

LIST OF PUBLICATIONS

(22nd of November 2021)

Pia Heilmann

Pia.Heilmann@uef.fi

Professor of Management
D.Sc. (Econ. and Bus. Adm.)
M.Sc. (Social Sciences)
University of Eastern Finland
Joensuu, Finland

Articles in refereed journals (34) and books (5)

39. Heilmann P., Lampela H. and Taipale-Erävala K. (2021 forthcoming). Living Up to Young Employees' Expectations: Employer Brand Management in Health Care Organizations. *Managing Global Transitions*
38. Salminen H., von Bonsdorff M., McPhee D. and Heilmann P. (2021 forthcoming). The Extended Late Career Phase – Examining Senior Nursing Professionals. *Qualitative Research in Organizations and Management*.
37. Dukeov I., Jaschenko V., Apsalone M. and Heilmann P. (2020). Openness and Staff Training as Antecedents of Administration and Management Innovation. *International Journal of Comparative Management* Vol. 3, No. 3, 2020 183-207.
36. Dukeov I., Bergman J-P., Heilmann P. and Nasledov A. (2020). Impact of a Firm's Commitment to Learn and Open-Mindedness on Its Organizational Innovation among the Russian Manufacturing Firms. *Baltic Journal of Management* Vol. 15, No. 4, pp. 551-569
35. Ekonen M. and Heilmann P. (published online 2020). The Role of Developmental Networks in Building a Managerial Career. *Journal of Career Development*.
34. Heilmann P., Forsten-Astikainen R. and Kultalahti S. (2020). Agile HRM Practices in SMEs. *Journal of Small Business Management*, Vol. 56, No. 4, pp. 1-11.
33. Dukeov I., Bergman J-P., Heilmann P., Platonov V. and Jaschenko V. (2018). Firm's Age and Size as Determinants for Its Organizational Innovativeness. *International Journal of Innovation Management*. Vol. 6, No. 3, pp. 98-133
32. Forsten-Astikainen R. and Heilmann P. (2018). Creating a Competence Profile of a New Profession: Social Service Agents in Welfare Centers. *Employee Relations*. Vol. 40, No. 2. Pp. 362-380
31. Taipale-Erävala K., Lampela H. and Heilmann P. (2017) SME Business Model Innovations and Competence Changes. *The International Journal of Management, Knowledge and Learning*. Vol. 6, No. 2. pp. 67-83.
30. Forsten-Astikainen R., Tuominen T. and Heilmann P. (2017). Expanding Awareness of Employees' Competences: The Holistic Perspective as a Management Tool. *Nordic Journal of Business*. Vol. 66, No. 2. pp. 92-106
29. Heilmann P. (2017). Leading a Specialist. In: (Eskola A. ed.) *Knowledge Management and Complexity*. Routledge.
28. Jantunen S., Koivisto T., Eskola A. and Heilmann P. (2017) Organizing at the Edge of Chaos. In: (Eskola A. ed.) *Knowledge Management and Complexity*. Routledge.
27. Heilmann P. (2017). Age Management in Organizations, Perspective of Middle Aged Employees. In: (Aaltio I. Mills A. and Helms Mills J. eds.) *Ageing, Organizations and Management: Constructive Discourses and Critical Perspectives*. Palgrave Macmillan, pp. 141-154

