



# **HANKEN SCHOOL OF ECONOMICS**

**Research Assessment and  
Development Review**

## Preface

Assessments carried out by external expert panels are integrated parts of how we work at Hanken to continuously develop and improve our business school. This work consists of different elements, all of which are important: Self-evaluation reports written by the different academic subjects, interactive face-to-face discussions with the members of assessment panels, a final report written by the panel that finally feeds into the development work both at the Hanken level and in each of the academic units in terms of academic excellence.

Hanken has evaluated its advances in research roughly every five years. This year we had the privilege of hosting a panel consisting of leading scholars from some of the top business schools in the world. The perspective taken by the panel is thus that of world-class research institutions in business and economics. Their report contains a wealth of observations and reflections on how Hanken can become an even better research-based business school in the future. The report covers a broad range of issues, from general observations about the research performance of Hanken, external research funding, features of the organization of research and the doctoral programme to some of the challenges and possible solutions identified by the panel.

We would like to take the opportunity to warmly thank the panel for all their work and constructive feedback! It will now be up to us at Hanken to make the best possible use of the wealth of observations and advice that we have received, with the quality of research and academic as well as societal impact in mind. An important part of this work will be to reflect on the analysis and proposals made by the panel within the specific context of our business school and the Finnish society at large. Hanken will revise its long-term strategy during the autumn of 2023 and this assessment report will support this work. At least equally important is that the report offers the different subjects and individual scholars a lot of food for thought for the further development of their research.

This publication consists of three parts. The first is an introduction to Hanken and research carried out in the School written by Sirpa Aalto, Ingmar Björkman, David Grant, Viveka Ekholm and Gyöngyi Kovacs. The second part is the core – the report written by the research assessment panel. Finally, the appendices contain data on Hanken and the research carried out at Hanken over the last several years.

To reiterate, this report is not the end of the research assessment exercise – far from it! The vision of Hanken is to be an internationally highly regarded research-driven, stand-alone business school responding to global business and societal challenges innovatively and responsibly. The report from the panel certainly gives a lot of food for thought on how to pursue this vision.

Ingmar Björkman  
Rector

Gyöngyi Kovacs  
Dean of Research

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# Background to the report

Sirpa Aalto, Ingmar Björkman, Viveka Ekholm, David Grant and Gyöngyi Kovacs

## 1 Introduction

### 1.1 Hanken School of Economics

The origins of Hanken School of Economics (Hanken or School hereafter) go back to 1909 when it was founded in Helsinki by the local business community as a private institution offering education in Swedish. In 1927, Hanken became a university-level institution with the right to award master's degrees. In 1975, the School became a public higher education institution governed by the Ministry of Education and in 1980, Hanken set up operations in Vaasa on the west coast of Finland in addition to the operations in Helsinki. In May 2022, Hanken (together with Ramon Lull University, including Esade) joined the existing partners in the ENGAGE.EU alliance: Luiss, the Norwegian School of Economics, Tilburg University, the University of Mannheim, the University of National and World Economy in Sofia, the University of Toulouse 1 Capitole, and Vienna University of Economics and Business. The alliance will formally commence activities on November 1, 2023.

Today, Hanken School of Economics is a comprehensive business school that covers all core areas of business studies and economics. Hanken carries the national responsibility to educate business graduates who are fluent in Swedish. Hanken is an independent legal entity as a corporation under public law. It is the only stand-alone university-level business school in Finland. Hanken is not, however, free from government influence. The government-funding model and the Agreement with the Ministry of Education and Culture are of importance since the Government is the major funding body of the School. The School and the Ministry negotiate and agree on a four-year Agreement. Approximately 70% of the School's yearly budget is funded by the government, most of which is based on a performance-based formula.

Hanken today offers the following programmes:

- A Swedish BSc programme (a smaller English BSc programme will start in September 2024)
- MSc programmes with instruction in Swedish and English
- PhD programme with all courses in English
- An English part-time Executive MBA programme

Hanken was one of the first in the Nordic countries to be triple accredited by AACSB, EQUIS and AMBA and it is still today one of only two of the ten business schools in Finland with triple accreditation. Hanken also does well in international rankings, the MSc program being ranked as no. 62 by FT in 2022 and while US News ranked the School as no. 92 globally in economics and business.

Hanken is smaller than its main Nordic competitors and benchmarks.<sup>1</sup> In the autumn of 2022, Hanken had 1279 BSc students, 1046 MSc students, and 106 PhD students registered as present, and 54 EMBA students. Hanken has 87 (FTE 85.55) core faculty members in business and economics<sup>2</sup> belonging to four different departments; and 131 service staff (FTE 118.68). In addition to the faculty in business and economics, owing to its strong commitment to instruction in languages, Hanken also employs teachers (FTE 18.83) within the Centre for Languages and Business Communication. Hanken has a joint venture with Stockholm School of Economics, Hanken & SSE Executive Education; its staff and executive education participants are not included in the figures above.

Hanken has deep and diverse corporate connections and a large and dedicated alumni body. Hanken has a strong balance sheet, the financial assets amounting to more than 200 M€ in the School itself and in its Support Foundation, to a large extent thanks to successful fundraising activities.

The School has since the mid-1990s appointed academic areas of strength. The areas – appointed by

<sup>1</sup> Nordic competitors include Aalto University School of Business in Finland, Stockholm School of Economics, Lund University, Copenhagen Business School, Norwegian School of Economics, and Norwegian School of Management.

<sup>2</sup> Core faculty members are professors, associate professors, assistant professors, researchers and lecturers (career levels 2-4) employed with a permanent or fixed-term contract in business and economics for at least two years, and for at least 50% with the School. The composition of the current core faculty is presented in Chapter 2.



the Board of the School – have been prioritised in resource allocation. In late 2018, the Hanken Board appointed new Areas of Strength as well as Areas of High Potential for 2019-2023. No decision has been made whether to continue the practice of formally appointing areas of strength beyond 2023.

## 1.2 Hanken 2030 Strategy

Figure 11 provides an overview of the Hanken 2030 Strategy. The key strategic objectives in Hanken's 2030 strategy (<https://www.hanken.fi/en/about/hanken/strategies>) are to strengthen academic excellence, internationalisation and corporate world connections, to advocate responsibility and sustainability, and to increase funding from different sources. The balancing between Hanken's fundamental role of being, on the one hand, an institution that shall contribute to securing the future of a minority language and, on the other hand, a university that aims to assert itself internationally, is an important feature of the School.

The 2030 strategy will be revised in 2023, among others based on insights gained from the research assessment and development review.



Figure 1-1. Hanken strategy

## 1.3 Organisation

Hanken has four departments: the Department of Accounting and Commercial Law, the Department of Finance and Economics, the Department of Management, and the Department of Marketing.

The research assessment and development review covered ten subjects:

- Accounting (part of the Department of Accounting and Commercial Law)
- Commercial Law (part of the Department of Accounting and Commercial Law)
- Finance (part of the Department of Finance and Economics)
- Economics (part of the Department of Finance and Economics)
- Entrepreneurship, Management and Organisation (part of the Department of Management)
- Information Systems Sciences (part of the Department of Management)
- Management and Organisation (part of the Department of Management)
- Marketing (the Department of Marketing)
- Statistics (part of the Department of Finance and Economics)
- Supply Chain Management and Social Responsibility (Department of Marketing)

Each of them, even the minor subjects such as Information Systems Sciences and Statistics, submitted self-assessment reports (SAR) for the evaluation.

Hanken has several Competence Centres under various subjects. These promote research and offer a variety of services. The centres are organized under the departments in their respective fields and work in close co-operation with the business world. The Competence Centres are:

- CERS – Centre for Relationship Marketing and Service Management
- CCR – Centre for Corporate Responsibility
- EPCE – Erling-Persson Centre for Entrepreneurship
- GODESS – Gender, Organisation, Diversity, Equality and Social Sustainability
- Hanken Centre for Auditing, Finance and Governance
- HUMLOG – Humanitarian Logistics and Supply Chain Research Institute
- IPR University Center
- WCEFIR – Wallenberg Center for Financial Research

Figure 1-2 contains the organisation chart of the School.

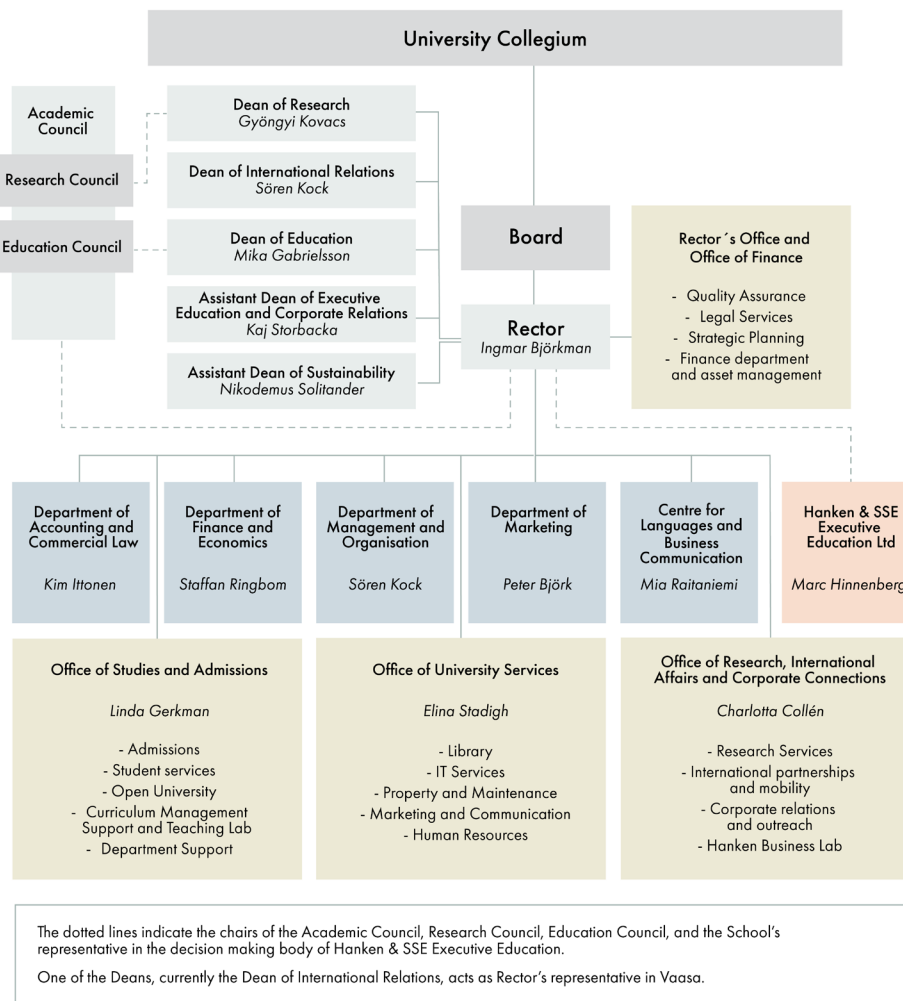


Figure 1-2. Hanken's Organisation Chart.

## 1.4 The Faculty Management System

In 2017, Hanken introduced two parallel tenure tracks for recruiting faculty members to positions in business and economics: a research track and a teaching track. When announcing a position, the Rector can decide to recruit to a specific rank or to any rank. The faculty positions are presented in Table 1-1.

**Table 1-1. Tenure track faculty positions in business and economics as of August 2017<sup>3</sup>**

Career level	Research track	Lecturer track
Level 4	Professor (tenured)	
Level 3	Associate professor (tenured), can apply to be appointed professor after a total of at least four years as associate professor	Senior university lecturer (tenured) University lecturer (tenured), can apply to be appointed Senior university lecturer
Level 2	Assistant professor (5-year contract), can be appointed tenured Associate professor if she/he fulfils the requirements	Lecturer (tenured), can apply to be appointed University lecturer

The tenure track criteria and process are being revised at the time of writing, the plan being that the revised system will be in effect as of October 1, 2023.

In addition to faculty members on the research and lecturer tracks, Hanken employs Professors of Practice and Executives in Residence on fixed-term contracts. The School also employs a number of postdoctoral researchers in externally funded projects.

The faculty composition in October 2022 is presented in Chapter 2

## **2 Publications 2017-2022**

### **2.1 Populations and data sets**

Data for publications was provided with two different data sets:

- the publications in 2017-2022 of the current core faculty
- all publications with a Hanken affiliation as reported nationally in 2017-2022.

The data set of current core faculty and their publications provide a framework for establishing the current research profile, capacity, and prospects. The core faculty's publications during the period are included regardless of whether or not they had a Hanken affiliation during the total timeframe. The total data set of publications, trends and developments are based on the annual reports to the Ministry of Culture and Education (so called KOTA-reported Hanken publications). This includes all publications with a Hanken affiliation.

### **2.2 Current core faculty population**

Current core faculty was defined by the autumn census date used in accreditations and the EQUIS faculty definitions used in the latest accreditation in 2022. Thus, core faculty was defined as faculty members employed on 15 October with a permanent or fixed-term contract in business and economics for at least two years, and for at least 50% with the School. Those with shorter and/or part-time contracts for less than 50% are considered non-core faculty. This is also reflected in the distinctions made in the publication data sets.

The current core and non-core faculty are presented in Table 21 and Table 22. In October 2022, the total number of core faculty was 87 (FTE 85.55). In the Finnish national setting Hanken is one of the most

<sup>3</sup> The faculty tenure track system is in the process of being revised at the time of writing. One proposed change is that assistant professors may apply for a two-year extension, so that the tenure decision would be made after six years.

international universities when it comes to faculty; 32% of the core faculty are international. 38% of the core faculty are female. Some academic ranks, however, such as (post doc) ‘researcher’ and ‘assistant professor’ show a gender balance of 50-50, and on the associate professor (tenure track)-level 62% are female.<sup>4</sup>

Table 2-3 shows the development of faculty during 2017-2022. The size of the 10 subjects varies considerably. Table 2-4 shows the core faculty demographics by subject. APPENDIX 1 details the division of core faculty across the subjects by academic rank.

