In the one-year Master's programme in Culture, Organization and Management (COM), students deepen their knowledge and develop their skills to research, describe and explain the cultural dimension of management within organizations. The two central themes Intercultural Management and Culture Change, closely linked to the three main research streams Transnational Entrepreneurship, Organizational Culture and Change and Identity and Diversity in Organizations, are studied with the help of qualitative research methods that originate in Ethnography. Besides doing research in the Netherlands COM students are encouraged to explore other world regions, such as countries in southeast Asia, southern Africa and the Caribbean.

Overview of the programme: Year schedule Culture, Organization and Management.
## Inhoudsopgave

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<td>Master Culture, Organization and Management verplichte vakken</td>
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Master Culture, Organization and Management

Opleidingsdelen:

- Master Culture, Organization and Management keuzevakken
- Master Culture, Organization and Management verplichte vakken

Master Culture, Organization and Management keuzevakken

Vakken:

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Master Culture, Organization and Management verplichte vakken

Vakken:

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Changing Organizational Culture

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<tr>
<td>Coordinator</td>
<td>prof. dr. A.H. van Marrewijk</td>
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<td>prof. dr. A.H. van Marrewijk</td>
</tr>
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<td>Lecture, Study Group</td>
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Course objective
Important goals in this module are:
- Being able to connect theories on organizational and cultural change
  and intervention with acquired knowledge on organisation.
- Being able to develop a plan for the analysis of a concrete problem of
  cultural change and formulate proposals for intervention.

Course content
The seminar discusses recent academic theories and change prescriptions.
The course debates question on whether cultures can be deliberately
changed. The relation of cultural change and strategy will be discussed
in order to understand the dynamics of cultural change. The focus is on
traditions of 'planned change' as well as on process oriented concepts
and methodologies of organizational development. During the seminar
themes, such as participative change, interventions, organizational
practices, spatial settings as intervention are discussed. A special
focus is on the everyday practices of organisational change. What do
organisations do when they say they are changing their culture? The
seminar reflects on intervention strategies and their consequences for
management, efficiency and effectiveness of (inter)national
organisational networks.

Form of tuition
Lectures and discussion groups (70%-30%). 12 lectures deal with most
important strategies of organizational change and intervention. Students
will prepare and discuss three assignments. Furthermore, students will
participate in a culture intervention simulation programme.

Type of assessment
Students have to hand in all assignments and have to participate in the
intervention simulation programme before permitted for the final exam.
The mark for the final exam determines the final mark.

Course reading
- Reader Cultural change and Intervention with 15 journal articles.
  Sage, (chapters 3, 4, 5, 6, 8). 277 pp.
- Mats Alvesson and Stefan Sveningsson (2008), Changing Organizational

Entry requirements
Students have to know theories discussed in organisational change and
transnational organisations. These books are assumed to be known:
  Heinemann.
  Thousand Oaks, Calif., etc.: Sage Publications.

Target group
Master students

Remarks
Presence in discussion groups is obligatory.

Culture and Identity in Organizations
Course objective
The aim of this course is to provide the necessary knowledge and reflection to enable critical understanding of the processes of exclusion and inclusion within organizations. By reflecting upon different approaches to identity and power in organizations, this course contributes to creating an academic foundation to contextualize organizational practices related to culture and diversity within broader theoretical and societal frameworks. In addition, the course will stimulate a rethinking of oft-employed concepts and approaches, such as power and diversity, in order to deal with the new challenges of the present and the future.

Course content
In this time of ubiquitous cultural diversity, which some refer to as the context of super-diversity, we are witness to contradictory processes. On the one hand there is an increasing demand for culturally sensitive measures and cultural recognition in different social spheres. On the other, we see a growth in culturally exclusionary practices in a variety of domains. The same paradox is visible within organizations. While it is believed that the organizations of the future will be inclusive organizations embracing all available talent and reaching diverse target groups, there is an increasing sense that they are driving around in circles never reaching a destination. The main focus of this course will be on the ways that organizational processes are shaped and reshaped through the interface with societal discourses that construct particular images of otherness. These images contribute to processes of inclusion or exclusion within organizations, affecting access to (power) positions. These images of otherness concern not only a horizontal division of identities but have a normative aspect by presenting the other as deviation of the norm. By contextualizing organizational processes within societal discourses this course will provide an understanding of explicit and subtle processes which contribute to the prominence of certain identities above others along with the ways in which the intersection of identities becomes a source of dominance or exclusion. The other related concepts for this course will be diversity, (discursive) power, and alterity.