26. Forsten-Astikainen R., Hurmelinna P., Lämsä T., Heilmann P. and Hyrkäs E. (2017) Dealing with Organizational Silos with Communities of Practice and Human Resource Management. *Journal of Workplace Learning*. Vol. 29 Iss. 6, pp.473-489
25. Salminen H., Vanhala M. and Heilmann P. (2017). Work-related Attitudes as Antecedents of Perceived Individual-, Unit- and Organisation-level Performance. *International Journal of Organizational Analysis*. Vol. 25, No. 4. pp.577-595
24. Toivanen J., Eskelinen H., Kah P., Martikainen J. and Heilmann P. (2017). A New Approach for Manage Quality in Supply Chain Networks: A Supplier Network Complaints Perspective. *International Journal of Mechanical Engineering and Applications*. Vol. 5, No. 2.
23. Kianto A., Vanhala M. and Heilmann P. (2016). The Impact of Knowledge Management on Job Satisfaction. *Journal of Knowledge Management*. Vol. 20, No. 4. pp. 621-636
22. Vanhala M., Heilmann P. and Salminen H. (2016). Organizational Trust Dimensions as Antecedents of Organizational Commitment. *Knowledge and Process Management*. Vol. 23, No 1. pp. 46-61
21. Olander H., Hurmelinna-Laukkanen P. and Heilmann P. (2015). Human Resources – Strength and Weakness in Protection of Intellectual Capital. *Journal of Intellectual Capital*. Vol. 16, No. 4.
20. Heilmann P., Vanhala M. and Salminen H. (2015). The Impact of Competence-Development Opportunities on Organizational Commitment and the Mediating Role of Job Satisfaction. *Lifelong Learning in Europe*. Vol. 5.6.2015
19. Toivanen J., Martikainen J. and Heilmann P. (2015). From Supply Chain to Welding Network: A Framework of the Prospects of Networks in Welding. *Mechanics*. Vol 21, No. 2, pp. 154-160
18. Taipale-Erävala K., Lampela H. and Heilmann P. (2015). Survival Skills in SMEs - Continuous Competence Renewing and Opportunity Scanning. *Journal of East-West Business*. Vol. 21, No. 1, pp. 1-21
17. LaPointe K. and Heilmann P. (2014). 'Daring Leaps' Construction of Meaning and Individual Agency in Career Change Narratives in the Media. *Nordic Journal of Working Life Studies*. Vol. 4, No. 2, pp. 47-64
16. Taipale-Erävala K., Heilmann P. and Lampela H. (2014). Survival Competence in Russian SMEs in Changing Business Environment. *Journal of East-West Business*. Vol. 20, pp. 25-43
15. Taipale-Erävala K., Heilmann P. and Lampela H. (2014). SME Competence Transformation – a Case Study on Industrial Structural Change. *International Journal of Business Innovation and Research*, Vol. 8, No. 3, pp. 265-281
14. Heilmann P., Saarenketo S. and Liikkanen K. (2013). Employer Branding in Power Industry. *International Journal of Energy Sector Management*. Vol. 7, No. 2, pp. 283-302
13. Heilmann P. and Heilmann J. (2012). Competence Management in Maintenance, Case: Finnish Forest Company. *Management Research Review: Communication of Emergent International Management Research*. Vol. 35, Iss.1, pp. 4-13
12. Heilmann P., Lintukangas K. and Peltola S. (2011). Competence Areas and Knowledge Gaps in Supply Management. *International Journal of Procurement Management*. Vol. 4, No. 6, pp. 642-660
11. Olander H., Hurmelinna-Laukkanen P. and Heilmann P. (2011). Do SMEs Benefit from HRM-related Knowledge Protection in Innovation Management? *International Journal of Innovation Management*. Vol. 15, No. 3, pp. 593-616

10. Heilmann P. (2011). The Dialectics between Boundaryless Career and Competence Development – Findings among Finnish ICT and Paper Managers. *International Journal of Human Resource Management*. Vol. 22, Iss. 1, pp. 181-196
9. Heilmann P. (2010). To Have and to Hold – Personnel Shortage in a Finnish Health Care Organization. *Scandinavian Journal of Public Health*. Vol. 38, Iss. 5, pp. 518-523.
8. Heilmann P. (2010). Employer Brand Image in a Health Care Organization. *Management Research Review: Communication of Emergent International Management Research*. Special Issue on: Health Care Management and Marketing. Vol. 33. Iss. 2, pp. 134-144.
7. Aaltio I. and Heilmann P. (2009). Case Study as a Methodological Approach. Sage Encyclopedia of Case Study Research. Edited by Mills A. J., Durepos G. and Wiebe E.
6. Uski T. and Heilmann P. (2008). Routes to Employee-Commitment in Worker Co-Operatives. *International Journal of Co-Operative Management*. Vol. 4, No. 1, pp. 18-27.
5. Heilmann P. (2008). Uuden henkilökunnan rekrytointi ja ikääntyneen henkilökunnan sitouttaminen henkilöstösuunnittelun haasteina sairaalaorganisaatiossa. *Työelämän tutkimus* 2/2008, s. 192–197
4. Heilmann P. (2007). High Level Competence – A Tool for Coping with Organizational Change. *Journal of European Industrial Training*. Vol. 31, Iss. 9, pp. 727–741.
3. Heilmann P. (2007). ICT- ja paperipäälliköiden täydennyskoulutustarpeet. *Aikuiskasvatus* 2/2007, Vol. 27, s. 127-133.
2. Heilmann P. (2006). Finnish Managers' Careers in ICT and Paper Business Sectors. *Baltic Journal of Management*. Vol. 1, No. 3, pp. 339–351.
1. Aaltio I. and Heilmann P. (2006). Information and Communication Technology Sector Characteristics in Finland – A Challenge for Women. *Encyclopedia of Gender and Information Technology*. Edited by Trauth E. M., pp. 780–785.

