Applicant: Gro Alteren
Application Phd position

Title/overall topic: Negotiation competences in Norwegian business: Recruitment, learning and achievements in international markets

Introduction
It is pointed out both in media (e.g Ledernytt: Norsk næringsliv går glipp av milliarder) and by researchers (e.g. Adair et al. 2001; Liu et al. 2012) that creating values in negotiations is not easy, particularly in inter-cultural negotiations. This application proposes a Phd project which objective is to carry out a research on Norwegian business people's negotiation competence development in an international business context. This project proposes three areas in order to advance our understanding of how negotiation competences get be advanced: the recruitment of negotiators, how they learn, and what they achieve in negotiations. To view negotiation competence development as a process (or in stages) has so far received limited attention. A major share of research focuses on negotiation behaviors at a certain point of(or in?) time (e.g. Adair et al. 2001; Liu et al. 2012). Therefore, advancing the knowledge on what makes business people skilled negotiators is not only relevant for managers who are responsible for recruiting and training people, but also for advancing theory giving insight to how negotiation competences may develop. The focus will be on negotiation competence development in an international context. However, advancing our knowledge on negotiation competence development is not only relevant for business-to-business contexts, but also for a wide range of organizational contexts and disciplines (i.e. management, law, business-to-customer, marketing, political science).

Literature background

The negotiation process is considered to be more complex in an intercultural context than in an intracultural context (e.g. Adair et al. 2001; Liu et al. 2012). A negotiator who succeeds creating value and high joint gains in an intracultural context may not achieve similar results in a cross-cultural context (e.g. Adair et al. 2001; Natlandsmyr and Rognes 1995). In intercultural negotiations different values and norms of behaviors are likely to be played out in terms of different strategies and communication style (e.g., Adair et al. 2001; Khakhar and Rammal 2013; Kim et al. 1998; Mor et al. 2013; Zander 2005) causing difficulties understanding the other party's interests and priorities (e.g. Adair et al. 2001). Different views on how to approach and develop relationships in intercultural negotiations (e.g. Adair et al. 2004; Aslani et al. 2016; Liu et al. 2011) are posing challenges to achieve results that satisfy both partners (e.g. Adair et al. 2001; Liu et al. 2012; Liu et al. 2011).

A few studies have identified distinct intracultural negotiation patterns that are expected to help anticipate and manage challenges that take place in cross-cultural negotiations (e.g. Adair et al. 2004; Adair et al. 2013; Semnani-Azad and Adair 2011). Although these studies provide understanding of what kind of strategy the other party is likely to pursue in an intracultural context, this pattern of strategy may not develop in an intercultural context (Brett and Thompson 2016). For example, Liu et al. (2011) find that negotiators from relationally-focused societies are inclined to be more relationship-oriented when negotiating with members of their in-group (i.e. same culture) than with members of an out-group (different culture). Distinct cultural behavior may account for only some of the behavior some of the time in an intercultural negotiation. Individual differences and situation

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factors comes in addition, and therefore makes it difficult to anticipate the counterparty's behavior (e.g. Adair et al. 2013; Liu et al. 2012; Morris et al. 2001). Although the ability to carry out various negotiation strategies and tactics is essential, evidence shows that the negotiator's mindset matters to perform well in various cultural settings (e.g. Alteren and Tudoran 2018; Ang et al. 2007; Liu et al. 2012). The negotiator's ability to carefully assess the specific negotiation situation, and to recognize and understand the interests and priorities driving the counterparty is essential in order to achieve an integrative agreement where both partners benefit (Adair et al. 2001; Liu et al. 2011). The cognitive competencies such as openness to new experiences and the ability not only to consider the views and interests of the other partner but also to adjust the mental model across a wide range of cultural negotiation situations helps transcend cultural barriers in cross-cultural negotiations, which ultimately is expected to develop into common grounds and higher joint gains (Ang et al. 2007; Galinsky et al. 2008; Liu et al. 2012).

Thus, one may suggest that negotiation competence development takes place at two levels: 1. The ability to perform a variety of negotiation skills (i.e. strategies, tactics); and 2. Mindset (capability to analyze the actual situation in order to perform the proper strategy/tactic). The proposed project will draw on literature from different streams of research in order bring in relevant perspectives on how negotiation skills and mindset can be advanced.

