

CULTURAL CHANGE IN ORGANIZATIONAL NETWORKS (CuCON)
Processes of identity formation in organizations under globalisation

Research Programme
2003-2008

Department of Culture, Organization and Management
Vrije Universiteit Amsterdam

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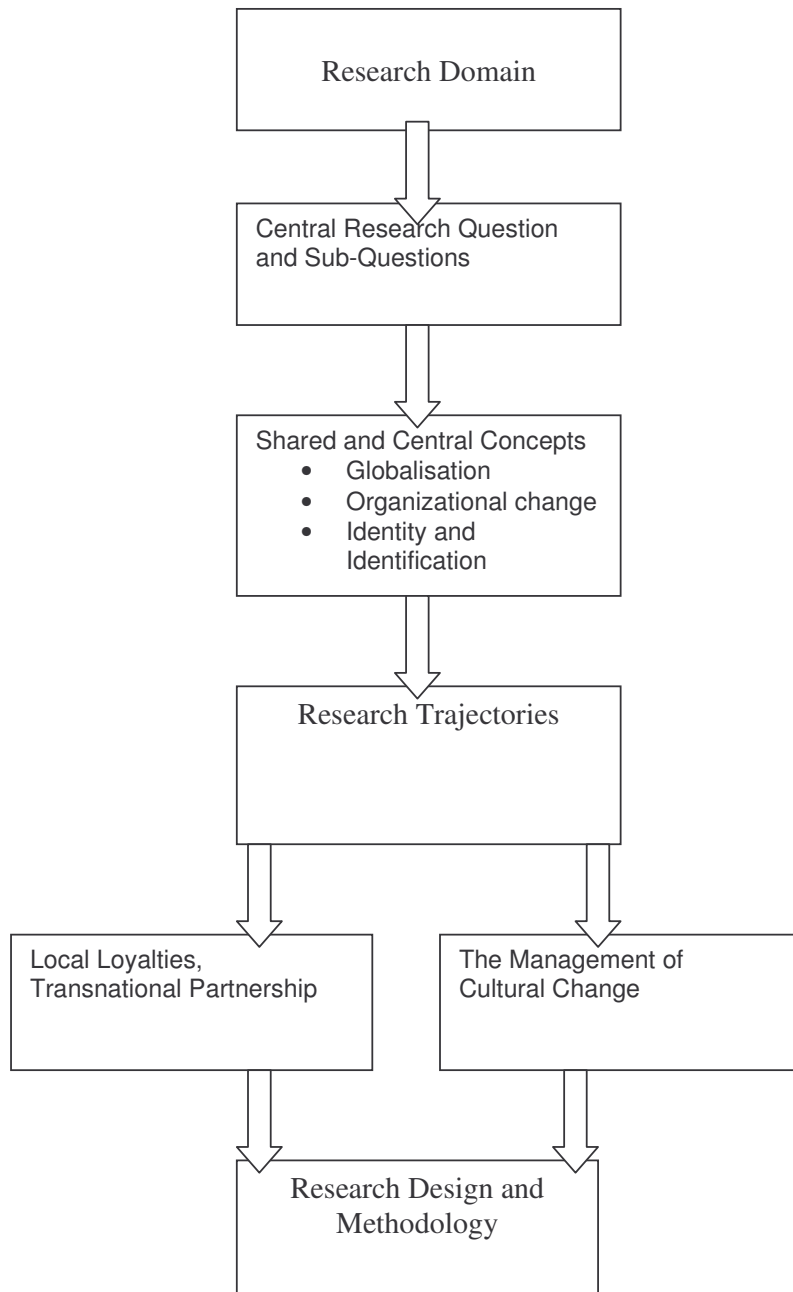
Introduction

The research staff of the Department Culture, Organization and Management (COM) consists of active intellectuals participating in various academic debates on cultural processes in organizations, managements and organizational networks around the world, by means of academic publications and other activities. All research is based on primary empirical data obtained predominantly through ethnographic fieldwork.

The geographical fields of research vary from Europe to southeast Asia and southern Africa. Nevertheless, all individual research activities, wherever they take place, have to contribute to answering the central research question of the departmental research programme: 'Cultural Change in Organizational Networks (CuCON), processes of identity formation in organizations under globalisation' (see below). This implies that the COM research staff shares a common set of leading concepts, all contextualised and embedded in two specific empirical fields, or trajectories, of research: 'Local loyalties, transnational partnerships', and 'The management of cultural change'.

The following text of the CuCON research programme basically follows the structure as described above: first the general research domain is outlined, after which a brief overview is presented of a 'history of ideas and concepts' in order to sketch our disciplinary and conceptual orientations and intellectual affiliations. From this follow the central research questions, contextualised by a brief overview of the shared and central concepts within CuCON, indicating in which general academic debates COM researchers are taking part. The various empirical angles from which COM researchers participate in the debates are laid out in two research trajectories. In the specific text of the trajectories, therefore, references are also made to a selection of the latest publications (2004 and 2005) of the various COM researchers active in these fields of research (in italics to distinguish them from 'ordinary' references in the text). Finally a set of appendices listing various aspects of the CuCON research programme concludes the text of this research programme.

Schematically the CuCON research programme looks as follows:



Research domain: the interface of culture and organization

In the early 1990s, managers and authors in mainstream organization studies tacitly or explicitly adhered to the functional view of culture in general, and organizational culture in particular, by ‘arguing that culture is important primarily (...) if it can predict productivity or firm performance or help firms survive’ (Martin 2002:160). National cultures as contexts in which organizations had to operate were analysed in a similarly static vein and ‘stopped’ at national borders, often ignoring processes of state formation and transnationalism. The early approaches to culture suggest stability and predictability as a precondition for organizational life. Properly implemented, the use and analysis of culture as a managerial strategy was regarded as potentially effective in promoting loyalty, enthusiasm, diligence and even devotion to the enterprise (Höpfl et.al. 1992). In managerial and consultancy circles the ‘one best way approach’ to organizational culture took root, *i.e.* the idea that successful organizational culture can be universally applied, that values and standards can be imitated, and that culture can be ‘manufactured’ (Koot 1996:78), or that an (internationally operating) organization could adapt its practices to national cultures (Hofstede 1991). In some academic circles this perspective was severely criticised in the late 1970s and early 1980s (see for an overview of this debate Hatch and Yanow 2003). In much of mainstream management literature though the unproblematised notion persisted that culture consisted of a static body of shared beliefs and values suggesting that organizations in their specific cultural contexts – in order to perform well – needed to be integrated and unified entities. If differences occurred, they were considered threatening to the organization’s performance and, therefore, were to be minimized (Koot 1996; Hofstede 1991). If cultural differences were recognized, authors (such as Adler 1991) almost invariably assumed that organizing these differences within organizations should and could take place in harmony. The outcome would be more synergy at the organizational level and the emergence of a pluralistic global society that carried the promise of a better future (cf. Ruigrok and Van Tulder 1993). This kind of approach showed a limited orientation toward Western (primarily Anglo-Saxon) management models and aimed at emulating the success of the home-developed model worldwide. However, in contrast to what this model suggests, cultures in organizations and on a national level are characterised by complexity and often lack consensus and coherence. Cultural rules may be contradictory, cultural codes ambiguous, and power relations unequal (cf. Alvesson 1993; Clegg 1990; Cooper and Burrell 1988; Czarniawska Joerges 1992; Martin 1992; Van Maanen 1988; Meyerson 1991; Sackmann 1992).

The above described approaches, problematising the integration and consistency paradigm in studies on organizational culture, were mainly developed in the eighties and nineties of the previous century. They in turn can be problematised for their lack of an explicit (geo)political contextualisation on various levels (globally, nationally and locally), triggered globally by the emergence of south-east Asian Tiger-economies in general and of China and India as global economic powerhouses in particular, challenging Western economic (neo-liberal) dominance, and by the challenge of Western cultural and ideological hegemony through the terrorist attacks on 9/11 in the United States of America and the later bomb-attacks in Madrid and London and their aftermaths. Cultures, social identities and transnational ethnic and religious networks nowadays increasingly become politicised and polemic. This requires a rethinking and even reframing of processes of globalisation and their implications for cultural processes in and between organizations (and organizational networks). Therefore, all cultural and organizational (network) analyses nowadays need to pay more attention and be more empathetic and sensitive, also in their methodological approach, to political contextualisations in relation to analyses of power relations and social constructions of meaning and (cultural) differences (Flyvbjerg 2001: 40-42). This approach also requires a critical reflection on the position of the researcher in the political debates raging over the various issues mentioned above. And although within the COM-research we refrain from crude subjective (political) opinions, we do realize that ‘(...) [it] is only a short step from neutral description to numbness, and a false contrast is seen to appear between professionalism and engagement’ (Eriksen 2006: 16). Academic merit does not preclude an active and public presence of our researchers. This implies that various researchers actively participate in public, intellectual and policy debates, in order to contribute to broader societal issues, ranging from cultural integration of foreigners, to discussions about the future of development cooperation, to ethical issues within organizational politics. All these types of activities are listed in our Annual Report, which was started in 2005. In this report, all intellectual activities of the entire COM staff (*i.e.*,

not only COM research staff) falling outside the realm of academic publishing are listed. A copy of the Annual Report can be obtained on request.

COM ventures into the above-described types of critical (management) research (e.g. Alvesson & Wilmott 1992; Crowther & Green 2004: 115-29) in which organizational sciences and anthropology are considered to be interesting allies. In the academic realm, we see these two disciplines as our 'significant Others' (see next section for a brief 'History of Ideas' that brought organizational sciences and anthropology together). Firmly based in anthropological (contextualised) and organizational perspectives on culture as a process of sense-making, as a social construction of meaning 'from below' and 'from within', inspired by the emergence of post-modern thinking in organizational theory (Crowther & Green 2004: 129-49), cultural processes in and between organizations are explored from multi-paradigm, multi-context and multi-perspective views. Phenomena such as chaos, fragmentation, and ambiguity are no longer marginalized. Instead, they have taken centre stage in organizational research and have turned into analytical tools. COM attempts to contribute to the debate about changing forms of consistency within and between organization(al networks), and to the critical analysis of management strategies, practices and discourses pertaining to these changing forms of consistency against the background of diversification of both the organization and its socio-political environment in a globalising world. This broad analytical approach prevents us from focusing on one particular type of organization. Therefore, in principle, CuCON focuses on all types and modes of organizations, ranging from the private sector to NGOs; from state institutions to transnational organizational networks; from small and local entrepreneurs to world conglomerates. With regard to the researchers doing their research on transnational networks, CuCON focuses on three regions in particular, southeast Asia, southern Africa and the Caribbean. The reasons for selecting these regions have to do with the fact that they are considered new emerging markets in the world economy and tourism and are therefore very interesting from perspectives relating to globalisation and transborder activities. The networking character of these developments makes straightforward national comparisons superfluous. Instead, these processes can be analysed and understood by means of a more inclusive approach, along lines developing in research in organized transnationalism.

