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” vs. “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.

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

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

COM
organizations (public & private)
management (critical analysis)
culture (individual & context)
qualitative research (and critical)
International

BCO
organizations (public & private)
policy (critical analysis)
communication (individual)
quali- & quanti-tative

OVERVIEW

1. Introduction
2. Characteristics
3. COM-teaching, course schedule & thesis topics
4. A view from within
5. Prospects

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**

<table>
<thead>
<tr>
<th>P1</th>
<th>P2</th>
<th>P3</th>
<th>P4</th>
<th>P5</th>
<th>P6</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>November</td>
<td>January</td>
<td>February</td>
<td>April</td>
<td>June</td>
</tr>
</tbody>
</table>

**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.

**OVERVIEW**

1. Introduction
2. Characteristics
3. COM-teaching, course schedule & thesis topics
4. A view from within
5. Prospects

---

**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.”
OVERVIEW

1. Introduction
2. Characteristics
3. COM-teaching, course schedule & thesis topics
4. A view from within
5. Prospects

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.

Info voor Premasterstudenten

- Je wordt ingeschreven als premasterstudent in de bacheloropleiding (aanmelding via Studielink)
- Deadline aanmelden premaster: 1 juni
- De premastervergoeding voor 30 EC: de helft van het wettelijk collegegevorderfijn 2018/2019: €1030
- Premasterassesssment is verplicht en bindend (instructiefilm: https://youtu.be/BfFCXbmm9lI)
  Geen mogelijkheid remediërend onderwijs
- Kosten premasterassesssment: 110 euro (geen restitutie bij annulering of afwijzing, controleer dus toelatingseisen)