Preliminary proposals of papers:

Recruiting the best potential negotiators: What are the key identifiers?
Recruiting the "wrong" people can be costly (e.g. Alteren and Tudoran 2018), because they may require high investments in training and may never learn. Therefore, to know what to look for when recruiting is essential. Quite a few studies have investigated characteristics of individuals in different disciplines (human resource management, intercultural effectiveness) that are necessary to perform well across cultures (e.g. Chen et al. 2010; Kim and McKay-Semmler 2013). A literature review of relevant research will provide the basis from where potential key identifiers can be established, and further developed for a negotiation context, and finally be tested out in this context. This could be combined with in-depth interviews with recruiters in selected companies.

Learning to negotiate: Can a negotiator ever be qualified?
This paper could pay attention to how a negotiator moves towards becoming a senior negotiator. Questions that can be discussed: What kind of training is provided in the company? How does the negotiator prepare a negotiation and what kind of evaluations are taking place after the negotiation in order to learn? What kind of advancements of the negotiation skills do the negotiator/manager observe over time? In order to collect data, in-depth interviews and/or survey could be used. One may consider to select some specific international markets considered to be particularly challenging, such as India, Russia. Businesses selling products/services with a certain complexity could be selected.

What do Norwegian negotiators achieve in international markets: Do we get our fair share?
The third paper could discuss the outcomes achieved in negotiations carried out in international markets. What does literature say in terms of how a deal can be evaluated, how can we know whether one or perhaps both are losers/winners? Or whether, in this case the

Norwegian negotiator, does not end up in a "pattern" "accepting" deals that could have been better if he/she performed a different negotiation strategy/tactic? A creative research design need to be formed in order to collect interesting data that can challenge our/the negotiators established view on what is successful negotiation outcomes in challenging markets. Interviews with the opposite partner, the foreign customer, should ideally be part of this.

I, the applicant is responsible for the course: BED 2047 Forhandlinger. So far it is only me who has the qualifications to run this course. As part of this course, I cooperate with researchers at the Faculty of Law. We mix our students and they negotiate. I find that teaching students negotiations is important by providing an arena which not only facilitates learning a skill but also challenge their comfort zone important for strengthening their confidence in general and in work life. To improve this course further by among other things develop case materials and films, I have received kr 210.000 from RESULT, and Anne Eriksen from Kunstfaglige fakultet is a partner in this project. I am a member of International Teaching and Research Associations (INTRA), https://mgmt.au.dk/research/organisation-strategy-and-accounting/osa-research/networks/intra/the-international-negotiation-and-teaching-research-association-intra/
with members from all over the world, which will also be beneficial for the PhD candidate.

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Title. Assessing the net productivity of algae in sea ice-covered ecosystems

Proposed Supervision. K Campbell & R Gradinger (AMSE)

Premise. Sea ice in the Arctic is rapidly changing as the volume, seasonality and extent of its cover shifts with climate warming. This will disrupt the habitat of algae living within the sea ice, and will drastically alter the growth conditions of phytoplankton in perennially or seasonally ice covered regions of the Arctic Ocean. Together sea ice algae and phytoplankton represent the base of the marine ecosystem, providing a concentrated food resource for aquatic grazers while influencing the movement of climate-relevant gases between the ocean and atmosphere through their productivity. To date, studies have largely focused on the gross photosynthesis of these microorganisms during the productive spring and summer months. However, far less is known about the activity of these communities during the polar night, and recent work has shown that the influence of respiration has the potential to drastically our estimates of net productivity.

Proposed work. This PhD project will combine fieldwork with lower-risk culture-based experiments to assess the balance of respiration and photosynthesis in algal communities living in association with sea ice (e.g. within, under, or in previously ice-covered waters). Through participation in fieldwork during the polar night and day the project will compare the response of algae from light versus dark adapted states. In culture-based experiments it will measure the respiratory response of key algal species to environmental stressors that are anticipated with climate change. For example, respiration rates from axenic cultures of the flagellate *Phaeocystis pouchetti*, which is common to the seasonal ice zone of the North Atlantic, will be measured in UiT laboratories over a range of nutrient conditions. The project will build-on K Campbell´s experience working with oxygen optode-based methods of measuring oxygen, in order to develop optimal means of simultaneously quantifying algal respiration and photosynthetic production, and thus net productivity.