Organizational sciences and anthropology as 'significant Others': a brief history of ideas

Classical organization sciences are founded on the principle of rationalism and embraced functionalism as their basic paradigm (Reed 1999:30). The treatment in mainstream organizational studies of 'culture' in and between organizations - described in the previous section as the research domain of this research programme - is basically rooted in the same tradition and based on the same assumptions. In the 1920s and 1930s the famous Hawthorne Studies, led by Elton Mayo (a psychiatrist), explored the factors pertaining to worker productivity, identifying human resources management as the most important stimulus to increase productivity (Jordan 2003:10-11). In the aftermath of World War II functionalist thinking took root, propagating organizations as authority-led, close-knit and harmonious communities. This image of the organization-as-community – bringing together people with a common aim and shared beliefs in narrowly circumscribed spaces with clear boundaries - became a trope in both scholarly and applied writings that has informed a series of theoretical perspectives until the present day, including structural functionalism, contingency theory and market-based theories (Reed 1999:31-2; Clegg & Hardy 1999:1).

It was only in the mid-1970s that the writings of Max Weber on bureaucratization and Foucault on disciplinary regimes took root in the analysis of organizations. New paradigms of organizational analysis emerged, depicting organizations in terms of arenas and battlegrounds instead of communities – as has been pointed out earlier referring to critical management theory. This fragmentation perspective was fuelled by the understanding that organizations, instead of being defined as well-circumscribed entities, had been replaced by chains, clusters, networks and strategic alliances questioning the significance of an organizational focus. The clear boundaries that formerly circumscribed the organization had become blurred. Clegg and Hardy (1999:10) define these phenomena in terms of post-modern 'networked' forms of organizations which distinguish themselves from bureaucratic organization in that they become decentralised, internally differentiated, fluid and instable.

The persistent dominance of the integration perspective in organizational science is symptomatic of the intertwining of scholarly analysis and managerial agendas. The latter are filled with concerns about growth, expansion, profit and success – and the need to design strategies to attain these goals. Theories about social cohesion appeal to managers as they hold the promise of a manageable organization. It was managerial interest which first set the stage for the concept of culture to enter both managerial and scholarly agendas, which heralded the ‘cultural turn’ in management. The obvious success of the Japanese economy at home and overseas in the 1970s and 1980s was attributed to the ‘unique characteristics of Japanese culture’ in which hierarchy and loyalty figured prominently (Wong 1999:3; cf. Jordan 2003:16). Accordingly, organizational culture came to be viewed as a variable to be manipulated in order to improve performance. As a potential control variable, organizational culture was defined as an amalgam of beliefs, ideologies, language, ritual, and myth (Pettigrew 1979).

Against the background of these managerially biased approaches, organizational anthropology emerged as a *distinct perspective* on organizational and management processes in the mid-1990s, critiquing organizational sciences as much as becoming part of them (Koot *et al.* 1996). Anthropology as an academic discipline had produced case studies on ‘social organization’ since the 1930s. Raymond Firth was among the first to examine the role of individuals in decision-making, including the social consequences of those decisions. He presented this objective of ethnographic description and analysis in *Elements of Social Organization* (1951) and later elaborated on it in two papers, ‘Social Organization of Change’ and ‘Some Principles of Social Organization’ (1955) (cf. Jacobson 1991:68–9). This perspective was partially utilized in Leach’s *Political Systems of Highland Burma* (1954), a classic in social anthropological literature, and Barth’s *Political Leadership among Swat Pathans* (1959) (Jacobson 1991:68–9). What may have been the ‘anthropology of organizations’ at first, developed into a multidisciplinary approach with anthropology as the lens through which organizational culture is viewed as a process of sense-making, as a social construction of meaning ‘from below’ and ‘from within’.

At present, organizational anthropology is to be characterised as *a multiple discipline* (cf. Alvesson 1993; Clegg 1990; Cooper & Burrell 1988; Czarniawska Joerges 1992; Dahles & Stobbe 2004a; Martin 1992; Meyerson 1991; Sackmann 1992). Anthropology has had its fair share of in constructing societies as integrated wholes, as holism – the stronghold of anthropological thinking – has often been understood in terms of describing social arrangements as closed systems (Jordan 2003:53, 87). Consequently, the static definition of organization as a stable system or bounded whole with fixed boundaries which ‘has a culture’ (cf. Tennekes 1995:57), dominated the work of the first organizational anthropologists, but has gradually been dismissed in favour of an approach that acknowledges modern organizations in terms of open-ended networks with fluid structures and permeable boundaries.

Organizational anthropology has come of age as the close relationship between managerial needs and analytical approach has been disrupted. The cultural hype in management circles has subsided as it turned out that organizational culture cannot be designed, engineered, orchestrated and manipulated in order to achieve pre-set managerial targets (Koot 1995:2; Tennekes 1995:65). Interventions in organizational culture have unintended and often adverse consequences exactly because there is more to culture than the mission statements released by the board of directors may imply. What has come as a disappointment for managers has offered organizational anthropologists an opportunity to open their toolkit and provide insights into this ‘cultural failure’. In his inaugural lecture in 1995 Willem Koot, occupying the first chair in organizational anthropology at Vrije Universiteit Amsterdam, defined the study of everyday life in organizations as the mission of this discipline. In concert with Hans Tennekes, his colleague and benefactor, who coined the concept of the organization as a lifeworld (*leefwereld*) instead of a mere structure (Tennekes 1995), he pleaded for sound empirical research on the everyday practices in organizations, and in particular on paradoxes, ambiguities and processes of hybridisation. His call was answered by members of the department of Culture, Organization and Management of Vrije Universiteit Amsterdam, whose empirical research demonstrated that organizational practice is characterised by processes of differentiation and fragmentation (cf. Hogema

1996; Koot 1994; 1996; Koot & Sabelis 2002; Van Marrewijk 1996; 1999; Sabelis 1996; 2002; Wels 1996; 2000; Ybema 1996; and more recently Dahles & Stobbe 2004a; Dahles 2002; 2004a; 2005; Ghorashi 2003; Draper, Spierenburg & Wels 2004; Veenswijk 2003; Ybema 2003). Refuting simplistic models of integration of and intervention into organizational culture, these researchers showed that differences within organizations are not necessarily an impediment to an organization's performance. Instead, diversity in multicultural organizations is not only appreciated but also afforded real value.

Research question and sub-questions

Firmly rooted in organizational anthropology, organizational sciences and critical management studies, and viewing organizations as situationally and contextually defined configurations of people, the research conducted under this programme pertains to the following central research question:

In which ways do global, national and local politics of culture affect the partly converging and partly conflicting, but constantly changing, constructions of meaning in (transnational) organizations and networks?

Sub-questions:

1. Which cultural processes can be identified in organizations and networks under conditions of globalisation and transnationalisation?
2. In which ways do these processes affect managerial practices and life chances of the lower rank and file, including the work floor, in organizations and the cooperation between organizations?
3. Which meanings do members at different organizational levels attribute to these cultural processes and to their roles and positions as affected by these processes?
4. How do members at different organizational levels narrate, manage and intervene in these processes in relationship with the constructed meanings?
5. What problems do organizations and networks encounter as a consequence of global (geopolitical) forces, and what intervention strategies need to be designed to address organizational dilemmas?
6. What role does the nation state play both in cultural processes and intervention strategies in organizations and networks?

Key concepts

In order to come up with (some) answers to the research question, firstly a brief overview of the theoretical key concepts will be discussed, and, second, these key concepts will be applied to the organizational domain. Based on this overview two major research trajectories within the COM research will be identified.

The research in this program revolves around the ways in which organizations are affected and transformed by and, in their turn, contribute to the complexities of late-capitalist society, a society that is shaped and characterised by processes of globalisation. At the basis of the research are theories which examine the paradoxical consequences of the process of modernization for late-capitalist societies (cf. Baumann 1995; Beck 1992; Giddens 1996; Van der Loo and Van Reijen 1997). Characteristic of late-capitalist society is the decline of institutions which traditionally organized individuals in society around shared interests and provided them with a sense of collective ideals and identities. Instead of mere individualisation and fragmentation, late-capitalist society shows a quest for new significant orientations which enhance social complexity, risk and uncertainty (Koot, Leisink, Verweel and Jeffcutt 2003). Processes of globalisation accelerate cultural change, lead to turbulences in the markets in which organizations operate, and set the stage for the social construction of identity in late-capitalist organizations and organizational networks. Globalisation refers to the intensification of worldwide social relations (Giddens 1996) and the multiplicity of linkages and interconnections between states and societies, which make up the modern world system. It describes the process by which events, decisions, and activities in one part of the world come to have significant consequences

for individuals and communities in other, quite distant parts of the globe. Giddens stresses that local transformations are part of the globalisation process as much as large-scale transnational processes shape local events. In this vein, processes of cultural change in organizations are unleashed by globalisation processes as much as organizational change is intertwined with the dynamics of regional and local (power) relations.

Globalisation: Shifting borders and boundaries

As the notion of organizations as stable and monolithic systems has given way to concepts of processes, networks and dynamic configurations of interests, it has become fashionable to speak of the 'blurring' of organizational boundaries (Hernes and Paulsen 2003). In mainstream organizational theory, the concept of boundaries has served the analytical purpose of establishing a clear distinction between organizations and their environment. In post-modern thinking, visions of boundary-less organizations may reflect the euphoria exhibited by liberalist thinkers about a borderless world, which has been fuelled by recent developments in the 'New World Order'. Some scholars maintain that processes of globalisation have challenged the future of established national borders. All over the world, social, economic, political and cultural transformations put pressure on states to make their borders more permeable. Those 'forces, processes, and institutions that cross borders but do not derive their power and authority from the state' within the global system are referred to as 'transnational' (Sklair 2001:2). However, it is questionable whether transnationalisation implies the dismantling of borders. It seems that their increased permeability focuses mainly on the sphere of economic transactions, technology transfer and capital flows, and less on the cultural domain (Castells 2000). In the 21st century and especially after the dramatic events of 9/11, we have witnessed an enormous increase and almost political obsession of national governments, particularly in Europe and the United States of America, with keeping their national borders closed and a striving for a maximum impenetrability for what they consider unwanted political, religious and economic 'others' from elsewhere in the world. This paradoxical effect of globalisation also affects the organizational 'life-world' (Tennekes 1995) as the discourses of strained international relations between 'the West' and 'the rest' also enter the domain of organization(al networks).

This context also influences one of the more powerful forces in the global economy: economic restructuring. Many organizations in general and private enterprises in particular are expanding towards markets outside their national base. They transform into multinational companies not only selling their products worldwide, but also organizing their production internationally. Through joint ventures and cross-border alliances large companies seem to lose their geographical basis in one national economy, and transform into multinational corporations, even transnational conglomerates. Multicultural relations and tensions resulting from the politicisation of culture after 9/11, within and between such organizations, are immanent in the global economy. Multiculturalism is taken in a broad sense here, referring to cultural pluralisation. At the organizational level, cultural pluralisation is manifest in the discursive construction and strategic use and abuse (as a result of processes of 'Othering' [Spivak 1985; Ashroft *et al.* 2000]) of ethnicity, gender and religion on the work floor, in the attribution of meaning by managers to themselves and to management, as well as in management of diversity.