Form of tuition
Lectures and group presentations

Type of assessment
The assessment is based on a final exam (70%) and a group presentation (30%) during the course. The students need to pass both parts.

Course reading
Will be announced on Blackboard
Entry requirements
Participation in the Organization Sciences course

Target group
Students of the Master's Programme

Remarks
Students choose either this course or the Changing Organizational Culture course.

Master's Thesis in Culture, Organization and Management

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<td>W. Kuipers</td>
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<td>Teaching method(s)</td>
<td>Study Group</td>
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Course objective
By writing their Master's Thesis students demonstrate their ability to undertake independent academic research. In the thesis, the acquired theoretical and practical knowledge, as well as the empirical data from the field research are implemented.

Course content
The Master's thesis is the final subject of the Master COM, combining the fieldwork period and the writing of the actual thesis. The thesis is assessed with respect to the following: use of academic writing conventions, problematization, critical use of theory, data and methods, quality of analyses, and reflection on an academically and socially actual and relevant debate.

Form of tuition
Individual or group supervision; students can join a thematic thesis group or in some cases opt for individual supervision, depending on the topic.

Type of assessment
Assessment form for the COM Master's thesis

Course reading
To be approved by the thesis supervisor

Entry requirements
Only students admitted to the Master's programme COM can take part in assessment. Participation in the courses of period 1 and 2 is required. The course Research Proposal must be successfully passed.

Target group
MSc COM students

Remarks
Students take the parallel course Research Lab. For students doing fieldwork abroad the Research Lab course will be alternatively scheduled.

Organization Sciences

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<tr>
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<td>dr. S.B. Ybema</td>
</tr>
<tr>
<td>Teaching staff</td>
<td>dr. ir, F.G.A. de Bakker, dr. S.B. Ybema</td>
</tr>
<tr>
<td>Teaching method(s)</td>
<td>Lecture</td>
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Course objective
- Knowledge of processes of organizing within different organizational settings;
- Understanding of different approaches and perspectives on the analysis of organization;
- Analysis of academic texts, and the application of theoretical debates to case studies.

Course content
Organizational Science sets the stage both theoretically and methodologically for researching, analysing and theorising processes of organizing in a variety of contexts. In this course we conceptualise organizations not as fixed entities but as ongoing processes of organizing. We combine a focus on organizational actors’ sensemaking practices and their day-to-day (inter)actions with developing a sensitivity to particular situational and institutional contexts in which these interactions emerge or are embedded. Through an analysis of classic, contemporary and critical texts as well as exemplary case studies students develop knowledge of and insight in themes such as power and institutions, structure and culture, control and resistance, collaboration and conflict, and identity and identification. Taking a distinctly social scientific approach, we explore various theoretical and methodological debates in the field of organization science in order to develop an understanding of different perspectives to studying organizations and organizing.

Form of tuition
Lectures

Type of assessment
Written examination

Course reading

Target group
Master students BCO, COM and MSR.

Organizational Ethnography
Course objective
Advanced study of methods for doing fieldwork.

Course content
The course starts with intensive study of ethnographic and other interpretative methods for doing research in (and between) organizations. Special attention will be given to the methodological perspectives informing the various approaches (knowledge production). Apart from thorough theoretical preparation and insight in the pitfalls and ethics of ethnography, the course involves training as a preparation for the fieldwork part of the Master Course: observation and interviewing, with an extra focus on the role and function of ‘discourse/s’. Discussion and debate are important in our understanding of teaching. Therefore, the interfaces of theoretical insights and application of methods emerge via discussion over questions like: the art of observation; the importance of reflexivity; the role of the researcher and his/her limits; aspects of anonymization; options for gathering data (written, pictured, filmed); validity, ‘objectivity’, and temporal and spatial dimensions in ethnographic research.

