

CURRICULUM VITAE

PERSONAL DETAILS

Name: Virpi Ilona Sorsa

ORCID: 0000-0002-3846-1879

EDUCATION

DEGREES AWARDED

PhD, Management and organisation, Hanken School of Economics, Finland, 2012

Master of Social Sciences, Sociology, University of Jyväskylä, Finland, 2003

Baccalaureate, Lahden yhteiskoulun lukio, Finland, 1998

LANGUAGE SKILLS

Native language: Finnish

Other language skills: English (C2), Swedish (B2), German (A2), French (A1)

EMPLOYMENT

CURRENT EMPLOYMENT

University Lecturer, University of Eastern Finland, Finland, 1.1.2025 (permanent)

University Lecturer, University of Jyväskylä, Finland, 15.8.2023-31.5.2025

PREVIOUS WORK EXPERIENCE

PostDoc researcher, Strategy and Entrepreneurship, University of Jyväskylä, Finland, 1.9.2021-15.8.2023

PostDoc researcher, Marketing, Aalto University, Finland, 1.9.2021-31.8.2024

Project manager, HANKEN School of Economics, Finland, 1.4.2021-31.8.2021

Assistant professor, HANKEN School of Economics, Finland, 1.7.2015-31.3.2021

Lecturer, HANKEN School of Economics, Finland, 15.11.2014-31.6.2015

Post Doc/Project researcher, HANKEN School of Economics, Finland, 31.5.2013-15.11.2014

Hourly paid teacher, Sibelius Academy, Finland, 1.1.2014-31.4.2014

Project researcher, Aalto University, School of Business, Finland, 1.8.2012-31.5.2013

Project Researcher, PhD student, HANKEN School of Economics, Finland, 1.1.2007-31.7.2012

INTERNATIONAL VISITS:

Visiting Scholar, EM Lyon Business School, France, 5.1.2009-6.1.2010

OTHER:

Project manager, The evaluation of the City of Helsinki management change, Finland, 1.11.2018-31.12.2021

Researcher, The evaluation of the City of Lahti management system, Finland, 1.9.2010-31.11.2010

Consultant (occasional projects), Personal Results Oy., 2007-2018

Planning officer, University of Helsinki, Lahti University Consortium, 20.9.2004-31.12.2006

Substitute teacher, primary and secondary schools in Lahti, Finland, 2003-2004

Family leave, 1.5.2005-31.3.2006, 1.2.2008-31.8.2008

SCHOLARLY MERITS

RESEARCH FUNDING AND GRANTS

Significant grants and external project funding

PI, Uudenmaanliitto, 9000€, 2021

PI, City of Helsinki, 263 261€, 2018-2021

PI, Strategic and entrepreneurial praxis, 40 000-50 000€, 2017-2022

Work package manager, Project PI Janne Tienari, Suomen Akatemia, 470 474€, 2017-2021

PI, Kaupunkitutkimus- ja metropolipolitiikkaohjelma, 80 000€, 2017-2018

Researcher, PI Liisa Välikangas, Kaupunkitutkimus- ja metropolipolitiikkaohjelma, 30 000€, 2016

Project manager and budget responsibility for 203 500€, PI Eero Vaara, Jane ja Aatos Erkon Säätiö, 300 000€, 2015

Post Doc, Liikesivistysrahasto 19000€, 2013

PhD student, Ella ja Georg Ehrnroothin säätiö, 6000€, 2011

PhD student, Päijät-Hämeen Maakuntarahasto, Kari Salmen nimikkorahasto 7000€, 2011

PhD student, Wihurin rahasto, 3000€, 2010

PhD student, Liikesivistysrahasto, 21 000€, 2009

PhD student, Näringslivetsfond, 5000€, 2008

PhD student, Wihurin rahasto, 5000€, 2008

PhD student, Liikesivistysrahasto, 6000€, 2008

RESEARCH OUTPUTS

Publications in academic journals (double blinded peer-reviewed)