Organizational change: Issues of coordination and control

The increasing permeability of boundaries within and between organizations and the emergence of transnational organizations and networks raise questions about passing involvements *vis-à-vis* the management of cohesion in organizations, identity formation and local management strategies, inter- and intra-organizational conflicts and crises, and the relationships between technological change and organizational culture. The debates about the organizational structures of international companies revolve around the tendency towards decentralisation and the diminishing importance of bureaucratic elements of control. Coordination and control based on authority relations and exerted through the channels of corporate hierarchy become increasingly disadvantageous for transnational companies because of the growing complexity of cross-border organizations and the resulting uncertainties faced by head offices. Apart from being costly, bureaucratic elements such as centralisation and formalisation turn out to be ineffective as they restrict the room available to local management,

thereby smothering their commitment and their ability to adapt to local conditions. As a complete turnaround from the earlier cherished integration perspective, it becomes more and more accepted in both managerial and scholarly debates that heterarchy replaces hierarchy and local autonomy replaces centralised decision-making (Hedlund 1986; Flecker and Simsa 2001). Hernes and Paulsen argue in favour of a 'reinvestigation of the making of boundaries' (2003: 4) - boundaries not only as upholders of order and control, but also as vehicles of change and transience.

New network organizations need to establish management and cooperation processes that successfully span the distances between multiple locations, time zones, and corporations. A particular role is played by modern information technologies which seem to increase the distance between the physical and virtual 'presentation' of organizations. Technologies such as the internet, mobile phones, virtual reality, enterprise resource planning, e-commerce, etc. have been introduced at a high speed and at a large scale in organizations as diverse as businesses, government departments and NGOs. Transnational movements of human and economic, cultural and social capital – accelerated by modern technologies - raise questions about cohesion and loyalty, in particular within organizations that operate beyond national borders and in virtual space.

Identity and identification

The creation of a corporate identity being a preoccupation among managers and pivotal to managerial discourse, it may not come as a surprise that identity and identity formation are central concepts within CuCON. Drawing on Social Identity Theory (SIT), we define an individual's identity as based in part on the groups to which the individual belongs while the identification with these groups becomes an integral part of an individual's self-identity (cf. Jenkins 1996). SIT is based, amongst other things, on the assumption that social identity processes revolve to a large extent around processes of discerning 'self' from 'other'. In other words, processes of identity formation often require an active process of 'othering' (see above). In the organizational context, individual members identify with (parts of) the organization at different levels (partly through defining 'the other', i.e. what they are not) and become the carriers of multiple identities. They may identify with the organization as a whole, with departments and divisions, teams and units, and informal groups within and formal groups (such as professional communities) without the organization.

In the COM research programme the concept of identity is rooted in a multilevel perspective, which implies that the practices and strategies, discourses and cognitive frames of managers, employees, customers, consultants, researchers and other actors in and around organizations constitute the object of research. Issues of identification with groups in the organizational context become particularly salient during processes of organizational change. Change implies the renegotiation of positions and leadership, the redefinition of group boundaries (i.e. a redefinition of 'the other') and the establishment of new identities. *Vice versa*, resistance to change may result in maintaining or even strengthening established identities (Kamsteeg 2001). How to establish identification with the organization is of essential concern to managers in transnational ventures. In managerial discourse, organizations ideally adopt the characteristics of a community with which people can identify and, in such a way, provide a new foundation for issues of bonding, cooperation and trust against the background of cultural diversification and fragmentation.

Management analysts (cf. Kotkin 1993), inspired by the unprecedented economic success of Japan and the Asian 'Tiger economies', identified primordial relations as the success formula of Asian businesses. Particularly ethnic Chinese businesses, organized in 'bamboo-networks' (Weidenbaum and Hughes 1996), are regarded to be the spearheads of Asia's economic growth as well as a major global force (Kotkin 1993). Cooperation and trust based on cultural and religious affinity and ethnic affiliation and subsequent 'othering' obviously seem to provide a more stable fundament for successful business ventures than do Western relations rooted in 'rationality'.

Research Trajectories

COM researchers address the above-described concepts and research fields in two distinct, but partly converging thematic trajectories. Both trajectories must be understood in the broader context of an

increased tendency worldwide to politicise culture and cultural processes, often in a geo-political sense, as described in the section 'Key Concepts'. Methodologically the research staff basically adheres to the ethnographic tradition within anthropology and organization studies, which implies a strong emphasis on reflexivity on the position of the researcher in the field and on the way this position not only influences data construction and the research process, but also the social identities of the researchers themselves (*Ghorashi 2005a;2005b;2005c; Kamsteeg & Thio 2005; Sabelis 2005*).

I Local loyalties, transnational partnerships

Recent literature on processes of globalisation identifies the emergence of transnational social spaces 'as social realities and entities that grow up either from the grassroots by international migration or through a complex top-down and bottom-up process brought about by international business companies' (Pries 2001:3) and by the increasing international trend to build public-private partnerships in which (international and local) NGOs more or less provide the 'glue' between the two (see for southern Africa for instance Grant & Söderbaum 2003). Transnational social spaces emerge as a result of the growing and differentiating migration movements as well as of substantial changes in the activities of international business companies which result in the creation of 'plurilocal configurations of people, organizations, social practices and symbol systems' (Pries 2001:20). The development of business and public-private networks extending across national borders generates transnational spaces, either through the operations (investments, outsourcing of production and services, etc.) of the enterprises involved, or through (labour) migration created by these operations. Both fields – transborder (labour) migration and transborder business and public-private coalitions – are at the core of the research in this trajectory, which covers two related domains:

- Diasporic organizations and partnerships
- Local organizations in transnational space

Diasporic organizations and partnerships

Transnational economic exchanges in the past and the present coincide with the emergence, growth and prospering and – sometimes – withering of diaspora communities and the organizations operated by their members (*Ghorashi 2005d*). Some of these communities are renowned for their economic success, a success which is attributed to their role as intermediaries in trade and commerce between the diasporic host and home countries. In order to understand the dynamic field in which diaspora communities establish and maintain themselves and often prosper, one has to consider these communities in relation to both their home and their host countries, and the ties they maintain among each other, both fictive and real ones (*Dahles 2004a*). Questions have to be raised as to the forces that fuel the ongoing cooperation among individual and collective members of diaspora communities and between these communities and their home- and host lands. The debate about the forces that are at work here revolves around four partly converging and partly conflicting approaches:

- The culturalist approach arguing that emotional ties and cultural affinity commit members of diaspora communities to their homeland while pulling them away from the [national community of the] host land (cf. Fukuyama 1995; Kotkin 1993; Redding 1990).
- The capitalist approach: relations of mutual interest offering diaspora communities an advantage as they have more choice to establish profitable business relations with home/host/and diaspora-related countries (Godley 1999; Hodder 1996).
- The political economy approach which sees diasporic successes and failures in the light of connectedness to political elites and power centres, favourable patron-client relations or marginality (Gomez 1999; Jesudason 1989).
- The embeddedness approach which singles out the institutional thickness and business networks linking diasporic communities to each other and to their host/home countries as the decisive factor in diasporic business success (Hamilton 1996; 2000).

The task is to specify for specific diaspora groups the conditions under which particular arguments have explanatory power. What makes diasporic entrepreneurs cooperate with whom and under what conditions and how they relate to the nation states of both their home and their host-countries is the leading question of the research projects dealing with diasporic organizations. There is a striking

parallel between issues of cooperation and loyalty among diasporic groups and issues of cooperation and trust among organizations in general. In both fields of study, research pertains to questions of how commitment and loyalty, trust and cooperation are accomplished within and among organizations and their members, and to the consequences that a lack of commitment or forceful destruction of trust may imply for organizational cooperation (Clegg, Josserand, Kornberger & Pitsis 2004; Clegg, Porras & Crawford 2004; Clegg, Pitsis & Kornberger 2004). This research focuses mainly on immigrant communities in the Netherlands and business networks in southeast Asia (Ghorashi 2005a; 2005b; Byun-Van Bladel & Ybema 2005; Clegg, Ray & Gordon 2004a; Dahles 2005; Koning 2004).

Local organizations in transnational space

The idea that borders between sovereign nation-states are stable and static, non-negotiable and inflexible is rooted in modernist perceptions of state borders as markers of the sovereignty of the nation-state. This concept of borders was transplanted to vast areas in Africa and Asia through colonialism, where artificially drawn borders not only defined the sphere of influence and power of colonial regimes, but also laid a claim on the economic resources. In late modern society national borders are contested not only by (violent) trespassing, but most of all by new nationalities emerging within and across existing nation-states (Castells 2000). All over the world, social, economic, political, and cultural transformations are taking place that threaten the future of established national borders. These transformations put pressure on states to make their borders more permeable without dismantling them (Donnan and Wilson 1999). While economic boundaries increasingly give way to 'global markets', political boundaries – and especially borders between nation states – are largely maintained (Friedman 1994). What these transborder developments mean for the process of social identity construction and *vice versa* (i.e. what these processes of social identity construction mean for the process of transborder developments in post-colonial societies in Asia and Africa) is an important aspect of this research programme (Dahles & Stobbe 2004; Spierenburg 2004a; Dahles & Bruckwilder 2005).

Economic activities in the cross-border areas (in industrial districts, special economic production zones, EU-regions, African Transfrontier Conservation Areas, growth areas, triangles or (development) corridors in many parts of the world) represent an excellent research focus to generate a better and more profound understanding of processes of identity formation in organizations (Dahles 2003; Dahles and Stobbe 2004; Draper, Spierenburg, and Wels 2004). Transnational organizations are located in specific culturally and ethnically defined spaces, while operating primarily in a regional market. This specific condition of cross-border areas affects their management strategies, coalitions and joint ventures, and competitive position. The economic arrangements that emerge in cross-border areas are comprised of elaborate network relations, public-private partnerships, forms of subcontracting and outsourcing, and these relations of economic cooperation bind together large-scale and small-scale enterprises, NGOs, multinational corporations and small- and medium-scale enterprises. Corporate identities meet with local organizational cultures and management models. This is a challenging field for research on processes of integration, fragmentation, hybridisation, the emergence of multiple identities in organizations and the dynamics of local management strategies. These areas are of specific interest because while borders physically demarcate states and define their distinct identities, they are also sites for ongoing cultural exchange and, therefore, hotspots for the analysis of 'self' and 'other' (Donnan and Wilson 1999). This research focuses mainly on southern Africa (Evers, Spierenburg & Wels 2005) as well as on southeast Asia (Dahles & Loh 2005).

II The management of culture change

The research under this theme focuses on identity processes against the background of organizational change. Organizational change goes hand in hand with a breakdown or shifting of established boundaries, with the creation of new domains and the formation of new alliances. In many cases, there will be increasing tensions between certain groups, between the individual and the collective and between old and new value systems (Ybema 2004a), whereby the question of identity takes on a specific political and emotional perspective (Ybema 2004b; Sabelis, Keenoy, Oswick & Ybema 2005; Ybema, Daymon & Veenswijk 2005). Questions are raised as to how managers and staff attribute meaning and direction to the process of change and how interventions into this process should be

implemented (*Van Marrewijk 2004a; 2004b*). The researchers participating in this cluster, therefore, define their research task in terms of developing a body of knowledge concerning processes of change and interventions within organizations. This task covers the following domains:

- Spatial dimensions of institutional transformation processes
- Hybridisation of the organizational domain

Institutional transformation processes

In the global economy an increasing number of network structures made up of smaller companies and various strategic alliances can be identified (*Boersma 2004; 2005; Clegg 2005*). Processes of identity formation in the context of a network are much more complex than in the traditional bureaucratic organization (*Clegg & Gustavs 2005; Clegg & Little 2005; Dahles & Van Hees 2004; Kingma 2004; Boersma & Kingma 2005a; Boersma & Kingma 2005b*). Individual sense-making and situational relevance will ultimately determine identity in the organizational context. In other words, it is a matter of the dynamics of action and reaction, defined and delineated by the institutional transformation processes, the organizational dynamic, and the individual repertoires of the players involved (*Van Marrewijk 2005*). The theme of institutional transformation focuses on the connection between changing complexes of institutional values and the everyday perceptions of the players within the relevant organizations.

