WELCOME AT THE MASTER’S CULTURE, ORGANIZATION & MANAGEMENT

SIERK YBEMA
Organizations and organizing

Evert Thielen
Culture and Management

Culture can be a unifying and inspirational force.

Culture can be difficult to manage.

Culture can also be a differentiating force.

Conclusion: in managing organizations culture is a crucial and a complex factor.
OVERVIEW

1. Introduction
2. Characteristics
3. COM-teaching, course schedule & thesis topics
4. A view from within
5. Prospects
Politics of sensemaking: mergers as an example

“WE”

“US/THEM”

Frontstage harmony, backstage conflict
Actor-centered close-ups of flesh-and-blood people and their day-to-day practices & interactions

Sensitive to wider organizational and societal contexts: wide-angle shots
### Characteristics Master’s C.O.M.

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<tr>
<td>Issues of conflict &amp; collaboration, change, control &amp; resistance, in &amp; exclusion, etc. in both public and private organizations, transnational networks, start-ups...</td>
<td>The politics of sensemaking</td>
<td>Both close-ups &amp; wide-angle shots, understand as insider &amp; analyse as outsider</td>
<td>No pre-set models, we explore work practices ‘from within’ both frontstage appearances &amp; backstage practices</td>
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<td>management (critical analysis)</td>
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<td>culture (individual &amp; context)</td>
<td>communication (individual)</td>
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<td>qualitative research (and critical)</td>
<td>quali- &amp; quanti-tative</td>
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TEACHING METHODS

- Lecture hall with students
- Small group discussion
- Classroom setting
- Whiteboard with notes

VU * Master Culture, Organization and Management *
COM TEACHING AND SUPERVISION

- Both oral lectures and activating & problem-oriented teaching/supervision
- Second part of master year: practice-based research
- Close cooperation between lecturers and students through (co)research
- COM staff is active in (inter)national networks of researchers and professionals – hence, students can conduct research all over the world
- **Full time program = no time for anything else!**
# Programme

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<td>Organization Sciences (6 cts)</td>
<td>2 out of 3: Culture and Identity in Organizations</td>
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<td>Master’s Thesis in Culture, Organization and Management (24 cts)</td>
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<td>Sensemaking in Organizations (6 cts)</td>
<td>Changing Organizational Culture</td>
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<td>Transnational Organizations in a Global World (2 x 6 cts)</td>
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<td>Research Lab (3 cts)</td>
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<td>COM Practices (3 cts)</td>
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THESIS TOPICS

Public-Private Partnerships
  HSL-Zuid, Noord-Zuid lijn, Panama canal, Game reserves …

Cross-cultural cooperation in global networks
  ICT-offshoring in India, waterworks in Bangladesh

Organizational change
  Health care organizations, police work, multinationals, etc.

Diversity management, gender & work
  (Changing) identities, (un)desired effects

Etc.
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Karin Smits
Former Ph.D.-student C.O.M.

“While studying COM, I was trained to look beyond the obvious. To question the taken-for-granted. That’s what I have been using in my research into the expansion of the Panama Canal.”
Bart Klijnsma
Consultant-trainer & former COM-student
“In practice, things are always different from what one might expect. People make the difference. In the COM curriculum, people are central – therefore, this Master has added value.”
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After Master COM

- Within a year **85%** have a job (2015 data)
- Most important ways to find a job: building on former experience/education + (thesis) networks
- Professionals with an academic background are broadly employable, COM-graduates in particular: a huge variety of professions and positions, all over the world
- **Contexts**: government, semi-government, profit and social organizations, educational institutes, interest groups, charity, universities etc.
- **Profession/position**: manager, researcher, policy-maker, trainer, staff manager, journalist, etc.