1. Siltaoja, Marjo & Sorsa, Virpi (2024) From Losers to Winners: Overcoming Negative Leader Legacy in Radical Organisational Change, Journal of Management Inquiry, <https://doi.org/10.1177/10564926241257149>
2. Lundgren-Henriksson, Eva-Lena & Sorsa, Virpi (2023): Open strategizing on social media : A process model of emotional mechanisms and outcomes from un-orchestrated participation. Long Range Planning, <https://doi.org/10.1016/j.lrp.2023.102320>
3. Sorsa, Virpi; Vaara, Eero (2020) How can pluralistic organizations proceed with strategic change? Rhetorical arguments and moves to reveal, conceal, or bypass underlying value conflicts. Organization Science, 31(4): 797-1051. <https://doi.org/10.1287/orsc.2019.1332>
4. Sorsa, Virpi; Merkkiniemi, Heini; Endrissat, Nada; Gazi Islam (2018). Little less conversation, little more action: Musical intervention as space for play and embodied communication. Journal of Business Research, 85: 365-374. <http://dx.doi.org/10.1016/j.jbusres.2017.10.014>
5. Sorsa, Virpi; Pekka Pälli & Piia Mikkola (2014) Appropriating the words of strategy in performance appraisal interviews. Management Communication Quarterly, 28(1): 56-83. <https://doi.org/10.1177/0893318913513270>
6. Vaara, Eero; Virpi Sorsa & Pekka Pälli (2010): On the Force Potential of Strategy Texts: A Critical Discourse Analysis of a Strategic Plan and its Power Effects in a City Organization, Organization 17(6): 685-702.
7. Pälli, Pekka; Eero Vaara, Virpi Sorsa (2009) Strategy as Text and Discursive Practice: A Genre- Based Approach to Strategizing in City Administration. Discourse & Communication, 3(3):1-16.

8. Virtaharju, Jouni & Sorsa, Virpi (2020) Etnografia organisaatiomuutoksen arvioinnin apuna. Focus Localis, 4/2020.

9. Cleland-Silva, Tricia.; Sorsa, Virpi; Hyytiäinen, Salla; Ylä-Soininmäki-Pyöriä, Mea (2023): Co- designing a digital healthcare platform with metaphor: The case of Brain House for the Health Village. Special Issue of Organizing Outside Organizations -Part 1. PuntOorg International Journal, vol 8.

Publications in peer-reviewed edited books

10. Strategic plans from the Strategy as Practice perspective (2025) in Grossmann-Hensel et al (eds.) Encyclopedia of Strategy as Practice. Edward Elgar Publishing Ltd

11. Siltaoja, Marjo; Sorsa, Virpi (2020) Diskurssianalyysi johtamis- ja organisaatiotutkimuksessa. Kirjassa Anu Puusa & Pauli Juuti (toim.) Laadullisen tutkimuksen näkökulmat ja menetelmät, (s. 228-248). Gaudeamus. ISBN 978-952-345-064-6.

12. Tienari, Janne, Jalonen, Kari & Sorsa, Virpi (2019) Merging cities. Finkelstain, S. & Cooper, C. (eds.) Advances in Mergers and Acquisitions, Vol 18, pp. 111-123. Emerald. ISBN: 978-1-78973-600-7.

13. Sorsa, Virpi (2014) Strategists in Trouble? An analysis of a disagreement in strategy formulation meeting. In Vuorinen, M.; Kotilainen, N.; Huhtinen, A.-M. (Eds.) Binaries in Battle: Representations of division and conflict. Cambridge Scholar.

14. Sorsa, Virpi (2011): Kun strategia tuli kaupunkiin - Kuntasektori strategiaopin areenana. In Vaara, Mantere, Suominen (Eds.) Toisinajattelua strategiatyöstä. WSOY.