The symbolic richness of physical arrangements has interpretive potential for the study of cultural forms and more specifically for cultural change. Descriptions of buildings, office arrangements, and a setting's furnishings are helpful to understand organizational ideologies, business concepts and status symbols (see for example *Berg and Kreiner 1990; Hatch 1990*; and other essays in *Gagliardi 1990; Yanow 1993; 1995; 1998*). Organizational spaces are important in the construction of organizational identities (*Parker 2000*), and studying physical arrangements help to understand the changes in locations of work (*Felstead et al. 2005*).

Kornberger and Clegg (2004) plead to bring space back into organizational theory and explore the interdependency between physical space and organizational behaviour. Architectural design, for instance, not only influences the cure of patients but also the behaviour of the hospital's or clinic's medical staff: 'Similarly, corridors provide a space where, for this team at least, usual professional hierarchies can be suspended. In other contexts, team members refer to the doctor by his title and surname. In the corridor, first names are used by all team members. Unlike more formal communicative spaces, ignorance can be expressed with safety' (*Iedema et al. 2005: 9*). *Felstead et al. (2005)* argue that the socio-spatial relations and aesthetic order of collective offices are specifically designed to generate intense social interaction among employees (71). The introduction and lived experience of collective offices is intended to increase the output of labour and to decrease costs. A corporate building therefore can reflect a business concept (*Berg and Kreiner 1990*).

Interventions in physical settings can be strong tools for inducing cultural change. Constructing a new corporate building, renovation, (re)design of interior and moving objects are important interventions in an organizational transformation process. Organizations spend huge budgets on architects, whom they charge with the task to reflect organizational identities in the designs of buildings. To what extent is the process of organizational change reflected in corporate buildings and, *vice versa*, how do corporate buildings reflect change?

Researchers access space through observing, with whatever degree of participation, and interpreting spatial vocabularies. Built spaces have their own vocabulary of building materials, size, scale, mass, color, shape, design, and relationship with the environment, among other things. The 'reading' of built spaces and other physical arrangements requires interpretive methodological questions (*Yanow 1996; 2000; 2005; 2006*).

The processes of institutional transformation may give rise to a new discourse, centring on the 'non-bureaucratic government department' or the 'post-ideological social organization' (*Veenswijk 2003*). What

are the consequences? Will such a discourse lead to irreconcilable conflicts regarding a central interpretation, or will the old and the new value frameworks merge and hybridise? Will creative ideas and methods of organizing crystallise, or will processes of re-institutionalisation take effect?

Hybridisation of organizational domains

This domain focuses on themes such as inter-organizational blending, interaction, virtualisation (*Kingma & Boersma 2005c*), imaging (*Wels 2004*), the new (inter) organization (*Companjen 2004*) and intervention (*Kamsteeg & Wels 2004; Veenswijk 2004; Veenswijk 2005 a; 2005b; 2005c*). Can we continue to speak of ‘organizations’ (noun) or should we refer to significant processes of ‘organizing’ (verb) (*Dahles & Loh 2005; Loh & Dahles 2005*)? Are these processes substantial or imaginary? One important aspect in this debate is that of control. If the hybrid organization can no longer be identified in terms of its directing body, its unequivocal characteristics or even a clearly defined objective, what remains (*Clegg & Courpasson 2004*)? Is not the idea of control diametrically opposed to the organizational reality characterised by the pluriformity of interpretation? Are the ‘solutions’ sought in concepts such as ‘self-determination’ and ‘empowerment’ not merely attempts to recast that of ‘control’ in some other way, albeit subconsciously? In terms of the research currently being undertaken, the control of identification processes in and around the employment-based organization is about the transformation of power relationships (*Clegg & Hardy 2004; Clegg, Ray & Gordon 2004b; Spierenburg 2004b*) and the underlying objectives of designing the ‘new hybrid organization’.

Research design and methodology

In principle, the researchers under this programme subscribe to the constructivist approach which focuses on the ways in which people make sense of the world, especially through sharing their experiences with others via the medium of language. Currently, organizational studies are undergoing a shift from ‘function to meaning’ (*Chapman 2001:21*), which makes anthropology an interesting ally for this aspect of CuCON.

The processes and relations studied in this programme focus on the ways in which members of organizations construct meaning and cope with the problems and contradictions that emerge in their daily routines. Research questions address the ways in which work is patterned, decisions are made, control is exercised or undermined, meaning is attributed, and the cultural forms in which these processes appear, such as routines, rituals, dramas, games, gossip, and stories (*Van Maanen 2001:240*). As the anthropological perspective is gaining terrain in organizational studies (*Chapman 2001:21*), there is a need for conceptual and methodological tools for ‘identifying the profound discrepancies that can exist between the way people conceive of the organization and their actual practice’ (*Van Maanen 2001:240*). Qualitative cultural studies ideally provide the in-depth understandings as they ‘penetrate the impression management and politeness facades that cultural members offer to outsiders, exposing differences of opinion, contradictions, conflicts, and ambiguities’ (*Martin 2002:234*). Being able to be empathetic to all the different stakeholders in the field of study is considered essential for constructing the research data. ‘A basic aspect of empathy is an awareness, an understanding, a knowing of another’s state or condition or consciousness, or how another might be affected by something that is happening to him or her’ (*Staub 1987: 104*). Empathy in a research context should not be confused with the notions of sympathy and compassion, concepts that are often associated with empathy. Although feelings of compassion and sympathy can be a consequence of empathy (*Eisenberg & Strayer 1987: 6*), there is not a necessary or automatic causal link between them.

In terms of *research design* researchers participating in CuCON engage primarily in (social/organizational) network analyses. Recently *Ibarra et al. (2005)* identified three ‘promising frontiers of social network research at the intersection of the individual and the collective’ (359). The first being ‘social networks as forms of social capital for both individuals and collectivities’ (*ibid.*) and the third frontier being ‘the notion that networks of relationships are also networks of perceptions...’ (360), CuCON seamlessly fits into and takes part in the second field *Ibarra et al. (2005)* distinguish: Social networks as mechanisms of identity construction (362). In this field particular attention is paid to the reciprocal influences of social identity and social and organizational networks. Many writers (particularly those approaching the subject matter from a

Neo-Marxist angle) point to a trend in which the self is increasingly 'colonized' by organizational realities during the process of hybridisation, whereupon the private domain of the individual him/herself will eventually be marginalized. Others choose to stress the very logic of the self, whereby the 'organization' is no more than a temporary crossroads in the development of the individual. In research terms, it is mandatory to investigate organizations and private domains as well as processes of de-centring and fragmentation of the individual within the organizational reality.

Kilduff & Tsai (2003: 19) come up with three distinctive features of network research that differentiate it from traditional approaches in the social sciences and of which especially the first two characterise the CuCON research programme very well. The third aspect is less-well developed within CuCON:

1. 'network research focuses on relations and patterns of relations rather than on attributes of actors;
2. Network research is amendable to multiple levels of analysis, and can thus provide micro-macro linkages;
3. Network research can integrate quantitative, qualitative and graphical data, allowing more thorough and in-depth analysis'.

A *research methodology* that in principle fits the research question(s) in CuCON most adequately is 'doing ethnography' (Geertz 1973), although its application in studying organizational networks needs some basic rethinking, particularly in the sense that fieldwork on and in networks seldom requires fieldwork within an uninterrupted time-stretch of one year (which is considered a rule-of-thumb minimum for ethnographic fieldwork in anthropology), but is the product of a cumulation of several short(er) periods of fieldwork in and on the various spatial localities in the network. This 'loosening' of one of the ethnographic groundrules does require major reflexivity in order to interpret its consequences for data construction and time-space relations. What this research programme's choice for an ethnographic approach does share with Geertzian ethnography is that it refers both to a way of doing fieldwork in terms of the everyday practices of and/or in organizations, and to the product of these activities, i.e. ethnographic writing. Ethnography contextualises its findings, is sensitive to power relations, reveals what lies behind front-stage performances and reflects on the position of the ethnographer *vis-à-vis* the subjects and objects of his/her research (Hirsch and Gellner 2001:9; for reflexive methodology see Alvesson & Sköldböck 2000; Alvesson & Deetz 2000). Organizational ethnography (OE) both as a methodology and as a style of writing did not become established in organizational studies until the mid-1990s, when anthropology entered the field of organizational studies. It is a reflective practice in which the ethnographer critically assesses his/her position in relation to the respondents, especially with regard to being dependent on using empathy as a core methodological tool, and on the organization(s) studied, a relation that is characterised by unequal power relations defining the limits within which someone can employ the ethnographer's toolkit (Dahles 2004b). This assessment nourishes and guides the process of writing ethnography. Any form of research involves issues of power and these are particularly relevant to ethnographic research as it often deals with people who are positioned as 'other' within large-scale relationships of domination and subordination. As for ethnography in organizations, the researched are far more powerful than the ethnographer is. This may have consequences for the access to information and may result in degrees of control and censorship. Ethnography has been mainly associated with qualitative research but can also imply triangulation of methods and data. An ethnography conveys a sense of 'being there', reflecting the polyphony of the organization under study and offering a perspective on that organization from an explicit theoretical framework (Bate 1997). OE provides in-depth understandings as it equips researchers with the tools for analysing the discrepancies between the ways in which people at different hierarchical levels perceive of the organization, and for penetrating the impression management that conceals differences of opinion, contradictions, conflicts, and ambiguities.

In the era of globalisation, as the interests of ethnographers turn to new forms of organizations, such as migratory networks, cross-border business coalitions, diasporic businesses, transnational corporations, subcontracting arrangements, new technology firms and other itinerant and transient organizations, conventional fieldwork will no longer be adequate. Fieldwork in transnational settings may require researchers to exchange their once territorially bounded field-site for a mobile approach. Transnational

and transient organizations often display permeable and weakly defined boundaries as they are part of ever-changing organizational networks. Instead of focusing on the organization as a basic research unit, a biographical approach which centres on the chronology of critical events and decisions in the life of organizational members may represent a more fruitful research strategy. This approach combines a focus on individual actors with a focus on the institutional level.