**Table 2-1. Hanken core faculty demographics by academic rank (October 2022) <sup>5</sup>**

Academic Rank	#	FTE (On leave = 0)	% PhD	% International	% National	% Female	% Male	Age (average)
Professor	25	25	100 %	24 %	76 %	24 %	76 %	54
Associate professor (Tenure track)	13	12.8	100 %	23 %	77 %	62 %	38 %	46
Associate professor (Universitetslektor)	8	8	100 %	25 %	75 %	38 %	63 %	51
Assistant professor (Tenure track)	19	18	100 %	58 %	42 %	37 %	63 %	37
Assistant professor	2	2	100 %	50 %	50 %	50 %	50 %	51
Lecturer	10	9.75	70 %	10 %	90 %	30 %	70 %	55
Researcher	10	10	100 %	40 %	60 %	50 %	50 %	39
Total	87	85.55	97 %	32 %	68 %	38 %	62 %	47

**Table 2-2. Hanken non-core faculty demographics by academic rank (on leave included)**

Academic Rank	#	FTE (On leave = 0)	% PhD	% International	% National	% Female	% Male
Professor	4	2.3	100 %	75 %	25 %	0 %	100 %
Professor of practice	9	1.5	78 %	0 %	100 %	11 %	89 %
Associate professor (Universitetslektor)	1	0.2	100 %	100 %	0 %	0 %	100 %
Assistant professor	2	2	100 %	50 %	50 %	100 %	0 %
Lecturer	1	1	0 %	0 %	100 %	0 %	100 %
Researcher	26	15.35	100 %	85 %	15 %	35 %	65 %
Total	43	22.35	93 %	63 %	37 %	28 %	72 %

**Table 2-3. Core and non-core faculty 2017-2022 calculated as FTE \*)**

	2017	2018	2019	2020	2021	2022
Core faculty	79.45	76.20	75.00	83.30	82.75	83.55
Non-core faculty (monthly contract)	10.30	11.42	12.25	10.51	15.83	16.94
Teachers employed on hourly basis	6.19	7.18	7.18	7.50	9.32	9.31

\*) the contract FTE is calculated for each year’s spring census date, the FTE for teachers employed on an hourly basis is calculated for the calendar year

4 In 2022, 47% of all faculty in the Finnish universities on levels 2-4 were female; on level 3, the proportion was 49%. In Business Management and Economics together the proportion of female faculty on level 3 was 42%.

5 To be noted is that the title “Universitetslektor” (the term “associate professor” is used in English) is only used for faculty members employed within the personnel system that existed prior to 2017.



**Table 2-4. Core faculty demographics by Subject**

Subject	#	FTE (On leave=0)	% PhD	% International	% National	% Female	% Male	Age (average)
Accounting	11	11	100 %	27 %	73 %	45 %	55 %	42
Commercial Law	5	5	80 %	20 %	80 %	60 %	40 %	55
Economics	8	8	100 %	50 %	50 %	25 %	75 %	44
Entrepreneurship, Management and Organisation	4	4	100 %	75 %	25 %	25 %	75 %	48
Finance	13	13	92 %	31 %	69 %	15 %	85 %	50
Information Systems Science	2	2	100 %	0 %	100 %	0 %	100 %	49
Management and Organisation	18	16.8	100 %	17 %	83 %	56 %	44 %	46
Marketing	14	13.75	100 %	29 %	71 %	43 %	57 %	52
Statistics	4	4	75 %	25 %	75 %	25 %	75 %	48
Supply Chain Management and Social Responsibility	8	8	100 %	63 %	38 %	38 %	63 %	42
<b>Total</b>	<b>87</b>	<b>85.55</b>	<b>97 %</b>	<b>32 %</b>	<b>68 %</b>	<b>38 %</b>	<b>62 %</b>	<b>47</b>

## 2.3 Current core faculty publications

Table 2-5 presents the current core faculty publications in 2017-2022 according to type of publication.<sup>6</sup> A more detailed table is found in APPENDIX 3. The total number of publications is 953, the faculty members producing on average 10.95 publications in 2017-2022. A vast majority of the publications (598) are scholarly articles in refereed journals (PRJ articles). 98 % of these are published in international publications channels and 68 % with international co-authors. Of the 598 PRJ articles, 15 % are published in AJG 4\* and AJG 4 level channels.

**Table 2-5. Hanken core faculty publications 2017-2022**

Research Output	# Items	International publication channel %	% Core Collaboration	With external co- authors %	With international co-authors %	Hanken publication (KOTA- reported) %	# Contributing faculty members	Research activity ratio: # items over the period / Total # faculty
Scholarly Articles in Refereed Journals (A1 & A2)	598	98 %	10 %	79 %	68 %	84 %	82	6.87
1 AJG 4*	19	100 %	16 %	95 %	74 %	79 %	14	0.22
2 AJG 4	73	100 %	3 %	89 %	82 %	86 %	30	0.84
3 AJG 3	208	100 %	13 %	84 %	70 %	84 %	72	2.39
4 AJG 2	130	100 %	10 %	75 %	65 %	83 %	49	1.49
5 AJG 1	68	100 %	7 %	74 %	68 %	94 %	32	0.78
6 No AJG	100	86 %	7 %	68 %	55 %	85 %	44	1.15
Books (e.g. Research Monographs)	6	100 %	0 %	67 %	33 %	100 %	5	0.07
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	206	82 %	8 %	52 %	37 %	87 %	54	2.37
Edited books, conference proceedings or special issues of a journal	9	78 %	0 %	56 %	33 %	100 %	8	0.1
Text Books, Professional Hand or Guide books, Dictionaries	8	0 %	0 %	100 %	0 %	100 %	5	0.09
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	126	32 %	7 %	51 %	24 %	76 %	45	1.45
<b>Total</b>	<b>953</b>	<b>84 %</b>	<b>9 %</b>	<b>69 %</b>	<b>54 %</b>	<b>84 %</b>	<b>86</b>	<b>10.95</b>

In Table 2-6 the number of publications is presented by Department and Subject (joint publications fractionalized). A more detailed table is found in APPENDIX 4 and a table by subject and year in APPENDIX 5. In APPENDIX 6 the Research activity ratios can be seen by Subject.

<sup>6</sup> The codes A1, A2 etc used in tables are classification codes of the national KOTA reporting, for information on these please see APPENDIX 2.

**Table 2-6. Core faculty publications by Subject**

Research Output Core Faculty Oct 2022 (On leave included). #Core faculty=87. Joint publications fractionalised.	Accounting and Commercial Law			Finance and Economics				Management and Organisation				Marketing			Grand Total 2017-2022	Total # of contri-buting of current core faculty	Research Activity Ratio: # of items over the period / Total # of core faculty
	Accounting	Commercial Law	Total	Economics	Finance	Statistics	Total	Entrepreneurship, Management and Organisation	Information Systems Science	Management and Organisation	Total	Marketing	Supply Chain Management and Social Responsibility	Total			
Scholarly Articles in Refereed Journals (A1 & A2)	47.67	12.00	59.67	47.00	58.33	11.00	116.33	95.67	16.00	125.33	237.00	122.00	63.00	185.00	598.00	82	6.87
1 AJG 4*	2.00	0.00	2.00	1.00	1.00	0.00	2.00	2.00	0.00	5.00	7.00	5.00	3.00	8.00	19.00	14	0.22
2 AJG 4	1.00	0.00	1.00	7.00	10.00	0.00	17.00	18.00	0.00	20.00	38.00	7.00	10.00	17.00	73.00	30	0.84
3 AJG 3	15.67	0.00	15.67	18.00	21.83	5.50	45.33	48.67	2.00	52.83	103.50	34.00	9.50	43.50	208.00	72	2.39
4 AJG 2	17.00	0.00	17.00	12.00	8.00	0.00	20.00	15.00	6.00	19.00	40.00	42.00	11.00	53.00	130.00	49	1.49
5 AJG 1	1.00	0.00	1.00	1.00	9.00	0.00	10.00	7.00	1.00	13.00	21.00	22.00	14.00	36.00	68.00	32	0.78
6 No AJG	11.00	12.00	23.00	8.00	8.50	5.50	22.00	5.00	7.00	15.50	27.50	12.00	15.50	27.50	100.00	44	1.15
Books (e.g. Research Monographs)	1.00	2.00	3.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	1.00	0.00	1.00	6.00	5	0.07
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	6.00	16.00	22.00	11.00	3.00	2.00	16.00	17.00	19.00	70.00	106.00	28.50	33.50	62.00	206.00	54	2.37
Edited books, conference proceedings or special issues of a journal	1.00	1.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	0.00	2.00	2.00	9.00	8	0.10
Text Books, Professional Hand or Guide books, Dictionaries	2.00	1.00	3.00	0.00	0.00	1.00	1.00	0.00	1.00	3.00	4.00	0.00	0.00	0.00	8.00	5	0.09
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	12.00	8.50	20.50	22.00	15.00	4.50	41.50	5.00	11.00	17.00	33.00	13.50	17.50	31.00	126.00	45	1.45
Grand Total 2017-2022	69.67	40.50	110.17	80.00	76.33	18.50	174.83	119.67	47.00	220.33	387.00	165.00	116.00	281.00	953.00	86	10.95

## 2.4 Nationally (KOTA-) reported publications

The annually reported national KOTA data is demonstrated in Table 2-7. A more detailed table is found in APPENDIX 7.

The total number of publications is 1722. The focus is clearly on PRJ articles, which constitute more than half (54%) of the publications. In 2017-2022, 13% of all the peer-reviewed journal publications were published in AJG4/AJG4\* journals, in 2017 the proportion was 10% and in 2022 16%. According to the national KOTA database, in 2017-2021 Hanken had 421 open access publications in total, of which 127 in peer-reviewed journals.

**Table 2-7. Hanken KOTA reported publications 2017-2022**

Publication type	2017	2018	2019	2020	2021	2022 (prel.)	Grand Total
Scholarly articles in refereed Journals (A1&A2)	158	139	140	165	178	152	932
1&2 - AJG4*/AJG4	16	19	17	19	25	25	121
1 AJG4*	1	5	3	3	6	3	21
2 AJG4	15	14	14	16	19	22	100
3 - AJG 3	34	38	41	49	56	46	264
4 - AJG 2	26	31	26	36	39	34	192
5 - AJG 1	30	23	22	21	12	14	122
6 - No AJG	52	28	34	40	46	33	233
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	73	65	65	61	91	85	440
Books (e.g. Research Monographs)	3	4	0	0	2	4	13
Edited books, conference proceedings or special issues of a journal	3	3	2	0	7	2	17
Text books, Professional Hand or Guide books, Dictionaries	3	3	3	3	2	2	16
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	50	48	30	53	68	55	304
<b>Grand Total</b>	<b>290</b>	<b>262</b>	<b>240</b>	<b>282</b>	<b>348</b>	<b>300</b>	<b>1722</b>

In Table 2-8 the KOTA reported publications data is shown by subject, a more detailed table is found in APPENDIX 8 and in the Subjects material.

**Table 2-8. KOTA reported Hanken publications in 2017-2022, by subject and year**

Subject and Type of Publication Count by year and total and total with joint publications fractionalised	2017	2018	2019	2020	2021	2022 (prel.)	Total (joint publications calculated as 1 in all subjects)	Total (joint publications fractionalised)
Accounting	12	11	9	11	22	15	80	74.50
Commercial Law	34	19	24	46	48	59	230	229.50
Economics	14	11	10	15	25	20	95	94.00
Entrepreneurship, Management and Organisation	23	27	19	25	14	19	127	117.50
Finance	19	18	21	15	24	9	106	100.50
Information Systems Science	20	18	12	9	12	9	80	80.00
Management and Organisation	64	56	59	80	106	86	451	430.83
Marketing	57	45	39	46	46	67	300	290.83
Statistics	13	8	8	2	4	3	38	35.50
Supply Chain Management and Social Responsibility	38	57	52	39	58	33	277	268.83
<b>Grand Total</b>	<b>294</b>	<b>270</b>	<b>253</b>	<b>288</b>	<b>359</b>	<b>320</b>	<b>1784</b>	<b>1722.00</b>

### 3 Research funding

Hanken has encouraged its researchers to apply for external research funding and participate in research projects. As Figure 3-1 shows, there is a positive trend in terms of the amount of external research funding.

The Academy of Finland has long been the most important research funding body for Hanken. The Academy of Finland grants funding for individual researchers but during the past years it has also granted competitive funding to Finnish universities to support them in strengthening their research profiles. The funding opportunity is often referred to as Profi, and this funding is not included in Figure 3-1.

The amount of external funding from the EU framework program and international organizations such as the UN or Red Cross has also increased but the amounts are still modest compared to the Academy of Finland. The second biggest source of external research funding after the Academy of Finland are private foundations.

Researchers have been encouraged to apply for external research funding, and those who have acquired big grants from the Academy of Finland or international funding bodies. The application process has been supported by a research funding team that has currently two research funding liaison officers and a head of research funding.

