



## Culture, Organization and Management (MSc)

Vrije Universiteit Amsterdam - Faculteit der Sociale Wetenschappen - M Culture, Organization and Management - 2017-2018

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+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, Werkgroep

<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 to 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 organization cultural 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 (50%) and an essay (50%)

### 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.

## 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 processes of exclusion and inclusion, specifically in and between 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 diversity within broader theoretical and societal frameworks. In addition, the course will stimulate a rethinking of often-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 diversity (cultural- class- gender- and otherwise based), we witness contradictory, sometimes paradoxical processes of in- and exclusion, specifically in and between organizations. On the one hand there is an increasing demand for equality sensitive measures and cultural recognition in different social spheres. On the other, we see a growth in exclusionary practices in a variety of domains. While it is believed that organizations of the future will be "inclusive" organizations, i.e. embracing all available talent and diverse target groups, there is an increasing sense that on this dimension, organizations are driving around in circles never reaching a destination.

The main focus of this course will be on the ways in which organizational processes are shaped and reshaped through daily practices and policies that have a wide-ranging 'taken-for-granted' character, not least constructed via the interface with societal discourses that frame particular images of otherness. These images contribute to processes of inclusion or exclusion in organizations, affecting access to (power) positions - and thus to genuine change of the status quo. These images of otherness concern not only a horizontal division of identities entail normative aspects by continuously presenting "others" as deviating from "the norm". This course will provide understanding of explicit and subtle processes that contribute to the prominence and privilege of certain identities over others, along with the ways in which intersections of identities become a source of dominance, or exclusion.

### **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 Canvas

### **Vereiste voorkennis**

### 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. M.J. Verver
<b>Examinator</b>	dr. M.J. Verver
<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, dr. M.J. Verver, 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

### Intekenprocedure

In this course you can not enroll yourself for the tutorials, but you will be assigned by the course coordinator.

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

### 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 Canvas.

### **Doelgroep**

MSc students BCO and COM.

## **Research Lab**

<b>Vakcode</b>	S_RL ()
<b>Periode</b>	Periode 4+5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Faculteit der Sociale Wetenschappen
<b>Coördinator</b>	dr. M.J. Verver
<b>Examinator</b>	dr. M.J. Verver
<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 the modules '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 and tailored 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 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

## Intekenprocedure

In this course you can not enroll yourself for the tutorials, but you will be assigned by the course coordinator.

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

## 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>	Engels
<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>	drs. T.A. Onderdenwijngaard, dr. H. Koerten, dr. I.H.J. Sabelis
<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**

Bi-weekly working groups in September, October and November  
Tutorials from mid-November onwards.  
General lectures in December and January.

### **Toetsvorm**

Portfolio on the basis of assignments during October, November and January is conditional for getting the grading.  
Assessment of the research proposal by thesis 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 announced during the tutorials that start in November

Optional:

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

### **Intekenprocedure**

In this course you can not enroll yourself for the tutorials, but you  
will be assigned by the course coordinator.

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

### **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
<b>Niveau</b>	400

### 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 Canvas).

### Intekenprocedure

In this course you can not enroll yourself for the tutorials, but you will be assigned by the course coordinator. At the latest in the first week of the course 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 corresponding parts!

### 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>	dr. M.J. Verver
<b>Examinator</b>	dr. M.J. Verver
<b>Docent(en)</b>	dr. M.J. Verver
<b>Lesmethode(n)</b>	Hoorcollege, Studiegroep
<b>Niveau</b>	500

### Doel vak

The main goal of the course is to provide students with a theoretical and critical understanding the pervasive role of globalization and how different aspects of globalization influence our daily life and institutional environment. The course examines the following questions: Who wins and who loses from globalization of culture, technology, trade and finance? Who sets the rules under which the game of international capitalism is played? What are the forces of globalization that shape the labour market, migration, the environment, inequality and socio-economic and political systems? How powerful is the local resistance to globalization ? What is glocalization? These themes are explored with reference to cultural-social theories and illustrated through cases and actual events.

### Inhoud vak

In this course we examine a defining phenomenon of our times: globalization. The concept crisscrosses the boundaries of academic disciplines and incites debates about national sovereignty, capitalism, development and the world system. The concept of globalization will be highlighted from different perspectives, such as socio-economic, political, cultural, and organizational. The influence and effects of globalization are dynamic.

Environmental issues, new technologies, changes in economic power and international relations are constantly changing and affecting organizations, political systems and people in many different ways. In the course actual events and cases will be analysed and discussed. Students will be encouraged to form and voice their own views.

**Onderwijsvorm**

Interactive lectures, guest lectures and group presentations.

**Toetsvorm**

The course will be assessed through group presentations, a mid-term exam, and an essay.

**Literatuur**

- Guillén, M.F. & Ontiveros, E. (2016, second edition). Global turning points:

The Challenges for Business and Society in the 21st century. Cambridge University Press.

- Journal articles & videos: to be announced.

**Doelgroep**

Master students COM: Culture, Organization and Management.

**Overige informatie**

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