Researchers in CuCON attempt to accomplish some degree of ethnographic depth by ‘having been there’ (Alvesson & Deetz 2000: 200). Based on the argument presented above about the specific requirements of an ethnographic approach to researching organizational networks, we partly share with Alvesson and Deetz that ‘(o)ne does not (...) have to stick to the old anthropological norm of being at least one year in the field, but can limit and concentrate the efforts. Some weeks of participant observation is, according to our experience [and ours], sometimes sufficient’ (ibid.). We add, also responding to the danger that almost all empirical research could be considered ethnographic, that the ‘concentrated efforts’ should be considered as fragments of a larger sum of ethnographic fieldwork, that should be embedded in a constructive reflexive approach to empirical research. COM research revolves around the triangulation of both data and methods. Besides generating primary data through surveys, interviews and observation, the analysis of secondary data (all kinds of written records, annual reports, yearbooks, minutes of meetings, statistical data, etc.) play an important role in COM research.

Organizational ethnography creates a number of pitfalls that require careful consideration before venturing into the field site (cf. Dahles 2006). First, organizational ethnographers may be denied long-term participation in everyday organizational practice and, as a consequence, fail to reach beyond the public face and front-stage behaviour that organizational members perform in front of outsiders. Second, lack of specialised knowledge and skills may pose serious restrictions on ethnographic fieldwork. However, too intensive an involvement is a threat for critical reflection. In an organizational context, the ethnographer-*cum*-employee may show either too much or too little detachment from managerial interests. Third, organizational ethnography requiring long-term and unrestricted access to an organization puts managers and executives in the role of gatekeeper, benefactor, informant, employer and critical audience at the same time. With power relations between managers and ethnographers being extremely unequal, the former may exert control and censorship over the latter. Fourth, ethnographers may feel uncomfortable with the idea that their research should contribute to strategies of managerial control. They may prefer to pursue their agenda of lending a voice to those who are silenced by hierarchy and power. A basic consideration is whether ethnography – given its long-term empirical fieldwork and its descriptive and detailed results – is suitable as a research method for generating findings that may be applied in intervention strategies.

Appendices

- I: Programme Members**
- II: Research Vignettes Research Staff**
- III: Research Vignettes PhD Students**
- IV: Publications by COM Research Staff since start of CuCON (2003)**
- V: The Research Policy of the Department of COM**
- VI: Research Etiquette**
- VII: References**

Appendix I

Name	Input (fte)	National Research school
Researcher		
Dr. Kees Boersma	0,4	NOB
Dr. Françoise Companjen	0,3	
Prof. Dr. Heidi Dahles	0,6	CERES
Prof. Dr. Halleh Ghorashi	0,4	CERES
Dr. Frans Kamsteeg	0,4	CERES
Dr. Sytze Kingma	0,4	NOB
Dr. Juliette Koning	0,4	CERES
Dr. Ing. Alfons van Marrewijk	0,2	CERES
Dr. Carel Roessingh		
Dr. Ida Sabelis	0,3	CERES
Dr. Marja Spierenburg	0,4	CERES
Prof. Dr. Marcel Veenswijk	0,4	NOB
Dr. Harry Wels	0,4	CERES
Dr. Sierk Ybema	0,3	
Prof. Dr. Dvora Yanow	0,4	
Associate researcher:		
Prof. Dr. Stewart Clegg		
PhD Students:		
Drs. Myrte Berendse	1,0	NOB
Drs. Hyunghae Byun	0,8	CERES
Drs. Hanneke Duijnhoven	1,0	NOB
Drs. Henk van den Heuvel	0,8	CERES
Drs. John ter Horst	1,0	CERES
Drs. Theo Kamsma	0,8	CERES
Drs. Leonora Reijn	1,0	CERES
Drs. Esther Zwart	1,0	CERES

Annex III

Myrte Berendse

This project focuses on sense-making of cultural change in professional public organizations in the transportation and water management sector. Public infrastructure organizations are confronted with political and societal developments, challenging their identity and position within the infrastructure chain. Public infrastructure organizations have to become 'partners in business'; they are more and more involved in temporary alliances through public-private partnerships and becoming more output-directed. Public organizations' responsibility in different parts of the project (the design, construct, finance and maintenance phase) is increasingly changing towards that of supervisors and professional expert principals of innovative contracts. This requires a process of reorientation and repositioning with implications for the organizational cultures and the professional identities of the actors involved.

Hyunghae Byun

As a result of the spectacular global success of Japanese businesses in the 1970s and 1980s, the strong normative control of Japanese corporate culture and management systems has long held a great attraction for managers and management scientists. Culture-building practices within Japanese enterprises, such as lifetime employment policies, seniority-based promotion systems and enterprise unionism, were designed to promote a communal family-like atmosphere, cooperative relations and a strong identification with the corporation. However, after a record-high on 31 December 1989, the Tokyo stock market crashed. A long-term recession caused corporate bankruptcies and necessitated an organizational restructuring of Japanese firms. The systems once appraised as the cornerstone of Japanese success have become subject to much criticism. It seems that the strong organizational identification of employees, perceived for a long time as a distinctive strength of Japanese corporations, has become challenged by a new situation. This research project aims at understanding the organizational restructuring of Japanese organizations.

Hanneke Duijnhoven

Recent developments in the railway sector have created several challenges for the organizations involved with regard to their identity and position within the sector. For instance, the differentiation of management and exploitation of the rail infrastructure and the denationalisation of railway companies have given rise to questions concerning public values such as transparency, responsibility, legitimacy, and security. While the provision of safe and secure railway transportation was traditionally the responsibility of the government, with the denationalisation the roles and responsibility have become rather ambiguous and unclear. Against the background of these developments, the present project entails a comparative study on (organizational) security culture within the Dutch and Spanish railway sector. In particular the project deals with the processes of sense-making, interpretation, translation and implementation of security measures into the daily practices and action logic of the organizational actors.

Henk van den Heuvel

This research project looks at a locally emerging management model and strategy in South Africa. 'African management' can be characterised by its strong emancipatory language, in which the (black) African identity is highly emphasised, more or less in protest, it seems, to the economic rat-race of Western dominated globalisation. The relevance of this project mainly lies in gaining more in-depth insights in the emergence and meaning of a local management discourse in the 'periphery', in this case South Africa. Furthermore, it seeks to contribute to the body of knowledge on the political and cultural context in which organizations in South Africa operate, and how this context affects local perspectives on management and organization.

John ter Horst

Theo Kamsma

The research project focuses on processes of ethnic and religious identification of Jewish immigrants against the background of the diaspora ties that these communities maintain in Southeast Asia, in particular the Straits (parts of Indonesia and Malaysia). Current research in the field of transnational networks is focusing on multi-national corporations and international organizations. At the same time, ethnic diasporas seem to be increasingly successful in establishing, maintaining and expanding significant relations which transcend the boundaries of nation states, in particular in terms of entrepreneurship and business ventures. The research will analyse the business operations of this diaspora community, map its business networks across national borders into the Straits and investigate how processes of ethnic and religious identification either facilitate or hamper their entrepreneurial activities.

Leonora Reijn

The way identity is constructed and identification established within the context of work organizations against a background of processes of modernization is the subject of this study. It concerns the relationship of employees with their employer and the way this relationship is being influenced by a changing world. Taking the body of knowledge on modernization as a starting point, the connection that employees feel or do not feel with their organization has supposedly changed over the past decades. Furthermore, other influences are active, such as fluctuations in the economic climate. The empirical material for this study is from 'Artsen Zonder Grenzen' and McKinsey consultancy.

Esther Zwart

This PhD research is about identity formation in transnational business coalitions in non-western (Southeast Asian) countries, and in particular in countries that have strong governments and are witnessing a rapid economic expansion. More specifically, the research will increase existing knowledge on the different forms of and reasons behind the transnational partnerships of Malaysian Chinese Small and Medium Enterprises (SMEs) and the influence of this transnationality on the organizational identity of these enterprises.

Appendix IV

History of COM research programme and academic publications

In order to contextualise the academic output of COM researchers from 2003 onward it is crucial to briefly present a history of CuCON. The Department of Culture, Organization and Management (COM) has strong traditions in anthropology as it traces its roots back to the department of Cultural Anthropology/ Sociology of Non-Western Societies (CA/SNWS) at the Vrije Universiteit Amsterdam. With the installment of a full chair in the anthropology of organizations in 1995 COM emerged as an independent department in the Faculty of Social Sciences. From 1995-2000 the researchers of the department of COM and CA/SNWS participated in a joint research programme titled 'Global Culture and Local Identities' with COM research brought together in the sub-programme titled 'Hybrids and Transforming Identities: Processes of Convergence and Divergence in Organizations'.

Upon the finalisation of this programme, the cooperation of both departments was continued under a new joint programme titled: 'Processes of identity formation and shifting alliances in kaleidoscoping societies' (PISAKS). This programme addressed the question how local actors form coalitions and alliances in order to cope with and benefit from the challenges of globalisation, emphasizing the varied repertoires of meaning called forth by the globalisation process, from which local initiatives draw in order to construct separate identities. An internal evaluation in 2003 revealed that the two departments were too heterogeneous to sustain and manage this joint research programme over the long run. The department of COM, while building on its anthropological roots and themes, has widened its scope to a new set of concepts and perspectives including the critical assessment of and reflection on interventions and management strategies. The international debate about organizational culture processes focuses on the meaning of professional, sectoral and regional cultures for cooperation within and between organizations; the meaning of basic assumptions which correspond with ideological and religious persuasions for the changing and forming of organizational cultures and identities; the deconstruction of the prevailing discourses about management and organization; the organization and management of multiculturalism; and the paradoxical consequences of modernization, such as localization versus globalisation, commitment versus flexibilization, integration versus differentiation and fragmentation, control versus self-management and efficiency, rationalization versus the quest for belief and inner peace. Therefore, the study of organizational culture assumes a multidisciplinary character. The multidisciplinary is reflected in the composition of the department of COM, which counts among its researchers - besides anthropologists - sociologists, psychologists, public administration specialists, and business historians. The present CuCON programme, originally written by the current programme leader Prof. Dr. Heidi Dahles, is partly a reassessment of themes and theoretical perspectives which are relevant for the multidisciplinary department of COM. The aim of the new research programme is to enhance the research of the department in terms of empirical data collection, theoretical relevance and societal significance (see also Annex V, 1, 'Approach of CuCON').

