WELCOME AT THE MASTER’S CULTURE, ORGANIZATION & MANAGEMENT

SIERK YBEMA
Organizations and organizing

Evert Thielen
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
Did you know in some cultures it's considered rude to lick your plate.

culture

power

identity

US

Them
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*

'Harmonica'
Characteristics Master’s C.O.M.

1. Management & Organization
Issues of conflict & collaboration, change, control & resistance, in & exclusion, etc. in both public and private organizations, transnational networks, start-ups...

2. Power, culture & identity
The politics of sensemaking

Heh! you’ve got blinkers on!

3. Individual actors & social context
Both close-ups & wide-angle shots, understand as insider & analyse as outsider

4. Up-close & in-depth
No pre-set models, we explore work practices ‘from within’ both frontstage appearances & backstage practices

5. Familiar yet surprising & challenging analysis and advice
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<th>COM</th>
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<td>organizations (public &amp; private)</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
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>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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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.

“When 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.