In preparation for this work K Campbell will register in the department´s training course for PhD student supervision, in which she has already completed one workshop. She will also work with R Gradinger and H Christian Bernstein (NFH) to begin culturing algal strains of interest. The work of this PhD will be integrated into the existing UiT ArcticSIZE (through R Gradinger) and NPI PHOTA (lead B Lange, WP lead K Campbell) projects, and into ongoing proposals in 2020 for the EU Biodiversa and RCN (lead by K Campbell) funding calls. Both supervisors are also senior members of the Arctic Marine Ecosystem Research Network (ARCTOS). As a result, the PhD student will be well integrated into a strong network of support for their scientific and professional development.

Supervisor team
1. Jarad Mellard. Plan to complete UNIPED supervision training in Spring 2021/Autumn 2022.
2. Rolf Ims
3. John-André Henden

General PhD project description. Arctic food webs are subject to many stressors and environmental change, including visible effects of climate change. Needed is a combined theoretical and empirical understanding of how species interactions operate within food webs and will change in the near future with further environmental change. The prospective candidate will work with other researchers at UiT to deliver cutting-edge tools for the management of ecosystems in the face of climate change. As part of the Climate-Ecological Observatory for Arctic Tundra, COAT (coat.no), the candidate will be partly responsible for application of theory within COAT. The candidate will have access to a large network of researchers with arctic and quantitative expertise.

COAT relies on conceptual models of different modules (subsets of the whole food webs). The candidate will work in a four step process within one or more modules to 1) develop and use mathematical models to generate general theoretical predictions, 2) assess critical assumptions and predictions of such models and if the relevant data is collected in COAT and if not, assess if they can be collected using short-term experiments/field studies, 3) confront these models with data, parameterizing them using data from experiments or publications to make refined predictions, and 4) test these predictions with data collected in COAT. Thus the candidate will use a combination of theory and field work to aid the data collection and analysis. The candidate should possess and will further develop quantitative tools to contribute to a more thorough theoretical and empirical understanding, as these methods are powerful together.

In our research, we see different ecological patterns across systems (Marolla et al. 2019, Henden et al. 2020), making predictions and precise hypotheses difficult For example, based on existing alternative prey theory, it is often not clear what our expectation should be for the effect of different prey types on predation (COAT arctic fox and ptarmigan modules). We also observe alternative vegetation states in some of the ecosystems (COAT tall shrub and moss tundra modules). The underlying mechanisms behind these observations are nonlinear and involve multiple players (diversity, focal species within a trophic level), thus need to be explicitly considered. Thus we will expand on past and recent ecological theory (Oksanen and Oksanen 2000, Barbier and Loreau 2019)) on the role of primary producers and higher trophic levels and the regulation of their biomass in arctic tundra ecosystems, expanding the theory to include more diversity within trophic levels and indirect ecological interactions. Furthermore, the effects of seasonality will be considered, especially as affected by climate change and that has been shown to be relatively underappreciated but that we know the effects of which can vary with how it is explicitly modeled (Mellard et al. 2019) and this will have consequences for data collection in COAT. The candidate will work to show what explains some of these patterns and detail which we should expect to see under what conditions.

Strengthening AMB and UiT. At UiT, there are many researchers, not only in COAT, that can benefit from combining theoretical and empirical expertise. Thus our goal with this proposal is to contribute to many areas of research at UiT.   The candidate will make a significant contribution to the ambitions of Arctic and Marine Biology (AMB) Department, specifically to strengthen the research and education in quantitative ecology within the department. The PhD candidate will also contribute to AMB's course portfolio, as it is a 4-year position with 25% teaching commitments. AMB would greatly benefit in having a PhD candidate help alleviate the teaching loads in Quantitative Methods (Bio-1007), theory in Ecology (Bio-2017), and the other quantitative courses (e.g., Bio-3013: Northern food web ecology).

