NORDKOMM (7)
Nordic Research Seminar on Communication

FEBRUARY 21-23, 2014

Final program

Organized by
BI Norwegian Business School
Oslo
Norway

Centre for Corporate Communication
School of Business and Social Sciences
Aarhus University
Denmark
The seminar is funded by the Foundation for Danish-Norwegian Co-operation.
Welcome to NORDKOMM (7)
- The annual Nordic Research Seminar on Communication
Schæffergården, Denmark, February 21–23, 2014

BI Norwegian Business School and Centre for Corporate Communication, School of Business and Social Sciences, Aarhus University

Once again, we have the pleasure to invite fellow communication researchers to the annual Nordic Research Seminar on Communication, NORDKOMM (7), this year held at Schæffergården in Denmark, February 21–23, 2014.

Like the six previous times, the purpose of the seminar is to provide communication scholars with an opportunity to present and discuss their research - “from project to result” - in an informal forum. The seminar will have participants from four Nordic countries: BI Norwegian Business School in Norway and School of Business and Social Sciences at Aarhus University in Denmark, Lund University in Sweden and from Aalto University in Finland.

The seminar is funded by the Foundation for Danish-Norwegian Co-operation.

We look very much forward to seeing you.

Organizers of NORDKOMM

Maria Isaksson
Associate professor
Department of Communication, Culture and Languages,
BI Norwegian Business School

Finn Frandsen
Professor
Centre for Corporate Communication
Aarhus University
Schæffergården

Schæffergården is a beautiful hunting seat from 1755 and one of the most unique hotel, meeting and conference centers in Denmark. Today, Schæffergården is owned and driven by the Foundation for Danish-Norwegian Coopera-
tion.

Prices

Prices include room rates, all meals and refreshments. Drinks and museum entrance fee are not included.

Location

Schæffergården is located just 8 km outside downtown Copenhagen and only 15 km from Copenhagen International Airport (Kastrup).

Address:

Schæffergården
Jaegersborg Alle 166
2820 Gentofte
www.schaeffergaarden.dk

Bank details

Danske Bank
Holmens Kanal 2-12
1092 København K
Account no. 0216-4069053238

Swiftcode: DABADKKK
IBAN: DK8502164069053238

Please include “Schæffergaarden” in the text field for identification.

Public transportation

The nearest train station is Jaegersborg Station. The station is located only 700 meters away from Schæffergården and has a direct connection to downtown Copenhagen (Nørreport Station) from where you can take the Metro train (Metro M2) to Kastrup Airport. The journey takes approx. 40 minutes.

Taxi

- Dantaxi: +45 7025 2525
- Taxi 4x35: +45 3535 3535
- Amager-Ørbro Taxa: +45 3251 5151

Social event

Design Museum Denmark
Bredgade 68, 1260 Copenhagen

Program changes

Please let us know if you have comments to the program, if you want to change something, or if we have made any mistakes.

Food & diet

Please also tell us if you are a vegetarian, have food allergy or any other special dietary needs, so that we can notify Schæffergården.

Contact

If you have any questions regarding the content of program and the social events, please contact Finn Frandsen (ff@asb.dk).
FRIDAY FEBRUARY 21

ARRIVAL

Lunch

Our rooms will be ready

Welcome to Nordkomm (7): Social Media: Internal and External Perspectives

Philip Young, Lund University:
Meet the Digital Naturals: Passport not Required

Iulia Kolesnicov, Aarhus University:
Employer Branding and the Use of Social Media in the Job Search Process

Ella Lillqvist, Leena Louhiala-Salminen and Anne Kankaanranta, Aalto University:
A Carnival on Facebook? Using Bakhtin to Theorize Company–Stakeholder Communication on Social Media

Vibeke Thøis Madsen, Aarhus University:
How Social is Internal Social Media? A Pilot Study of Co-workers as Communicators

Henrik Merkelsen, Lund University:
Communication Professionals and Social media: Efficiency, Ethics and Professional Identity

Dinner (three course menu)

Communication Research in the Nordic Countries: Short Reports from the Institutional Battlefields

Peggy Brønn, BI Norwegian Business School
Anne Kankaaranta, Aalto University
Henrik Merkelsen, Lund University
Finn Frandsen, Aarhus University
SATURDAY FEBRUARY 22

9.00 am - 12.00 pm

The NORDKOMM Choir: Live in Concert

National Ethos and Political Communication

Maria Isaksson, BI Norwegian Business School:
National Ethos in Nordic National Anthems

Tor Bang, BI Norwegian Business School:
The Norwegian Labour Party’s Election Campaigns (1933 -)

Sinne B. Jakobsen, Aarhus University:
The Value of Values: Communicating Party Political Values within Multi-party Systems

Organizational Crises: Perception and Multicultural Aspects

Johan Jacobsen, Aarhus University:
What Constitutes an Organizational Crisis, and How Is It Perceived by Members of an Organization?

Silvia Ravazzani, Aarhus University:
Multicultural Internal Crisis Communication: Tentative Framework and Research Challenges

12:00 - 1:00 pm

Lunch

1:00 - 3:15 pm

Corporate Social Responsibility

Christiane Marie Høvring:
Multiple Stakeholders’ CSR Co-creation: A Case Study of the Strategic Communication Potentials and Challenges of Co-creating CSR in a Stakeholder Network

Poul Erik Flyvholm, Aarhus University:
Corporate Values as Drivers of CSR

Mark Brown, BI Norwegian Business School:
Managing Nature – Business as Usual?

