

Approved by the Department board

03.06.2026



The Department of Business and Management Science provides research-based knowledge on risk management, governance and managerial decision making. The department gives policy advice on business regulation.

Strategic Action Plan 2026-2029

NHH Department of Business and Management Science

The NHH Board adopted a new strategy for the period 2026 to 2029 on March 5th, 2026. The departments have been invited to submit strategic action plans that are aligned with the new strategy.

The action plan of the Department of Business and Management Science builds on the department's strategy discussions at Voss on March 12th, 2026, and at department meetings November 28th, 2025, January 22nd, 2026, and May 11th, 2026. The plan has also been discussed in several department executive committee meetings and was sent an internal hearing to the research groups on May 4th – 11th 2026 and again on May 27-29.

The Strategic Action Plan 2026-2029 is a continuation of the plans for the periods 2018-2021 and 2022-2025. The previous plan had 26 action points of which 17 are completed, five are still in progress, two are postponed and two are abandoned. The new plan will be dynamic and open to revisions throughout the strategy period.

Education

Development and renewal of the department's course portfolio including content, course formats, applications of AI, pedagogy, and modes of delivery

Status

The department has core competence in management control, programming, risk analysis and sustainability. It is therefore well positioned to support the new strategic priority areas. The department played a lead role in developing both the ENE profile (natural resources and sustainability), the BAN profile (analytics) and the BEDS program (business and data science).

Two new employees with PhDs in informatics have been hired to secure sufficient capacity to teach programming in the new technology focused programs, BEDS and MBEDS. The department has proved itself highly innovative in teaching and launched about 35 new courses and discontinued about 25 courses in the previous strategy period.

The department has developed procedures to follow up the pedagogical development of all employees – new hires as well as experienced lecturers. Three of the department’s faculty members have received status as excellent teaching practitioners. Seven faculty members have completed the course “Global Colloquium on Participant-Centered Learning” at Harvard Business School.

The department provides each lecturer with feedback on performance in teaching and gives advice in cases where improvement is needed. Lecturers that perform well – according to a set of predefined rules – are acknowledged in an annual letter to all employees.

Action points

- The department will ensure that its existing technology and programming courses continuously evolve to reflect advances in artificial intelligence and emerging computational methods. The department aims to launch or reposition at least five courses in the prioritised areas of AI and value creation. The department aim to terminate between 10 and 20 courses in order to reduce the number of adjunct positions and free up resources for research.
- The department will participate actively in the reform of NHH’s main master program and in the development of NHH’s new master’s in business and data science (MBEDS). The department will launch at least three new courses in programming.
- The department will also participate actively in the renewal of NHH’s main bachelor’s program in order to create a track that prepares the students for entrance in the new master program in business and data science.
- The department will encourage faculty to teach within the ENGAGE.EU network.
- The department will support the ongoing development of the programming club as an extracurricular student activity closely linked to the department’s portfolio of programming courses.

Principles and mechanisms for allocation of faculty to courses and programs

Status

The department’s teaching portfolio consists of about 100 active courses (equivalent to about 80 full 7,5 ECTS-courses). The department is by far the largest at NHH in terms of production of ETCS credits. The teaching load per faculty member is well above the NHH average.

In the master program, the department is a key provider of courses to the BAN, BUS, ECO, ENE and FIE profiles. The department also hosts the NHH Innovation school and encourages faculty members to lecture and develop courses for NHHE. About 15 % of the permanent faculty is engaged in executive teaching.

The department believes strongly that all faculty members should combine teaching and research and it strives to follow the traditional 40-40-20 split between time for teaching, research, and administrative tasks. The department has a teaching load system which is a combined tool for a fair distribution of tasks, intertemporal smoothing of individual workloads, and a productivity measure.

The allocation of faculty to specific courses is, as far as possible, decided jointly by the head of department, the responsible for teaching, and the individual faculty members.