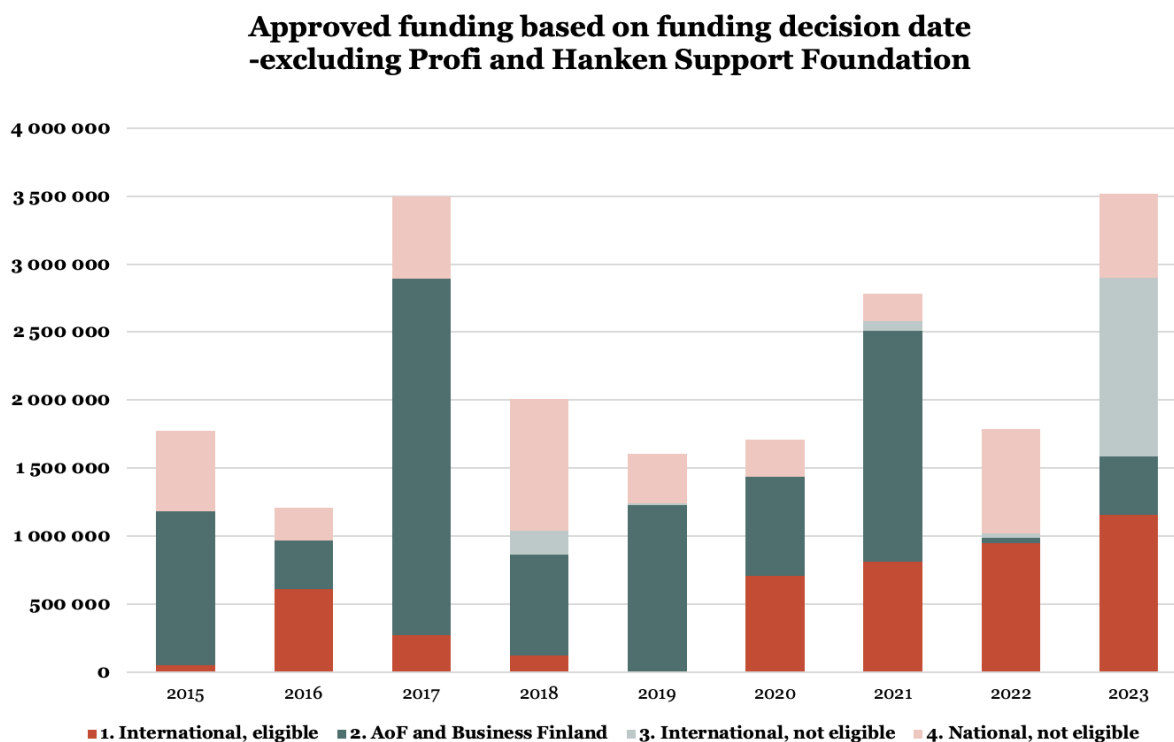


Figure 3-1. Awarded external research funding at Hanken 2015-2023. The figures are provided by Hanken's finance office. (Eligible research funding in this context means funding for which the Ministry of Education and Culture gives matching funding to the university according to its pre-defined scale.)



## 4 Doctoral Programme

The PhD degree is a third-cycle degree according to the Bologna model and a research degree according to national legislation. The PhD degree consists of two main elements: courses comprising 60 ECTS and a doctoral dissertation. Students apply, and are admitted, directly to one of the eight major subjects (of the ten subjects, Information Systems Science and Statistics do not admit PhD students).

The course work required for the doctoral degree consists of courses within the major or related subjects and courses in the theory of science and methodology. A course in research ethics is mandatory. Hanken organises doctoral courses and offers its students the possibility to participate in courses organised by several national and international collaboration networks. Doctoral students in finance and economics take courses within their national networks.

All in all, 63 doctoral students got their degrees from Hanken between 2017 and 2022; statistics by subject is found in APPENDIX 9.

## 5 Terms of Reference for the Research Assessment and Development Review

The main purpose of the Research Assessment and Development Review was to provide input for the development of the subjects as well as the School as a whole. The Panel was asked to evaluate and provide feedback on the following:

**Quality** is to be understood as a measure of excellence. It is founded on the reputation and position of the unit within the community of researchers. The assessment reflects the position of the unit in relation to the frontier of research and its impact on the development of the field (in relation to the number of scholars in the unit).

**Productivity** relates to the total volume of scientific reports of the unit. The quantification of production may be refined by means of bibliometric analysis. Productivity is to be understood in relation to the number of scholars at the unit, and to standards within the field.

**Degree of internationalisation** includes all aspects of international contacts at the unit level: the amount of international faculty at the unit, international research contacts in terms of incoming and outgoing shorter and longer research visits, international co-authorships, editorial and other tasks in international scholarly journals, international joint projects, as well as other international research contacts.

**Societal impact** is a criterion which includes the impact of research conducted in the subject of business and society.

**Future potential** relates to the quality of the research environment in the subject; the support and mentoring of PhD students and junior faculty; the ability to attract high-quality faculty and doctoral students; and research leadership, including the capability of putting in place and implementing ambitious research plans.

## 6 Information on Self-Assessment Reports and Impact Cases

All ten subjects were requested to provide Self-Assessment Reports (SAR), following this suggested structure:

- Brief description of the Subject and its relationships with competence centres/areas of strength/high potential closely affiliated with the Subject
- Tabular SWOT analysis of the research environment in the Subject
- Subject research profile
- Academic impact of research
- Linkage between research and teaching Societal impact of research

- Research funding applications and awards
- Future plans

In addition, they were requested to provide an Impact Case. The structure for the Impact Case was as follows:

- Short summary
- Underpinning research, data (interviews, quant. data, etc.)
- References to the underpinning research (up to six)
- Details of contribution, impact for academia and society, and accrued benefits
- Source to corroborate the contribution, impact and benefits

Subject specific bibliometric data for the years 2017-22 was provided for each Subject and included:

- Faculty data
- Publication data
- Research funding data

**Report on the Research Assessment 2023 of  
Hanken School of Economics  
on June 4-6, 2023**

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We thank Rector Ingmar Björkman and his leadership team, the faculty of the Hanken School of Economics, the PhD students and the Research Services under Sirpa Aalto for the excellent preparation and organisation of the Research Assessment.

The detailed and well-structured self-evaluation reports were very well prepared and comprehensive and will no doubt in themselves have a lot of value to the different subject areas and the leadership of the School. They were also highly informative to prepare for the review visit.

We also appreciated very much the openness with which the faculty, PhD students, staff and the School's leadership approached this review, as well as the frank discussions we had with them.

In preparing this report, we kept in mind the original request by the Rector and his team that "the main purpose of this RA is to provide input for development of a subject and Hanken's research, not for resource allocation. The panel is asked to provide constructive feedback to all subjects and input to the School leadership regarding the organizing of research at Hanken." As such, this report focuses on the areas for improvement. But upfront we need to emphasize that the panel had overall a positive perception of what has been achieved over the last five years at Hanken School of Economics in terms of research.

The report consists of a first section with a series of comments about the School's research performance and organisation as a whole. In a second section we provide short comments on each of the subject areas.

## **Part 1: Research performance and organisation at Hanken School of Economics**

### *General observations about the research performance of the Hanken School of Economics*

1. The current senior group of faculty has performed well in research over the last five years and there are some real star performers with a high number of citations and real-world impact. But the world of research is changing, becoming more global and connected. If Hanken wants to defend or improve its current position among the top nine Nordic/Scandinavian business schools, it must 'up its game.' Being competitive in research in Finland is not sufficient. Comparing with schools in Denmark, Norway, Sweden, etc., in our discussions, we perceived some complacency, i.e. satisfaction with the current performance. We recommend that Hanken becomes more ambitious in its vision about research and research performance.
2. The review panel is convinced that research output and impact is at the core of the reputation of a business school. Institutions directly competing with Hanken are increasing the resources made available for research. It is important that the board and the leadership make the necessary resources available for its research ambition. The strong endowment, one of the largest for business schools in Europe, can play a significant role in making the resources available to enhance Hanken's research performance.
3. The panel suggests galvanizing the faculty who are really interested in doing top level research. Based on the data on publications we observed that about a third of the faculty is publishing in top journals. No doubt the group of faculty committed to impactful research of high quality is larger, but they must be encouraged to set their ambitions at a higher level. If there are some faculty who are not prepared to share this ambition, you may want to consider the implementation of an effective dual track system for faculty management where movements in both directions are possible and justified and with different but equally high performance requirements.
4. In all our sessions with the faculty we discussed the tradeoff between quantity of publications versus quality of publications. There was obviously some debate about how you measure quality, and the panel members are aware that in some specialized areas one needs sometimes to publish in specialized journals which are not top journals. The panel understands as well that as an important national school, one sometimes needs to publish in domestic journals. However, the panel is convinced that the current tradeoff strongly favours quantity. We therefore recommend a greater focus on publication in top journals rather than increasing the volume of publications. There may be incentives, in particular for assistant professors, who are close to evaluation, or for PhD students close to graduation, to publish quickly in lower tier journals. Such incentives need to be corrected. – The panel has noted that action is underway and that the tenure clock for assistant professors can be extended, which may partially address this issue.
5. Some of the subject areas are small and miss critical mass. Hanken may consider a slight reorganization of the subject areas. For example, one can consider integrating Statistics and Information Systems Science into other groups. – We learned that Hanken will recruit an additional faculty member in Information Systems, but even then, it will remain a very small subject area, for a topic that is gaining significant interest in business.

### *Research operations*

6. As a panel we noticed that in comparison to other institutions in similar situations (small countries, limited sources of funding) Hanken has limited external research funding. We understood that compared to other Finnish institutions, Hanken is not doing worse in obtaining research funding. But the panel is convinced that, in the future, the School will need to increase external funding.

Without generalizing we observed that:

- There is a limited understanding among faculty of the value of external funding, both in

enhancing the reputation of the School, and creating slack for research active faculty.

- There are limited incentives to apply for external funding.
- With one or two exceptions the panel got the impression that applying for EU funding was perceived to be too difficult or too ambitious
- The existing administrative support by research services to apply for external funding or to manage the projects is insufficiently communicated and thus underused by the faculty; research services may not be aware of all the competencies in the faculty.
- And there is perhaps some complacency among the faculty as internal funds are perceived to be sufficient.

Hanken may benefit from a better understanding of its competitive (dis)advantage compared to other institutions in Finland in obtaining funds from government institutions, local and international foundations, and the EU.

7. Currently the School continues to rely on a few “star” performers in research. The risk of losing these faculty members is real and could be detrimental to several of the subject areas. The School should consider a special fundraising campaign to create a number of chairs to retain some of these stars.
8. Time and again the panel observed that there is very little collaboration between subject areas, beyond some very good personal relationships. We did not see any indicators that there would be disagreements between subject areas, and people do respect each other’s work. But we are convinced that there are great opportunities, in a small school with relatively small subject areas, for interdisciplinary research. Collaboration has not occurred naturally and therefore management will have to stimulate this. An example of a potential area for interdisciplinary collaboration is the impact of artificial intelligence (AI), which seems to be of interest to many if not all subject areas and could be coordinated for example by the Information Systems area. A similar topic is sustainability, which could be coordinated by the Supply Chain Management and Social Responsibility area.
9. Hanken has currently several research centres. We recommend evaluating their current and future relevance, assess their contribution to interdisciplinary research and integrate them in future fundraising efforts.
10. As Hanken seems strongly interested in impact on society, it may consider creating an Interdisciplinary Centre on Social Impact.

### *The PhD programme as the engine for research*

11. The panel is not clear about the current mission and vision for the PhD programme. Is it oriented to produce graduates for academia, or has it a wider remit? Is it mainly for local students or has it international ambitions? We recommend clarifying its role within Hanken and adjust its management. If there is a dual role, the School may consider creating a practice oriented doctoral programme, such as a DBA programme, for the students that are more interested in a career in industry or government.
12. While we recognize the current PhD education is based on coursework, it also has quite a few characteristics of the apprenticeship model. This implies that PhD students in different subject areas have quite different experiences. It may be worthwhile considering how the experience for PhD students can be streamlined. Hanken must manage the balance between standardization of the PhD programme as a Hanken degree and differentiation of the PhD education based on the discipline. Moreover, we think that it should not be a requirement, even implicitly, to publish a paper before graduation. In the job market, it may well be better to have an R&R in a top journal, rather than a published paper in a second-tier journal. We also recommend investing in structured support for the students going on the academic job market.
13. The model of the PhD program as practiced by the economics and finance area, by sharing and networking within a Graduate School with other universities in Finland and beyond, is one that may inspire other areas.



## *Challenges and suggestions*

14. During our discussions with faculty, staff and leadership, the panel noted some challenges for Hanken:

- In comparison with similar schools in Scandinavia/Nordic countries, faculty salaries are lower, in particular for early career faculty. This limits the potential to recruit and retain young researchers with a high research potential.
- Some faculty may not be interested in a traditional research career. Hanken may reflect on the development of an effective dual track as noted above, where both tracks have high though different performance requirements.
- The panel acknowledges the requirement to cater to the Swedish speaking community in Finland and recognises that this creates constraints in recruitment and deployment of faculty.
- The level of internationalisation of the faculty is currently acceptable, but we consider that there are opportunities to increase the proportion of international faculty. Any school with a national role needs to have a core of local faculty, but the panel considers that Hanken could move towards a proportion of 40% non-Finnish faculty.
- As we noted earlier, the culture of the School does not seem to stimulate interdisciplinary research.
- The opportunities offered by European funding and those where Hanken can take leadership appear to be neglected.
- As we already noted, we had difficulties in understanding the role of the PhD programme and we encourage Hanken to examine the opportunities offered by the creation of a shorter DBA or Practice PhD programme.