Nicolai Michael Busse Hansen, Aarhus University:
Conflict Aversion in Job Interviews

Sigrid Royseng, BI Norwegian Business School:
Legitimacy and Communication in the Arts World

3:30 - 6:00 pm

Social Event: Visit to Design Museum Denmark
Introduction by Nikolina Olsen-Rule, chief communication officer

7:00 pm

Dinner (three course menu)
PROGRAM

SUNDAY FEBRUARY 23

9:00 - 12:00 am

**Reputation, Communication, and Leadership**

**Peggy Brønn and Carl Brønn, BI Norwegian Business School:**
Closing the Gaps: The Importance of a Systems Approach to Managing Reputation

**Christian Winther Farstad, BI Norwegian School of Business**
Narcissism as an Antecedent to Motivation to Lead

**Sut I Wong Humborstad, BI Norwegian Business School:**
Leader-Follower Expectation-Perception Gaps: A Role Set Perspective

**Finn Frandsen and Winni Johansen, Aarhus University:**
Communication Theory as a Field, but which Field? Revisiting Craig (1999)

12:00 - 1:00 pm

**Lunch**

1.00 pm

**DEPARTURE**
NORDKOMM (7)

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Abstrakt


Til stortingsvalget i 1933 hadde Arbeiderpartiet presentert en prøveballong i form av en bredt anlagt kampanje, “Hele folket i arbeide”. Menige velgere ble avskrevet som aktive deltagere i de politiske prosessene og måtte lokkes til valglokale fordi de utgjorde en så stor andel av velgerne. Valget ble ubetinget suksess for Arbeiderpartiet, som for første gang fikk over 40 prosent oppslutning.

Til kommunevalget året etter ble arbeidet fra stortingsvalget presentert i fire artikler i tidsskriftet Det 20de århundre (1934) og Agitasjon og propaganda. Håndbok for tillitsmenn i de norske arbeiderorganisasjoner (1934). Der ble menige velgere omtalt som uinteresserte medlemmer av en elementær masse som lett kunne manipuleres. Partiet gikk derfor bort fra en fornuftsmessig agitasjon for sosialismen, til en følelsesbasert propaganda med slagord og massemønstringer.

Alf Ahlberg (1932) leverte hovedpremissene for omleggingen, i bokkapitlet og artikkelen ”Agitationens psykologi”. I arbeidet med avhandlingen fant jeg at han hadde hentet begrunneler til ”Agitationens psykologi” i kapitlet ”Die Propagand fra Werner Sombarts Der proletarische Sozialismus (1925). Sombart raljerte der over tyske sosialisters propaganda. Ahlberg plagierte Sombarts tekst, men utelot Sombarts kvalifiserende og sarkastiske adverb og anførselstegn. Teksten endret dermed helt karakter fra originalen til plagiatet.

I artikkelen, som jeg tar sikte på å få publisert i sakprosa.no i løpet av 2014, viser jeg at Ahlbergs selektive kildebruk og kreative oversettelse ble god latin i den norske arbeiderbevegelsen fra 1934, også etter at det var blitt kjent at Sombart hadde flagget sin støtte til nasjonalsosialismen i verket Deutscher Sozialismus (1925) og ved å signere akademiske opprop for Hitler fra 1934.

New York, 14. januar 2014
Tor Bang
Abstract

In their reorientation of this journal the new editors have initiated a discussion on the development of theories of sustainability management. Based on the findings from an empirical study of the sustainability reporting of British-based ‘green’ corporations, this article suggests that their practice – a sincere response to the ecological critique – is leading to the development of a language that enables these businesses to monitor, measure and, ultimately, to manipulate selected aspects of the natural landscape. I develop a hypothesis that one consequence of our necessary pursuit of management for sustainability will be the management of nature. The article concludes with a discussion of how this hypothesis might augment existing models of the firm such as resource-based, stakeholder and strategic choice theory.
Abstract

In dynamic organizational systems, the presence of gaps, defined as the difference between an actual state of affairs and a desired state, drives organizational behavior. Without gaps there is no reason to take action. However, due to the complexity of business organizations this condition never exists. Firms are constantly experiencing gaps of some sort. A common logical assumption is that the more worrisome gaps are those associated with the external environment that the organization faces. However, this is not necessarily the case; the internal environment, which in principle organizational managers can exert some degree of control over, can in fact be an incubator for allowing problematic gaps to grow. Thus management should concentrate on addressing those issues within the organization that exacerbate gaps. This is necessary if the organization is to have any hope of dealing with the less controllable challenges from the external environment.

One such challenge is the expectations of external stakeholders. Evidence suggests that failure to address stakeholder expectations can impact not only the reputation of an organization but its very legitimacy. We argue that a systems approach is critical to managing reputation if there is to be organization-wide understanding of what behavior and thinking is necessary to match what is expected by stakeholders.