Learning components. The PhD candidate will greatly benefit from this project through the acquisition and further development of their quantitative skills. The candidate will learn state-of-the-art modeling techniques, including model building and analysis, matching observations with theoretical predictions, parameterizing from data, testing predictions with data, and model comparison in data. Furthermore, the candidate will learn the challenges of current field and data collection methods. Critical thinking skills will be emphasized during the duration of the appointment. The candidate is expected to become proficient at communication between theoreticians and empiricists as well as stake holders and the public. The candidate will also gain valuable experience teaching to students with diverse skill sets and working as part of an international team of scientists.

Stipendiat i økonomistyring, campus Tromsø

Professor Elsa Solstad

Handelshøgskolen

BFE-fakultetet

Mai 2020

Introduksjon

Innenfor fagområdet økonomistyring er utforming og bruk av styringssystemer og styringsmekanismer i organisasjoner et sentralt tema. Styringssystemer og styringsmekanismer i organisasjonen skal påse at enhetene i organisasjonen oppnår mål som er satt ved bruk av ressurser organisasjonen har til sin disposisjon. Sentralt for ledere er derfor å balansere måloppnåelse, styring og kontroll med behovet for læring, utvikling og innovasjon.

Moderne organisasjoner har ofte et sammensatt styringssystem med forskjellige formål (Malmi & Brown, 2008). Disse styringssystemene kan være utformet og implementert av ulike ansatte, de kan brukes ulikt i ulike deler av organisasjonen, og styringssystemene kan være implementert på ulike tidspunkt (Otley, 1980; Malmi og Brown, 2008). Dette gjør at det kan være utfordrende å isolere effekten av hvert enkelt system. Å studere organisasjonens styringssystemer handler om å se en helhet for organisasjonen der ulike styringssystemer eller styringsmekanismer kan bidra til å nå bedriftens mål, samt støtte kontroll og ytelse i bedriften (Malmi & Brown, 2008).

Økonomistyring og bruk av styringssystemer og styringsmekanismer er et tema som har fanget interessen til forskere over hele verden. Temaet er også relevant for praksis ved at forskningen gir innsikt i hvordan enkeltdelene i styringssystemene fungerer sammen. Det etterspørres mer forskning innenfor denne tematikken (Malmi, 2013), og da særlig styring og bruk av styringssystemer og styringsmekanismer i en norsk kontekst (Johanson & Madsen, 2013). Dette forskningsprosjektet skal bidra til økt kunnskap om økonomistyringen og bruk av styringssystemet og styringsmekanismer som en helhet i en norsk kontekst.

For å studere økonomistyring og styringssystemer og styringsmekanismer kan følgende problemstillinger være aktuelle for et forskningsprosjekt:

- Hvilke styringssystemer og styringsmekanismer er sentrale når det gjelder økonomistyring i organisasjoner?
- Hvilke styringssystemer og styringsmekanismer benytter organisasjoner, og hvordan er disse satt sammen for å utgjøre et helhetlig styringssystem?
- Hvordan er delene i styringssystemet koblet sammen for å oppnå organisasjonens mål?
- Hvordan brukes styringssystemene og styringsmekanismene internt i organisasjonen?

Teoretisk rammeverk

Store endringer i samfunnet og institusjonelle forventninger medfører at dagens organisasjoner opplever store styringsutfordringer. Endrede rammebetingelser øker behovet for et mer helhetlig syn på styring i organisasjoner (Busch, 2000). Forskning er opptatt av at det ikke finnes ett universelt styringssystem som er tilpasset organisasjoner i ulike kontekster (Otley, 1980), og mange (f.eks. Chenhall, 2003; Fisher, 1998; King, Clarkson, & Wallace, 2010) har forsket på hvordan styringssystemer må tilpasses konteksten til organisasjonen. Kontekstuelle faktorer som har betydning for styring og styringsutfordringer kan for eksempel være størrelse, strategi, organisasjonsstruktur, omgivelser og teknologi (Chenhall, 2003).