Academic Publications (in Dutch)

2003

Dissertatie intern (A)

Ybema, S.B. (Cultuur, Organisatie en Management) (20-03-2003). *De koers van de krant. Vertogen over identiteit bij Trouw en de Volkskrant*. Vrije Universiteit (271 pag.) (Amsterdam: S.Ybema (in eigen beheer)). Prom./coprom.: Koot, prof. dr W.C.J.
- VU FSW 00001000
- Dissertatie intern (A) (dissertatie)

Dissertatie voll. extern (D)

Spierenburg, M.J. (Cultuur, Organisatie en Management) (24-06-2003). *Strangers, spirits and land reforms. Conflicts about land in Dande, Northern Zimbabwe*. Universiteit van Amsterdam (141

pag.) (Amsterdam: M. Spierenburg (in eigen beheer)). Prom./coprom.: Thoden van Velzen, prof.dr. H.U.E., & Geschiere, prof.dr. P.L.
- VU FSW 00001000
- Dissertatie voll. extern (D) (dissertatie)

Wet. publ. refereed

Boersma, F.K. (Cultuur, Organisatie en Management) (2003). Structural ways to embed a research laboratory into the company: a comparison between Philips and General Electric 1900-1940. *History and Technology*, 19(3), 1-18.
- VU FSW 00001000
- Wet. publ. refereed (artikel - letter to the editor / wet. publ. internationaal)

Boersma, F.K. (Cultuur, Organisatie en Management) (2003). Tensions within an industrial research laboratory: the Philips laboratory's x-ray department between the wars. *Enterprise & Society: the international journal of business history*, 4(1), 65-98.
- VU FSW 00001000
- Wet. publ. refereed (artikel - letter to the editor / wet. publ. internationaal)

Boersma, F.K. (Cultuur, Organisatie en Management), Berends, H. (Onbekend), & Weggeman, M. (Onbekend) (2003). The structuration of organizational learning. *Human Relations*, 56(9), 1035-1054.
- VU FSW 00001000
- Wet. publ. refereed (artikel - letter to the editor / wet. publ. internationaal)

Dahles, H. (Cultuur, Organisatie en Management), & Zwart, E. (Cultuur, Organisatie en Management) (2003). Tourism and silk trade in post-civil war Cambodia. *Pacific Tourism Review*, 7(3/4), 143-157.
- VU FSW 00001000
- Wet. publ. refereed (artikel - letter to the editor / wet. publ. internationaal)

Dahles, H. (Cultuur, Organisatie en Management) (2003). Producer services, social mobility and the state in Asia: lessons from Western economies. In H. Dahles & O. van den Muijzenberg (Eds.), *Capital and knowledge in Asia. Changing power relations* (pp. 1-20). London: RoutledgeCurzon.
- VU FSW 00001000
- Wet. publ. refereed (boekdeel - hoofdstuk / wet. publ. internationaal)

Dahles, H. (Cultuur, Organisatie en Management) (2003). Tourism, small enterprises and community development (heruitgave). In D. Hall & G. Richards (Eds.), *Tourism and sustainable community development* (pp. 154-169). London: Routledge.
- VU FSW 00001000
- Wet. publ. refereed (boekdeel - hoofdstuk / wet. publ. internationaal)

Dahles, H. (Cultuur, Organisatie en Management), & Muijzenberg, O.D. van den (Onbekend) (Eds.). (2003). *Capital and knowledge in Asia. Changing power relations*. London: RoutledgeCurzon.
- VU FSW 00001000
- Wet. publ. refereed (boekredactie / wet. publ. internationaal)

Ghorashi, H. (Cultuur, Organisatie en Management) (2003). From Marxist organizations to feminism: Iranian women's experiences of revolution and exile. *The Journal of the Study of Religions and Ideologies*, 89-107.
- VU FSW 00001000
- Wet. publ. refereed (artikel - letter to the editor / wet. publ. internationaal)

Ghorashi, H. (Cultuur, Organisatie en Management) (2003). Multiple identities between continuity and change: the narratives of Iranian women in exile. *Focaal. Tijdschrift voor Antropologie*, 63-75.

- VU FSW 00001000

- Wet. publ. refereed (artikel - letter to the editor / wet. publ. internationaal)

Kamsteeg, F.H. (Cultuur, Organisatie en Management / Centre for resource studies for human development), & Koot, W.C.J. (Cultuur, Organisatie en Management / Centre for resource studies for human development) (2003). Management as dead end. How managers survive in a culturally complex environment. In W.C.J. Koot, P. Leisink & P. Verweel (Eds.), *Organizational relationships in the networking age. The dynamics of identity formation and bonding* (New horizons in management (series editor: Cary Cooper)) (pp. 113-137). Cheltenham: Edgar Elgar Publishers.

- VU FSW 00001000

- Wet. publ. refereed (boekdeel - hoofdstuk / wet. publ. internationaal)

Kamsteeg, F.H. (Cultuur, Organisatie en Management / Centre for resource studies for human development) (2003). Merging identities, reinventing boundaries. The survival strategy of Catholic development aid in the Netherlands. In N. Paulsen & T. Hernes (Eds.), *Managing boundaries in organizations: multiple perspectives* (pp. 226-243). Basingstoke: Palgrave MacMillan.

- VU FSW 00001000

- Wet. publ. refereed (boekdeel - hoofdstuk / wet. publ. internationaal)

Koot, W.C.J. (Cultuur, Organisatie en Management / Centre for resource studies for human development) (2003). Hybridisation and dis-identification: fatal modernisation strategies in organisations. In P. Jeffcutt (Ed.), *The foundations of management knowledge* (Advances in management and business studies) (pp. 188-208). London/New York: Routledge.

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- Wet. publ. refereed (boekdeel - hoofdstuk / wet. publ. internationaal)

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- VU FSW 00001000

- Wet. publ. refereed (boekdeel - hoofdstuk / wet. publ. internationaal)

Koot, W.C.J. (Cultuur, Organisatie en Management / Centre for resource studies for human development), Leisink, P. (Onbekend), & Verweel, P. (Onbekend) (2003). Organizational relationships in the networking age. The dynamics of identity formation and bonding: introduction. In W.C.J. Koot, P. Leisink & P. Verweel (Eds.), *Organizational relationships in the networking age. The dynamics of identity formation and bonding* (New horizons in management (series editor: Cary Cooper)) (pp. 1-21). Cheltenham: Edgar Elgar Publishers.

- VU FSW 00001000

- Wet. publ. refereed (boekdeel - hoofdstuk / wet. publ. internationaal)

Koot, W.C.J. (Cultuur, Organisatie en Management / Centre for resource studies for human development), Leisink, P. (Onbekend), & Verweel, P. (Onbekend) (Eds.). (2003). *Organizational relationships in the networking age: the dynamics of identity formation and bonding* (New horizons in management (series editor: Cary Cooper)). Cheltenham: Edgar Elgar Publishers.

- VU FSW 00001000

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Marrewijk, A.H. van (Cultuur, Organisatie en Management) (2003). New forms of organizational identification in a fragmented society: the case of telecom operators. In W. Koot, P. Leisink & P. Verweel (Eds.), *Organizational relationships in the networking age: the dynamics of identity formation and bonding* (New horizons in management) (pp. 377-413). Cheltenham: Edgar Elgar Publishers.

- VU FSW 00001000

- Wet. publ. refereed (boekdeel - hoofdstuk / wet. publ. internationaal)

Roessingh, C.H. (Cultuur, Organisatie en Management), & Bras, C.H. (Cultuur, Organisatie en Management) (2003). Garifuna settlement day: tourism attraction, national celebration day, or manifestation of ethnic identity. *Tourism, Culture & Communication*, 4(3), 163-172.

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- VU FSW 00001000

- Wet. publ. refereed (artikel - letter to the editor / wet. publ. Nederlands)

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- VU FSW 00001000

- Wet. publ. non-refereed (boekdeel - hoofdstuk / wet. publ. Nederlands)

Clegg, S.R. (Cultuur, Organisatie en Management), & Dunkerley, D. (Onbekend) (2005). Critical issues in organisations. In C. Grey & H. Willmott (Eds.), *Critical management studies: a reader* (pp. 46-49). Oxford: Oxford University Press.

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- Wet. publ. non-refereed (boekdeel - hoofdstuk / wet. publ. internationaal)

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- VU FSW 00001000

- Wet. publ. non-refereed (boekdeel - hoofdstuk / wet. publ. internationaal)

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- VU FSW 00001000

- Wet. publ. non-refereed (boekdeel - hoofdstuk / wet. publ. internationaal)

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- VU FSW 00001000, vu let 00000400

- Wet. publ. non-refereed (boekdeel - hoofdstuk / wet. publ. internationaal)

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Loon, J. van (Cultuur, Organisatie en Management), Ybema, S.B. (Cultuur, Organisatie en Management), Sabelis, I.H.J. (Cultuur, Organisatie en Management), & Hemmingway, E. (Onbekend) (Eds.). (2005). *Identification processes in media organizations* (Intervention Research. International Journal on Culture, Organization and Management (Vol.2), 1). Special Issue: Special Issue.

- VU FSW 00001000, VU SCW 00000408

- Wet. publ. non-refereed (boekredactie / wet. publ. internationaal)

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- VU FSW 00001000

- Wet. publ. non-refereed (boekredactie / wet. publ. internationaal)

Vakpublicatie

artikel - letter to the editor

Ghorashi, H. (Cultuur, Organisatie en Management) (2005). Benauwd door de verlichting. *Eutopia*, 31-37.

- VU FSW 00001000

- Vakpublicatie (artikel - letter to the editor)

Yanow, D. (Cultuur, Organisatie en Management) (2005). Jewish administrative practice and a philosophy of public administration. *Administrative Theory & Praxis*, 27(2), 134-158.

- VU FSW 00001000

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- VU FSW 00001000

- Vakpublicatie (artikel - letter to the editor)

boekdeel - hoofdstuk

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- VU FSW 00001000

- Vakpublicatie (boekdeel - hoofdstuk)

Sabelis, I.H.J. (Cultuur, Organisatie en Management) (2005). Mythen, Zeit und Management. In S. Maier (Ed.), *Dynamische Übergänge - Leben als Prozess und Fluss. Festgabe zum 65en Geburtstag von Kurt Weis* (pp. 571-582). München: TU.

- VU FSW 00001000, VU SCW 00000408

- Vakpublicatie (boekdeel - hoofdstuk)

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- VU FSW 00001000, VU SCW 00000408

- Vakpublicatie (boekdeel - hoofdstuk)

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- VU FSW 00001000

- Vakpublicatie (boekdeel - hoofdstuk)

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- Vakpublicatie (boekdeel - hoofdstuk)

boekredactie

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- VU FSW 00001000

- Vakpublicatie (boekredactie)

Schutte, G.J. (Geschiedenis), & Wels, H. (Cultuur, Organisatie en Management) (Eds.). (2005). *The Vrije Universiteit and South Africa. From 1880 to the present and towards the future: images, practice and policies* (POEM Proceedings Vol.1). Amsterdam: Rozenberg Publishers.

- VU FSW 00001000, vu let 00000400

- Vakpublicatie (boekredactie)

boekbespreking

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- VU FSW 00001000

- Vakpublicatie (boekbespreking)

Boersma, F.K. (Cultuur, Organisatie en Management) (2005). Geboeid door straling en strategie [Bespreking van het boek *Geboeid door straling en strategie*]. Tijdschrift voor Sociale en Economische Geschiedenis, 2(1), 127-129.

- VU FSW 00001000

- Vakpublicatie (boekbespreking)

Dahles, H. (Cultuur, Organisatie en Management) (2005). Review Essay [Bespreking van de boeken *A trip too far. Ecotourism, politics and exploitation* & *The native tourist: mass tourism within developing countries*]. *Tourism, globalization and development: responsible tourism planning*.

Development and Change, 36(5), 969-971.