15. We have a few suggestions to change the research culture:

- Promote sabbaticals with clearly defined research projects without necessarily requiring faculty to spend them overseas. This would provide dedicated time to progress on top-tier publications.
- Consider condensed teaching to create time/white space to focus on research.
- Provide external mentoring for junior faculty; one suggestion would be to invite high performing international researchers, perhaps of Finnish origin, to spend a month per year on the Hanken campus, and this for two or three consecutive years, and with the explicit role to mentor junior faculty or even co-author with them. Some of the panel members have had a positive experience with such a relatively cheap programme, as these international researchers bring the discipline and capabilities in how to position papers for top level publications.
- Research often requires faculty to find time. This can be created by teaching load reductions. The panel suggests finding ways to get around the difficulty of financing teaching buyouts with external funds.
- Provide access to external professional editing resources.
- There should be a norm that attendance at top conferences is expected, partially to enhance the international networks.
- Organize regular peer-based performance evaluation for senior tenured faculty. -- Again, some panel members had a positive experience with such reviews with external peers every three to five years.

## **Part 2: Short evaluations of subject areas**

### *Accounting*

The accounting area has performed quite well over the last five years with 4.64 papers per faculty member, of which a small number in AJG4 and 4\*. This is a low number of top publications.

The dissemination of research findings in top-tier, premier outlets provide accounting faculty members with some good opportunities for improvement. Top publications reported in the self-assessment report either correspond to pieces authored by either a non-core faculty member (e.g., Bjorn Jorgensen), or by core faculty before joining Hanken School of Economics (e.g., Hanna Silvola, in 2017). Therefore, the Committee encourages core accounting faculty to target publications in top accounting and business journals. In doing this and considering the research interests reported by the accounting faculty, the Committee suggests prioritizing the development and submission of papers addressing areas such as sustainability reporting, climate change and financial risks. Arguably, these areas are becoming highly ‘fashionable’ and, hence, the expected increase in the number of submissions to top journals in the mid and long-term will significantly reduce the acceptance rates.

The group of accounting scholars is relatively small; we suggest the subject to increase the number of core faculty members and, if possible, make the internationalization of new hirings a target for the subject area. Additionally, the faculty might wish to further engage in national and international networking (e.g., Mansoor Afzali’s visit to Harvard; Dennis Sundvik’s visit to Stanford) as well as develop international co-authorships. In our view, this will have a significant impact on the dissemination of research results in top journals. Finally, and considering the focus of the subject on research areas such as artificial intelligence and corporate governance, the accounting faculty is encouraged to approach other areas at Hanken to conduct interdisciplinary research. Such interdisciplinary approach will likely enhance the chances of getting papers published in top journals.

Research conducted by the accounting faculty combines qualitative and quantitative methods. Concerning quantitative research, the publication chances of the group in top journals would increase considerably if they could get access to key databases. As the accounting faculty is not being as successful as one might expect in getting large research grants, the School might wish to provide the accounting faculty with resources (e.g., databases) that will let them conduct high quality, publishable research. In turn, this will be critical for accounting faculty members getting major research grants.

The subject reports relevant results on impact. For example, concerning gender, Kim Ittonen participated in a task force, commissioned by the Prime Minister’s Office, to investigate women’s career advancement to board of directors. In sustainability, Hanna Silvola, a member of the European Securities and Markets Authority’s Consultative Working Group on Sustainable Finance, teamed up with the Finnish Association of Authorized Public Accountants, to design and develop the first ever CPA training program on ESG assurance. Othmar Lehner is currently designing a program on ESG assurance for the Institute of Austrian Certified Public Accountants. As far the impact of accounting research on teaching, accounting faculty members are quite active; for example, they have designed and taught modules on ‘Sustainability Reporting’, ‘Financial Reporting and ESG Analysis’ and ‘Global Competence: Social Responsibility across Business Studies.’

### *Commercial Law*

The competence centre on Intellectual Property (IPRUC) has been instrumental in the development of the Commercial Law’s faculty. The group has been quite successful in raising external funding (e.g. from the Academy of Finland). Furthermore, the subject’s areas of interest: digitalization, innovation, sustainability in intellectual property; and tax law, economics and governance combine research potential and relevance and, hence, hold promise to exert both academic and societal impact. In its relationships with the industry, the subject has built long-term relationships with associations as well as with companies such as Nokia, KONE, or Neste. Finally, and concerning the subject’s relevance to the profession, the

report states:” the writings of core faculty members clearly have an impact on how lawyers understand and interpret nationally” (p.8 of the self-assessment report). In order to operationalize this statement, it would be helpful if the subject could provide tangible measurements on this.

Hanken uses the AJG categorization of journals to address the dissemination of research by subjects. As AJG does not comprise Law periodicals, the Commercial Law subject cannot report any publication. In our view, this may provide an unfair image of research conducted by subject’s faculty members. Therefore, we recommend the School to develop/draw on a list of Law research journals that would be used by the subject’s faculty members to target the diffusion of their research. Furthermore, as the international community of Law scholars highly value books and research monographs published by well-regarded institutions (e.g., Oxford University Press), the School might wish to produce a categorization of publishers to evaluate the research results of Law scholars. Finally, the research evaluation scheme of Commercial Law’s faculty could consider external fund raising as a research performance indicator.

The abovementioned areas of research interest (e.g., digitalization, innovation, governance) can be approached from an interdisciplinary perspective. As yet, such interactions have not occurred within the School. In our view, such interdisciplinary approach would result in a win-win situation for both the Commercial Law faculty and scholars in subjects such as accounting, finance, management, or entrepreneurship. Therefore, subject areas across the School may wish to design and develop plans to conduct interdisciplinary research with the Commercial Law faculty, as this would enhance their research and societal impact as well as their chances of getting external funding.

### *Economics*

The Economics group is a relatively small group in Hanken consisting of 3 tenured professors, 2 assistant professors and 1 lecturer. In addition, it has 5 post-docs and a number of loosely affiliated researchers. They list 47 publications in referee journals and a total of 80 publications in total. The majority of papers are in lower ranked field journals, but we counted 7 AJG 4 publications and 1 AJG4+, i.e. Management Science, which is a top management journal. All members in the group are research active and the group has traditionally been very strong in Industrial Organization and related fields. More recently, it has expanded its research focus into behavioural economics. Methodologically, the group has strength in causal inference both from structural inference and from randomized controlled experiments. It is also clear that the research (and teaching) is relevant for a business school and for Finnish regulatory and oversight institutions.

As a small economics group in a business school, we believe there are positive aspects of the group’s organization that are worth highlighting:

- The group is very active in the Finnish Graduate School of Economics. This has helped the group being able to specialize in a few core themes using the GSE network to back up on other fields in Economics that are important in a business school.
- It has taken the lead in 2 out of 9 sub-disciplines in GSE. This makes the group visible in Finland and in the Nordic countries and it generates a lively seminar environment.
- The group has been able to attract 5 post docs through GSE and other external and internal financing. This is impressive and may increase the quality of future research output.
- The group has integrated a number of international researchers and business leaders into the area. This strengthens the network and may increase the quality of research. This network both covers global super stars (Holmström and Aghion) but also very good researchers that may engage more in the group (Tåg).
- It has succeeded in getting more than 1.2 mill Eur in external funding. This is high for a group at Hanken but is expected at comparable Nordic economics groups.

Overall, we do observe the balance between quantity and quality in research output skewed towards the former. Compared to the economics groups at comparable Nordic business schools (SE, BI and CBS) the group lacks top publications. However, the group is smaller than economics groups in other leading Nordic

business schools. In the future, the group should aim at publishing in the top journals. It is notorious difficult to get into the top five journals in economics, but we would like to see more publications in the tier just below (the AE journals, JEEA, RAND, etc).

Some steps that may facilitate greater future accomplishments:

- The gender balance is lacking and needs to be corrected. There are no women among the tenured faculty and one of the two tenure track assistant profs is a man. Changing this should be a top priority.
- Strengthen the PhD program: we did not have information about current econ PhD students except from meeting one 1<sup>st</sup> year student but noticed that the placement record is strong (e.g. World Bank, EU Commission and EU council) but not focused on academia. PhD students are central to all research groups. It was mentioned that it is hard to recruit local students. We suggest therefore that PhD students are hired internationally.
- We see an opportunity to exploit networks to increase the quality of research output. The group is active in Finnish, Nordic and European networks and is collaborating with a number of strong international researchers. We believe the current strategy of increasing the group through post docs and strengthen the network is important and hopefully may result in more top journal publications.
- Increase its market share of economics at the business school: for a business school named Hanken School of Economics and that has both undergraduate and graduate programs, the economics group is very small relative to other Nordic business schools. We did not evaluate teaching, but we note that supplying more courses and increase the market share of economics at Hanken is a potential path to hire new research-oriented faculty.

## *Finance*

The finance group consists of 10-12 active researchers. They list 63 scholarly articles out of which 10 are in leading finance journals (JCF, JBF, JFQA and MS). The majority of researchers are research active and do publish papers on a regular basis. It is also noted that there have not been any publications in the three top journals in Finance during the last 5 years.

Finance departments in Scandinavia (e.g. CBS, BI and SSE) have been through dramatic changes during the last decades and are in general becoming very strong with respect to publications in the top 3 finance journals; hiring internationally in the junior market; placement of PhD candidates; and ability to attract top researchers that have energized the research cultures in these groups. Indeed, the strong performance of comparable departments highlights the need for the Hanken finance group to shift the balance between research quantity and quality even further towards the latter. Whereas the group publishes many articles and educates qualified PhD candidates, there is a significant catch-up needed to reach the level of the leading Scandinavian/Nordic finance groups.

The group is at a very critical moment. We were informed that 3 senior professors are retiring during the next years. This is a key “moment of opportunity” to drive changes in the department. There is a need to make the department more cohesive, integrate everyone in research activities, and incentivize the research culture towards more ambitious research projects with greater potential of being published in the top 3 journals. We believe implementation of the following ideas may catalyze this process:

- Hiring one or two senior researchers that could be drivers of change. Ideally, Hanken should look for excellent researchers with proven track records that regularly publish in top 3 journals and with a strong international research network. We do acknowledge that the wage and incentive structure at Hanken is a particular challenge for the finance group, where it appears that other Scandinavian or Nordic finance groups are able to pay significantly better. This challenge may be mitigated through the establishment of Chair(s) in Finance.

- The establishment of a research center or the reinvigorating of an existing centre and/or other activities sponsored through outside grants. The financial sector and other stakeholders have sponsored several finance research centers in other Scandinavian/Nordic countries, and it should be investigated to what extent this is possible at Hanken.
- In a relatively small group, it is important that all seniors and juniors contribute to an active and prospering research environment. This can be through an active seminar series, internal research sharing and in general contribution to a cooperative research environment through hosting workshops, international conferences and building networks to the international research community. We see a scope for further strengthening and leveraging national, Nordic and international research networks, in particular for PhD students and junior researchers.
- Strengthening of the group's investment in PhD education. From selection, education, advice, job training and job placement, we observe scope for improvement. There is a good structure through the GSF and the Nordic PhD in finance networks. This infrastructure has to be leveraged and it is important that PhD candidates are participating in international conferences and presence at the European or American job markets.

### *Management and Organisation*

The M& O group has 14 researchers who have published 222 scholarly articles between 2017-and 2022 of which 10 are in 4\* and 31 in 4 AJG ranked journals. The group has been highly productive in consistently publishing over 40 scholarly contributions per year. This seems very high. It should be noted that a few publications are hitting the very top management journals (AMLE, AMR and JOM) and similarly with the top sub disciplinary Human Resource Management Journals (HRM and HRMJ). However, conspicuously absent are publications in the top tiered Organizational Behaviour/Psychology journals (with the exception of JOHP). The breadth and rate of publications within the group, in the context of a changing global landscape merits attention.

The group has demonstrated a capacity to publish in top-tiered journals and the future research reputation of the group could be enhanced by publishing fewer articles but in a higher quality outlet. This would align the group with what high quality European management departments are doing. Second, the group could discuss the balance between broad management journals and top tiered sub-discipline-based journals which may facilitate an overall targeted publication strategy.

There are aspects of the group that are highly commendable. First, the group is very successful in attracting top scholars as visitors to the group. This could provide the basis for deeper visiting relationships in which paper mentoring and co-authorship could be made integral to the position. This may help increase the number of submissions to top tiered journals particularly if the visiting positions extend over multiple years.

Second, the group is highly successful in attracting funding from the Academy of Finland and other national funding bodies. It has attracted close to 5 million euros over the last five years. This is an accomplishment to be commended. In the spirit of constructive development, a logical next step would be EU funding, possibly on social impact given the interests of the group and its capacity to address and integrate the macro-micro perspectives. This would require additional support and resources at the level of the School.

Overall, the group has unrealized potential in terms of its research and could aspire to be a leading management department in Europe for research on employee health and well-being and HRM, for example. One could imagine a center for workplace excellence that unifies both domains that would also incorporate diversity, ethics, sustainability. To facilitate this, members of the group would benefit from time exclusively dedicated to progress on research as well as additional hiring at the junior level if these two research areas are to attain critical mass.



Some steps that may facilitate greater future accomplishments in the next 5 years:

- A more focused publication strategy targeted at top tiered journals facilitated by supporting practices to free up researchers' time.
- Increased presence at the Annual Meeting of the Academy of Management which is the premier conference for management researchers. This would help elevate targeted journals, develop broader networks, increase the pool for potential visitors as well as deepen the research experience of PhD students.
- Hiring junior faculty that are well trained who aspire to publish in the top journals would help create a critical mass in a particular domain.

These suggestions are based on developments undertaken by many business schools in Europe to address the global nature of academia and increased challenge of publishing in top tiered journals.