Publications in peer reviewed edited books and journals for public

15. Sorsa, Virpi & Bjurström, Thommie (2018) Korkean vaikuttavuuden yritykset ja metropolialueen talouskasvu. [<https://urbanacademy.fi/ajankohtaistutkimusta/korkean-vaikuttavuuden-yritykset- alueellisen-taloukasvun-lahteen/>]

16. Sorsa, Virpi (2018). Tulevaisuuden tekeminen on aktiivista puhetyötä. Kaupunkien aikakausi - Kaupunkitutkijoiden puheenvuoroja 2020-luvun kaupunkipolitiikasta, Kirjapaino: Edita Prima Oy, Helsingin kaupungin keskushallinnon julkaisuja 2018:11

17. Sorsa, Virpi & Jalonen, Kari (2014) Strateginen johtaminen kuntaorganisaatiossa: kompromissien ja selkeiden valintojen yhdistämisen vaikeus. Kulonpalo, J. (toim.) Työkaluja metropolialueen kehittämiseen - Kaupunkitutkimus ja metropolipolitiikka -ohjelman tuloksia vuosina 2010–2014. Kaupunkitutkimus ja metropolipolitiikka -ohjelma ja Helsingin tietokeskus, Helsinki.

Research reports

18. Sorsa, Virpi; Pekka Pälli, Eero Vaara, Katja Peltola (2010): Strategia mahdollisuutena ja rajoitteena kuntaorganisaatiossa. Kielestä, kommunikaatiosta ja vallasta. Hanken School of Economics: Research Reports.

19. Virtaharju, Jouni & Sorsa, Virpi (2021) Etnografinen tutkimus Helsingin kaupungin johtamisjärjestelmän uudistuksesta, Hankkeen loppuraportti 8.1.2021.
<https://hel.fi/static/helsinki/valtuustoseminaari-2021/Hanken-loppuraportti-210108.pdf>

20. Virtaharju, Jouni; Sorsa, Virpi (2020) Helsingin kaupungin organisaatiomuutos – muutoksen toteutumisen arviointi. Etnografiahankkeen väliraportti nro 2, 2.6.2020.
<https://www.hel.fi/static/helsinki/julkaisut/hanken-arviointitutkimuksen-toinen-valiraportti.pdf>

21. Virtaharju, Jouni; Sorsa, Virpi (2019) Helsingin kaupungin organisaatiomuutos – muutoksen toteutumisen arviointi. Etnografiahankkeen väliraportti 15.5.2019.
<https://www.hel.fi/hel2/kanslia/valtuustoseminaari/hanken-arviointitutkimuksen-valiraportti.pdf>

Thesis

22. Sorsa, Virpi (2012): Discourse and the Social Practice of Strategy: Of interaction, texts, and power effects. Economics and Society. Publications of the Hanken School of Economics.

RESEARCH SUPERVISION AND LEADERSHIP EXPERIENCE

Supervision of Master's thesis: 26 completed MSc theses in Management and organization and 1 in Strategy and Entrepreneurship

Supervision of Bachelor's thesis: 8 completed BSc theses in Management and organization

Supervision of MBA: 3

Leadership:

PI, Strategic and entrepreneurial praxis, Hanken School of Economics, 2017-2022

PI, The evaluation of the City of Helsinki management change, Finland, 1.11.2018-31.12.2021

Project manager, Korkean vaikuttavuuden yritykset ja metropolialueen talouskasvu, 2017-2018

Project administrator, Strategiatyö suomalaisten kaupunkien uudistumisen edistäjänä, 2015-2017

Project administrator, Processer och praxis i strategisk förändring i stadsorganisationer, 2015-2017

OTHER KEY ACADEMIC MERITS

Examination of PhD theses:

Pre-examination and opponent of doctoral thesis of Marius Andersson: Texts and texturing in and around organizations: A discursive perspective on temporal work, future constructions, and managers' latitude of action, BI Norwegian Business School, Norway, 2021

Pre-examination and opponent of doctoral thesis of the captain Jani Liikola: Luovuus arkipäiväisenä jännitteenä, National Defence University, Finland, 2019

