



## Culture, Organization and Management (MSc)

Vrije Universiteit Amsterdam - Faculteit der Sociale Wetenschappen - M Culture, Organization and Management - 2016-2017

In the one-year Master's programme in Culture, Organization and Management (COM), students learn to approach organizations first and foremost as processes of organizing, that is the way groups of people interact in specific organizational settings. Organizing is seen as a meaning-making process taking place between members in organizations, and between organizations in local as well as transnational contexts. Given this focus on meaning-making, culture is considered the principal dimension of any organization. Academically, the programme rests upon a long-standing ethnographic tradition, offering a unique niche in organizational research and enabling students to critically study organizational processes with the help of ethnographic research methods.

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# Master Culture, Organization and Management

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## Master Culture, Organization and Management keuzevakken

Vakken:

Naam	Periode	Credits	Code
<a href="#">Changing Organizational Culture</a>	Periode 2	6.0	S_COC
<a href="#">Culture and Identity in Organizations</a>	Periode 2	6.0	S_CIO
<a href="#">Transnational Organizations in a Global World</a>	Periode 2	6.0	S_TOGW

## Master Culture, Organization and Management verplichte vakken

Vakken:

Naam	Periode	Credits	Code
<a href="#">Master's Thesis in Culture, Organization and Management</a>	Ac. Jaar (september)	24.0	S_MTcom
<a href="#">Organization Sciences</a>	Periode 1	6.0	S_OS
<a href="#">Research Lab</a>	Periode 4, Periode 4+5	6.0	S_RL
<a href="#">Research Proposal</a>	Periode 1+2+3	6.0	S_RP
<a href="#">Sensemaking in Organizations</a>	Periode 1	6.0	S_SOZ

## Changing Organizational Culture

<b>Vakcode</b>	S_COC ()
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Faculteit der Sociale Wetenschappen
<b>Coördinator</b>	prof. dr. A.H. van Marrewijk
<b>Examinator</b>	prof. dr. A.H. van Marrewijk
<b>Docent(en)</b>	prof. dr. A.H. van Marrewijk
<b>Lesmethode(n)</b>	Hoorcollege

<b>Niveau</b>	500
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### Doel vak

- Acquiring basic knowledge on organization cultural change
- Understanding theories on organization cultural change and intervention
- Connecting theories and change work
- Being able to make intervention designs for cultural problems in organizations

### Inhoud vak

The course discusses recent academic theories and prescriptive approaches to change. The focus of many change studies is based upon traditions of 'top-down planned change'. This course criticizes this approach and emphasizes the dynamic character of organization cultural change. Alternatively, 'bottom up' change approach, process oriented concepts, and intervention methodologies are presented.

### Onderwijsvorm

Interactive lectures and work groups (compulsory).

### Toetsvorm

The course will be assessed through individual exams.

### Literatuur

Alvesson, M. and S. Sveningsson (2015). Changing Organizational Culture. Cultural change work in progress, Routledge, London.  
Furthermore: 15 e-journal articles.

### Vereiste voorkennis

Participation in Organization Sciences (S\_OS)

### Aanbevolen voorkennis

Students are expected have some prior knowledge on organizational culture and change.

E.g. Bate, P. 1994. Strategies for Cultural Change. Oxford: Butterworth Heinemann or  
Alvesson, M. 2002 Understanding Organisational Culture. London: Sage

### Doelgroep

Students choose this course in a combination with one other course: Culture and Identity in Organizations, or Transnational Organizations.

### Overige informatie

Participation in working groups is obligatory. Students have to participate in the intervention simulation.

## Culture and Identity in Organizations

<b>Vakcode</b>	S_CIO ()
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Faculteit der Sociale Wetenschappen
<b>Coördinator</b>	dr. I.H.J. Sabelis

<b>Examinator</b>	dr. I.H.J. Sabelis
<b>Docent(en)</b>	prof. dr. H. Ghorashi, dr. I.H.J. Sabelis
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	500

### **Doel vak**

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, culture and power in organizations, this course contributes to creating an academic foundation to contextualize organizational practices related to cultural 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.

### **Inhoud vak**

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.