### *Marketing*

This subject area has historically been one of the internationally recognised strengths of Hanken, particularly in the area of service and customer-oriented management and the associated Centre for Relationship Marketing and Service Management. It has been one of the centres of the "Nordic School of Thought". It still is by Hanken standards a large group with 14 core faculty members including five full professors. The research strength of the group has been enhanced by the recruitment of four part-time professor-level senior fellows, and there is evidence of good placement of PhD students. It is research active with over a third of the group having published in top tier journals including Journal of Marketing, Journal of Consumer Research, Journal of Consumer Psychology, Journal of the Academy of Marketing Science and Journal of Service Research, with 12 out of 123 journal publications in AJG4 or 4\*. However, 50% of the publications of the group are in AJG2 or below. A challenge for the group is to raise the aspirations of all in the group to seek to publish more in top tier journals and to draw on support from the senior fellows to facilitate this.

The retirement of the iconic figure of Christian Grönroos, the evolution of the field of service management and increasing attention to social and societal issues, and technology evolution has led to a recognised need for renewal. The group clearly has the capability needed for this and the challenges facing the group have been well understood. As in all disciplines, there is a need to keep moving forward to address new contexts, issues, and skills; yet build on strengths where a number of areas are being explored. It is important that the group does not lose sight of its externally and internationally recognised strength in service and customer-oriented management. Scandinavia provides a distinctive context where organisations are often at the leading edge of concern for societal impacts, transformative services and the circular economy, providing opportunities for research and collaboration. A definite opportunity would include building on some of the strengths and interest areas across Hanken, such as sustainability, analytics and AI. There is a need for cross-group exchanges, possibly through some form of discussion groups in involving all areas. There would seem to be some overlap between the research interests of the group and those of the supply chain management and social responsibility group, but we were not presented with evidence of collaboration between the two groups.

A challenge for the group is securing external funding. One potential area for the future is EU funding. A barrier seems to be the perceived lack of an infrastructure for keeping up to date with calls, and for grant writing. The group should look to ways of learning from or drawing upon the infrastructure set up by the supply chain and social responsibility group. This would increase funding and impact. It is important that with initiatives such the Finnish Innovation Index (FII), that the multiple impacts are also aligned with scholarly output.

Despite the centre's close links and collaboration with industry and non-business organisations, the level of financial support, such as funding for the centre, funded projects or funded chairs has been disappointing. Evidence was not presented for the possible reasons for this. The fact that the group is one of recognised international leaders in service management and the leading group in Finland, should be one underpinning of a search for funding. The existing collaborations should lead to understanding what is important to organisations, how they might link to and support your priorities. For example, today, AI and in particular generative AI is on the agenda for most service organisations, including healthcare. Searching for external funding to study this may well be one of the priorities for the group.

### *Supply Chain Management and Social Responsibility*

This subject area, with its focus on logistics and supply chain management, in particular humanitarian logistics, has been one of the recognised strengths of Hanken. We were impressed by the energy of the team and its broad impact on organisations, policy and a wide range of institutions. The group has an impressive record of developing the HUMLOG Institute, building a community through its journal and gaining substantial funded projects leading to visible impact. It has also hosted conferences and visiting scholars.

The subject area is a research active group with a growing record of publication in top tier journals. 13 of the 65 articles were published in AJG4 or AJG4\* journals. However over 60% of the journal publications of the group are in AJG2 or below. The panel acknowledges the argument that to address the peer group interested in humanitarian logistics one needs to publish sometimes in journals which are not that highly ranked. But we see it as a challenge for the group to raise the aspirations of all in the group and to seek to publish in top journals to provide support and to reach out beyond the group of close friends and colleagues. This also applies to PhD students. Raising aspirations for them is important, including identification of what could be developed into a submission to a top tier journal. This need not necessarily be their single authored paper.

A short term and pressing challenge is that two of the full professors have recently left or retired and the third, will be part-time due to her new responsibilities in Hanken. The group will now have just one part-time full professor. This may have a negative impact on the leadership of the subject area. Given this loss of senior faculty, there is a need for a recruitment plan of new faculty in particular for a second full professor.

Unlike many research streams in supply chain, humanitarian logistics is probably more relevant today than when the group started studying it nearly 20 years ago and the launch of the Journal of Humanitarian Logistics and Supply Chain Management in 2011. Despite this, given the organisation constraints and developments in supply chain and logistics, there is the perceived need for re-invention and development. There is already a move into societal impact. The underlying themes of resilience and sustainability are ones that are relevant across other groups in Hanken, and there is a need for cross-group exchanges, initially perhaps through discussion groups involving all areas. There seems to be some overlap between the research interests of the group and those in the marketing group, but we were not presented with evidence of deep collaboration between the two subject areas.

The subject area has developed a strong capability in both identifying and gaining funded projects which have the capability of high impact. The HERoS project is an interesting example of this effort and success. However, the success in getting funded projects also presents a challenge for research, as their prime project focus can be a broad set of outcomes ahead of scholarly research impact. This in turn may make significant demands on the limited resource of the group. It is important to set ambitious targets for research output as well from such projects. Possible routes could include, as noted, interventionist/design science approaches where connections with for example Jan Holmström at Aalto could be leveraged. There also may be scope for learnings across multiple projects on for example, how your approaches lead to impact.

The success in building a community such as humanitarian logistics or being part of a community on circular economy risks focusing too much on publishing for that community, often in technical journals, and not seeing both the needs and the opportunities for sharing the knowledge with a wider audience. There is clear interest in top tier logistics and supply chain, journals in the topics of this research, but also in journals outside operations and supply chain.

### *Entrepreneurship, Management and Organisation*

This subject area is a small but ambitious and well-performing subject area within Hanken. For a group with four core faculty, eight PhD graduates and currently four PhD students the publication record with 95 papers published over the last five years with more than 70% in AJG3 publications and above render it one of the most productive areas per member of the area in Hanken. We also commend the graduation of 8 PhD candidates over the last five years.

The area is well-organised around themes as Leading People for Growth and Well-being, Strategic and Entrepreneurial Praxis, the Erling-Persson Centre for Entrepreneurship and differentiates itself well from other entrepreneurship groups with its research foci on entrepreneurial processes in incumbent organisations, the psychology of entrepreneurship, venture capital for impact and the use of AI in entrepreneurial decision-making.

While all faculty we met are research active, the group's overall research performance still depends heavily on the contributions by Joakim Wincent, who is by all standards (web of science, Scopus or Google Scholar) currently one of the top if not the top performer in research output in Hanken. This is commendable, but at the same time holds risks as the area may be too dependent on one star performer.

As a consequence of its success, the area has a relatively high teaching load. However, as the number of participants in these modules is small and the average number of credit units per faculty member is low, this may provide the area with lot of opportunities to work with industry. Its impact through its practical publications and the occasional advisory to national or supranational policymakers is clear. This is in itself a good indicator of the quality of the research and its impact. But it may have a long-term negative impact on the research performance if insufficient time can be spent on research.

When it comes to the PhD programme the panel thinks that the area has the capacity to take on more externally sponsored PhD students. This would greatly benefit the subject area and contribute to its overall standing but will require a clear and executable plan to raise funds from outside organisations and foundations.

The panel noticed that there was a perception among PhD students that they should have a publication accepted before going on the job market. We acknowledge that this is not a formal requirement. While it is indeed current practice that PhD graduates need to have submitted paper(s) to be successful on the job market, the panel suggests that quality should prevail and that one is better off with a paper under revision in a top journal than with a paper accepted in a secondary journal.

Finally, we were somewhat surprised by the name of the area, as it seems to overlap with the Management and Organisation subject area.

### *Information Systems*

The panel has limited if no substantial comments on the research performance of this subject area. There is one active researcher. We counted 16 publications in AJG3 and below. The subject of these publications was interesting to us as academics, but the topics have little relevance to the world of industrial and government practice. We would encourage the subject to reflect on the implications of their research for wider audiences.

Given the interest in information systems and its impact on society, business and education we were surprised by the low number of faculty members in this area. However, the panel observed that the interest in the impact of IS, and in particular of AI is high in almost all other subject areas. But the deep technological comprehension of the role of IT/IS/AI seems to be missing.

We understand that Hanken intends to recruit an additional research active faculty member. This recruitment can be very strategic and transformative for the School, as such a person, together with the current faculty members, can play a significant role in interdisciplinary research.

### *Statistics*

The panel perceives this area to play mostly a service function to other areas, e.g. econometrics applied to finance. The output of the area is good, and we recommend they continue the research they currently perform.

**APPENDIX 1**
**Hanken CORE Faculty (Business and Economics) October 2022**

Core Faculty October 2022 (on leave included)	Department of Accounting and Commercial Law		Department of Finance and Economics			Department of Management and Organisation			Department of Marketing		Head-count Total	FTE Total (On leave = 0)
	Accounting	Commercial Law	Economics	Finance	Statistics	Entrepreneurship, Management and Organisation	Information Systems Science	Management and Organisation	Marketing	Supply Chain Management and Social Responsibility		
Core Faculty	11	5	8	13	4	4	2	17	14	8	86	85.55
Professor	1	3	3	5	0	1	0	6	5	1	25	25.00
Associate professor (Tenure track)	3	0	0	2	0	2	0	3	2	1	13	12.80
Associate professor (Universitetslektor)	1	0	0	1	2	0	1	0	2	1	8	8.00
Assistant professor (Tenure track)	3	0	2	3	1	0	0	3	3	3	18	18.00
Assistant professor	0	0	0	0	0	1	0	1	0	0	2	2.00
Lecturer	2	1	1	2	1	0	1	0	2	0	10	9.75
Researcher	1	1	2	0	0	0	0	4	0	2	10	10.00
Core Faculty on leave	0	0	0	0	0	0	0	1	0	0	1	0.00
Assistant professor (Tenure track)	0	0	0	0	0	0	0	1	0	0	1	0.00
Grand Total	11	5	8	13	4	4	2	18	14	8	87	85.55



## APPENDIX 2

## Types of Publications in Tables and lists

Type of Publication	Definition	KOTA classification
Scholarly Articles in Refereed Journals	Refereed original research articles and review articles, literature reviews, systematic reviews in Peer review journals (PRJ)	A1 A2
AJG (used in publication tables and PRJ listing)	Academic Journal Guide (AJG) by Chartered Association of Business Schools 2021 edition.  The purpose of the AJG is to assist researchers to make informed judgements about publication outlets. It includes fields that are either central or salient to business and management studies; aiming to encompass a broad set of journals in which business and management academics may seek to publish their research. The AJG's ratings are based on peer review. More details on the AJG ranking is found at <a href="https://charteredabs.org/academic-journal-guide-2021/">https://charteredabs.org/academic-journal-guide-2021/</a>	
JUFO (used in PRJ listing)	Publication Forum (JUFO) is a national rating and classification system to support the quality assessment of research output. The PRJ are listed according to JUFO2022 edition.  The four-level classification rates the major foreign and domestic publication channels of all disciplines as follows: 1 = basic level 2 = leading level 3 = highest level 0 = Publication channels that don't meet the criteria for level 1. In the PRJ lists journals not yet classified are also included as 0.  More details on The Publication Forum (JUFO) is found at <a href="https://julkaisuforum.fi/en/publication-forum">https://julkaisuforum.fi/en/publication-forum</a>	
SNIP (used in PRJ listing)	The SNIP indicator (Source Normalized Impact per Paper) by CWTS Journal Indicators measures the average citation impact of the publications of a journal. Since SNIP is a field normalised indicator, it corrects for differences in citation practices between scientific fields, thereby allowing for more accurate between-field comparisons of citation impact. <a href="https://www.journalindicators.com/methodology">https://www.journalindicators.com/methodology</a>	
KOTA classifications A-E	National classification of publications. A-C are Scientific publications of which A and C are peer-reviewed. D are publications intended for professional communities, and E for the general public.	
Books (e.g. Research Monographs)	Scientific books	C1
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceeding	Book chapters	A3
	Article in conference proceedings	A4
	Non-refereed journal articles, book chapters and articles in conference proceedings	B1/B2/ B3
Edited books, conference proceedings or special issue of a journal	Edited scientific books, including conference proceedings or special issue of a journal	C2

Textbooks, Professional Hand or Guide books, Dictionaries	Textbooks, professional hand or guidebooks, dictionaries	D5
Publications aimed at professionals and the general public; Articles, Books, Reports, Papers in professional conferences	Articles in trade journals	D1
	Articles in professional conference proceedings	D3
	Published development or research reports or studies	D4
	Edited professional books and articles in professional books (incl. editor's introduction)	D2, D6
	Popularised articles, newspaper articles, Popular monographs	E1, E2