- VU FSW 00001000

- Vakpublicatie (boekbespreking)

- Sabelis, I.H.J. (Cultuur, Organisatie en Management) (2005). [Bespreking van het boek *In search of time - ISIDA research series, vol 17*]. FOR, Rivista per la formazione, 65, 123-124.
- VU FSW 00001000, VU SCW 00000408
- Vakpublicatie (boekbespreking)

intern rapport

- Marrewijk, A.H. van (Cultuur, Organisatie en Management) (2005). *Het productieve spanningsveld tussen techniek en bedrijfsvoering. Evaluatie van de functie directeur bedrijfsvoering bij de HSL-Zuid projectorganisatie*. VU Vrije Universiteit.
- VU FSW 00001000
- Vakpublicatie (intern rapport)

- Marrewijk, A.H. van (Cultuur, Organisatie en Management) (2005). *Vernieuwers en bruggenbouwers. Evaluatieonderzoek naar de opzet en praktijk van het organisatie en management model in de uitvoeringsfase van het HSL-Zuid project*. VU Vrije Universiteit.
- VU FSW 00001000
- Vakpublicatie (intern rapport)

Populariserende publicatie

artikel - letter to the editor

- Kamsteeg, F.H. (Cultuur, Organisatie en Management) (2005). Herrijzende zuilen? *Kennislink.nl*.
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- Populariserende publicatie (artikel - letter to the editor)

boekdeel - hoofdstuk

- Ghorashi, H. (Cultuur, Organisatie en Management) (2005). Shirin Ebadi: toonbeeld van oppositie van vrouwen in Iran. In A. de Boer & T. Reininga (Eds.), *Project & Nieuws* (pp. 45-51). Utrecht: Stichting Duurzame Solidariteit.
- VU FSW 00001000
- Populariserende publicatie (boekdeel - hoofdstuk)

Appendix V

The Research Policy of the Department of COM

1. Approach of CuCON

Research programmes formulate longer term research objectives and a central research question for a research unit. As a result a research programme can be considered a framework and therefore has static and policy features that do not change overnight. At the same time both researchers and research are constantly 'in development', 'in progress', and 'accumulating knowledge'. Researchers grab opportunities, read and learn about new concepts, meet different people at conferences, extend their professional networks, come across new fascinating empirical material during their fieldwork, etc. In a way individual research projects are products of a constant flow of intellectual and empirical curiosity. Within CuCON we treasure and stimulate this particular attitude to research, i.e. we encourage and facilitate academic and research initiatives as much as possible. This is also reflected in the way we deal with CuCON: in a way it is 'just' a filing system, that is updated and reflected upon annually by the programme director and manager, in terms of what is being done, written, produced and initiated by individual researchers and by the department as a whole. CuCON therefore follows the developments in the research of individual researchers closely, as much as we expect COM-researchers to follow the development of CuCON closely. We expect that this dialectic policy approach will lead to satisfactory and stimulating academic results for both.

2. Research output and publication policy

The survival and future prosperity of the department in a complex, competitive and unpredictable academic setting largely depends on an adequate output in international and refereed journals and with international academic publishers of excellent repute. Additionally, the presence of our researchers in national and international scientific and public debates contributes to the status and respectability of the department (see yearbook 2005).

Based on these different forms of output, the viability of the programme is assessed in internal and external evaluation processes. The research programme is reviewed in a periodical two-tiered evaluation system: an external evaluation organized at university level in cooperation with the *Vereniging van Samenwerkende Nederlandse Universiteiten* (VSNU) once every 6 years and a mid-term evaluation at faculty level.

Highly significant assessment criteria are the coherence and the intellectual creativity of the research programme and the quality and quantity of the research output.

The department receives research funds based on the publication output of the departmental researchers. The minimum requirement is to produce three reviewed publications in English over a period of three years (in case of full-time employment). 'Reviewed' is defined in terms of a (double) blind peer review by external reviewers. At faculty level only English-language publications are accepted in the assessment of the minimum output.

Departmental policy is directed at membership of all researchers in accredited research schools. In order to avoid fragmentation of publication strategy and to enhance coherence, the department encourages membership in two national research schools, i.e. CERES and NOB. Benefits emerging from this membership are defined in terms of access to significant national and international networks of like-minded researchers.

The publication policy of the department gives priority to refereed English-language journals/books without neglecting participation in relevant regionally and nationally focused debates. Therefore, COM researchers need to find a good balance between publications in organization-related journals/books and in discipline- and region-related journals/books.

The following journals rate among the COM-prioritised outlets:

- Annals of Tourism Research
- Asia-Pacific Business Review
- Business History Review

- Culture and Organization
- European Management Review
- Focaal
- Intervention Research. International Journal on Culture, Organization and Management
- International Journal of Innovation and Technology Management
- Journal of Management Studies
- Journal of Managerial Psychology
- Management
- Management Communication Quarterly
- Management Learning
- Organization Studies
- International Tourism Review
- Space and Culture
- Time and Society

This list does not imply that other journals are not eligible. However, for the sake of coherence of the research programme it is necessary that COM researchers participate in a few core debates conducted primarily in the listed journals.

In terms of the academic ambitions of CuCON we strive to increase our number of publications in the following journals:

- Organization Studies
- Culture and Organization
- Focaal
- Human Relations
- Space and Culture

Besides focusing on publications, there are a number of strategies supportive to the COM research policy:

- The coordination of academic journals from within the department. A first example is 'Intervention Research. International Journal on Culture, Organization and Management', edited by Marcel Veenswijk.
- Membership of editorial boards of international journals (e.g., Heidi Dahles was invited to join the editorial board of *Annals of Tourism Research* in 2003; Ida Sabelis is review editor of *Time & Society*, Kees Boersma is member of the editorial team of the *Jaarboek Kennissamenleving*, Halleh Ghorashi is member of the editorial board of *Focaal*, and Harry Wels is series editor of four series with two international publishing houses (Leiden: Brill Academic Publishers, one series, and Amsterdam: Rozenberg Publishers (in a co-publishing arrangement with UNISA Press, South Africa), three series. See for more information www.savusa.nl). Marja Spierenburg is editorial board member of the ASC / SAVUSA series with Brill Academic Publishers.
- Publications of special issues in international journals or edited volumes as a result of COM-initiated seminars and conferences. Examples: 'Managing Cohesion', a special issue of *Culture and Organization*, co-edited by Heidi Dahles and Lineke Stobbe; 'The Remaking of Boundaries in Asian Multicultural Organizations', a special issue of *Asia Pacific Business Review*, co-edited by Heidi Dahles and Loh Wei Leng.
- Joint publications with PhD students of the COM department (cf. Dahles and Zwart 2003; Dahles and Van Hees 2004; Dahles and Bruckwilder 2005; Wels and Van den Heuvel 2003; Ybema and Byun 2005).
- Joint publications with excellent MA students (cf. Dahles & Wels 2002; Spierenburg & Wels 2004; Roessingh, Bras, Berendse en Duijnhoven 2006).
- Strategic allocation of COM budget to stimulate congress attendance by COM researchers (with a paper). Spearheads are congresses organized by professional organizations such as EGOS, APROS, SCOS and EIASM.

- Structural support by an editing assistant for language and copy/editing of manuscripts before submitting them to editorial boards.
- Efforts to fine-tune the relationship between teaching and research in order to enable COM researchers to make their research instrumental in their teaching and supervision of BA and MA thesis projects.
- Participation in public debates (Halleh Ghorashi on issues of cultural integration and diversity management in the Netherlands; Marja Spierenburg and Harry Wels on regional issues relating to southern Africa).

Other output-related activities

- The *COM lunchmeetings* (once in a fortnight) presenting guest speakers and department members' projects, have developed into a tradition much appreciated by the members of the department. Starting in September 2003 the frequency of the meetings will be increased to twice a month in order to provide COM researchers (both senior researchers and PhD students) with an opportunity to present their research - in addition to guest speakers.
- *Guest researchers* from affiliated overseas institutes will stay at the department for at least one month in order to develop a research project in cooperation with departmental researchers. This project will also cement ties between COM and the guest researcher's home institute. In 2003, funding was obtained from an international NWO programme (IDPAD) to support Dr. Naresh Singh from Narsee Monjee Institute of Management Studies (Mumbai, India). From October until the end of 2003, Dr. Neil Paulsen from Queensland University (Australia) spent his sabbatical leave at the COM department. In November 2004 Prof. John Urry (University of Lancaster) visited the department of COM as a guest researcher. In May 2005 Prof. Kees van de Waal (Stellenbosch University) spend a month of his sabbatical at COM and PhD candidate Sanne Bor (Svenska Handels Högskolan, Finland) spend three months at our department doing research on decision-making processes in complex organizational research networks.
- In 2002, the department started to organize *international seminars and workshops*. Three initiatives attracted international scholars to the VU: in November 2002 the seminar 'Managing Cohesion'; in May 2003 the Asia-Europe workshop 'Transnational Exchanges'; and in September 2003 the OPLA/SAVUSA conference 'Competing Jurisdictions. Settling Land Claims in Africa'. These initiatives were continued in 2004 with the 6th International Conference on 'Organizational Discourse: Artefacts, Archetypes and Architexts', the international seminar 'The Ethnography of Organizations: the Inside Out', and the international conference 'Afrocentric management approaches in South Africa'. In 2005 staff members of COM organized 'Geluk: een kwestie van organiseren', and two DPRN regional expert meetings, on southeast Asia and southern Africa.
- At a national level, the department puts much effort into *promoting organizational anthropology* and the 'cultural perspective on organizations' among scholars in relevant disciplines (e.g. the COM-panels at the Lustrum Congress '105 Jaar Antropologie', November 2003, Leiden, and at the *Sociaal-Wetenschappelijke Studiedagen*, April 2004, Amsterdam).

3. Personal coaching

Each year in January/February the CuCON members meet with the research manager to evaluate the previous year in terms of accomplishments and failures and to establish an activity plan and budget specifying the objectives and the input required for the coming year. Researchers are encouraged to take on an entrepreneurial attitude, implying that they actively involve in networking at the national and international level and in acquiring additional funding from external sources.

In the meeting with the research manager an individual long-term research plan is established and adjusted according to career changes and results obtained. This plan describes periods of fieldwork, sabbatical leaves, fellowships at affiliated institutes and major changes in the research career.

The researchers are invited to critically reflect on the departmental research policy. This evaluation will provide the feedback for the formal meetings between department members and the head of department. At the programme level, the feedback provided by the researchers will form the basis for revisions in the research programme and policy of the department. The programme will be updated once a year. In the middle of the year every researcher is invited for a more informal meeting to

discuss progress (and/or constraints) on the plans discussed in the January-February round of discussions.

4. PhD student policy

The department aims at creating a research climate, which is conducive to implementing a PhD project within the given frame of time. This policy is supported by the developments towards forming a Graduate School that are currently taking place within the faculty, under the jurisdiction of the Centre for Comparative Social Studies (CCSS).

Departmental measures to accomplish this objective are:

- To create an expert group around each PhD project consisting partly of senior researchers from the department and partly of external (overseas) experts;
- To have at least one supervisor besides the professor who is able to coach the PhD candidate on a daily basis and who can provide expertise at the theoretical as well as empirical (and if applicable regional) level relevant to the project;
- A monthly PhD seminar for all COM candidates, coordinated by Sytze Kingma. This seminar will address both theoretical issues and practical matters with regard to the PhDs. Supervisors will be invited if relevant, and the input of PhD candidates will be stimulated.
- To have PhD students participate in the PhD programme of the national Research School, either CERES or NOB. Additional courses (in particular writing, English language proficiency, etc.) can be followed upon consulting with the supervisors.
- To invite PhD students to participate in the supervision of MA theses or to give guest lectures in the COM programme - provided that these activities relate to the research activities of the PhD students.
- To create PhD project groups centered on the core themes of this research programme and organized by the two chairs.
- The nurturing of talent: excellent MA students are encouraged to aspire to a teaching position at the department and, at the same time, to develop a PhD project in cooperation with a senior researcher.