In this article, the PZB service quality model (Parasuraman, Zeithaml, and Berry 1985), as adapted by Brønn (2012), is used to illustrate internal points where stakeholder expectations if unknown, misinterpreted or simply ignored can be potential hot spots for reputation risk. The test for the organization is how well it listens to its stakeholders and how it interprets their desires and wishes. Working to minimize gaps reduces reputation risk but requires an organizational mindset that is not easy to achieve. We suggest that organizations need to be more aware of the implications of organizational learning with an emphasis on a systems approach as a means for creating a mindset where considering reputation is part of an ingrained part of daily practices. We also suggest that implementing a systems approach introduces challenges that may be beyond the scope of the notion of a single chief reputation officer.

*Paper prepared for International Studies of Management & Organization special edition on reputation*
Abstract

This study critically re-examines Chan and Drasgow’s Motivation to Lead (MTL) concept, exploring narcissism as a possible antecedent to leadership motivation, and simultaneously replicating the psychometric properties of the scale in a different national sample. Using a restrictive approach, we found solid support for three correlated factors, corresponding to the hypothesized dimensions of affective-identity (AI-MTL), non-calculative (NC-MTL), and social-normative (SN-MTL) motivation to lead. While the big five personality factors turned out to be distal antecedents to MTL, Narcissism was shown additionally to be a very powerful antecedent to all three MTL scales, rendering some doubt about the discriminant validity of AI-MTL. We discuss the possible adverse consequences to leadership assessment of overlaps between narcissism and motivation to lead.
Conflict Aversion in Job Interviews

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Abstract

A multiplex of micro-level practices has been located in prior research on job interview interaction. However little of this research has linked these practices with the wider organizational issues at stake. The Strategy-as-Practice perspective envisages strategy as constituted by the everyday practices of individuals and groups of individuals in organizations. This view, combined with the methodology of Conversation Analysis that views human interaction as orderly, provides an approach for investigate the routinized behavior of everyday social life in organizational interactions.

The present talk builds on research into job interview interaction. Based on a single-case analysis of a video recording stemming from a growing corpus of collected interviews as well as ethnographic interviews with one of the interviewers, the research shows interviewers relying on a conflict aversive practice when faced with values of corporate strategy and organizational practice deemed incongruous with their own values. In adhering to a conflict aversive practice, interviewers produce minimal and expanded responses to the candidate’s talk containing conflicting values.

The findings suggest that the interviewers in the data wish to avoid potential face threats to the candidate. Additionally strategy is not merely something that persons engage with at a top management level. Rather persons at lower levels de-/value corporate strategy to the extent it affects job satisfaction. To a similar effect, individuals can oppose organizational practices that otherwise guide the daily life in the organization. These findings have theoretical implications towards our understanding of strategy and practice as well as practical implication for job interview conduct.
Leader-Follower Expectation-Perception Gaps: A Role Set Perspective

Abstract

Leader-follower relationship is the primary interpersonal relationship structured by organizations. But yet, leaders and followers often share different role expectations and perceived experiences of their role behaviors, which hinder their social relationship development, leader effectiveness and followers’ work performance (Katz & Kahn, 1978). To address leader-follower (in)congruence, an expectation-perception gap model is developed directing at their mutuality and reciprocity. Mutuality and reciprocity represent two distinct dimensions of agreement. Mutuality refers to the degree to which the parties agree on specific terms (Rousseau, 1995). It provides both parties with the basis to align behaviors (Dabos & Rousseau, 2004). On the other hand, reciprocity is concerned with the reciprocal contributions to the agreed expectations entailed (Rousseau, 1995). A detected discrepancy could motivate both the leader and the follower to pursue some instrumental acts as attempts to reduce the perceived discrepancy (Katz & Kahn, 1978). Leaders as well as followers will attempt either to alter their own behavior, or to alter the constituency’s expectation by explaining the reasons for their own actions so as to increase understanding with their counterparts (Tsui, Ashford, StClair, & Xin, 1995). These attempts are based on the premise that discrepancies are not desirable and will affect the interpersonal relationship between leaders and followers. Most of the studies investigated either downward or upward influence tactics (see, e.g. Cable & Judge, 2003; Farmer, Maslyn, Fedor, & Goodman, 1997), but not how these two influence behaviors may intertwine. Therefore, little is known about what leaders and followers do in a dyadic process to influence each other on their own accord. The proposed project aims to examine how the interaction of both downward and upward influence tactics may regulate potential discrepancies (either due to non-mutuality or non-reciprocity) to interlock leader-follower behaviors. As such, investigations on their antecedents, consequences and boundary conditions would provide fruitful guidelines for organizations to better facilitate appropriate communication structure and medium for leaders and followers.

References


Multiple Stakeholders’ CSR Co-creation: A Case Study of the Strategic Communication Potentials and Challenges of Co-creating CSR in a Stakeholder Network

Christiane Marie Høvring
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Abstract

The concept of shared value (Porter & Kramer, 2006; 2011) has gained considerable attention within the field of corporate social responsibility (CSR), and academics as well as practitioners agree that value creation should be the governing principle of companies’ CSR involvement (Caroll and Shabana, 2010). However, this strategic management approach to CSR can also be criticized for having blind spots due to its functionalistic and corporate-centric perspective (Gond and Matten, 2007). Thus, it seems to neglect that the different stakeholder groups do not have a mutual understanding of the different CSR-activities of the company (Frankental, 2001; Zyglipolous, 2002) turning the communication of CSR into a complex process (cf. Maon et al., 2009; Morsing and Schultz, 2006).