Pre-examination of doctoral thesis Sini Jämsén: Pay Reform Justifications and Criticisms – Institutional Logics in the Legitimation and Delegitimation of a New Managerial Practice, Aalto university, School of Technology, Finland, 2017

Pre-examination of doctoral thesis Annukka Norontaus: Oppisopimuskoulutus yritysten tuottamana koulutuspalveluna: tavoitteista vaikutuksiin, University of Lappeenranta, Finland, 2016

Pre-examination of PhD Sanna Nokelainen: Kun strategiapöhinä tuli taloon: Tapaustutkimus strategioinnin kehittymisestä pluralistisessa organisaatiossa, University of Tampere, Finland, 2015

Memberships and positions of trust in scientific communities:

Past Chair in Strategizing activities and practices interest group, Academy of Management, 2021-2022

Chair in Strategizing activities and practices interest group, Academy of Management, 2020-2021

Panelist in Strategizing as communicative practice - connecting the SAP with the CCO community in AoM Annual Meeting, 7.8.2020

Chair elect in Strategizing activities and practices interest group, Academy of Management, 2019-2020

Program chair in Strategizing activities and practices interest group, Academy of Management, 2018-2019

Membership, Universitetskollegium, Hanken School of Economics, Finland, 2019-2021

Head of Subject Management and Organization, Vice Head of Department, Hanken School of Economics, Management and Organization, 2016-2018

Membership, Akademiska rådet, Academic Council, 2016-2019

Membership, Pedagogiska rådet, Pedagogic Council, 2016-2019

PDW chair in Strategizing activities and practices interest group, Academy of Management, 2017-2018

Identity tensions and strategizing. Sub-theme organizer

European Group of Organisation Studies 2017, Copenhagen, Denmark, 2017

Panelist in the Managing the academic career after your PhD, Strategy as Practice Community Day, EGOS Colloquium, Naples, Italy, 2016

Coordination of the Department of Management and Organization Research Seminars, Hanken School of Economics, 2014-2015

Board Member, Strategy as Practice Research Community Platform, EGOS Colloquium, 2014-2016

Chair, Session V: "Collaborative Strategizing/ Role of External Actors", EGOS Colloquium, Helsinki, 6.7.2012

Editorial review board

European Management Review

Referee for scientific publications:

Journal of Management Studies, Long Range Planning, Organization Science, Technological Forecasting and Social Change, Strategic Organization, Organization Studies, Organization, Scandinavian Journal of Management, Human Relations, Long range planning, Organizational Research Methods, Management Communication Quarterly, M@n@gement, Communication Research and Practice, Journal of Media and Communication Studies, She Ji: The Journal of Design, Economics, and Innovation, Academy of Management Annual Meeting, Strategic Management Society

PROFESSIONAL MERITS

TEACHING MERITS

Responsible teacher, University of Eastern Finland, Strategic Management (BSc level), 2025

Responsible teacher, University of Eastern Finland, Responsible Management (BSc level), 2025

Responsible teacher, University of Eastern Finland, Syventävät tutkimusmenetelmät (MSc level), 2025

Responsible teacher, University of Eastern Finland, Master's Thesis Seminar, 2025

Responsible teacher, University of Jyväskylä, Johtamisen ja johtajuuden perusteet (Basics of Management and Leadership), 2023-24, 2024-25

Responsible teacher, University of Jyväskylä, Qualitative Research Methods (MSc level), 2024

Responsible teacher, University of Jyväskylä, Bachelor Thesis Seminar 2024-25

Responsible teacher, University of Jyväskylä, Organizational theories and leadership, 2023

Responsible teacher, University of Jyväskylä, Critical Thinking in Strategy and Entrepreneurship, 2023

Lecturer, Hanken School of Economics, To Study at Hanken, Orientation Days for Swedish and English speaking Master's students, 2017-2021

Lecturer, Hanken School of Economics, HELAM workshop, PhD level, 2016-2018

Course administration, Hanken School of Economics, Contributing to theory progress in management research (62248), PhD level, 2018, 2020