### **Onderwijsvorm**

Lectures and group presentations

### **Toetsvorm**

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

### **Literatuur**

Will be announced on Blackboard

### **Vereiste voorkennis**

Participation in the Organization Sciences course

### **Doelgroep**

Students of the Master's Programme

### Overige informatie

Students choose this course in a combination with one other course:  
Changing Organizational Culture course, or Transnational Organizations.

## Master's Thesis in Culture, Organization and Management

<b>Vakcode</b>	S_MTcom ()
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	24.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Faculteit der Sociale Wetenschappen
<b>Coördinator</b>	dr. I.H.J. Sabelis
<b>Examinator</b>	dr. I.H.J. Sabelis
<b>Docent(en)</b>	dr. F.J. Companjen, dr. I.H.J. Sabelis, dr. S.B. Ybema, dr. H. Wels, dr. F.H. Kamsteeg, drs. T.A. Onderdenwijngaard, dr. ir. F.K. Boersma, dr. ir. S.F. Kingma, prof. dr. H. Ghorashi, dr. H. Koerten, prof. dr. I. Drori, prof. dr. A.H. Marrewijk
<b>Lesmethode(n)</b>	Werkgroep
<b>Niveau</b>	600

### Doel vak

By writing their Master's Thesis, students demonstrate their ability to prepare, organize, carry out, and present independent academic research. In the thesis, formerly acquired theoretical and practical knowledge, as well as empirical field research are combined, analyzed and presented in a coherent manner.

### Inhoud vak

The Master's thesis is the final subject of the Master COM, combining a period of fieldwork and actual thesis writing (analysis and written presentation). The thesis is assessed with respect to the following: use of academic writing conventions; problematization of theme and theoretical concepts; critical and tailored use of theory, data and methods; quality of analyses, and reflection on academically and socially relevant debates related to the chosen theme.

### Onderwijsvorm

Individual and group supervision; students join a thematic thesis group, or in some cases opt for individual supervision, depending on the topic and supervisor availability.

See also "Research Proposal" and "Research Lab"

### Toetsvorm

Assessment form for the COM Master's thesis (BB - Master Thesis Writing Guide)

### Literatuur

To be approved by the thesis supervisor.

See also "Research Proposal" and "Research Lab"

### Vereiste voorkennis

Participation in the courses of period 1, period 2 and Research Proposal (Thesis Trajectory Preparation) is required. If Research Proposal is not passed in the resit (February) continuation of the thesis trajectory may be not be allowed.

### Doelgroep

MSc COM students

### Overige informatie

The Thesis Trajectory is the main, continuous study process of the COM Master. Master Thesis COM covers the second semester; it entails a period of fieldwork (research) from February - April, followed by analysis and writing in May and June. It builds upon the thesis (preparation) trajectory "Research Proposal" from the first semester, starting in September. Additionally, it links up with online courses in the module "Research Lab" (periods 4 and 5) to enable combination with –foreign- field work, and to provide tailored support exactly when needed during field work and writing. Additional lectures are provided in May, to support analysis and academic writing.

## Organization Sciences

<b>Vakcode</b>	S_OS ()
<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Faculteit der Sociale Wetenschappen
<b>Coördinator</b>	dr. ir. F.K. Boersma
<b>Examinator</b>	dr. ir. F.K. Boersma
<b>Docent(en)</b>	dr. ir. F.K. Boersma
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	400

### Doel vak

- 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.

### Inhoud vak

Organizational Science sets the stage 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.

**Onderwijsvorm**

Lectures

**Toetsvorm**

Combination of multiple choice exam and written examination.

**Literatuur**

To be announced on Blackboard.

**Doelgroep**

MSc students BCO and COM.

## Research Lab

<b>Vakcode</b>	S_RL ()
<b>Periode</b>	Periode 4, Periode 4+5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Faculteit der Sociale Wetenschappen
<b>Coördinator</b>	dr. I.H.J. Sabelis
<b>Examinator</b>	dr. I.H.J. Sabelis
<b>Niveau</b>	500

**Doel vak**

This course serves to support the Research Proposal, and the Master Thesis with a solid methodological base. The module is part of the COM Thesis Trajectory aiming to provide continuous support and accumulative learning during preparation, fieldwork, analysis, and thesis writing.