Organisasjoner benytter seg typisk av økonomistyring og styringssystemer/ styringsmekanismer i ulik grad, og en bestemt sammensetning av organisasjonens styringssystemer kalles for bedriftenes styringspakker eller konfigurasjon av flere styringssystem (Alvesson & Kärreman, 2004; Malmi & Brown, 2008; Otley, 1980). At økonomistyring utøves som en pakke er ikke ny, og flere har forsket på dette de siste tiårene (f.eks: Chenhall, 2003; Fisher, 1998; Flamholtz, Das, & Tsui, 1985; Otley, 1980). Denne forskningen har resultert i flere teoretiske rammeverk (Anthony og Young, 2003; Ferreira & Otley, 2009; Flamholtz, 1983; Flamholtz m.fl., 1985; Malmi & Brown, 2008; Merchant & Van der Stede, 2007; Otley, 1980; Simons, 1995). Disse teoretiske rammeverkene kan benyttes for å gi innsikt i sammenhengene i en styringspakke for en organisasjon.

Tidligere forskning har i stor grad fokusert på enkeltsystemer isolert sett (Chenhall, 2003) og forutsetter dermed implisitt at man kan tilegne seg forståelse av økonomistyring i en organisasjon ved å aggregere analyser av ulike enkeltsystemer i organisasjonen (Donaldson, 2001). Chenhall (2003) viser til at ved å studere enkeltsystemer isolert fra andre styringssystemer vil man studere styringssystemer dekoblet fra hverandre og fra konteksten.

Otley (2016) er opptatt av at å se på styringssystemer som en pakke ikke har blitt tatt seriøst nok blant forskere, og at fremtidige studier bør ha fokus på å se alle styringssystemer og styringsmekanismer i en helhet. Dette fordi ulike styringssystemer og styringsmekanismer kan ha forskjellige formål og oppgaver i en organisasjon, og at er det er koblingene mellom dem som gjør at vi må se på helheten (Sandelin, 2008). Selv om dette er en erkjennelse er det fortsatt slik at styringssystemene studeres isolert sett og ikke sammen som pakke. Dette kan føre til feilaktige vurderinger (Chenhall, 2003). Ifølge Malmi og Brown (2008) kan det å studere koblingen mellom styringssystemer legge til rette for en bedre forståelse av hvordan

styringssystemer kan støtte organisatoriske mål, bidra til styring og kontroll samt å drive forbedringsarbeid rundt organisatorisk ytelse.

Veiledere

Veiledere er professor Elsa Solstad og førsteamanuensis Sverre Thyholdt Braathen.

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Søknad om stipendiatstilling i Human Resource Management (HRM)

Vi søker med dette om en stipendiatstilling til fagområdet Human Resource Management (HRM). HRM-feltet har gjennomgått en stor faglig utvikling og profesjonalisering de siste par tiårene, og setter i dag en betydelig del av dagsorden for hva organisasjoner skal bruke tid på. Vi ser en klar trend i retning av at fagfeltet utgjør en mer og mer selvfølgelig del av studietilbudet på handelshøgskolene, ikke bare som enkeltemner, men som egne studieprogram både på bachelor- og masternivå. For studentene oppleves emner innenfor HRM som typisk «matnyttige», ikke minst i forhold til studietilbud rettet mot etter- og videreutdanning. For Handelshøgskolen UiT er det også blitt et viktig undervisningsfelt, og vi har flere HRM-emner både på bachelor- og masternivå. Stipendiatstillingen vil være et viktig bidrag for å styrke Handelshøgskolens forskning på HRM, som vi også ser for oss vil ha konsekvenser for en mer helhetlig tenkning rundt undervisningen på dette feltet. Dette kan også ses i sammenheng med en mer overordnet strategisk tenkning omkring studieprogrammenes relevans og forskning som støtter opp under dette. Vi må ta inn over oss at organisasjoner og arbeidsliv er i stor endring, og den faglige essensen må reflektere dette bildet. Det gjøres best gjennom en tett kopling mellom forskning på HRM og undervisningen som gis på det samme. På denne måten vil en stipendiatstilling i HRM være i tråd med strategien til UiT om å være en drivkraft i nord.

Stipendiaten vil inngå i forskergruppen strategi, styring og ledelse (SSL).