Action points

- The department will map its teaching capabilities by conducting a survey where each faculty member is asked to list which courses he or she feels competent to teach and to submit ideas for new courses.
- The department will implement the revised PhD specialization that was designed in the previous strategy period.
- The department will develop the teaching load system to include grading.
- The department will encourage faculty to engage in teaching for NHHE.

Research

The department's priorities regarding the development of research groups and research fields on topics focused on in the NHH Strategy 2026-2029

Status on research in support of the strategic priority areas

The Department has five research groups. Three of the research groups host an NHH research centre. These are Nocet, The Norwegian centre for taxation, the ENE Centre for energy, natural resources and the environment and CSL Centre for shipping and logistics.

The department's research group in *Managerial Economics and Business Strategy* has the strategic priority area "competitiveness and value creation" as its core priority. The group conducts high quality research on organisational economics, contract theory, industrial organisation, innovation and pricing strategies. It has particularly high competence on grocery, gasoline and automobile retailing as well as on business models for digital platforms. The group will also contribute to research on public procurement in the defence sector, supporting geopolitical affairs and preparedness within the strategic priority area "knowledge in a global context". The group publishes regularly on the NHH bonus list.

The research group in *Business Taxation* has the strategic priority area "knowledge in a global context" as its core priority. The group conducts research on taxation in international and digitalised settings, including tax transparency, tax accounting, taxation of digital platforms and the effect of AI on inequality. It is actively engaged in applications for external funding, including grants from the EU. The group is regularly in contact with the Ministry of Finance and The Norwegian Tax Administration. The group has adopted a publication strategy oriented towards higher-ranked journals, with the objective of strengthening long-term research quality and impact.

The research group in *Asset Management and Risk Analysis* has the strategic priority areas "competitiveness and value creation" and "artificial intelligence and new technology" as its core priorities. The group combines high quality research in interaction with industry, including participation in the SFI "Climate Futures" and collaboration with external partners such as the insurance company *Tryg* and the private equity investor *Argentum*. The group also contributes to educational development through courses in programming, data analysis, and machine learning, supporting the relevance and quality of programmes such as BEDS and MBEDS.

The research group in *Energy Markets, Resource Management and Sustainability* has the strategic priority areas "competitiveness and value creation" and "knowledge in a global context" as its core priorities. The group is strongly engaged in externally funded research through participation in five centres for environment-friendly energy research (FMEs) with NTNU, Sintef and the University of

Bergen. Both existing projects and new applications focus on energy resilience and green industrial development including AI. The group maintains collaboration with private and public sector stakeholders as well as international partners.

The research group in *Shipping, Logistics and Operations Management* has the strategic priority areas “artificial intelligence and new technology” and “knowledge in a global context” as its core priorities. The group conducts research on optimisation and artificial intelligence in transportation and logistics, including new initiatives related to global pharmaceutical value chains and AI in transport systems. It emphasises international collaboration and the development of international research networks, including partnerships in Asia and South America. The group is heavily engaged in PhD education and is also prepared to develop the field industrial engineering and management as a major in the NHH master’s program.

Status on the development of the research groups

Research production is always first on the agenda in performance appraisal dialogues at the department. Each faculty member has a primary affiliation to one research group. There is vibrant cooperation across the research groups. This is facilitated by encouraging faculty members also to have secondary affiliations. Large projects may involve cooperation across several research groups.

The department published 70 scientific articles in 2025, corresponding to 1.75 publication points per employee (FTE). This is slightly below the NHH target of 1.8. Most of the research is published in outlets on UHR level 2 or ABS level 3 or better. The department is above the NHH target for level 2 publication points per employee but aims to publish more articles in journals on the NHH bonus list, i.e., ABS4* and the FT journal list.

Research quality and publications are emphasised and codified in the department’s wage policy. To further highlight that the department emphasises quality in research, faculty members who publish on the ABS4- and 4*-level receive special recognition at department meetings. The department also supplements the central NHH bonus for top publications by allocating individual research budgets (annuum) based on publication points. The scheme is non-linear so that all employees can earn a budget and have a strong incentive to be research active.