Responsible teacher, Hanken School of Economics, Seminarium (22160), MSc level (in swedish), 2019-2020

Responsible teacher, Hanken School of Economics, Strategic thinking (22025), MSc level, 2017-2022

Responsible teacher, Hanken School of Economics, Seminarium (2236), MSc level (in swedish), 2016-2019

Responsible teacher, Hanken School of Economics, The introduction to organisation theory (22030), BSc level 2016-2017

Responsible teacher, Hanken School of Economics, Research seminar (22008), MSc level, 2014-2015 (in english)

Responsible teacher, Hanken School of Economics, Organisation Theory (2292), MSc level, 2014-2017 (in english)

Responsible teacher, Hanken School of Economics, Forskningsmetoder, MSc level, Autumn 2014-2017 (in swedish)

Responsible teacher, Hanken School of Economics, Strategic Management, BA level, Spring 2015 (in swedish)

Responsible teacher, Sibelius Academy, Strategic Management, Arts & Management MBA program, Spring 2014

Case group teaching, Managing negotiations, Hanken School of Economics, , BA level, Autumn 2013

Lectures, Aalto University School of Business, Communication in strategy work, spring 2013

Pedagogical training:

Universitetspedagogik UP 3.1 (5 ECTS) Handledning vid universitetet och handledarpraktik, University of Helsinki, Finland, 2019

Universitetspedagogik UP 2.2/PED5122 (5 ECTS), Att utvärdera lärande och ge respons, University of Helsinki, Finland, 2018

Universitetspedagogik 1-2 (10 ECTS), Helsingin yliopisto, Finland, 2016

IMTA 2016 graduate, International Management Teachers' Academy, CEEMAN, Bled, Slovenia, 6/2016

APedaIntro (5 ECTS), Aalto University School of Technology, Finland, 12/2013

AWARDS AND HONOURS

Recognition of research

Hanken nomination for the EDAMBA Doctoral Thesis Competition, 2014

Hanken reward for articles in scholarly journals, 2014

Certificate of Excellence in Reviewing, Scandinavian Journal of Management, 2013

Hanken reward for articles in scholarly journals, 2010

Master's Thesis of the Year Award, University of Jyväskylä, Department of Sociology, 2003

Westermarck society Master's Thesis of the Year Award nomination, 2003

Recognition of teaching

Supervisor for MSc thesis written by Salla Hyytiäinen, finalist for best thesis SSJS, 2019

Supervisor for MSc thesis written by Salla Hyytiäinen, City of Helsinki award, 2018

Supervisor for MSc thesis written by Nina Uusitalo, finalist for best thesis SSJS, 2016

SCIENTIFIC AND SOCIETAL IMPACT

OTHER MERITS

Promotion of Open Access research: Lundgren-Henriksson, Eva-Lena & Sorsa, Virpi (2023):
Open strategizing on social media : A process model of emotional mechanisms and
outcomes from un-orchestrated participation. Long Range Planning,
<https://doi.org/10.1016/j.lrp.2023.102320>

Tarkastuslautakunnan varajäsen, Lahden kaupunki, 2021-2024

Board member, Suomen Strategisen Johtamisen Seura ry., 2019-ongoing

Board member, Dissonanssi Oy., 2020-2023

Secretary, Lahden Sos. Dem. Naisyhdistys ry., 2020-ongoing

Member, Lahden Sos. Dem. Kunnallisjärjestön edustajisto, 2018-ongoing

Board member, Tiedepuisto Oy., 2018-2021

Board member, Paavolakiinteistöt Oy., 2018-2021

Board member, Osaamiskiinteistöt Oy., 2017-2018

Advisory board member, BRG, SA group, 2017-2018

Chair, Jalkarannan koulun vanhempainyhdistys (school parents' association), 2014-2017

Board member, Jalkarannan koulun vanhempainyhdistys, 2013-2014

Chair, Association of Finnish Political Scientists in Päijät-Häme Region, 2006-2008