## APPENDIX 3

## Hanken Core Faculty Publications 2017-2022

Research Output	# Items	International publication channel %	% Core Collaboration	With external co- authors %	With international co-authors %	Hanken publication (KOTA- reported) %	# Contributing faculty members	Research activity ratio: # items over the period / Total # faculty
Scholarly Articles in Refereed Journals (A1 & A2)	598	98 %	10 %	79 %	68 %	84 %	82	6.87
1 AJG 4*	19	100 %	16 %	95 %	74 %	79 %	14	0.22
2 AJG 4	73	100 %	3 %	89 %	82 %	86 %	30	0.84
3 AJG 3	208	100 %	13 %	84 %	70 %	84 %	72	2.39
4 AJG 2	130	100 %	10 %	75 %	65 %	83 %	49	1.49
5 AJG 1	68	100 %	7 %	74 %	68 %	94 %	32	0.78
6 No AJG	100	86 %	7 %	68 %	55 %	85 %	44	1.15
Books (e.g. Research Monographs)	6	100 %	0 %	67 %	33 %	100 %	5	0.07
C1 Scientific book	6	100 %	0 %	67 %	33 %	100 %	5	0.07
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	206	82 %	8 %	52 %	37 %	87 %	54	2.37
A3 Book chapter	114	96 %	9 %	50 %	33 %	87 %	46	1.31
A4 Article in conference proceedings	13	92 %	0 %	92 %	69 %	100 %	9	0.15
B1 Journal article	70	54 %	10 %	49 %	36 %	86 %	30	0.80
B2 Book chapter	8	88 %	0 %	38 %	38 %	100 %	7	0.09
B3 Article in conference proceedings	1	100 %	0 %	100 %	100 %	100 %	1	0.01
Edited books, conference proceedings or special issues of a journal	9	78 %	0 %	56 %	33 %	100 %	8	0.10
C2 Edited book	9	78 %	0 %	56 %	33 %	100 %	8	0.10
Text Books, Professional Hand or Guide books, Dictionaries	8	0 %	0 %	100 %	0 %	100 %	5	0.09
D5 Text book, professional manual or guide or a dictionary	8	0 %	0 %	100 %	0 %	100 %	5	0.09
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	126	32 %	7 %	51 %	24 %	76 %	45	1.45
D1 Article in a trade journal	40	28 %	10 %	23 %	20 %	83 %	22	0.46
D2 Article in a professional research book (incl. editor's introduction, manuals, guides)	14	36 %	0 %	29 %	7 %	79 %	7	0.16
D4 Published development or research report or study	50	38 %	10 %	86 %	36 %	72 %	27	0.57
D6 Edited professional book	2	0 %	0 %	50 %	0 %	100 %	1	0.02
E1 Popularised article, newspaper article	20	25 %	0 %	35 %	15 %	85 %	10	0.23
<b>Total</b>	<b>953</b>	<b>84 %</b>	<b>9 %</b>	<b>69 %</b>	<b>54 %</b>	<b>84 %</b>	<b>86</b>	<b>10.95</b>

## APPENDIX 4

## Hanken Core Faculty Publications 2017-2022 by Department and Subject

Research Output Core Faculty Oct 2022 (On leave included). #Core faculty=87. Joint publications fractionalised.	Accounting and Commercial Law			Finance and Economics				Management and Organisation				Marketing			Grand Total 2017-2022	Total # of contributing current core faculty	Research Activity Ratio: # of items over the period / Total # of core faculty
	Accounting	Commercial Law	Total	Economics	Finance	Statistics	Total	Entrepreneurship, Management and Organisation	Information Systems Science	Management and Organisation	Total	Marketing	Supply Chain Management and Social Responsibility	Total			
Scholarly Articles in Refereed Journals (A1 & A2)	47.67	12.00	59.67	47.00	58.33	11.00	116.33	95.67	16.00	125.33	237.00	122.00	63.00	185.00	598.00	82	6.87
1 AJG 4*	2.00	0.00	2.00	1.00	1.00	0.00	2.00	2.00	0.00	5.00	7.00	5.00	3.00	8.00	19.00	14	0.22
2 AJG 4	1.00	0.00	1.00	7.00	10.00	0.00	17.00	18.00	0.00	20.00	38.00	7.00	10.00	17.00	73.00	30	0.84
3 AJG 3	15.67	0.00	15.67	18.00	21.83	5.50	45.33	48.67	2.00	52.83	103.50	34.00	9.50	43.50	208.00	72	2.39
4 AJG 2	17.00	0.00	17.00	12.00	8.00	0.00	20.00	15.00	6.00	19.00	40.00	42.00	11.00	53.00	130.00	49	1.49
5 AJG 1	1.00	0.00	1.00	1.00	9.00	0.00	10.00	7.00	1.00	13.00	21.00	22.00	14.00	36.00	68.00	32	0.78
6 No AJG	11.00	12.00	23.00	8.00	8.50	5.50	22.00	5.00	7.00	15.50	27.50	12.00	15.50	27.50	100.00	44	1.15
Books (e.g. Research Monographs)	1.00	2.00	3.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	1.00	0.00	1.00	6.00	5	0.07
C1 Scientific book	1.00	2.00	3.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	1.00	0.00	1.00	6.00	54	0.07
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	6.00	16.00	22.00	11.00	3.00	2.00	16.00	17.00	19.00	70.00	106.00	28.50	33.50	62.00	206.00	8	2.37
A3 Book chapter	2.00	9.00	11.00	3.00	0.00	2.00	5.00	9.00	2.00	55.50	66.50	13.00	18.50	31.50	114.00	5	1.31
A4 Article in conference proceedings	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	3.00	6.00	3.00	9.00	13.00	45	0.15
B1 Journal article	1.00	7.00	8.00	8.00	3.00	0.00	11.00	8.00	14.00	9.50	31.50	9.50	10.00	19.50	70.00	86	0.80
B2 Book chapter	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	1.00	3.00	4.00	0.00	2.00	2.00	8.00	0	0.09
B3 Article in conference proceedings	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	0	0.01
Edited books, conference proceedings or special issues of a journal	1.00	1.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	0.00	2.00	2.00	9.00	0	0.10
C2 Edited book	1.00	1.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	0.00	2.00	2.00	9.00	0	0.10
Text Books, Professional Hand or Guide books, Dictionaries	2.00	1.00	3.00	0.00	0.00	1.00	1.00	0.00	1.00	3.00	4.00	0.00	0.00	0.00	8.00	0	0.09
D5 Text book, professional manual or guide or a dictionary	2.00	1.00	3.00	0.00	0.00	1.00	1.00	0.00	1.00	3.00	4.00	0.00	0.00	0.00	8.00	0	0.09
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	12.00	8.50	20.50	22.00	15.00	4.50	41.50	5.00	11.00	17.00	33.00	13.50	17.50	31.00	126.00	0	1.45
D1 Article in a trade journal	6.00	2.50	8.50	3.00	12.00	4.00	19.00	2.00	0.00	0.00	2.00	7.00	3.50	10.50	40.00	0	0.46
D2 Article in a professional research book (incl. editor's introduction, manuals, guides)	0.00	1.00	1.00	2.00	0.00	0.00	2.00	1.00	0.00	3.00	4.00	3.00	4.00	7.00	14.00	0	0.16
D4 Published development or research report or study	6.00	3.00	9.00	14.00	3.00	0.50	17.50	1.00	5.00	8.00	14.00	2.50	7.00	9.50	50.00	0	0.57
D6 Edited professional book	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	0	0.02
E1 Popularised article, newspaper article	0.00	2.00	2.00	3.00	0.00	0.00	3.00	1.00	6.00	4.00	11.00	1.00	3.00	4.00	20.00	0	0.23
Grand Total 2017-2022	69.67	40.50	110.17	80.00	76.33	18.50	174.83	119.67	47.00	220.33	387.00	165.00	116.00	281.00	953.00	0	10.95

Research Output Core Faculty Oct 2022 (On leave included). #Core faculty=87. Joint publications fractionalised.	2017	2018	2019	2020	2021	2022	Grand Total 2017-2022
<b>Accounting</b>	<b>12.00</b>	<b>6.17</b>	<b>15.17</b>	<b>11.00</b>	<b>17.00</b>	<b>8.33</b>	<b>69.67</b>
Scholarly Articles in Refereed Journals (A1 & A2)	11.00	2.17	10.17	9.00	9.00	6.33	47.67
1 AJG 4*	2.00	0.00	0.00	0.00	0.00	0.00	2.00
2 AJG 4	0.00	0.00	1.00	0.00	0.00	0.00	1.00
3 AJG 3	3.00	1.17	1.67	3.00	3.50	3.33	15.67
4 AJG 2	3.00	1.00	5.50	1.00	3.50	3.00	17.00
5 AJG 1	1.00	0.00	0.00	0.00	0.00	0.00	1.00
6 No AJG	2.00	0.00	2.00	5.00	2.00	0.00	11.00
Books (e.g. Research Monographs)	0.00	0.00	0.00	0.00	1.00	0.00	1.00
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	1.00	0.00	2.00	0.00	3.00	0.00	6.00
Edited books, conference proceedings or special issues of a journal	0.00	0.00	0.00	0.00	1.00	0.00	1.00
Text Books, Professional Hand or Guide books, Dictionaries	0.00	0.00	1.00	0.00	0.00	1.00	2.00
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	0.00	4.00	2.00	2.00	3.00	1.00	12.00
<b>Commercial Law</b>	<b>8.00</b>	<b>7.00</b>	<b>6.00</b>	<b>5.00</b>	<b>7.50</b>	<b>7.00</b>	<b>40.50</b>
Scholarly Articles in Refereed Journals (A1 & A2)	3.00	2.00	1.00	2.00	1.00	3.00	12.00
6 No AJG	3.00	2.00	1.00	2.00	1.00	3.00	12.00
Books (e.g. Research Monographs)	1.00	0.00	0.00	0.00	0.00	1.00	2.00
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	1.00	3.00	3.00	2.00	5.00	2.00	16.00
Edited books, conference proceedings or special issues of a journal	0.00	0.00	1.00	0.00	0.00	0.00	1.00
Text Books, Professional Hand or Guide books, Dictionaries	0.00	0.00	0.00	1.00	0.00	0.00	1.00
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	3.00	2.00	1.00	0.00	1.50	1.00	8.50
<b>Economics</b>	<b>9.00</b>	<b>16.00</b>	<b>11.00</b>	<b>12.00</b>	<b>18.00</b>	<b>14.00</b>	<b>80.00</b>
Scholarly Articles in Refereed Journals (A1 & A2)	6.00	12.00	6.00	8.00	7.00	8.00	47.00
1 AJG 4*	0.00	0.00	0.00	1.00	0.00	0.00	1.00
2 AJG 4	0.00	5.00	0.00	0.00	0.00	2.00	7.00
3 AJG 3	2.00	5.00	3.00	2.00	4.00	2.00	18.00
4 AJG 2	0.00	2.00	3.00	3.00	2.00	2.00	12.00
5 AJG 1	1.00	0.00	0.00	0.00	0.00	0.00	1.00
6 No AJG	3.00	0.00	0.00	2.00	1.00	2.00	8.00
Books (e.g. Research Monographs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	3.00	1.00	1.00	0.00	4.00	2.00	11.00
Edited books, conference proceedings or special issues of a journal	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Text Books, Professional Hand or Guide books, Dictionaries	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	0.00	3.00	4.00	4.00	7.00	4.00	22.00

Research Output Core Faculty Oct 2022 (On leave included). #Core faculty=87. Joint publications fractionalised.	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Grand Total 2017-2022</b>
<b>Entrepreneurship, Management and Organisation</b>	<b>20.00</b>	<b>27.00</b>	<b>19.00</b>	<b>26.00</b>	<b>13.00</b>	<b>14.67</b>	<b>119.67</b>
<b>Scholarly Articles in Refereed Journals (A1 &amp; A2)</b>	14.00	23.00	16.00	19.00	13.00	10.67	95.67
1 AJG 4*	0.00	0.00	0.00	0.00	2.00	0.00	2.00
2 AJG 4	2.00	5.00	2.00	5.00	1.00	3.00	18.00
3 AJG 3	8.00	9.00	9.00	9.00	7.00	6.67	48.67
4 AJG 2	2.00	5.00	2.00	3.00	2.00	1.00	15.00
5 AJG 1	1.00	3.00	3.00	0.00	0.00	0.00	7.00
6 No AJG	1.00	1.00	0.00	2.00	1.00	0.00	5.00
<b>Books (e.g. Research Monographs)</b>	0.00	0.00	0.00	0.00	0.00	2.00	2.00
<b>Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings</b>	3.00	4.00	3.00	6.00	0.00	1.00	17.00
<b>Edited books, conference proceedings or special issues of a journal</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Text Books, Professional Hand or Guide books, Dictionaries</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings</b>	3.00	0.00	0.00	1.00	0.00	1.00	5.00
<b>Finance</b>	<b>15.50</b>	<b>13.83</b>	<b>16.33</b>	<b>9.00</b>	<b>16.00</b>	<b>5.67</b>	<b>76.33</b>
<b>Scholarly Articles in Refereed Journals (A1 &amp; A2)</b>	11.50	8.83	11.33	9.00	12.00	5.67	58.33
1 AJG 4*	0.00	1.00	0.00	0.00	0.00	0.00	1.00
2 AJG 4	3.00	0.00	3.00	0.00	2.00	2.00	10.00
3 AJG 3	1.50	4.83	3.33	6.00	3.50	2.67	21.83
4 AJG 2	1.00	1.00	1.50	1.00	3.50	0.00	8.00
5 AJG 1	2.00	2.00	2.00	2.00	1.00	0.00	9.00
6 No AJG	4.00	0.00	1.50	0.00	2.00	1.00	8.50
<b>Books (e.g. Research Monographs)</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings</b>	1.00	1.00	0.00	0.00	1.00	0.00	3.00
<b>Edited books, conference proceedings or special issues of a journal</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Text Books, Professional Hand or Guide books, Dictionaries</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings</b>	3.00	4.00	5.00	0.00	3.00	0.00	15.00
<b>Information Systems Science</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>	<b>6.00</b>	<b>9.00</b>	<b>9.00</b>	<b>47.00</b>
<b>Scholarly Articles in Refereed Journals (A1 &amp; A2)</b>	4.00	1.00	3.00	3.00	3.00	2.00	16.00
3 AJG 3	0.00	0.00	0.00	0.00	2.00	0.00	2.00
4 AJG 2	1.00	1.00	1.00	2.00	0.00	1.00	6.00
5 AJG 1	1.00	0.00	0.00	0.00	0.00	0.00	1.00
6 No AJG	2.00	0.00	2.00	1.00	1.00	1.00	7.00
<b>Books (e.g. Research Monographs)</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings</b>	1.00	3.00	3.00	3.00	4.00	5.00	19.00
<b>Edited books, conference proceedings or special issues of a journal</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Text Books, Professional Hand or Guide books, Dictionaries</b>	0.00	0.00	1.00	0.00	0.00	0.00	1.00
<b>Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings</b>	2.00	3.00	2.00	0.00	2.00	2.00	11.00