In order to give non-tenured faculty members the opportunity to focus on research, they typically have half the teaching and administrative load of tenured faculty members. Involvement in prestigious, externally financed research projects is also used to free up extra time for research. Associate professors are prioritised for such teaching relief in order to accelerate their progress towards full professorship.

The department’s long-term goal is to be on par with the Department of Economics in terms of research output. On instrument to achieve this is to devote less faculty time to teaching and more to research.

Action points

- The department will develop and sustain research initiatives investigating the use and implications of AI technologies for risk management and managerial decision-making.
- The department will work to reach the NHH target for total NPI publications points per faculty member per year at the end of the strategy period.
- The department will empower research group leaders and implement a more formalized group structure and research management, including a research committee.

- The department will give the research group leaders a formal mandate. The research group leaders shall organize at least two group meetings per term to discuss progress and events; have annual collegial collaboration dialogues with their primary affiliated faculty members; follow up the newly introduced individual research plans for faculty members in their groups and mentor group members to improve journal-fit awareness and publication in top-level outlets. Research group leaders will be members of the department's Research committee.
- The department will give the Research committee a formal mandate. The Research committee will be an advisory body for the department's responsible for research. Possible items on the agenda for meetings in the Research committee include new research applications, PhD committees, progress reports for PhD-students, research stays for PhD students, PhD course offerings, recruitment, impact case proposals, routines for research related activities in the department and feedback on cases on the agenda of the NHH Research committee. There will be at least one meeting in the Research committee each term.
- The department will implement the revised annum scheme that was designed in the previous strategy period.
- The research group "Asset Management and Risk Analysis" will apply for NHH centre status if an application is solicited by the NHH Office of Research Administration. The group was encouraged to apply for centre status by the committee that evaluated the department in the fall of 2025.
- The department will broaden its internationalisation strategy beyond Europe and North America by developing partnerships with institutions in emerging and developing economies, including joint supervision of PhD candidates, faculty exchange, recruitment of PhD candidates and student mobility initiatives.

Plans for external research funding

Status

The department has experienced strong growth in its portfolio of externally funded research projects and built a strong culture for applying for external funding. The department's running project grants from competitive funding sources are approximately NOK 14 million per year. About 55 % comes from the Research Council of Norway, 15 % from the EU and the rest from the private sector (Equinor and Argentum).

The department works continuously to secure new external funding. It has currently a portfolio of close to 20 research applications in various stages. The department will prioritize projects with a strong publication potential and projects that support the priority areas in the new strategy.

The department has had one Public Sector PhD scholar, but it has not tapped into the Industrial PhD scheme of the Research Council, yet.

The department acknowledges successful research applications both formally and informally. Project leaders in large and prestigious projects receive a combination of reduced teaching load and temporary wage increases. Successful research applications count positively in wage negotiations.

The committee that evaluated research at the department in the fall of 2025 pointed to a growing mismatch between the scale of externally funded research activity and the available administrative capacity at the departmental level as a major challenge for further growth in external financing.

Action points

- The department will encourage EU applications to better align the department's strategy with the NHH strategy.
- The department will approach current industry partners and contacts to solicit candidates for the industry and public sector PhD financing scheme.
- The department will improve the department's internal budget process to clarify the room for hiring increased administrative capacity using the overhead that the current project portfolio generates in the coming years.
- The department will demand that new projects allocate budget funding to pay for extra administrative resources needed to coordinate and serve the project, including data management, if the call allows such expenses.
- The department will continue to communicate the needs of the department in the annual budget process, asking the NHH management team to justify the current allocation and inquiring about the status of the proposed workgroup for right-sizing the administrative staff.

Collaboration with the business community and society

Interaction with business community and wider society on issues relevant to the NHH Strategy 2026-2029.