Although the academic literature focuses on CSR communication as a research field, it has rarely considered how to handle the complexity of communicating CSR (Morsing and Schultz, 2006; Barlett and Devin, 2011; Du et al., 2010). The purpose of this research project is thus to study how companies can communicate about CSR with their multiple stakeholders and engage them in a way that creates openness and dialogue about the company’s CSR efforts. Following the notion of CSR as a negotiated practice (Barlett and Devin, 2011), the research project draws upon theories within CSR, stakeholder theory and co-creation in order to explore how co-creation processes can facilitate the development and implementation of CSR in order to create shared value for the company and the stakeholders.

In order to explore the research question in depth, a single case study (Neergaard, 2007; Thomas, 2011) of the global dairy company Arla Foods is conducted, which also includes the involved stakeholder groups as units of analysis. Furthermore, a dialogic action research approach is applied as a design frame as this approach seeks to create new procedures, dialogues, discourses and viewpoints (cf. Gustavsen and Engelstad, 1986). Thus, it is expected that the collected empirical material will enable a discourse analysis of how CSR is discursively constructed and attains meaning in practice.

References


Neergaard, H. (2007), Udvælgelse af cases i kvalitative undersøgelser, Samfunds litteratur, Frederiksberg.


National Ethos in Nordic National Anthems

Maria Isaksson
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Abstract

National anthems provide perhaps the strongest statements that make up and maintain a national identity. As textual compositions, they usually evoke the nation’s history and common origin, the quest for liberty, the struggles and praise for countrymen, the hopes for national resurrection. The lyrics of the national anthems depict the nation’s “fundamental character, spirit and sentiment”, also referred to as a nation’s ethos. A national ethos is here understood as the “particularistic values, traditions, identity and vision of the future” of a given nation (Etzioni 2009:100).

Based on Miller’s (2000) concept of topoi as both invention and discovery, I examine the national ethos in four national anthems, Finland’s, Norway’s, Denmark’s, and Sweden’s. How can topoi describe and explain national ethos in these four texts? The rhetoric in the national anthems is epideictic and celebratory, orchestrated by topoi-loaded pathos: magnificent nature, longing for freedom and a homeland, heroic fighting, hunger and poverty. Written in the first part of the 19th century, the rhetoric alerts us to a common wellspring with roots in Romanticism and Nationalism. At the same time, each anthem highlights its own history and fight for freedom thus staging the uniqueness of the emerging nation’s ethos.

The topoi analysis seeks to find out what the four anthems have in common (discovery topoi) and what it is that makes each anthem unique (invention topoi).
Abstract

The purpose of my research is primarily to create knowledge of how members of an organization perceive organizational crises, and how individual (subjective) and organizational (inter-subjective) factors can explain differences in crisis perception, which has resulted in my research question:

“How do organizational members (who work at different hierarchical levels and in different departments and who have individual, professional experiences) perceive an organizational crisis, or cues of a crisis?”

The purpose of my research is also to investigate how organizational members’ crisis perception impacts on the structure, content, and activation of the organization’s crisis-preparedness.

The research interest in my dissertation has its point of departure in an ambition to understand and explain the general and shared experienced phenomenon that people perceive differently and organizational members do too. How and why we perceive differently, as individuals and as members of organizations, and how this difference in perceptions impacts on how e.g. organizational events and processes are seen as crises or not, are what I intend to understand and explain through my research. One of the theories that offer a heuristic for understanding this phenomenon is Karl Weick’s crisis sensemaking: “People see those events they feel they have the capacity to do something about” (Weick, 1988: 311). Thus, my presentation will be based in a generally constitutive organizational communication understanding of communication and organizing (Putnam & Nicotera, 2009), and a specific development of crisis sensemaking (Weick, 1988) in order to theorize crisis perception within communication research.

My Nordkomm (7) presentation will thus consist of an introduction to what voices in the field have to say about crisis and crisis perception, as well as a theoretical discussion of how organizational crisis is perceived internally, as well as what constitutes a crisis to the academic community and to organizational members. The presentation will include empirical material as well as data from the field research I have done in two Danish manufacturing companies for my PhD dissertation: "Crisis from within: crisis perception and crisis-preparedness in private, Danish organizations" (Jacobsen: forthcoming).
The Value of Values: Communicating Party Political Values within Multi-party Systems

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Abstract

Scholars agree that political values constitute a unique part of the ideological identity of political parties (Panebianco, 1988) and should thus be communicated so as to differentiate the party from others, create a consistent master narrative and position the political parties against each other (e.g. Bonotti, 2011; Buckler and Dolowitz, 2009, 2012; Strömbäck and Kiousis, 2011). However, these assumptions seem to contradict the notion that many political parties increasingly “scramble” for the same group of middle ground voters – a characteristic of the so-called catch-all parties (e.g. Bild and Winther Nielsen, 2008; Kircheimer, 1966) – and often do so to the extent that voters see little coherence between legislative initiatives and political ideologies and values. This paradox is perhaps particularly pronounced in multi-party systems where the compromises and negotiations of coalition governments are the norm (e.g. Martin and Vanberg, 2008).