Form of tuition
Tutorial and individual supervision: tutorial, i.e. lectures, exercises, project work – also outside class hours – discussions, work groups.

Type of assessment
Assignments, group project and paper.

Course reading
Several chapters from Organizational Ethnography (2009), Edited by Sierk Ybema, Dvora Yanow, Harry Wels & Frans Kamsteeg + additional chapters and articles to be announced via BlackBoard before course begin.

Entry requirements
Thorough knowledge of (qualitative) methods of research and the capacity critically to use other methods of research is a requirement to enjoy and benefit from the course.

Research Lab

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<td>Coordinator</td>
<td>dr. F.A. Nagel</td>
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Course objective
This course serves to underpin the Research Proposal with a solid methodological base.

Course content
In close consultation students read additional methodological texts, and integrate them in the Research Proposal. Additionally, students elaborate the appropriate research instruments for their fieldwork (interview protocols, observation protocols, etc.)

Form of tuition
Individual supervision

Type of assessment
Methodology section and research instruments need to be approved by the supervisor.

Course reading
To be established in consultation with the supervisor.

Entry requirements
Approved Research Proposal

Target group
MSc COM students

Remarks
Experts from the Sociology/Methodology Department will be consulted in the assessment process. Students who intend to do fieldwork abroad should make such known to the course coordinator; their course schedule may organized alternatively.

Research Proposal

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<tbody>
<tr>
<td>Teaching method(s)</td>
<td>Study Group, Lecture, Practical</td>
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<table>
<thead>
<tr>
<th>Course objective</th>
<th>To prepare the student for his/her fieldwork research.</th>
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<tbody>
<tr>
<td>Course content</td>
<td>The course consist of two elements: general lectures and thesis supervision sessions. Before students write a research proposal guided</td>
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</table>
by their supervisors, we offer three general (guest) lectures in which overall themes and topics are addressed. Handling theories, styles of argument, and composition (compulsory parts) of the thesis. The general lectures are followed by session in the thesis groups, leading up to the research proposal. The final research proposal needs to be accepted and marked by the supervisor before a student can start his/her field research.

Form of tuition
Lectures, self-study, individual and/or group supervision

Type of assessment
Assessment of the research proposal by the thesis supervisor.

Course reading
*Articles offered via BlackBoard as preparation for the general lectures.
*Thesis / topic related theory, to be determined in consultation with the supervisor.

Entry requirements
Participation in the MSc courses of period 1 and 2.

Target group
MSc COM

Transnational Organizations in a Global World

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<td>Lecture</td>
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Course objective
The aim of the course is to acquire knowledge and understanding of societal, professional and scientific debates addressing processes of organizing in a globalizing world. The prevailing debates will be differentiated according to the domains of economic developments, political processes, social change and cultural transformation. Gopinath (2008), the author of one of the textbooks used in this course calls this approach a ‘systems view’.

Course content
In Western management literature it is assumed that processes of globalization generate ever-larger organizations stretching across national borders and showing high levels of integration according to Western models of the Transnational Corporation (TNC). Economies of scale, the decline of the nation state as provider of both legal protection and national identity, the emergence of a homogeneous culture worldwide and the triumph of neo-liberal thinking seem to be the achievement of globalization. Of particular interest is the emergence of
a global educational industry that seems to advance the ongoing standardization of organizational practices and culture. However, recent literature on globalization challenges this point of view. Coalitions and cooperative efforts in cross-border ventures generate network(ed) organizations, regionally and locally embedded organizations and organizational networks, a larger diversity in (organizational) cultures and identities, and increasing interest in corporate social responsibility (CSR) and social entrepreneurship. At the same time, governments have to rethink the reach of their policies and new concepts of governance are taking root, affecting ideas about the management of private and public sector organizations as much as of development organizations. New public management, public-private partnerships and partially conflicting demands for standardization of organizational processes and cultures versus ongoing diversification are the challenges emerging as a consequence of globalization.

Form of tuition
Interactive lectures, guest lectures and discussion meetings

Type of assessment
Written examination (take home exam via Blackboard)

Course reading
To be announced

Target group
Master students COM