**Inhoud vak**

In close connection with the methodological part of 'Organizational Sense-making' and 'Research Proposal', students read additional methodological texts, and integrate these in the Research Proposal and Master Thesis. Furthermore, students receive training in appropriate research instruments for their fieldwork (interview protocols, observation skills, tools for analyses, etc.).

**Onderwijsvorm**

Two general lectures, individual supervision – online assignments

**Toetsvorm**

Methodology section and research instruments need to be approved by the supervisor; online assignments.

**Literatuur**

Reading is part of the assignments – further reading to be established in consultation with the supervisor.

**Vereiste voorkennis**

Participation in participation in Research Proposal Trajectory of the first semester as well as courses of period 1 and 2 of the Master's

programme COM

### Doelgroep

MSc COM students

### Overige informatie

Students who intend to do fieldwork abroad should make such known to the course coordinator via the thesis supervisor; their course schedule may be organized alternatively.

## Research Proposal

<b>Vakcode</b>	S_RP ()
<b>Periode</b>	Periode 1+2+3
<b>Credits</b>	6.0
<b>Voertaal</b>	Nederlands
<b>Faculteit</b>	Faculteit der Sociale Wetenschappen
<b>Coördinator</b>	drs. T.A. Onderdenwijngaard
<b>Examinator</b>	drs. T.A. Onderdenwijngaard
<b>Docent(en)</b>	dr. I.H.J. Sabelis, drs. T.A. Onderdenwijngaard, dr. H. Koerten
<b>Lesmethode(n)</b>	Hoorcollege, Studiegroep
<b>Niveau</b>	500

### Doel vak

- To prepare students for writing a Proposal (Problem, Goal, Question, Methodology, and Literature Review) for his/her fieldwork research
- To sustain the development of a methodological (Ethnographic, Qualitative) basis for performing fieldwork and analysis, parallel to the subject matter of the courses from the first semester
- To match students to supervisors according to interest and capacity
- To gain access to an organization, or professional field (context) to do fieldwork research

### Inhoud vak

- The ethnographic trajectory involves two-weekly working groups throughout the first semester
- Is strongly linked to Sense-making in Organizations in the first period; and loosely coupled with the modules from the 2out3 option in the second period;
- From Mid-December – End of January we offer general lectures about thesis writing (Research Proposal to be graded);
- Additionally: general lectures in the month of May (after field work, at the start of thesis construction) to support the process of data analysis and thesis writing

### Onderwijsvorm

Students' work groups every second week September – end of January (two times two groups, parallel, after each other – serving groups of ± 20 students each).

General lectures to be scheduled in November, January and May.

### Toetsvorm

Partial Assignments in October, November and January

Assessment of the research proposal by thesis supervisor and second

reader / co-supervisor.

### Literatuur

September - October:

Ybema, S., Yanow, D., Wels, H., & Kamsteeg, F. H. (Eds.). (2009).  
Organizational ethnography: Studying the complexity of everyday life.  
Sage.

Additional literature: to be announced

+

November - January:

Part of the reading is focused on the individual Research Proposal, and  
to be established in consultation with the supervisor (i.e. from the  
formation of the thesis groups in October on).

+

Alvesson, M. & J. Sandberg (2011). Generating Research Questions through  
Problematization, AMR 36/2: 247-27.

Corley, K.G. & D. A. Gioia (2011). Building Theory about Theory  
Building: What constitutes a theoretical contribution? AMR 36/1: 12.-32.

### Aanbevolen voorkennis

Thorough knowledge of qualitative, interpretative methods of  
organizational and cultural research

Insight in the philosophical bases of organizational research

### Doelgroep

MSc COM students

### Overige informatie

The Thesis Trajectory is the main, continuous study process of the COM  
Master. There are two parts: a preparatory phase in the first semester  
(Research Proposal), and a field-work & thesis writing part in the  
second semester (COM Master Thesis).

The thesis (preparation) trajectory "Research Proposal" starts in  
September. Here, students start preparing for the theoretical and  
methodological foundations informing doing research in the realm of  
organizational culture. Simultaneously, the trajectory entails matching  
with supervisors, working in small groups, individual supervision, and  
gaining access to 'the' field: an organization or professional context  
in which fieldwork will be done in several forms, dependent on projects  
and themes offered and prepared for by lecturers.