On this background, the purpose of this project is to explore whether the scramble for the middle ground translates into uniform values in the communication of political parties or whether political leaders still use their individual communication as a battle-ground for communicating their distinctive party values. Summing up, the overall research question of the thesis is: what is the role of individual party values in the communication of contemporary political parties within multi-party systems?

By taking a communicative look at political values, the thesis is positioned in the vast and interdisciplinary field of political communication (Graber, 2005) and thus draws upon theories within communication as well as political science. The overall research design of thesis is a qualitative case study in which the communication of values within political parties is explored within a real-life context (Guest et al. 2013: 14) through qualitative analyses e.g. narrative analysis (Patterson and Monroe, 1998) of multiple sources of empirical material (texts and interviews).

References


Communication Theory as a Field, but which Field? Revisiting Craig (1999)

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Abstract

In 1999, Robert T. Craig, who is today professor emeritus at the University of Colorado, Boulder, published his landmark article entitled “Communication theory as a field” in the ICA journal Communication Theory. Craig’s idea was to reconstruct communication theory as a dialogical-dialectical field according to two principles: (1) the constitutive model of communication as a meta-model and (2) communication theory as a meta-discursive practice. He also believed, and still believes, that communication is a practical discipline (Craig, 1989), and that each tradition of communication theory derives from certain commonplace beliefs about communication.

The aim of this conceptual paper is to use Craig’s proposal as the starting point for a discussion about communication theory in general, and strategic communication theory in particular, including our role and identity as communication scholars.

Based on some of the most recent reactions to Craig’s article (Myers, 2001; Bergman, 2012; Borman, 1989; Cooren, 2012), we would like to address some issues that we only rarely address: Is communication theory a field or a discipline? If yes, how coherent is this field? Does it have to be coherent? Is it one field or several fields? Is it a cross-disciplinary field? Who are we as communication scholars? And finally, what are the intellectual and institutional consequences of our answers to these questions?

At the end of his article, Craig identified seven traditions of communication theory: the rhetorical tradition, the semiotic tradition, the phenomenological tradition, the cybernetic tradition, the socio-psychological tradition, the sociocultural tradition, and the critical tradition. But what happened to public relations, organizational communication, business communication and corporate communication?

References:


Abstract

As organizations have increasingly acknowledged the importance of actively addressing the social and environmental impacts of their activities, researchers have become concerned with how this responsibility is actually managed and organized. This observation has motivated the present study which takes its point of departure in the complex processes which determine the conceiving, planning and implementing of CSR in corporate organizations. The work rests on the basic assumption that the values shaping an organization’s identity are powerful in guiding its CSR strategy work and will ultimately define the organization’s communication about its social engagement. The study is part of a larger study conducted by a group of researchers at BCOM whose expectation was not to be able to document a linear “values-strategy-communication” development, but rather to observe a dynamic process by which CSR managers engage in a critical and reflexive thinking about the rationales guiding their engagement with CSR. To this end, the group tested corporate awareness of the need to pursue a holistic and reflexive engagement with CSR. This was done by interviewing 16 CSR managers employed by large Danish companies with a committed approach to implementing CSR. The present sub-study is focused on whether corporate values effectively drive how communication is conceived in the attempt to explain and unfold a commitment to CSR.
Abstract

As a result of globalization and the rapid advancements in technology, the new emerged knowledge-based economy makes it more and more important for companies to identify, attract and retain the best and most qualified people. The young generation is by now known for their lack of loyalty for the employer and high turnover (Mccrindle & Researcher, 2010a, 2010b; Schmidt et al., 2011; Shaw & Fairhurst, 2008; Solent, Krajč, & Kandampully, 2012; Terjesen, Vinnicombe, & Freeman, 2007; Treuren & Anderson, 2010; Verhoeven, Mashood, & Chansarkar, 2009).

The first part of this research project intents to look at how social media is used in the job search process and the implications of this media in employer brand attractiveness (Soutar & Clarke, 1983). The last part of the research will focus on finding out if social media, as a widely used communication method by the young generation, has any implications in the high turnover level among this age group, starting from Vroom’s post decision dissonance theory (Vroom, 1966; Vroom & Deci, 1971).

References

Abstract

Recent developments in communication technologies have led scholars in various fields to claim that the so-called social media radically change the organization–stakeholder relationship, “empowering” consumers and enabling “co-creation” and “dialogue”. We wish to look at the issue critically and examine whether the discursive practices of company-consumer interaction on one of the most popular of these media, Facebook, can really be described as dialogue.

With the premise that different genres have different potential for dialogism and multi-voicedness, we combine elements from Bakhtin’s (e.g. 1984) theory and the North-American genre theory that views genre as social action (Miller, 1984) to shed light on the discursive power relations in this genre. We ask:

1. What are the inherent possibilities for the presence of multiple voices?
2. Are there carnivalesque features that might affect speaker/hearer roles and power distribution in this corporate communication genre?

We address these questions using a) in-depth, semi-structured interviews with corporate Facebook representatives from four companies and b) text data collected directly from corresponding corporate Facebook pages.