Prosjektbeskrivelse: Kontekstens betydning for HRM

HRM handler om å tiltrekke, utvikle og ivareta menneskelige ressurser i en organisasjon (Mikkelsen og Laudal, 2016). For mange virksomheter er dette oppgaver som har stor betydning for måloppnåelse og konkurransekraft. Feltet har da også lenge vært opptatt av å tilby konsepter, ideer, oppskrifter og verktøy som kan oversettes til praktisk handling i alle typer organisasjoner. Det er en pragmatisk instrumentell tilnærming som har passet godt inn i det øvrige organisasjons- og ledelsesteoretiske landskapet. Men HRM utøves ikke i et vakuum, det påvirkes av og påvirker omgivelsene. Mikkelsen og Laudal (2016) knytter derfor utøvelsen av HRM til både tekniske og institusjonelle omgivelser. Disse omgivelsene er i sterk endring, og HRM har blitt kritisert for å tilby gårdagens løsninger på morgendagens problemer. For eksempel er et premiss for tenkningen omkring beste praksiser innenfor rekruttering, kompetanseutvikling, belønning osv. at medarbeidere har faste, hele stillinger. Et stadig økende tilfang av nye tilknytningsformer i arbeidslivet (Keegan & Den Hartog, 2019), kombinert med

«flexicurity» som vedtatt EU-policy (Eliassen, 2014), viser imidlertid at beste praksis HRM må revidere sitt premissgrunnlag.

I dette prosjektet søker vi stipendiater som ønsker å utforske et organisasjonsfaglig perspektiv på HRM. HRM-forskningen har vært kritisert for å være for psykologisk orientert (Lewis, Cardy, & Huang, 2019). Selv om dette har bidratt til mye kunnskap om hvordan medarbeidere responderer på ulike HRM-tiltak, avgrenser dette fokuset til at HRM blir et forhold mellom den enkelte leder og medarbeider. Andre deler av HR-litteraturen er juridisk. Dette bidrar også til viktig kunnskap fordi arbeidsforhold skal følge lover og regler, og fordi lover og regler ikke alltid er tilpasset det nye arbeidslivet.

Et organisasjonsfaglig perspektiv skal tone ned det psykologiske og juridiske, og ha samspillet mellom den formelle organisasjonen og dens tekniske og institusjonelle omgivelser i fokus. Formålet skal være å forsøke å utfordre en del implisitte antagelser som kommer til syne i lærebøker om HRM. Det vil gi viktige bidrag til HRM-litteraturen. En slik antagelse er blant annet at HRM spinner rundt tre aktører som er tett koblet sammen: HR-medarbeidere (stab) som har noen intensjoner, linjeledere som «enact» og implementerer intensjonene fra HR, og medarbeidere som oppfatter og forholder seg til det de to andre aktørene gjør (Keegan, 2019). Vi ser imidlertid en rekke utviklingstrekk i arbeidslivet som utfordrer antagelsen om denne «treenigheten» som betraktes som en forutsetning for at HRM-arbeidet skal få gode resultater, slik som eksemplifisert ovenfor med tilknytningsform. Disse utviklingstrekkene gir HR en rekke motstridende krav og spenninger som må håndteres (Keegan, Brandl, & Aust, 2019; Aust, Brandl, Keegan & Lensges, 2017).

Eksempler på slike utviklingstrekk eller trender er digitalisering, bærekraft, og «gig-economy» (Meijerink & Keegan, 2019), som alle stiller tydelige krav til virksomheter. Dette trend-bildet utfordrer balansen og premissene i den ovennevnte «treenigheten», men også HR-funksjonen spesielt og hva innretningen på HRM skal være. Tradisjonelt har HR-funksjonen blitt beskyldt for å ikke ha god nok forståelse for den operative kjernen i virksomheten og for å være reaktive knyttet til virksomhetens strategiske endringer. Hvordan svarer HR på dagens og morgendagens utfordringer? I hvilken grad leverer HRM en pro-aktiv respons?