Conference papers

61. Heilmann P. and Ekonen M. (2020). Meaningfulness and Hybrid Work. European Academy of Management Conference, Dublin 4.-6.12.2020 (online-conference due to COVID-19 pandemic)
60. Viitala R., Kultalahti S., Hujala M. and Heilmann P. (2020). Employee Well-Being: The Role of Perceived Competence. 80th Annual Meeting of the Academy of Management, Vancouver 2020 7.-11.8. (online-conference due to COVID-19 pandemic)
59. Heilmann P. and Ekonen M. (2019). Building a Hybrid Career, Increasing Meaningfulness in Life. WORK2019. Helsinki, 14.-16.8.2019.
58. Salminen H., von Bonsdorff M. and Heilmann P. (2019). Late Career Phase and Transition into Retirement – Focus on Older Nursing Professionals. European Academy of Management Conference, Lisbon 26.-28.6.2019.
57. Ekonen M. and Heilmann P. (2018). The Role of Developmental Networks in Building a Managerial Career. 78th Annual Meeting of the Academy of Management, Chicago 10.-14.8.2018.
56. Lindström S., Janhonen M. and Heilmann P. (2018). Resilient HRM Responses to the Stability – Change Paradox in Growth Enterprises. 78th Annual Meeting of the Academy of Management. Chicago, 10.-14.8.2018.
55. Lindström S., Janhonen M. and Heilmann (2018). Working with Paradox Balancing Stability and Change in Growth Enterprises. 34th European Group for Organizational Studies Colloquium, Tallinn, 5.-7.7.2018.
54. Heilmann P. (2017). 55+ -ikäisten yrittäjyysaikomukset – oman työhyvinvoinnin edistämiseksi kohti pidempää työuraa. Työelämän tutkimuspäivät. Tampere 2.-3.11.2017.