The analysis reveals both polyphonic and monologizing discursive dynamics in organizations’ interactions with their stakeholders. The polyphonic tendencies include e.g. the built-in possibility for conversation and multiple voices, and monologizing can be seen e.g. in limits to visibility of postings and the avoidance of certain topics. We discuss how the discursive power of companies is embedded in the generic conventions and particular features of Facebook which seems to be designed to please companies. Certain carnivalesque features – simultaneous presence of opposites, reversing traditional speaker roles, familiarity, humanizing the company – are also present, but in the case of corporate representatives, they are counteracted by remnants of antecedent corporate communication genres and their aims to control stakeholder relations and minimize disagreement.

References


How Social is Internal Social Media?  
- A Pilot Study of Coworkers as Communicators

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Abstract

A growing number of organizations introduce internal social media hoping they can transfer some of the benefits from public social networking sites to the internal communication in the organization. They want employees to connect with each other to facilitate collaboration and improve communication (Treem & Leonardi 2012, Koch, Gonzalez & Leidner 2012).

Social media afford behaviors, which were difficult or impossible to achieve before the new technologies entered the workplace (Treem & Leonardi 2012). But employers cannot expect social media to have a significant impact on the participation and engagement of their employees unless they are willing to contribute to create an organizational culture that promote open communication and employee voice (Parry & Solidoro 2013).

Employers as stakeholders have a different, closer and more complex relation to an organization in which they are employed (Frandsen & Johansen 2011) than external users of social networks have to a network or an organization.

So far research on communication on internal social media has been very limited (Heide & Simonsson 2011, Treem & Leonardi 2012, Koch, Gonzalez & Leidner 2012) and we need a better understanding of coworker’s communicative behavior on internal social media in order to obtain the benefits seen in external social media.

With this paper, I want to present and discuss the results of a pilot study that I will conduct in January and February of 2014. The aim of the pilot study is to explore the perception of ten communication officers in charge of internal social media in order to have their views upon how and why coworkers communicate with each other on internal social media and how the use of the internal social media influences the employees, the internal communication and the organization.

The insights into challenges and barriers that I get in the pilot study will act as a first step in my research towards understanding coworkers as communicators in internal social media.

References


Abstract

The past decades of rapid development in information and communication technologies has made possible an unprecedented access to existing information and to platforms for active participations in the exchange of information. This development is of relevance to public relations practice in at least two ways: The first concerns political engagement where the internet is associated with a potential revitalization of democracy (Hacker & van Dijk, 2000; Mitra, 2001) and the rise of online activism (Hill & Hughes, 1999; Taylor et al, 2001). The second concerns the empowerment of consumers and their changing the role from consumers to consumption to prosumers (Ritzer, 2009; Ritzer & Jurgenson, 2010; Prahalad and Ramaswamy, 2004).

In the literature, these new conditions for PR established by the rise of new (social) media is often described in terms of a positive revolution (e.g. Kaplan & Haenlein, 2010), with titles such as Putting the public back in public relations (Solis and Breakenridge, 2009). Empirical studies of this revolution have either focused on the adoption, usage and efficacy of new media technologies in specific contexts or sectors (e.g. Alfonso & Suzanne, 2008; Avery, 2010; DiStaso et al, 2011; Fisher, 2009; Waters et al, 2009; Wright & Hinson, 2009; 2012) or they have focused on how and to what extent the roles of PR professionals have changed in relation to the pervasive presence of digital media (Fitch, 2009; Gillin, 2008; Taylor & Kent, 2012; Toledano, 2010).

The present project has its main focus on the changing role of PR professionals and especially how the well-known function as an organizational boundary spanner is affected by new media. Three researchers from Dept. of Strategic Communication, Lund University will during 2014 conduct approx. 30 qualitative in-depth interviews with PR professionals in Sweden and Denmark in order to analyze how the role of PR practitioners have changed on two dimensions related to the boundary spanning function: 1) the relation between PR professional and the public(s) and 2) the relation between PR professionals and the client.

Expected output: 3 journal papers; 2 addressing the above mentioned relations and 1 addressing the effects on the overall balance of the boundary spanning function.

Furthermore I will do a quantitative survey on PR professionals in Denmark and Sweden addressing 1) factors affecting the perceived efficiency of social media and 2) factors affecting the inclination to use social media as a way of engaging with the publics/stakeholders. Both studies will present models based on structural equation modelling (SEM) that are conceptually based on existing research and insights from the qualitative study.

Expected output: at least two papers (one on each model), possibly one local (e.g. Nordicom) comparing Danish and Swedish respondents.

Questions to address at the presentation:

The quantitative studies are quite straightforward (but obviously comment and recommendations are welcome) whereas the qualitative study can seem a bit ‘fluffy’ which makes me a bit uncomfortable: are qualitative interviews sufficient/sensible? Will they direct attention too much towards the professional identity (and do we need this kind of knowledge)? If (and we assume this) any change has happened, would it be more feasible to look at practice (observations, documents, social media content)?
Multicultural Internal Crisis Communication: Tentative Framework and Research Challenges

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Abstract

Multiculturalism in the workforce is increasing, mainly due to migration flows and globalization of businesses. This may pose a challenge to internal crisis communication, as culture seems to influence crisis perceptions and interpretations (Banks 2000) and communication problems intensify in a multicultural context (Falkheimer & Heide, 2006). Nonetheless, multicultural approaches to crisis communication remain underdeveloped in the field, especially when it comes to internal crisis communication.