5. Strategic Alliances and Internationalization

At faculty level COM researchers cooperate with colleagues from the department of Social and Cultural Anthropology (SCA) focusing on two themes:

- Natural resource management in Africa. In September 2003 an international conference (title: 'Competing jurisdictions: settling land claims in Africa') resulted from this effort. An edited volume with Brill Publishers came out in 2005).
- Transnationalism. Researchers involved in this topic prepared an international conference on 'Transnational aspects of localized conflict and protest' in May 2004. A selection of papers is published in a special issue of *Focaal* 2006 (1).

With the department B&O (Bestuur en Organizatie)

- Culture and technology. COM researchers working on this subject are developing close ties with colleagues from the department of B&O within the faculty of FSW, and with economists from the faculty of FEWEB.

At VU level COM researchers cooperate with

- various faculties, including FEWEB, Arts, Law, Theology, Psychology, through SAVUSA (South Africa – Vrije Universiteit – Strategic Alliances).

At the national level COM researchers cooperate with:

- CERES Research School (Heidi Dahles is member of the board) in particular working programme 3 and 8 (Harry Wels is convenor of WP 8);
- Afrika Studie Centrum, Leiden (Harry Wels is member of the Scientific Board) ;

- SANPAD (Harry Wels is member of the Advisory Board):
- The International Institute of Asian Studies, Leiden. Heidi Dahles was involved in the international conference organized by the International Association for the History of Religions, Indonesia 2004;
- KNAW-Meertens Instituut, in particular Martin Ramstedt and his research group on spiritual capitalism (Heidi Dahles is member of science committee);
- CEDLA, Amsterdam, in particular Michiel Baud and his PhD research group on tourism;
- Utrecht School of Governance;
- NOB research school (Marcel Veenswijk is convenor).

At the international level:

In terms of strategic alliances to develop joint research with academic institutions internationally, South Africa -Vrije Universiteit - Strategic Alliances (SAVUSA) has been established in 2003 and its coordinating office has been positioned at COM. SAVUSA coordinates six Memorandums of Understanding with universities in South Africa (University of KwaZulu-Natal, University of Pretoria, Stellenbosch University, UNISA, University of Johannesburg, NorthWest University). While SAVUSA serves the university as a whole (i.e. all faculties), a special impetus is expected for this research program as the number of Africanists is substantial and SAVUSA will provide them with many opportunities to organize conferences and to find relevant publication outlets. AIOs working in the region will also benefit from the network established by SAVUSA, as coordinated by Harry Wels.

A comparable, faculty-focused initiative is the *Ankerpunt* Southeast Asia (SEAVU) which capitalizes on existing relationships with universities and research centres in Southeast Asia. Given the strong presence of COM researchers in this region, COM also has a stake in this initiative. Juliette Koning is the coordinating representative of COM in SEAVU. Contacts include:

In Indonesia:

- University of Gadjah Mada (Yogyakarta)
- Faculty of Theology, Universitas Kristen Duta Wacana (Yogyakarta)
- Percik, Institute for Social Research, Democracy and Social Justice (Salatiga)

In Malaysia:

- Faculty of Arts and Social Sciences, University of Malaya (Kuala Lumpur)

In Singapore:

- Asian Research Institute, National University of Singapore

In Thailand:

- Faculty of Social Sciences, Chiang Mai University (Chiang Mai)

In Vietnam:

- University of Social Sciences and Humanities, Vietnam National University (Ho Chi Minh City).

Also in Europe COM researchers have a strong presence, including:

Belgium:

- Katholieke Universiteit Leuven

France:

- Université de Bretagne Occidentale, Laboratoire ICI / Bertrand Urien, marketing

Germany:

- Freie Universität Berlin
- Universität Dortmund

Italy :

- Isida Business School

Scandinavia:

- Copenhagen Business School (Denmark)
- University of Lund (Sweden)
- University of Tampere (Finland)

United Kingdom:

- Bournemouth University
- Cardiff University & Cardiff Business School
- Keele University
- Leicester University
- London Metropolitan University
- London School of Economics
- Nottingham Trent University
- University of Cardiff
- University of Lancaster

Other parts of the world:

Australia:

- University of Melbourne
- University of Queensland, Business School, Australia
- University of Technology Sydney through Prof. Stewart Clegg, who holds a special chair at COM from 2004-2009;

Canada:

- Université de Montréal

United States of America:

- San Francisco State University

Various others:

- United Nations Research Institute for Social Development (UNRISD), Geneva (Switzerland)
- United Nations, initiative Millennium Eco System Assessment (contact person Marja Spierenburg).

6. Research Funding

Time for research is allocated to individual researchers based on their research output. Additionally, there is limited funding for research-related activities (material budget). Currently, each individual participant in the COM research programme can apply for a budget of about 2 000 euro annually. Money is allocated to individuals on the basis of an output-related proposal. Eligible for subsidy are conference participation with a paper, the organization of seminars or workshops, support for translations and editing costs, etc. Proposals are due at the beginning of a new budgetary year.

The department develops initiatives to obtain additional funding from external sources: both 'Tweede Geldstroom' and 'Derde Geldstroom' projects. In the recent past, members of the department have attracted research funds from these two sources, such as the 'NWO - ASPASIA stimulerings-

programma voor vrouwen'. Title of the program: 'Organizational cultures in transborder regions. A comparative research on processes of identity formation and local management strategies in organizations operating in Southeast Asian Growth Triangles'. Implemented by Heidi Dahles, December 2000 - December 2005.

The policy of the department is to submit at least one PhD-proposal per year for funding at one of the NWO research programmes or KNAW-related programmes. In 2004, partial funding of a PhD project has been obtained from the *Nederlands Instituut voor Oorlogsdocumentatie* (NIOD).

Once every five years an integrated programme at either group or individual basis should be submitted.

Several attempts have been made to obtain funds from NWO, but so far without success.

'Derde Geldstroom' Policy. Obtaining additional income through commercial activities has no priority among COM researchers. We define our core activities in terms of education and scientific research. For those who are offered opportunities to become involved in advisory work or sponsored research, clear and fully considered agreements with the Management Team of the Department have to be arranged. However, the COM MT does encourage researchers to look for opportunities for the so-called 'smart-mix', a combination of 'Tweede' and 'Derde Geldstroom' funding. Particularly Marcel Veenswijk is active in this field.

Achievements in this field:

1) Title: 'Cultuurverandering Verzelfstandigde Organizaties: CVO/RDW'.

Timeframe: 2003-2004

Donor organization: CVO/RDW: Euro 75 000.

Researchers: Prof. Dr. Marcel Veenswijk (VU) and Prof. Dr. Jan Hakvoort (EUR)

Output:

- Report for donor organization
- Two scientific articles in Dutch
- Scientific article in English

2) Title: 'Cultuurverandering en interventie binnen infra-organisaties: casus Rijkswaterstaat, Bouwdienst'.

Timeframe: 2004-2008

Donor organization: Rijkswaterstaat: Euro 75 000, with matching funds from VU

Researcher: Myrte Berendse, PhD Student

Expected Output:

- Report
- PhD-Dissertation
- Three scientific (reviewed and in English) articles

3) Title: 'Black Empowerment economies and intervention strategies in South Africa' (to be finalised shortly)

Timeframe: 2006-2010

Donor organization: Traction consultants: Euro 25 000 per year. Every year the progress of the project will be evaluated in order to decide on its continuation. Matching funds from VU.

Reseracher: PhD candidate

Output:

- PhD-dissertation
- Three scientific (reviewed and in English) articles

7. Budget

The department's yearly budget for research and output-related activities is an integral part of the total budget the department receives from the faculty. The amount of money available for these activities can fluctuate due to other expenses (e.g. for salaries). On average there is about 25 000 Euro available to cover costs made by individual programme members for congress participation (with a paper), fieldwork and other research-related expenses, translation and editing costs, contributions to the organization of workshops, seminars and conferences at the VU, facilitation of guest researchers etc.. Additional funding is obtained from the faculty, the Center for Comparative Social Studies, the VU-fonds, and national and international agencies in order to finance the ambitions of the department and its researchers.

Appendix VI

Research Etiquette

Output Registration

Towards the end of the year, departments are required by the faculty to list the output of their researchers. Special forms and protocol for this operation are provided for by the faculty. Our output overview will be integrated in the faculty's overview, which is reproduced in METIS (a registration system). Publications which become available belatedly for the annual report can be inserted in the METIS overview until February. Publications that become available even later can be listed in the overview of the following year.

Annual Reports

Since 2005 COM produces an Annual Report in which it lists the academic activities of all its staff members outside the realm of academic publishing. This is to give a more complete overview of the intellectual climate within the department.

Fieldwork trips

Researchers plan their research during periods that are void of teaching obligations. The COM Management Team attempts to grant each researcher a period during the academic year that is free of teaching obligations. Thesis supervision, however, is an ongoing business and researchers are encouraged to strategically use their thesis-groups for publication and research purposes.

Our department does not grant research leave (*verlof* or *vrijstelling*) in a narrow sense. The regulation regarding research is as follows:

If a researcher wishes to use the period void of teaching obligations for research purposes, it is his/her task to organize this accordingly. If the researcher will be unavailable for students and colleagues during this period and will not attend departmental meetings, s/he has to ask permission of the management team. This applies in particular for researchers who need to go abroad for research purposes. A request for leave has to be submitted to the Management Team. If the research abroad takes longer than one month, the faculty has to grant formal permission.

Those researchers who wish to apply for a sabbatical leave have to plan this leave ahead of time and have to consult with the head of department.

Reimbursement of research expenses

Each year in January requests for funding of travel expenses and other costs with regard to research can be submitted to the research manager who will evaluate the request against the background of the department's research policy, the available budget for that year and the expenditures of the researchers in the previous year. The request has to comprise of a description of activities envisaged and a detailed budget for these activities. The manager will inform the researcher whether and under what conditions the request is granted (or refused).

Criteria for allocating funds are:

- the activities are output-related (the type of output and expected date of publication need to be specified);
- the activities contribute to research innovation.

If a researcher overspends his or her budget with more than 10%, s/he is requested to explain this to the Research Manager, before a final decision is taken on next year's allocation of research funds. Please note that the budget is not a personal fund. It has to be spent in accordance with the budget and description of activities. Requests for adjustments in the budget have to be consulted with the research manager. In case of funding requests exceeding the available budget, priority is given to activities that comply with the COM research policy (e.g. target prioritised conferences and publication outlets). Researchers can request an advance to a maximum of 75% of the budget before the activity is actually undertaken. Upon finalising the activity the settlement of expenses has to be finalised within two weeks.

For both the advance and the settlement special forms are available at the secretariat. These forms require the signature of the applicant and of the head of department. All completed forms pass through the research manager's office who checks whether the request complies with the budget granted.

Appendix VII

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