53. Lindström S., Heilmann P. and Janhonen M. (2017). Working with Paradox Balancing Stability and Change in Growth Enterprises. Työelämän tutkimuspäivät Tampere 2.-3.11.2017.
52. Forsten-Astikainen R. and Heilmann P. (2017). Diverse and Innovative Compensation Policy Strengthens Leadership and Creates Well-Being in Work Places. WORK2017. Turku 16.-18.8.2017.
51. Janhonen M., Henttonen K., Heilmann P. and Lindström S. (2016). "That Sort of Culture Doesn't Suit Everyone". Management Principles of Agile, Small and Medium-Sized Business Enterprises. International Council for Small Business World Conference. New York, 15.-18.6.2016.
50. Peltonen H., Vanhala M. and Heilmann P. (2016). Moderating Role of the Organizational Trust in the Relationship between Job Satisfaction and Performance. EIASM 31st Workshop on Strategic Human Resource Management. Segovia Spain. 25.-26.4.2016.
49. Lampela H., Heilmann P., Hurmelinna-Laukkanen P., Lämsä T., Hyrkäs E. and Hannola L. (2015). Identifying Worker Needs and Organizational Responses in Implementing Knowledge Work Tools in Manufacturing. ILERA Conference South Africa Cape Town, 7.-11.9.2015.
48. Lampela H., Heilmann P., Hurmelinna-Laukkanen P., Lämsä T., Hyrkäs E. and Hannola L. (2015). Digitalization and Knowledge Work in Manufacturing – Matching Worker and Organizational Perspectives. The Second International Interdisciplinary Conference on Research on Work. WORK2015. Turku 19.-21.8.2015.
47. Forsten-Astikainen R. and Heilmann P. (2015). Unknown Personal/Behavioral Competence Creates Positive Outcomes in Work Context – But How to Identify and Measure Them? The Second International Interdisciplinary Conference on Research on Work. WORK2015. Turku 19.-21.8.2015.
46. Ekonen M. and Heilmann P. (2015). "You Cannot Do Anything Alone" Promoters and Preventers of Managerial Career. 75th Annual Meeting of the Academy of Management. Vancouver Canada, 7.-11.8.2015.
45. Salminen H., Vanhala M. and Heilmann P. (2015). The Effect of Job Satisfaction and Commitment to Organizational Performance. EIASM 30th Workshop on Strategic Human Resource Management. Brussels, Belgium. 9.-10.4.2015.
44. Lämsä T., Hyrkäs E., Hurmelinna-Laukkanen P. and Heilmann P. (2014). Learning from Customers' Experience – Competence Management Revisited. International Conference on Innovation and Management. Vaasa 17.-19.11.2014.
43. Heilmann P. (2014) Hyvä, huono alainen - Alainen hyvän johtamistyön edistäjänä tai estäjänä. Työelämän tutkimuspäivät. Tampere 6.-7.11.2014.
42. Forsten-Astikainen R., Heilmann P., Hurmelinna-Laukkanen P., Lämsä T. and Hyrkäs E. (2014). Breaking Down Organizational Silos – Competences and Courage. 74th Annual Meeting of the Academy of Management. Philadelphia USA 1.-5.8.2014.
41. Heilmann P. (2014). Career Extension through Age Management Practices. The 7th Nordic Working Life Conference, Gothenburg, Sweden, 11.-13.6.2014.
40. Lampela H., Taipale-Erävala K. and Heilmann P. (2014). Growth through SME Business Model Innovations and Competence Changes. XXV ISPIM Conference – Innovation for Sustainable Economy & Society. Dublin, Ireland 8.-11.6.2014.
39. Heilmann P. (2013). Ikäjohtaminen – henkilöstöjohtamista vai esimiestyötä? Työelämän tutkimuspäivät. Tampere 7.-8.11.2013.
38. LaPointe K. and Heilmann P. (2013). The Cultural Construction of Meaningful Work: An Analysis of Career Change Narratives in the Finnish Media. The First International Interdisciplinary Conference on Research on Work. Turku 21.-23.8.2013.

37. LaPointe K. and Heilmann P. (2013). "No Sacrificing Dupes": The Construction of Meaning and Agency in Media Narratives of Career Change. 73rd Annual Meeting of the Academy of Management. Orlando, Florida USA 9.-13.8.2013.
36. Vanhala M., Heilmann P. and Peltonen H. (2013). The Moderating Role of Organizational Trust in the Relationship between Job Satisfaction and Organizational Commitment. 16th EAWOP Congress. Münster, Germany 22.-25.5.2013.
35. Heilmann P. and Forsten-Astikainen R. (2013). Competence Gaps of Human Resources Personnel Case: Energy Sector Company. EIASM 28th Workshop on Strategic Human Resource Management. Copenhagen, Denmark 15.-16.4.2013.
34. Forsten-Astikainen R. and Heilmann P. (2013). Intuition as a Background Factor in Evaluating Meta-Competences Case: Recruiting Interview. EIASM 28th Workshop on Strategic Human Resource Management. Copenhagen, Denmark 15.-16.4.2013.
33. Heilmann P. (2013). Prolonging Careers through HRM-Practices. International Conference on Management, Leadership and Governance. Bangkok, Thailand 7.-8.2.2013.
32. Heilmann P. (2012). Pidempiä työuria? Työelämään diversiteettiä ja dynamiikkaa. Työelämän tutkimuspäivät. Tampere 8.-9.11.2012.
31. Olander H., Kosonen M., Heilmann P. and Hurmelinna-Laukkanen P. (2012). Human Resources – Invaluable Inventors or Weakest Links? XXIII ISPIM Conference – Action for Innovation: Innovating from Experience. Barcelona, Spain 17.-20.6.2012.
30. Kianto A. and Heilmann P. (2012). IFKAD-KCWS 2012 - joint conference of the 7th International Forum on Knowledge Asset Dynamics & 5th Knowledge Cities World Summit. 13.-15.6.2012.
29. Heilmann P. and Hyrkäs E. (2012). Competence Management of Middle-Aged Nurses. EIASM 27th Workshop on Strategic Human Resource Management. Brussels, Belgium. 12.-13.4.2012.
28. Forsten-Astikainen R. and Heilmann P. (2012). The Many Faces of Competence. EIASM 27th Workshop on Strategic Human Resource Management. Brussels, Belgium. 12.-13.4.2012.
27. Vanhala M. and Heilmann P. (2012). The Relationship between Impersonal Organizational Trust and Employees' Commitment to their Employer Organization. EIASM 27th Workshop on Strategic Human Resource Management. Brussels, Belgium. 12.-13.4.2012.
26. Taipale-Erävala K., Heilmann P. and Lampela H. (2011). SME Competence Transformation and Structural Industrial Change. 4th ISPIM Innovation Symposium. Wellington, New Zealand. 29.11.-2.12.2011.
25. Heilmann P. (2011). The Role of Employer Brand Image – Perspective of Physician and Nurse Students. 27th EGOS Colloquium. Gothenburg, Sweden. 7.-9.7.2011.
24. Heilmann P. (2011). Getting off the Rat Race – Career Transition, Downshifting and Work-life Balance. 11th European Academy of Management Conference. Tallinn, Estonia. 1.-4.6.2011.
23. Heilmann P. (2011). A Search for Work-Life Balance through Career Transitions. EIASM 26th Workshop on Strategic Human Resource Management. Reykjavik, Iceland. 16.-17.5.2011.
22. Olander H., Hurmelinna-Laukkanen P. and Heilmann P. (2010) Do SMEs Benefit from HRM-related Knowledge Protection in Innovation Management? The 3rd ISPIM Innovation Symposium – Managing the Art of Innovation: Turning Concepts into Reality. Quebec City, Canada 12.-15.12.2010.
21. Heilmann P. (2010). Aikuisopiskelijoiden näkemyksiä hyvästä elämästä – taiteilua työn, perheen ja vapaa-ajan ristipaineissa. Työelämän tutkimuspäivät. Tampere 4.-5.11.2010.