This presentation will focus on multiculturalism in the workplace and on research opportunities regarding multicultural internal crisis communication. Many questions and challenges to researchers arise, for example:

• what is “cultural identity” in the workplace? Are the meaning systems mainly related to a language issue, or to more in-depth cultural dimensions, or again to context-bound aspects not ascribable to one’s cultural background?
• what is the horizon to be taken into account for the cultural contextualization of communication? Pre-crisis preparedness, communication during the crisis event, post-crisis communication, or all of them? The interpersonal or the mediated communication level? Which “local” context and culture, where local might imply a focus on nation-state or organizational boundaries (especially for multinational companies)?
• in practice, how do communication managers perceive the role of multiculturalism in the workplace? To what extent do they design culturally sensitive internal crisis communication, and evaluate its efficacy?
• and how do multicultural employees define culture themselves? What are their communication needs and expectations? How do they react in case of crisis, and what aspects of internal crisis communication do they value?

On the whole, audience-oriented (Lee 2004; Falkheimer & Heide, 2009) and multi-vocal (Frandsen & Johansen, 2009) approaches seem pivotal in the study of internal crisis communication in a multicultural environment.

The presentation will articulate and expand these questions and reflections and put forward ideas for empirical research to be discussed with participants.

References


Abstract

The starting point of this paper is the presumption that openness in organizational communication is crucial to the legitimacy of organizations. Following the perspective of new institutionalism in organization theory, the success and survival of organizations is very much dependent on legitimacy in their institutional environments. The dependence on legitimacy is argued to be even more important for organizations in which output are difficult to evaluate. Art organizations represent a category of organizations where output is hard to measure. On this background openness in communication could be seen as an obvious way for art organization to strengthen their legitimacy and success.

In this paper, I will add nuances to such a presumption by presenting a case study of an art organization which have managed to survive despite its inability and unwillingness to communicate openly about its working methods and results. This can be seen as surprising since the organization in question is founded and financed by two of the Norwegian ministries and is given a specific task on behalf of the Norwegian society. The case is OCA – Office for Contemporary Art Norway. The aim of OCA is to strengthen the position of contemporary visual arts and production from Norway and to stimulate and facilitate exchange between Norwegian and international art professionals and institutions. The analysis will be based on qualitative interviews and documents related to the organization of OCA. The paper will discuss the intersection between the norms of communication and the norms of the arts world. It will be argued that the openness in communication can be perceived as contradictory of the mystique of the world of art.
Meet the Digital Naturals: Passport not Required

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Abstract

In 2001 Marc Prensky published a paper dividing the world into digital natives and digital immigrants, claiming those born from the 1980s onwards had grown up with skills older people would have to learn, often with difficulty and little prospect of fluency.

This was a useful lens for focusing new debate, but the terminology has been appropriated to suggest a divide between those who are included by birthright to enjoy a privileged relationship with online technologies, and those who are forever outside. Employing the Natives construct necessarily perpetuates an unhealthy divide between on and offline (what Nathan Jurgenson terms Digital dualism), and obscures real issues of digital inclusion and exclusion which are likely to be more about money, education and economic circumstances.

This brings many practical problems, but also invites fundamental challenges to theoretical understanding of online communication. This presentation argues the case for Digital Naturals, a concept which arose from research into the expectations for democracy held by Swedish university students (Åkerström and Young, 2013, 2014). Digital Naturals to describes actors who are comfortable to engage online, who possess a range of communicative and knowledge gathering skills, and have sophisticated expectations for online relationships.

Digital Naturals gives a framework for understanding the ways in which (networked) individuals interact with peers and with organisations, that can accomodate “cyborgs” (Haraway, Case etc) with “outsourced memories” through to those with who would profess little technological expertise. More controversially, it concludes by arguing that an understanding of Digital Naturals places further strain on the problematic concept of “publics”.

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NORDKOMM (7)
The NORDKOMM Choir
National anthems
Du gamla, Du fria

Du gamla, Du fria, Du fjällhöga nord
Du tysta, Du glädjerika sköna!
Jag hälsar Dig, vänaste land uppå jord,
Din sol, Din himmel, Dina ängder gröna.

Du tronar på minnen från fornnstora dar,
daå årat Ditt namn flög över jorden.
Jag vet att Du är och Du blir vad du var.
Ja, jag vill leva jag vill dö i Norden.

Jag städs vill dig tjäna mitt älskade land,
din trohet till döden vill jag svära.
Din rätt, skall jag värna, med håg och med hand,
din fana, högt den bragderika bära.

Med Gud skall jag kämpa, för hern och för hård,
för Sverige, den köra fosterjorden.
Jag byte Dig ej, mot allt i en värld
Nej, jag vill leva jag vill dö i Norden.

Maamme

Oi maamme, Suomi, synnyinmaa,
soi, sana kultainen.
Ei laaksoa, ei kukkulaa,
evättä, rantaa rakkaampaa,
kuin kotimaa tää pohjoinen,
maa kallis isien.

On maamme köyhä, siksi jää,
jos kultaa kaivannet.
Sen vieras kyllä hylkää,
mut meille kallein maa on tää,
sen salot, saaret, manteret
ne meist on kultaiset.