The thesis trajectory in the second semester entails fieldwork  
(research) from February - April, followed by analysis and writing in  
May and June - see also "Master Thesis COM"

## Sensemaking in Organizations

<b>Vakcode</b>	S_SOZ ()
<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Faculteit der Sociale Wetenschappen
<b>Coördinator</b>	dr. F.H. Kamsteeg
<b>Examinator</b>	dr. F.H. Kamsteeg
<b>Docent(en)</b>	dr. S.B. Ybema, dr. F.H. Kamsteeg
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep

**Doel vak**

Introduction to a constructivist or 'COM' approach for studying organizations and processes of organizing. Analysis of academic texts, and the application of theory to case studies. Training in methods of organizational ethnography and related methods for critical management studies.

**Inhoud vak**

Organizational Sensemaking sets the stage for the full Master Culture, Organization and Management, both theoretically and methodologically. We focus on (1) social actors' sense-making and sense-breaking (disrupting, intentionally or not) practices in (inter)organizational settings, and (2) our own sensemaking efforts as organizational researchers. First, to bring into view organizational actors' attempts to make (or disrupt) sense of everyday organizational life, we discuss concepts such as power, culture and identity, and their symbolic manifestations in (inter)actions (practices), discourse (talk and text), and materiality (artefacts). We illustrate this perspective to such fields of study as organizational change, managerial control, organizational resistance, intercultural communication, and processes of inclusion and exclusion. Second, we also zoom in on ethnographic and other interpretative methods for doing research in and between organizations. In our understanding of teaching, discussion and debate are important. Therefore, the interfaces of theoretical insights and application of methods emerge via discussion of (1) the craft of observation (2) the importance of reflexivity (3) the role (and limitations) of the researcher (4) the different options for gathering data (written, pictured, filmed).

**Onderwijsvorm**

Lectures and, from the second week on, group seminars, in which we will discuss literature, do research training, exercises, a role play and individual assignments.

**Toetsvorm**

Assignments together 40% of the final mark; written exam (minimum result 6) constitutes the other 60% of the final mark. Not all assignments are open for a resit. A separate research assignment will be available as a resit for those students who need this.

**Literatuur**

To be determined – and presented before the course begins (via Blackboard).

**Overige informatie**

Students are expected to read the prescribed literature before every lecture and workgroup meeting. Active participation in class and project work is required.

**Transnational Organizations in a Global World**

<b>Vakcode</b>	S_TOGW ()
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0

<b>Voertaal</b>	Engels
<b>Faculteit</b>	Faculteit der Sociale Wetenschappen
<b>Coördinator</b>	prof. dr. I. Drori
<b>Examinator</b>	prof. dr. I. Drori
<b>Docent(en)</b>	prof. dr. I. Drori
<b>Lesmethode(n)</b>	Hoorcollege, Studiegroep
<b>Niveau</b>	500

### **Doel vak**

The aim of the course is to acquire and expand knowledge and understanding of societal, professional and scientific debates addressing "organizing in a globalizing world". Contemporary debates will be differentiated according to domains of economic development, political processes, social change and cultural transformation. Specific attention is given to regions: (Southern) Africa, South-East Asia; Latin America.

### **Inhoud vak**

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. But the downsides, or unintended consequences of these developments loom large. Of particular interest is the emergence of a global educational industry that seems to advance the ongoing standardization (uniformity) of organizational practices and cultures. Recent literature on globalization challenges this. Coalitions and cooperative efforts in cross-border ventures generate network(ed) organizations, regionally and locally embedded organizations and organizational networks, 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 challenges core themes of re-thinking globalization.

### **Onderwijsvorm**

Interactive lectures, guest lectures and discussion meetings / tutorials.

### **Literatuur**

- Eriksen, T.H. (2014 [2007]) Globalization, 2nd ed. London: Bloomsbury;
- (e)reader / e-Journal articles (app.15) & videos: to be announced.

### **Doelgroep**

Master students COM: Culture, Organization and Management

### **Intekenprocedure**

In this course you can not enroll yourself for the tutorials, but you will be assigned by the course coordinator. You will find to which tutorial you are assigned in your personal schedule in VUnet.

Note: You do have to register for the course, with the remaining corresponding parts!