20. Heilmann P., Henttonen K. and Juha S. (2010). The Critical Elements of Change Leadership Behaviour – A Case of Finnish Social and Health Care Organization. EIASM 5th Workshop on Organisational Change and Development: Core Competences in a Changing World. Vienna, Austria, 23.-24.9.2010.
19. Heilmann P. (2010). Narratives in Media Texts, Career Transition Stories in Newspapers and Magazines. The 3rd Qualitative Research Conference. Vaasa 1.-3.6.2010.
18. Heilmann P. (2009). Yksilö oman uransa taiteilijana – Vapaaehtoinen, dramaattinen uramuutos. Työelämän tutkimuspäivät. Tampere 4.-6.11.2009.
17. Heilmann P. and Heilmann J. (2009). Organizational Learning in a Forest Company. The 15th IIRA World Congress 2009. Sydney 24.-27.8.2009.
16. Heilmann P. (2009). Change Bottlenecks in a Social and Health Care Organization. The 20th Annual Nordic Academy of Management Conference. Turku 19.-21.8.2009.
15. Heilmann P. and Heilmann J. (2008). Methods and Tools of Competence Management Case: Forest Company Maintenance. International Workshop on Performance, Skills and Competences in the 21st Century. Lisbon 11.-12.12.2008.
14. Heilmann P. (2008). Muutoksen tuulet Etelä-Karjalan terveydenhuollossa – Organisaatiomuutoksen pohdintaa. Työelämän tutkimuspäivät. Tampere 13.-14.11.2008.
13. Heilmann P. (2008). Competence Development in Finnish ICT Companies. 23rd Workshop on Strategic Human Resource Management. Bled, Slovenia. 3.-4.4.2008.
12. Vihtonen T. and Heilmann P. (2008). Strategic Change in Finnish Forest Industry during 1996 – 2006. EIASM 23rd Workshop on Strategic Human Resource Management. Bled, Slovenia. 3.-4.4.2008.
11. Heilmann P. (2007). Työnantajakuvan merkitys sairaalaorganisaation rekrytoinnissa. Hallinnon tutkimuksen päivät. Joensuu 22.-23.11.2007.
10. Liikanen C. ja Heilmann P. (2007). Organizational Change in a Finnish Paper Company – Influences on Leadership. Työelämän tutkimuspäivät. Tampere 8.-9.11.2007.
9. Heilmann P. (2007). Henkilöstösuunnittelun haasteet ikääntyvässä terveydenhuolto-organisaatiossa. Työelämän tutkimuspäivät. Tampere 8.-9.11.2007.
8. Heilmann P. (2007). Connecting Work and Leisure in Managers' Lives. Management Theory and Practice: Synergy in Organisations. Tartu, Estonia. 3.-4.4. 2007.
7. Heilmann P. (2006). Commitment between Employee and Organization Examined in Finnish ICT and Paper Business Sectors. HRM – Between Performance and Employees Conference. Helsinki School of Economics. 16.11.2006.
6. Heilmann P. and Lepistö P. (2006). In Favour of Women? Promises and Disillusions of Boundaryless Career in the Finnish ICT Sector. International Academy of Management and Business 2006 Conference Las Vegas, USA. 22.-25.1.2006.
5. Aaltio I. and Heilmann P. (2005). Managerial Careers in Information Technology Field from Gender Perspective. Naistutkimuspäivät, Svenska Handelshögskolan. 18.-19.11.2005.
4. Heilmann P. (2005). Työn ja vapaa-ajan yhteensovittaminen – Tutkimuskohteena suomalaiset ICT- ja paperitoimialojen päälliköt. Työelämän tutkimuspäivä II: Työelämän monitieteinen kenttä, Tampereen yliopisto. 4.11.2005.
3. Lepistö P. and Heilmann P. (2004). Traditional and New Career Concept Examined from Gender Perspective. Workshop on Female Managers, Entrepreneurs and the Social Capital of the Firm. Brussels. 17.-19.11.2004.
2. Jauhiainen T., Heilmann P. and Hurmelinna P. (2003). Risks Related to Recruitment – A Survey Among SMEs in ICT Sector in Finland. The 17th Nordic Conference on Business Studies in Reykjavik, Iceland. 14.-16.8.2003.