Ovatpa meille rakkahat
koskemme kuohuineen,
ikiisten honkain huminaat,
täht´ yömmen, kesät kirkkahat,
kaikk´ kvineen ja laulueineen
mi painui sydämeen.

Täss auroin, miekoin, miettehin
isämme sotivat,
kum päivä piili pilvihin
to laisti onnen pasttehin,
täss Suomen kansan vaikeimmat
he vaivat kokivat.

Täss kansan taistelut ken voi
ne kertoella, ken?
Kun sota laaksoissamme soi,
ja halla näläntuskan toi,
ken mittasi sen hurmehen
ja kärsimykset sen?

Täss on sen veri virrannut
hyväksi meidänkin,
täss iloaan on nauttinut
ja muheitansa huokailut
se kansa, jolle muinaisin
kuormamme pantihin.

Tääll´ olo meill on verraton
ja kaikki suotuisaa,
vaikk onni mikä tulikohon,
maa isännän se meillä on.
Mi maalimmass on armaampaa
ja mikä kallimpa?

Ja tässä, täss´ on tämä maa,
sen näkee silmämme,
me käätä voimme ajentaa
ja vettä rantaa osoittaa
ja sanoa: kas tuoss´ on se,
maa armas isämme.

Der er et yndigt land

Der er et yndigt land,
det står med brede bøge
nær salten østerstrand
nær salten østerstrand.
Det bugter sig i bakke, dal,
det hedder gamle Danmark,
og det er Frejas sal,
og det er Frejas sal.

Der sad i fordums tid
de harniskklædte kæmper,
udhvillede fra strid
udhvillede fra strid.
Så drog de frem til fjendes mén,
nu hvile deres bene
bag højens bautasten,
bag højens bautasten.

Det land endnu er skønt,
thi blå sig søen bælter,
og løvet står så grønt
og løvet står så grønt.
Og ædle kvinder, skønne mø´r
og mænd og raske svende
bebo de danskes øer,
bebo de danskes øer.

Hil drot og fædreland!
Hil hver en danneborger,
som virker, hvad han kan
som virker, hvad han kan!
Vort gamle Danmark skal bestå,
så længe bøgen spejler
sin top i belgen blå,
sin top i belgen blå.
Vort gamle Danmark skal bestå,
så længe bøgen spejler
sin top i belgen blå,
sin top i belgen blå.

Jos loistoon meitä saatettais
vaikk´ kultapiihiini,
mis itikin ei huoattais,
vaan tärkein riemun sielu sais,
jos tähän köyhään kotihin
haluamme kuitenkin.

Tatuuden, runon kotimaa
mää tuhatjärvinen
miss´ elämämme suoivan saa,
sa muistojen, sa toivon maa,
ain ollos, onnees tyytyn,
vapaa ja iloinen.

Sun kukoistukses kuorestaan
se kerran puhkeaa,
viel lempemme saa hehkullaan
sun toivos, riemus nousemaan,
ja kerran, laulus synnyinmaa
korkeemman kaiun saa.
Ja, vi elsker dette landet

Ja, vi elsker dette landet, 
som det stiger frem 
furet, vejrbildt over vandet, 
med de tusen hjem.

Elsker, elsker det og tænker 
 på vor far og mor 
 og den saganat, som sænker 
 dromme på vår jord.

Dette landet Harald bjærged 
 med sin kæmperad, 
 dette landet Håkon værged, 
 medens Øjvind kvad;

Olav på det land har malet 
 korset med sitt blod, 
 fra dets høye Sverre talet 
 Roma midt imod.

Bønder sine økser brynte, 
 hvor en hær drog frem;

Tordenskjold langs kysten lynte, 
 så den lystes hjem.

Kvinner selv stod op og strede 
 som de vare mænd; 
 andre kunde bare græde; 
 men det kom igen!

Vistnok var vi ikke mange; 
 men vi strak dog til, 
 da vi prædges nogle gange, 
 og det stod på spil; 
 ti vi heller landet brænte, 
 end det kom til fald; 
 husker bare, hvad som hændte 
 ned på Fredrikshald!

Hårde tider har vi dejet, 
 blev tilsidst forstædt; 
 men i værste nød blåjet 
 frihed ble oss født.

Det gav faderkraft at bære 
 hungersned og krig, 
 det gav den selv sin ære - 
 og det gav forlig.

Fienden sit våben kasted, 
 op visiret før, 
 vi med undren mod ham hasted; 
 ti han var vår bror.

Drevne frem påstand av skammen 
 gik vi sederpå; 
 nu vi står tre brødre sammen, 
 og skal sådan stå!

Norske mand i hus og hytte, 
 tak din store Gud! 
 landet vilde han beskytte, 
 skønt det mørkt så ud.

Alt, hvad fædrene har kæmpet, 
 mødrene har grædt, 
 har den Herre stille læmpet, 
 så vi vant vår ret.

Ja, vi elsker dette landet, 
 som det stiger frem 
 furet, vejrbillt over vandet, 
 med de tusen hjem.

Og som fædres kamp har hævet 
 det af nød til sejr, 
 også vi, når det blir krævet, 
 for dets fred slår lejr.

Ja, vi elsker dette landet

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