Vi ønsker at stipendiatens PhD-prosjekt skal belyse hvordan HRM utvikles i en situasjon der viktige trender påvirker organisasjoner. PhD-prosjektet kan gjøre dette på ulike måter. Noen eksempler kan være:

1. HRM i små og mellomstore bedrifter. Små og mellomstore bedrifter i flere viktige bransjer har blitt hardt rammet av Covid-19 pandemien. For små og mellomstore bedrifter er det helt nødvendig å ha fokus på medarbeiderne og personallederrollen for å overleve som bedrift. På den andre siden opplever ledere i små og mellomstore bedrifter ofte mangel på tid, mangel på dedikerte HR-medarbeidere som kan bistå, manglende systemer for å jobbe med HR-oppgaver på en systematisk måte, manglende HRM-kompetanse og et begrenset handlingsrom sammenlignet med større virksomheter. Dette beskriver en utfordrende organisatorisk kontekst for HR-arbeidet i etterdønningene av en krise som pandemien har vært. Hvordan jobber ledere i små og mellomstore bedrifter med HRM, hva tenker de om sine muligheter og begrensninger i dette arbeidet og hvordan opplever de at de lykkes?

2. Arbeidsfordelingen mellom HR-funksjonen og linjeledere utvikles over tid. De siste årene har vi sett en trend mot å delegere operasjonelle HRM-oppgaver til linjelederne, noe som gjør at stabsoppgavene endrer karakter mot strategisk nivå. Denne oppgaveglidningen foregår imidlertid ikke friksjonsfritt, og strategisk HRM er derfor også resultatet av en kontinuerlig forhandlingsprosess mellom interessegrupper i organisasjonen, særlig mellom linjeledere og HR-profesjonelle, om hva som skal gjøres, hvor i organisasjonen ansvar og oppgaver skal plasseres, og hvem som skal bestemme hva. Hvordan påvirker endrede omgivelser denne «forhandlingsprosessen»? Hva blir den «nye normalen»? Hvordan kan vi forklare det som skjer?

3. HR sin rolle i arbeidet med å implementere nye trender. To eksempler på dette er digitalisering og bærekraft.

   - Digitaliseringsarbeidet fikk en boost med Covid-19 pandemien. Mange har måttet lære seg nye systemer og nye arbeidsmåter, men hvilke konsekvenser får dette for personalarbeidet? Hvordan følger man opp personalansvaret på hjemmekontorer? Hvilken rolle har HR hatt/tatt i denne prosessen? Hvordan rigger man seg for framtida? Et annet aspekt ved digitalisering er robotisering av arbeidsprosesser. Hvilken rolle har HR her? Hva betyr robotisering for HR-arbeidet og for arbeidet med å sikre kompetanse i virksomheten?

   - Bærekraft. Mange virksomheter har eksplisitt uttrykte bærekraftmål og –strategier. Hvilken rolle spiller HR i utviklingen og implementeringen av slike strategier? Hvilken betydning har bærekraftstrategiene for HR-arbeidet?

Teoretisk er det flere måter å nærme seg disse problemstillingene på. Ny-institusjonell teori hjelper oss for eksempel å forstå hvordan organisasjoner responderer på eksternt press ved å

tilpasse seg og «adoptere» samme praksis som andre for å sikre legitimitet (Meyer & Rowan, 1977; DiMaggio & Powell, 1983). Dette illustrerer relativt passive organisasjoner som ikke har noe særlig handlingsrom, men må tilpasse seg konteksten. Nyere perspektiver som oversettelse (Røvik, 2007), institusjonelle logikker (Thornton, Ocasio & Lounsbury, 2012) og institusjonelt arbeid (Lawrence & Suddaby, 2006) forutsetter imidlertid et større handlingsrom for organisasjoner. Disse nyere perspektivene kan danne utgangspunkt for den teoretiske forankringen for å studere dilemmaer og spenninger i HRM-arbeidet. Et slikt teoretisk utgangspunkt har de siste årene blitt løftet fram som nytt og lovende i HRM-litteraturen (Lewis, Cardy & Huang, 2019; Keegan, Brandl & Aust, 2019; Aust, Brandl, Keegan & Lensges, 2017).

