Management Conference, Philadelphia, USA.

Stensaker, I., Sverdrup, T., Gooderham, P., Haueng, A.C., Elter, F. (2014). Collaborative Research Projects: Research on Organizational Change Through Scholar Practitioner Partnerships. Professional Development Workshop at Academy of Management Conference, Philadelphia, USA.

Stensaker, I., Balogun, J & Langley, A. (2014): Identity Work Space and Organizational Change, R&R for Organization Studies.

Stensaker, I., Colman, H.L., & Groggaard, B. (2014): The Role of Interactional Justice in a Merger of Equals. In preparation for submission.

Sverdrup, T. & Stensaker, I.G. (2014): Restoring Trust and Renegotiating Psychological Contracts in the Context of Strategic Change. Paper presented at Academy of Management Conference, Philadelphia, USA.

IMPACT ON PRACTICE

CORPORATE WORKSHOPS/SEMINARS/PRESENTATIONS/MEDIA COVERAGE

Schei, V. og Sverdrup, T. Døende dinosaurer eller tilpasningsdyktige kameleoner? Presentasjon på NARF's årskonferanse i Tromsø, June.

Stensaker, I. Tap av tillit i omstillinger: botsøvelser og andre øvelser. Populærvitenskapelig foredrag, Uken, NHH, March.

Stensaker, I. Hvem tror du at du er? Hvordan identitet påvirker strategi. Faglig Fredag, NHH, April.

Stensaker, I. & Sverdrup, T. Tillitsbrudd i omstillinger: Hva kan ledelsen gjøre? NHH Alumni, Litteraturhuset, Bergen, June.

Stensaker, I. Leading Corporate-Wide Change in Globally Distributed Firms. GLP Global Leadership Program, NHH/Bergen Næringsråd, September.

Stensaker, I. & Sverdrup, T. Omstillinger skjer – enten du vil eller ikke. SMB dagen, Bergen Næringsråd, Bergen, September.

Stensaker, I. Hvordan utvikle kapasitet for endring. Telenor Norge Ledersamling, Oslo, November.

Sverdrup, T. E. Døende dinosaurer eller tilpasningsdyktige kameleoner? Presentasjon for Visma, Bergen, November.

Sverdrup T. E. & Stensaker, I.G. «Når tillit brister» Ukeavisen Ledelse, 13. June 2014.

Sverdrup, T. E. Hvordan designe effektive team. Presentasjon for Helse Bergen. January.

Sverdrup, T. E. Team og teamledelse. Presentasjon for Norwegian Hull Club. May.

Sverdrup, T. E. Team og teamledelse. Heldagsseminar for NAV, Fyllingsdalen. May.

Sverdrup, T. E. Team og teamledelse. Halvdagsseminar for Lederforum Grenland. September

Sverdrup, T.E. Psykologiske kontrakter i team. Presentasjon for Helse Bergen. November.

MASTER THESES

Breivik, D. & Fidjeland, B. (2014): Effektivitet i lederteam: Hvordan kan et lederteams etableringsaktiviteter påvirke teamets videre prosesser og effektivitet? Advisors: Sverdrup, T. E. & Schei, V.

Dreier, Birthe B. & Eggen, Kaja W.(2014): *Commitment i team*. SNF-rapport nr. 04/14. Advisors: Sverdrup, T.E. & Schei, V.

Eeg-Larsen, Line (2014): *Psykologiske kontrakter i team - Et sammenliknende multippelt case-studium*. SNF-rapport nr. 06/14. Advisors: Sverdrup T. E. & Schei, V.

Fon, A. O. & Morberg, F. (2014): Interaction within the MNC during Subsidiary Initiatives
Advisor: Colman, H.L.

Fløystad, H. M. & Norli, I. (2014): *Effekter av lederatferd: En studie av mellomstore regnskapsbedrifter*. Advisors: Schei, V. & Sverdrup, T. E.

Feldhausen, A. M. (2014): Det første steget – grunnlag for suksess eller fiasko? Team tidlige hendelser og tidspress. Advisors: Schei, V. & Sverdrup T.E.

Lanesskog, T.T. & Skaar, S.R. (2014): Industrialization the Telenor Way. A Sensemaking Perspective on Mobilization and Implementation of Strategic Change. Advisor: Stensaker, I.G.

Laurent, M. (2014): How do MNCs communicate organizational changes to their investors – a reflection on a Telenor case study. Advisor: Stensaker, I.G.

Nerdal, S. & Hafstad, T. (2014): Managing critical stakeholders during change implementation in an MNC. Advisor: Colman, H.L.

Paulsrud, B. & Ågnes, J. S. (2014): Sensemaking in Structural Change. The Case of Implementing A Shared Service Centre in Telenor. Advisor: Stensaker, I.G.

Trulsrud, G. & Willassen M. (2014): Challenges of Implementing a Shared Service Center: the Case of Telenor. Advisor: Colman, H.L.