1. Heilmann P. (2003). Career Paths of Managers. Comparison between ICT Companies and Paper Companies. Ph.D. Conference in Bifröst, Iceland. 11.–13.8.2003.

Scientific monographs and theses

2. Heilmann P., Kiianen M., Kosonen T., Sintonen S. and Suikkanen M. (2017). Digitalisaatio opetuksessa ja ohjauksessa – Opintopolku eskarista tohtoriksi. Ammatillisen opettajankoulutuksen kehittämistyö. Tampereen ammattikorkeakoulu.
1. Heilmann P. (2004). Career of Managers, Comparison between ICT and Paper Business Sectors. Acta Universitatis Lappeenrantaensis 195.

Other scientific writings

6. Luoma M., Heilmann P. ja Viitala R. (2017). Lopuksi: askeleet henkilöstöjohtamisen kehittämiseksi. Teoksessa: "Katveesta kilpailukyvyn ytimeen – kehittyvä henkilöstöjohtaminen pk-yrityksissä" (toim. Luoma M. ja Viitala R.)
5. Heilmann P., Forsten-Astikainen R. ja Kosola H. (2017). Esimiesten rooli henkilöstöjohtamisessa. Teoksessa: "Katveesta kilpailukyvyn ytimeen – kehittyvä henkilöstöjohtaminen pk-yrityksissä" (toim. Luoma M. ja Viitala R.)
4. Luoma M., Heilmann P. ja Uotila T-P. (2017). Strateginen henkilöstöjohtaminen pk-yrityksissä. Teoksessa: "Katveesta kilpailukyvyn ytimeen – kehittyvä henkilöstöjohtaminen pk-yrityksissä" (toim. Luoma M. ja Viitala R.)
3. Heilmann P. and Heilmann J. (2008). Work-Based Learning of Maintenance Professionals. Poster. The 4th EARLI SIG 14 Learning and Professional Development Conference. University of Jyväskylä. 27.–29.8.2008.
2. Heilmann P. (2003). Career Commitment. Comparison between Managers in ICT Companies and Paper Companies. Johtaminen ja organisaatiot-tutorial. Oulu 2. – 3.10.2003.
1. Heilmann P. (2002). Kauppatieteiden osaston tutkimusseminaari – KATI-forum, kevät 2002. Jaana Sandström (toim.) Lappeenrannan teknillinen korkeakoulu. Tutkimusraportti 25.