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A short project description for the assigned Ph.D. position

Tentative title: Catch efficiency of Biodegradable gillnets in the Norwegian gillnet fishery

This Ph.D. position will address the problems associated with marine plastic litter (macro/microplastics and ghost fishing) caused by the Norwegian gillnet the fishery. The negative environmental- and socio-economic impacts can be significantly reduced if traditional plastics in this fishery are replaced with new biodegradable materials. Previous and current running project hosted in cooperation by UiT and Sintef Ocean have developed and tested various biodegradable polymers in gillnets. However, these polymers need further testing in situ during fishing operations in order to optimize degradation time, twine strength and elongation, and catch efficiency amongst others. To ensure satisfactory progress the Ph.D. student that will be enrolled, will work in collaboration with existing projects. We will provide back-up data from earlier tests if any problems in the future data collection should occur.

Main supervisor: Jesse Brinkhof

Potential co-supervisors: Roger Larsen, Bent Herrmann, Eduardo Grimaldo, Manu Sistiaga

Patchiness of zooplankton in the Norwegian Sea

Aggregative behaviour is an universal feature in a wide range of animals, which respond to the distribution of resources and predators (Krause & Ruxton 2010, Benoit-Bird et al. 2013). Also the majority of marine animals aggregate to some degree, and this is also true for planktonic organisms that are mostly smaller than 4 mm with limited mobility (Pinel-Alloul 1995). In the Norwegian Sea meso- to large-scale aggregations of the copepod *Calanus finmarchicus* were observed at depth in winter (Weidberg & Basedow 2019) and at surface in summer (Basedow et al. 2019). The PhD project will be centered around explaining some of the question that arose in relation to the observed large-scale zooplankton patchiness. The exact plan is subject to change and will depend on the outcome of submitted proposals, and also on the interest of the PhD student.

Part 1: The contribution of common zooplankton species to remote sensing signals
In 2017 we observed that the pigment astaxanthin can be observed by remote sensing of ocean colour, and we attributed this mainly to the high abundances of *Calanus finmarchicus* that were observed in the area. However, it became clear that even the high abundances observed may not be sufficient to explain the observed effect on absorption spectra. Furthermore, also other large particles were shown to contribute to absorbtion, something that previously had been neglected by the ocean colour community (Davies et al. in prep). This part will be concerned with the impact of different zooplankton species (krill, small copepods …) on absorption. It will be carried out in cooperation with Dr. David McKee and PhD student Cait McCarry (both University of Strathclyde, U.K.). It will be based on field data and experiments on board, collected with R/V Helmer Hanssen in May/June 2021 in the Norwegian Sea as part of the Stressor project.

Part 2: The 3D structure of zooplankton patches in the Norwegian Sea
This part is a descriptive part based on large-scale data collected with high spatial resolution in the Norwegian Sea during field campaigns 2017 to 2019. Based on those data it became more and more clear that large-scale aggreagtions of zooplankton are the norm rather than the exception. The detailed analysis of the data (optical and acoustical) has been started (Weidberg et al. in prep), but from those analyses it is not yet clear which variables explain most in the patch structure. Based on 3D realisations of observed patches the linkages in the food-web can be estimated better (grazing pressure), which relates to an ongoing debate on the potential of zooplankton to graze down phytoplankton blooms. This part might also be linked to physical models of the region. It will be realised in cooperation with Meng Zhou (SJTU, Shanghai).

Part 3: The formation of overwintering patches
This part is centred around the question how *Calanus* migrates to overwintering habitats at great depths (> 1000 m). As of now it is dependend on external financing to carry out expensive field campaigns in winter/spring 2021 and 2022. One proposal will be submitted in May 2020, in case it should not be financed we plan to resubmit next year, which would still allow the student to utilise this funding in 2022. A plan B for this project is to focus on the modelling of summer and winter patches.

The supervisor team: Ass. Prof. Sünnje Basedow, Dr. Boris Espinasse, Dr. David McKee, Prof. Meng Zhou. This complementary team will ensure all competency needed for a successful completion of the project, but also available day-to-day supervision.

The PhD student will be linked to the ongoing project Stressor (2019-2021, Norwegian/UiT-Chinese/SJTU cooperative project that partly focuses on the role of eddies in explaining zooplankton patchiness) and will gain contact to a highly relevant and esteemed international research network. She/He will also be linked to the Marie-Curie project on isocapes of zooplankton (ISOMOD, Boris Espinasse, 2020-2021), and will of course be able to utilise cooperation in any future projects during the PhD time. The student should also become part of the ARCTOS research network to draw upon further aid.