Research Output Core Faculty Oct 2022 (On leave included). #Core faculty=87. Joint publications fractionalised.	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Grand Total 2017-2022</b>
<b>Management and Organisation</b>	<b>27.00</b>	<b>22.00</b>	<b>31.50</b>	<b>49.00</b>	<b>56.00</b>	<b>34.83</b>	<b>220.33</b>
<b>Scholarly Articles in Refereed Journals (A1 &amp; A2)</b>	12.00	17.50	23.50	33.00	25.00	14.33	125.33
1 AJG 4*	0.00	1.00	1.00	1.00	2.00	0.00	5.00
2 AJG 4	3.00	1.00	5.00	3.00	6.00	2.00	20.00
3 AJG 3	4.00	11.50	8.00	16.00	9.00	4.33	52.83
4 AJG 2	2.00	3.00	2.00	2.00	4.00	6.00	19.00
5 AJG 1	0.00	1.00	4.00	5.00	2.00	1.00	13.00
6 No AJG	3.00	0.00	3.50	6.00	2.00	1.00	15.50
<b>Books (e.g. Research Monographs)</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings</b>	12.00	3.50	8.00	8.00	20.00	18.50	70.00
<b>Edited books, conference proceedings or special issues of a journal</b>	0.00	0.00	0.00	0.00	4.00	1.00	5.00
<b>Text Books, Professional Hand or Guide books, Dictionaries</b>	0.00	0.00	0.00	2.00	1.00	0.00	3.00
<b>Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings</b>	3.00	1.00	0.00	6.00	6.00	1.00	17.00
<b>Marketing</b>	<b>28.50</b>	<b>26.50</b>	<b>26.00</b>	<b>34.00</b>	<b>17.00</b>	<b>33.00</b>	<b>165.00</b>
<b>Scholarly Articles in Refereed Journals (A1 &amp; A2)</b>	19.00	16.50	20.50	26.00	16.00	24.00	122.00
1 AJG 4*	1.00	1.00	3.00	0.00	0.00	0.00	5.00
2 AJG 4	1.00	0.00	1.00	1.00	0.00	4.00	7.00
3 AJG 3	7.00	3.50	4.50	9.00	5.00	5.00	34.00
4 AJG 2	4.00	8.00	7.00	8.00	8.00	7.00	42.00
5 AJG 1	5.00	2.00	4.00	6.00	1.00	4.00	22.00
6 No AJG	1.00	2.00	1.00	2.00	2.00	4.00	12.00
<b>Books (e.g. Research Monographs)</b>	0.00	1.00	0.00	0.00	0.00	0.00	1.00
<b>Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings</b>	5.00	5.00	3.50	7.00	0.00	8.00	28.50
<b>Edited books, conference proceedings or special issues of a journal</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Text Books, Professional Hand or Guide books, Dictionaries</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings</b>	4.50	4.00	2.00	1.00	1.00	1.00	13.50
<b>Statistics</b>	<b>6.00</b>	<b>5.00</b>	<b>1.50</b>	<b>1.00</b>	<b>2.00</b>	<b>3.00</b>	<b>18.50</b>
<b>Scholarly Articles in Refereed Journals (A1 &amp; A2)</b>	4.50	2.00	1.50	0.00	0.00	3.00	11.00
3 AJG 3	2.50	0.00	1.00	0.00	0.00	2.00	5.50
6 No AJG	2.00	2.00	0.50	0.00	0.00	1.00	5.50
<b>Books (e.g. Research Monographs)</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings</b>	0.00	1.00	0.00	0.00	1.00	0.00	2.00
<b>Edited books, conference proceedings or special issues of a journal</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Text Books, Professional Hand or Guide books, Dictionaries</b>	0.00	1.00	0.00	0.00	0.00	0.00	1.00
<b>Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings</b>	1.50	1.00	0.00	1.00	1.00	0.00	4.50



Research Output Core Faculty Oct 2022 (On leave included). #Core faculty=87. Joint publications fractionalised.	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Grand Total 2017-2022</b>
<b>Supply Chain Management and Social Responsibility</b>	<b>20.00</b>	<b>24.50</b>	<b>18.50</b>	<b>13.00</b>	<b>19.50</b>	<b>20.50</b>	<b>116.00</b>
<b>Scholarly Articles in Refereed Journals (A1 &amp; A2)</b>	9.00	14.00	10.00	8.00	14.00	8.00	63.00
1 AJG 4*	1.00	0.00	0.00	0.00	1.00	1.00	3.00
2 AJG 4	1.00	0.00	1.00	3.00	2.00	3.00	10.00
3 AJG 3	1.00	0.00	4.50	2.00	1.00	1.00	9.50
4 AJG 2	2.00	5.00	0.00	1.00	3.00	0.00	11.00
5 AJG 1	1.00	6.00	1.00	1.00	3.00	2.00	14.00
6 No AJG	3.00	3.00	3.50	1.00	4.00	1.00	15.50
<b>Books (e.g. Research Monographs)</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings</b>	5.00	6.50	6.50	3.00	3.00	9.50	33.50
<b>Edited books, conference proceedings or special issues of a journal</b>	0.00	1.00	1.00	0.00	0.00	0.00	2.00
<b>Text Books, Professional Hand or Guide books, Dictionaries</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings</b>	6.00	3.00	1.00	2.00	2.50	3.00	17.50
<b>Grand Total 2017-2022</b>	<b>153.00</b>	<b>155.00</b>	<b>154.00</b>	<b>166.00</b>	<b>175.00</b>	<b>150.00</b>	<b>953.00</b>

## APPENDIX 6

## Hanken Core Faculty Publications 2017-2022, Research Activity Ratio by Subject

Research Output	Accounting	Commercial Law	Economics	Entrepreneurship, Management and Organisation	Finance	Information Systems Science	Management and Organisation	Marketing	Statistics	Supply Chain Management and Social Responsibility	Total
Scholarly Articles in Refereed Journals (A1 & A2)	4.64	2.40	5.88	24.00	4.85	8.00	7.11	8.79	3.00	8.13	6.87
1 AJG 4*	0.18	0.00	0.13	0.50	0.08	0.00	0.28	0.36	0.00	0.38	0.22
2 AJG 4	0.09	0.00	0.88	4.50	0.77	0.00	1.11	0.50	0.00	1.25	0.84
3 AJG 3	1.64	0.00	2.25	12.25	1.92	1.00	3.06	2.50	1.50	1.38	2.39
4 AJG 2	1.64	0.00	1.50	3.75	0.69	3.00	1.06	3.00	0.00	1.38	1.49
5 AJG 1	0.09	0.00	0.13	1.75	0.69	0.50	0.72	1.57	0.00	1.75	0.78
6 No AJG	1.00	2.40	1.00	1.25	0.69	3.50	0.89	0.86	1.50	2.00	1.15
Books (e.g. Research Monographs)	0.09	0.40	0.00	0.50	0.00	0.00	0.00	0.07	0.00	0.00	0.07
C1 Scientific book	0.09	0.40	0.00	0.50	0.00	0.00	0.00	0.07	0.00	0.00	0.07
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	0.55	3.20	1.38	4.25	0.23	9.50	3.94	2.07	0.50	4.38	2.37
A3 Book chapter	0.18	1.80	0.38	2.25	0.00	1.00	3.11	0.93	0.50	2.38	1.31
A4 Article in conference proceedings	0.09	0.00	0.00	0.00	0.00	1.00	0.06	0.43	0.00	0.38	0.15
B1 Journal article	0.09	1.40	1.00	2.00	0.23	7.00	0.56	0.71	0.00	1.38	0.80
B2 Book chapter	0.18	0.00	0.00	0.00	0.00	0.50	0.17	0.00	0.00	0.25	0.09
B3 Article in conference proceedings	0.00	0.00	0.00	0.00	0.00	0.00	0.06	0.00	0.00	0.00	0.01
Edited books, conference proceedings or special issues of a journal	0.09	0.20	0.00	0.00	0.00	0.00	0.28	0.00	0.00	0.25	0.10
C2 Edited book	0.09	0.20	0.00	0.00	0.00	0.00	0.28	0.00	0.00	0.25	0.10
Text Books, Professional Hand or Guide books, Dictionaries	0.18	0.20	0.00	0.00	0.00	0.50	0.17	0.00	0.25	0.00	0.09
D5 Text book, professional manual or guide or a dictionary	0.18	0.20	0.00	0.00	0.00	0.50	0.17	0.00	0.25	0.00	0.09
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	1.09	1.80	2.75	1.25	1.15	5.50	0.94	1.00	1.25	2.25	1.45
D1 Article in a trade journal	0.55	0.60	0.38	0.50	0.92	0.00	0.00	0.50	1.00	0.50	0.46
D2 Article in a professional research book (incl. editor's introduction, manuals, guides)	0.00	0.20	0.25	0.25	0.00	0.00	0.17	0.21	0.00	0.50	0.16
D4 Published development or research report or study	0.55	0.60	1.75	0.25	0.23	2.50	0.44	0.21	0.25	0.88	0.57
D6 Edited professional book	0.00	0.00	0.00	0.00	0.00	0.00	0.11	0.00	0.00	0.00	0.02
E1 Popularised article, newspaper article	0.00	0.40	0.38	0.25	0.00	3.00	0.22	0.07	0.00	0.38	0.23
Total	6.64	8.20	10.00	30.00	6.23	23.50	12.44	11.93	5.00	15.00	10.95

## APPENDIX 7

## Hanken Publications (KOTA-reported) by Publication Type and Year when KOTA-reported

Publication type	2017	2018	2019	2020	2021	2022 (prel.)	Grand Total
Scholarly articles in refereed Journals (A1&A2)	158	139	140	165	178	152	932
1&2 - AJG4*/AJG4	16	19	17	19	25	25	121
1 AJG4*	1	5	3	3	6	3	21
2 AJG4	15	14	14	16	19	22	100
3 - AJG 3	34	38	41	49	56	46	264
4 - AJG 2	26	31	26	36	39	34	192
5 - AJG 1	30	23	22	21	12	14	122
6 - No AJG	52	28	34	40	46	33	233
Books (e.g. Research Monographs)	3	4	0	0	2	4	13
C1 Scientific book	3	4	0	0	2	4	13
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	73	65	65	61	91	85	440
A3 Book chapter	34	28	32	27	57	50	228
A4 Article in conference proceedings	12	15	12	2	10	4	55
B1 Journal article	19	19	18	31	21	28	136
B2 Book chapter	8	3	2	1	3	2	19
B3 Article in conference proceedings	0	0	1	0	0	1	2
Edited books, conference proceedings or special issues of a journal	3	3	2	0	7	2	17
C2 Edited book	3	3	2	0	7	2	17
Text books, Professional Hand or Guide books, Dictionaries	3	3	3	3	2	2	16
D5 Text book, professional manual or guide or a dictionary	3	3	3	3	2	2	16
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	50	48	30	53	68	55	304
D1 Article in a trade journal	21	13	13	30	44	35	156
D2 Article in a professional research book (incl. editor's introduction, manuals, guides)	13	16	5	5	4	5	48
D3 Professional conference proceedings	0	0	0	1	0	0	1
D4 Published development or research report or study	10	12	11	10	16	9	68
D6 Edited professional book	0	0	0	2	0	2	4
E1 Popularised article, newspaper article	6	7	1	5	3	2	24
E2 Popularised monograph	0	0	0	0	1	1	2
E3 Edited popular book	0	0	0	0	0	1	1
Grand Total	290	262	240	282	348	300	1722

# APPENDIX 8

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# Hanken Publications KOTA-reported 2017-2022 by Subject, Type of Publication and Year when KOTA-reported

Subject and Type of Publication Count by year and total and total with joint publications fractionalised	2017	2018	2019	2020	2021	2022 (prel.)	Total (joint publications calculated as 1 in all subjects)	Total (joint publications fractionalised)
<b>Accounting</b>	<b>12</b>	<b>11</b>	<b>9</b>	<b>11</b>	<b>22</b>	<b>15</b>	<b>80</b>	<b>74.50</b>
Scholarly articles in refereed Journals (A1&A2)	8	7	5	8	13	14	55	50.00
1&2 - AJG4*/AJG4	0	1	0	0	1	2	4	4.00
1 AJG 4*	0	0	0	0	1	1	2	2.00
2 AJG 4	0	1	0	0	0	1	2	2.00
3 - AJG 3	1	3	1	2	6	6	19	15.50
4 - AJG 2	5	1	4	0	4	6	20	18.50
5 - AJG 1	2	2	0	0	0	0	4	4.00
6 - No AJG	0	0	0	6	2	0	8	8.00
Books (e.g. Research Monographs)	0	0	0	0	1	0	1	1.00
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	1	0	2	1	2	0	6	6.00
Edited books, conference proceedings or special issues of a journal	0	0	0	0	1	0	1	1.00
Text books, Professional Hand or Guide books, Dictionaries	0	0	1	0	0	0	1	1.00
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	3	4	1	2	5	1	16	15.50
<b>Commercial Law</b>	<b>34</b>	<b>19</b>	<b>24</b>	<b>46</b>	<b>48</b>	<b>59</b>	<b>230</b>	<b>229.50</b>
Scholarly articles in refereed Journals (A1&A2)	7	2	3	5	2	7	26	26.00
5 - AJG 1	0	0	0	0	0	2	2	2.00
6 - No AJG	7	2	3	5	2	5	24	24.00
Books (e.g. Research Monographs)	1	0	0	0	0	1	2	2.00
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	13	4	13	13	13	15	71	71.00
Edited books, conference proceedings or special issues of a journal	3	0	1	0	0	1	5	5.00
Text books, Professional Hand or Guide books, Dictionaries	0	1	0	1	0	2	4	4.00
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	10	12	7	27	33	33	122	121.50
<b>Economics</b>	<b>14</b>	<b>11</b>	<b>10</b>	<b>15</b>	<b>25</b>	<b>20</b>	<b>95</b>	<b>94.00</b>
Scholarly articles in refereed Journals (A1&A2)	11	10	7	13	15	10	66	65.50
1&2 - AJG4*/AJG4	0	1	0	2	2	4	9	9.00
1 AJG 4*	0	0	0	1	0	1	2	2.00
2 AJG 4	0	1	0	1	2	3	7	7.00
3 - AJG 3	1	5	4	3	9	2	24	24.00
4 - AJG 2	3	3	3	5	2	2	18	17.50
5 - AJG 1	4	1	0	0	0	0	5	5.00
6 - No AJG	3	0	0	3	2	2	10	10.00
Books (e.g. Research Monographs)	0	0	0	0	0	0	0	0.00
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	3	1	1	0	4	3	12	12.00
Edited books, conference proceedings or special issues of a journal	0	0	0	0	0	0	0	0.00
Text books, Professional Hand or Guide books, Dictionaries	0	0	0	0	0	0	0	0.00
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	0	0	2	2	6	7	17	16.50

