### Master Culture, Organization and Management

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Master Culture, Organization and Management

Opleidingsdelen:

- Master Culture, Organization and Management keuzevakken
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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

Vakcode: S_COC
Periode: Periode 2
Credits: 6.0
Voertaal: Engels
Faculteit: Faculteit der Sociale Wetenschappen
Coördinator: prof. dr. A.H. van Marrewijk
Docent(en): prof. dr. A.H. van Marrewijk
Lesmethode(n): Hoorcollege, Werkgroep
**Doel vak**
Important goals in this module are:
- Being able to connect theories on organizational and cultural change and intervention with acquired knowledge on organizations.
- Being able to develop a plan for the analysis of a concrete problem of cultural change and formulate proposals for interventions.

**Inhoud vak**
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 organizational change. What do organizations 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 organizational networks.

**Onderwijsvorm**
Lectures and discussion groups (70%-30%). 12 lectures deal with most important strategies of organizational change and intervention. Students will prepare, present and discuss literature. Furthermore, students will participate in a group case which includes a culture intervention simulation program.

**Toetsvorm**
The course will be assessed through a group case (30%), a presentation of studied literature (10%) and multiple choice exams (60%).

**Literatuur**
- Digital reader: 15 academic articles on Cultural change and Intervention. 200 pp

**Vereiste voorkennis**
Participation in Organization Sciences (S_OS)

**Aanbevolen voorkennis**

**Doelgroep**
Master students

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

Culture and Identity in Organizations
**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 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.

**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. The other related concepts for this course will be diversity, (discursive) power, and alterity.

**Onderwijsvorm**
Lectures and group presentations

**Toetsvorm**
The assessment is based on a final 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 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>Werkgroep</td>
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Doel vak
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.

Inhoud vak
The Master's thesis is the final subject of the Master COM, combining a 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.

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.

Toetsvorm
Assessment form for the COM Master's thesis

Literatuur
To be approved by the thesis supervisor

Vereiste voorkennis
Participation in the courses of period 1, period 2 and Research Proposal is required.

Doelgroep
MSc COM students
Overige informatie
In practice, the preparation for the thesis starts in October with the Master's thesis fair, in which students contact possible supervisors. From then on, students start preparing for the theoretical and methodological parts. The process of thesis supervision ultimately starts with the Research Proposal in period 3. In period 4 students also take parallel courses in the module “Research Lab”. For students doing fieldwork abroad the Research Lab course will be alternatively scheduled. See also: description “Research Lab”.

Organization Sciences

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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 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.

Onderwijsvorm
Lectures

Toetsvorm
Written examination

Literatuur
Doelgroep
Master students BCO, COM and MSR.

Organizational Ethnography

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Doel vak
Advanced study of methods for doing fieldwork.

Inhoud vak
The course contains two parts:
1. 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).
2. diverse training preparing 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. In the second part, training and exercise are central.

Onderwijsvorm
Tutorial and individual supervision: tutorial, i.e. lectures, exercises, project work – also outside class hours – discussions, work groups, and a written exam.

Toetsvorm
Assignments, group project, and exam.

Literatuur
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.

Vereiste voorkennis
Participation in Organization Science (S_OS)

Aanbevolen voorkennis
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

**Doel vak**
This course serves to underpin the Research Proposal with a solid methodological base.

**Inhoud vak**
In close connection with ‘Organizational Ethnography’, students read additional methodological texts, and integrate these in the Research Proposal. Additionally, students receive training in the appropriate research instruments for their fieldwork (interview protocols, observation protocols, etc.)

**Onderwijsvorm**
Individual supervision

**Toetsvorm**
Methodology section and research instruments need to be approved by the supervisor.

**Literatuur**
To be established in consultation with the supervisor.

**Vereiste voorkennis**
Participation in courses of period 1 and 2 of the Master's programme COM as well as participation in Research Proposal.

**Doelgroep**
MSc COM students

**Overige informatie**
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 via the thesis supervisor; their course schedule may be organized alternatively.

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Research Proposal
Doel vak
To prepare the student for his/her fieldwork research.

Inhoud vak
The course consist of two elements: general lectures and thesis supervision sessions. Before students write a research proposal guided 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.

Onderwijsvorm
Lectures, self-study, individual and/or group supervision

Toetsvorm
Assessment of the research proposal by the thesis supervisor.

Literatuur
General reading is to be established. 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).

Doelgroep
MSc COM students

Overige informatie
In practice, the preparation for the thesis starts in October with the Master’s thesis fair, in which students contact possible supervisors. From then on, students start preparing for the theoretical and methodological parts. The process of thesis supervision really starts with the Research Proposal in period 3. In period 4 students also take parallel courses in the module “Research Lab”. For students doing fieldwork abroad the Research Lab course will be alternatively scheduled. See also: description Master’s Thesis COM.

Transnational Organizations in a Global World

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**Doel vak**
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.

**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. 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.

**Onderwijsvorm**
Interactive lectures, guest lectures and discussion meetings

**Toetsvorm**
Written examination (take home exam via Blackboard)

**Literatuur**
To be announced

**Doelgroep**
Master students COM