Status

The department encourages its faculty members to engage in research collaboration with the private sector, participate in expert committees, undertake limited consultancy activities, and give talks to a broad audience. The department ensures that such engagement complements core research activities without reducing research capacity or quality.

The department appoints adjunct lecturers with PhD degrees whose main employment is in industry and hosts a large number of guest lectures. These activities strengthen interaction with industry and public sector stakeholders and ensure that research addresses relevant societal and business challenges.

Traditionally, the department has had particularly close interaction with the shipping industry and the Bergen Shipowners' Association. The department is also well connected with the energy industry and is an active partner in EoV – The knowledge hub on sustainable energy. The department has a strategic focus on the insurance industry and has successfully used the NHH partnership in Climate Futures as a platform for interaction.

Action points

- The department will work with existing industry partners and contacts to explore opportunities for endowed professorships in areas such as insurance, energy, climate, shipping, and logistics. It will also seek external funding to continue the Argentum professorship in an appropriate form.
- The department will emphasize the importance of impact and systematically collect impact cases to demonstrate how its research creates value for society.

- The department will continue to develop its bachelor elective on corporate and private equity as a partner-based case course and strengthen the recruitment of relevant business partners.

Increasing the relevance and visibility of NHH

Status

The obligation to disseminate is communicated clearly and regularly by the head of department. The NHH quarterly dissemination reports are distributed to heads and deputy heads of the department's research groups. The NHH annual dissemination report is distributed to all employees together with comments from the head of department and acknowledgement of those faculty members who stand out in dissemination. Dissemination outside of media outlets such as participation in expert committees, conference committees, boards and editorial work is acknowledged in the department's annual report.

Capacity to engage in outreach activities across core areas, and to foster new talents of dissemination

Status

Faculty members who are at an early stage of their careers are regularly encouraged to take part in media training seminars offered by the Office of Communications and Marketing.

The department has 25 faculty members with a non-Scandinavian mother tongue. The department follows the NHH language guidelines and facilitates language training for new faculty members in this group. It follows up on their progress in the individual performance appraisal dialogues.

Organisation and resources

Status

The department is multidisciplinary and carries substantial teaching obligations in both English and Norwegian. To maintain a sustainable balance across its core areas, vacant positions are announced based on identified needs to strengthen teaching capacity in specific fields, while aiming to recruit top researchers. In the previous strategy period, analytics and energy transition were prioritised areas.

The department has recruited successfully using four-year assistant professor contracts, combined with open international calls and active search for strong early-career candidates within its networks.

The gender balance among permanent faculty has improved, but further progress remains a priority. Currently, 17 % of full professors, 36 % of associate professors and 45 % of assistant professors are females. The average female share in the scientific staff is 29 %.

A key challenge in the coming years is succession planning. Approximately one-third of the department's professors will retire within the next seven years. In some cases, recruitment must take place before retirements occur. This will put pressure on the budget. The department has set aside funds to partly bridge the gap.

Career development issues - including placement, tenure, promotion to full professor, and promotion to excellent teaching practitioner - are central topics in performance appraisal dialogues between head of department and faculty members. The department also supports PhD placement through a dedicated placement officer and systematic preparation of job market candidates.

PhD positions are announced twice a year and attract many applicants, although the geographical distribution is not yet satisfactory. The department collaborates continuously with the Office of Research Administration and the Office of Communication and Marketing to improve recruitment outreach.

The department contributes actively to NHH's development through participation in management groups and institutional processes. It also has a strong culture for engagement at institutional meeting arenas.

The department continuously refines its governance structure and has a strong track record in work environment and onboarding. The level of interpersonal conflicts is exceptionally low, but recent surveys indicate a need to improve internal information flows and employee involvement. Reported work-related stress is also above the NHH average.

Administrative capacity needs to be strengthened. Increased activity in both teaching and research has outgrown the current staffing level, affecting both productivity and the work environment. The department also needs to develop a more flexible model for administrative capacity to support fluctuations in externally funded activity.