Subject and Type of Publication Count by year and total and total with joint publications fractionalised	2017	2018	2019	2020	2021	2022 (prel.)	Total (joint publications calculated as 1 in all subjects)	Total (joint publications fractionalised)
<b>Entrepreneurship, Management and Organisation</b>	<b>23</b>	<b>27</b>	<b>19</b>	<b>25</b>	<b>14</b>	<b>19</b>	<b>127</b>	<b>117.50</b>
Scholarly articles in refereed Journals (A1&A2)	16	22	14	18	14	12	96	90.50
1&2 - AJG4*/AJG4	2	4	2	5	3	3	19	18.00
1 AJG 4*	0	0	0	0	2	0	2	1.50
2 AJG 4	2	4	2	5	1	3	17	16.50
3 - AJG 3	9	9	8	9	8	8	51	46.50
4 - AJG 2	3	5	2	3	1	1	15	15.00
5 - AJG 1	1	3	2	0	0	0	6	6.00
6 - No AJG	1	1	0	1	2	0	5	5.00
Books (e.g. Research Monographs)	0	0	0	0	0	2	2	1.50
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	5	5	5	5	0	4	24	21.00
Edited books, conference proceedings or special issues of a journal	0	0	0	0	0	0	0	0.00
Text books, Professional Hand or Guide books, Dictionaries	0	0	0	0	0	0	0	0.00
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	2	0	0	2	0	1	5	4.50
<b>Finance</b>	<b>19</b>	<b>18</b>	<b>21</b>	<b>15</b>	<b>24</b>	<b>9</b>	<b>106</b>	<b>100.50</b>
Scholarly articles in refereed Journals (A1&A2)	16	11	15	15	16	9	82	76.50
1&2 - AJG4*/AJG4	4	3	2	1	4	2	16	16.00
1 AJG 4*	0	1	0	0	0	0	1	1.00
2 AJG 4	4	2	2	1	4	2	15	15.00
3 - AJG 3	5	7	4	6	5	4	31	27.00
4 - AJG 2	1	0	3	3	4	2	13	12.00
5 - AJG 1	3	1	2	3	1	0	10	10.00
6 - No AJG	3	0	4	2	2	1	12	11.50
Books (e.g. Research Monographs)	0	0	0	0	0	0	0	0.00
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	1	4	1	0	7	0	13	13.00
Edited books, conference proceedings or special issues of a journal	0	0	0	0	0	0	0	0.00
Text books, Professional Hand or Guide books, Dictionaries	0	0	0	0	0	0	0	0.00
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	2	3	5	0	1	0	11	11.00
<b>Information Systems Science</b>	<b>20</b>	<b>18</b>	<b>12</b>	<b>9</b>	<b>12</b>	<b>9</b>	<b>80</b>	<b>80.00</b>
Scholarly articles in refereed Journals (A1&A2)	15	8	6	6	4	2	41	41.00
3 - AJG 3	0	0	0	0	2	0	2	2.00
4 - AJG 2	2	1	2	2	0	1	8	8.00
5 - AJG 1	3	3	0	0	0	0	6	6.00
6 - No AJG	10	4	4	4	2	1	25	25.00
Books (e.g. Research Monographs)	0	0	0	0	0	0	0	0.00
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	1	7	3	3	6	5	25	25.00
Edited books, conference proceedings or special issues of a journal	0	0	0	0	0	0	0	0.00
Text books, Professional Hand or Guide books, Dictionaries	0	0	1	0	0	0	1	1.00
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	4	3	2	0	2	2	13	13.00

Subject and Type of Publication Count by year and total and total with joint publications fractionalised	2017	2018	2019	2020	2021	2022 (prel.)	Total (joint publications calculated as 1 in all subjects)	Total (joint publications fractionalised)
<b>Management and Organisation</b>	<b>64</b>	<b>56</b>	<b>59</b>	<b>80</b>	<b>106</b>	<b>86</b>	<b>451</b>	<b>430.83</b>
Scholarly articles in refereed Journals (A1&A2)	28	27	39	45	45	38	222	211.33
1&2 - AJG4*/AJG4	5	4	9	7	12	4	41	39.50
1 AJG 4*	0	3	1	2	4	0	10	9.00
2 AJG 4	5	1	8	5	8	4	31	30.50
3 - AJG 3	6	12	11	18	14	13	74	67.33
4 - AJG 2	1	4	3	3	7	9	27	25.50
5 - AJG 1	2	3	6	4	2	2	19	19.00
6 - No AJG	14	4	10	13	10	10	61	60.00
Books (e.g. Research Monographs)	1	3	0	0	1	2	7	6.50
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	24	18	13	18	43	37	153	145.50
Edited books, conference proceedings or special issues of a journal	0	1	1	0	6	1	9	8.50
Text books, Professional Hand or Guide books, Dictionaries	0	0	0	2	1	0	3	3.00
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	11	7	6	15	10	8	57	56.00
<b>Marketing</b>	<b>57</b>	<b>45</b>	<b>39</b>	<b>46</b>	<b>46</b>	<b>67</b>	<b>300</b>	<b>290.83</b>
Scholarly articles in refereed Journals (A1&A2)	35	28	26	32	34	45	200	195.83
1&2 - AJG4*/AJG4	3	4	4	1	2	6	20	20.00
1 AJG 4*	1	1	2	0	0	0	4	4.00
2 AJG 4	2	3	2	1	2	6	16	16.00
3 - AJG 3	10	4	8	7	11	14	54	50.83
4 - AJG 2	11	13	7	14	16	13	74	73.00
5 - AJG 1	6	3	4	7	2	7	29	29.00
6 - No AJG	5	4	3	3	3	5	23	23.00
Books (e.g. Research Monographs)	1	0	0	0	0	0	1	1.00
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	12	9	9	11	8	18	67	63.50
Edited books, conference proceedings or special issues of a journal	0	1	0	0	0	1	2	1.50
Text books, Professional Hand or Guide books, Dictionaries	1	1	0	0	1	0	3	3.00
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	8	6	4	3	3	3	27	26.00
<b>Statistics</b>	<b>13</b>	<b>8</b>	<b>8</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>38</b>	<b>35.50</b>
Scholarly articles in refereed Journals (A1&A2)	7	5	5	0	2	3	22	20.00
1&2 - AJG4*/AJG4	0	1	0	0	0	0	1	0.50
1 AJG 4*	0	1	0	0	0	0	1	0.50
3 - AJG 3	3	0	1	0	0	2	6	5.00
5 - AJG 1	0	2	0	0	0	0	2	2.00
6 - No AJG	4	2	4	0	2	1	13	12.50
Books (e.g. Research Monographs)	0	0	0	0	0	0	0	0.00
Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings	0	1	2	1	1	0	5	5.00
Edited books, conference proceedings or special issues of a journal	0	0	0	0	0	0	0	0.00
Text books, Professional Hand or Guide books, Dictionaries	1	1	0	0	0	0	2	2.00
Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings	5	1	1	1	1	0	9	8.50

Subject and Type of Publication Count by year and total and total with joint publications fractionalised	2017	2018	2019	2020	2021	2022 (prel.)	Total (joint publications calculated as 1 in all subjects)	Total (joint publications fractionalised)
<b>Supply Chain Management and Social Responsibility</b>	<b>38</b>	<b>57</b>	<b>52</b>	<b>39</b>	<b>58</b>	<b>33</b>	<b>277</b>	<b>268.83</b>
<b>Scholarly articles in refereed Journals (A1&amp;A2)</b>	18	25	29	27	41	20	160	155.33
1&2 - AJG4*/AJG4	2	2	0	3	2	5	14	14.00
1 AJG 4*	0	0	0	0	0	1	1	1.00
2 AJG 4	2	2	0	3	2	4	13	13.00
3 - AJG 3	1	2	10	6	7	3	29	25.83
4 - AJG 2	1	5	3	7	6	1	23	22.50
5 - AJG 1	9	5	8	7	7	3	39	39.00
6 - No AJG	5	11	8	4	19	8	55	54.00
<b>Books (e.g. Research Monographs)</b>	0	1	0	0	0	0	1	1.00
<b>Articles, Book Sections, Chapters in Research Books, Academic Conference Proceedings</b>	13	18	19	10	8	13	81	78.00
<b>Edited books, conference proceedings or special issues of a journal</b>	0	1	0	0	0	0	1	1.00
<b>Text books, Professional Hand or Guide books, Dictionaries</b>	1	0	1	0	0	0	2	2.00
<b>Publications aimed at professionals and the general public; Articles, Books, Reports, Conference Proceedings</b>	6	12	3	2	9	0	32	31.50
<b>Grand Total</b>	<b>294</b>	<b>270</b>	<b>253</b>	<b>288</b>	<b>359</b>	<b>320</b>	<b>1784</b>	<b>1722.00</b>



Nr of degrees, Hanken PHD Programme							Grand Total
	2017	2018	2019	2020	2021	2022	
<b>Accounting</b>		<b>1</b>		<b>1</b>		<b>1</b>	<b>3</b>
Helsingfors		1		1		1	3
<b>Commercial Law</b>	<b>2</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>6</b>
Helsingfors	2		1	1	1	1	6
<b>Economics</b>	<b>1</b>	<b>2</b>				<b>2</b>	<b>5</b>
Helsingfors	1	2				2	5
<b>Entrepreneurship, Management and Organisation</b>	<b>3</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>8</b>
Helsingfors	1			1	1	2	5
Vasa	2		1				3
<b>Finance</b>			<b>3</b>		<b>1</b>	<b>1</b>	<b>5</b>
Helsingfors			1			1	2
Vasa			2		1		3
<b>Information Systems Science</b>		<b>1</b>		<b>1</b>			<b>2</b>
Helsingfors		1		1			2
<b>Management and Organisation</b>	<b>3</b>		<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>10</b>
Helsingfors	3		2	1	2	2	10
<b>Marketing</b>	<b>3</b>	<b>1</b>		<b>3</b>	<b>2</b>	<b>5</b>	<b>14</b>
Helsingfors	3	1		3	1	5	13
Vasa					1		1
<b>Supply Chain Management and Social Responsibility</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>6</b>		<b>10</b>
Helsingfors	1	1	1	1	6		10
<b>Grand Total</b>	<b>13</b>	<b>6</b>	<b>8</b>	<b>9</b>	<b>13</b>	<b>14</b>	<b>63</b>

**Monday, June 5***(place: Sessionssalen)*

8:30-9:30	Meeting with the School's Leadership <i>Interviews</i>
9:30-10:15	<i>Entrepreneurship:</i> Joakim Wincent, April Spivack, Tom Lahti, Thommie Burström
10:15-10:30	Coffee Break
10:30-11:15	<i>Accounting:</i> Kim Ittonen, Hanna Silvola, Mansoor Afzali
11:15-12:00	<i>Supply Chain Management and Social Responsibility:</i> Gyöngyi Kovács, Anna Aminoff, Sarah Schiffing, Nikodemus Solitander
12:00-13:00	Lunch, panel only (Teachers' Lounge)
13:00-13:45	<i>Commercial Law:</i> Matti Kukkonen, Nari Lee, Ulla-Maija Mylly
13:45-14:30	<i>Marketing:</i> Kristina Heinonen, Johanna Gummerus, Peter Björk, Jaakko Aspara
14:30-14:45	Coffee Break
14:45-15:30	<i>Finance:</i> Karl Felixson, Eva Liljebloom, Anders Löflund, Gustav Finne
15:30-16:15	<i>Economics:</i> Rune Stenbacka, Topi Miettinen, Jiekai Zhang, Geert van Moer
16:15-16:30	Coffee Break
16:30-17:15	<i>Management and Organisation:</i> Janne Tienari, Denise Salin, Anna Maaranen
17:15-17:45	<i>Statistics:</i> Niklas Ahlgren, Niclas Meyer
17:45-18:15	<i>Information System Science:</i> Mikael Laakso
19:00	Dinner and own time for the panel

**Tuesday, June 6***(place: Sessionssalen)*

9:00-9:30	Meeting with PhD students: Alexander Back, Helleke Heikkinen, Theo Herold, Vera Sevastinova, Christina Söderberg
9:30-10:00	Meeting with research services: Sirpa Aalto (online), Marianne Dingstad-Cambier, Jenny Lundén-Morris, Cecilia Pensar (online)
10:30-12:30	Own time for the panel
12:30-13:15	Lunch & discussion with School's Leadership (Teachers' Lounge)