A particular service that needs to be strengthened is data management. A dedicated data manager is critical as research groups seek to scale their research impact and capabilities. A data manager is responsible for secure handling, documentation, compliance, access protocols, and long-term maintenance of datasets, especially for sensitive datasets.

Action points

- The department will appoint an AI coordinator and strengthen competence development and knowledge sharing related to artificial intelligence.
- The department will develop mandates to describe and define the responsibility of the faculty members of the department's executive management team.
- The department will update its recruitment plan in light of the new strategy and the upcoming reform of NHH's master programme.
- The department will improve its gender balance and continue to search actively for strong female candidates. In the previous strategy period, the department had a 36 % female share in new tenured positions. It targets a 40 % share in the years 2026-2029.
- The department will implement formalized career development plans (CDPs) for all PhD-students and postdoctoral candidates. The CDPs of PhD scholars shall be approved by the responsible for research and the CDPs of post-doctoral candidates shall be approved by the head of department.
- The department has English as its every day working language and will continue the process of providing more of its governance information and policy documents in English. Norwegian will remain to be the administrative language at the department, in line with NHH's language guidelines.
- The department will publish a newsletter bringing together information that is currently communicated through separate emails.

- The department will strengthen participation in departmental and institutional meeting arenas and clarify expectations regarding attendance.
- The department will follow up the initiative from the vice-rector for research to provide a common data manager resource available for all departments that do not already have their own data manager.

Cross check – Strategic priority areas

Fit with overall strategic priority areas

An explicit, cross-check of how the department’s objectives, plans and actions support the four strategic priority areas defined in the NHH strategy.

Competitiveness and value creation

The department contributes to “competitiveness and value creation” through research and teaching across its core areas, including organisational economics, industrial organisation, asset management, energy economics, shipping, and logistics. Several research groups maintain strong interaction with industry and public sector partners, and the department participates in large externally funded projects and research centres related to energy transition, maritime transport, climate risk and private equity. This interaction supports innovation, industrial development, and evidence-based decision-making.

Artificial intelligence and new technology

The department contributes to “artificial intelligence and new technology” through research on data-driven methods, optimisation, and AI applications in areas such as risk management, transportation and logistics. AI is increasingly integrated into both research and teaching activities, and several groups collaborate with external partners on technology-oriented projects. The department also develops courses that build competence in programming, data analysis, and machine learning, and has initiated a programming club for the students.

Knowledge in a global context

The department contributes to “knowledge in a global context” through research on international markets, taxation, energy systems, public procurement and global value chains, as well as through strong international recruitment and collaboration. Several research groups explicitly address geopolitical developments, global regulation, and societal resilience. The department maintains broad international networks and attracts both faculty and PhD-students from a wide range of countries.

Lively campus

The department contributes to a lively campus through student centred teaching and active participation in institutional meeting places. Daily workplace presence is strongly emphasised as a core component of an academic community, supporting collaboration and knowledge sharing. Research groups organise seminars, workshops, and other academic initiatives, such as the programming club, that strengthen the research environment and student engagement.

Key challenges at the Department

The department needs to strengthen its permanent administrative capacity. The activity level both with respect to teaching and research has outgrown the size of the current staffing. This hampers productivity and jeopardizes the work environment. The department needs to develop a recruitment policy for flexible administrative capacity in order to scale support with the change in activity level generated by external projects. The department also faces a non-trivial trade-off between research and teaching.

Top priorities in the strategy period 2026-2029 include to

- integrate AI in teaching as well as research and administration
- take an active role in the ongoing study program reforms
- strengthen administrative support
- find ways to allocate more faculty time to research
- foster group leader responsibility for faculty support and research production within the groups
- develop the Research committee as a useful resource for improving and monitoring research output and research quality in the department
- secure data management services to support empirical research

Implementation Plan

The department's administrative manager will prepare an implementation plan for the executive committee before December 2026. For each action point, the plan will specify

- who is responsible for preparing the action
- when the action is to be implemented
- what body makes the final decision on implementation