

The Communication, Organization and Governance (COG) cluster

Cluster Coordinators:

Maribel Blasco (mbl.msc@cbs.dk)

Eric Guthey (eg.msc@cbs.dk)

COG focus:

The COG cluster provides a dynamic developmental hub for a group of around 80 scholars from the Department of Management, Society and Communication, as well as a large number of external affiliates. These scholars study organizational dynamics, management practices, governance structures and forms of communication and discourse in both private and public organizations, as well as the social, cultural, economic and/or political contexts in which these activities and organizations intersect and interact, in particular global and intercultural contexts. COG scholarship is loosely centred around the programmatic vision of “Cultivating Transformative Imagination”, which involves challenging conventional wisdom, stimulating curiosity, and proposing and testing alternative perspectives and possibilities.

COG scholars bring to bear a broad range of theoretical perspectives on the above-mentioned research fields. These include organization theory, organizational communication, organizational behavior and leadership, educational sociology and psychology; business ethics and corporate social responsibility, marketing and consumer behavior, semiotics and discourse analysis, globalization theory, governance theory, and cultural studies. Examples of specific topics addressed include diversity and inclusion; creative and knowledge work; digitally organized social action; responsible management education; language policies in global work; and corruption and transparency.

We approach communication, organization and governance as important contexts for empirical research. Our research projects pay close attention to context when generating and analyzing empirical data. Third, our research projects take seriously the lived experience of those we study—that is, we seek to understand and even to contribute to organizational and social practice as much as we seek to contribute to any particular stream of academic literature. We enter the research field with an open mind, and we seek to listen to and to learn from organizational members and other actors in the field. In this sense, our research seeks to grapple with the complex and often messy nature of organizational and broader social realities.

COG format:

COG functions as an incubator for generating research ideas and refining quality research at all stages of development, including supporting the development of funding applications, and helping to make research publication-ready. COG has a unique format:

- i) Quality feedback ensured by 2 discussants (1 VIP and 1 PhD), *and* the expectation that everyone else attending our meetings has read the paper beforehand

- ii) Feedback-heavy (as opposed to presentation-heavy) seminars, with great emphasis placed on *collaborative, collegial conversations*. We cherish our critical but constructive and supportive atmosphere that aims to professionally support and develop one other, with a particular emphasis on our junior colleagues.
- iii) Cross-disciplinary and cross-departmental/university membership

We also organize occasional seminars to discuss methods, as well as sessions about revise-and-resubmits/rejections, and we host special events with international guest scholars.

The cluster researchers are loosely organized in four sub-themes that sometimes meet independently: i) Management Learning ii) the Communication & Organization reading group iii) Communication in Markets iv) Creative and Media Industries:

Management Learning

CBS has long been known in the international community for its commitment to, and engagement with, PRME and social responsibility learning more broadly. Currently at CBS, however, research on these issues is not coordinated, nor fed systematically into teaching and faculty development initiatives. Under the umbrella of Cultivating Transformative Imagination, the ML sub-theme focuses on teaching and learning activities for fostering transformative learning for responsible management. This includes questioning established norms regarding what constitutes canonical/relevant/ functional curricular knowledge at a business school including a focus on the hidden curriculum. In the Management Learning sub-theme, we take responsibility for exploring how explicit as well as implicit dimensions of the learning environment can better support the inclusion and retention of a more diverse student body and how different learning spaces (based on student experiences of the learning environment) support or undermine responsibility learning both within and outside the classroom.

Contact: Maribel Blasco (mbl.msc@cbs.dk) / Annemette Kjærgaard (ams.msc@cbs.dk)

Communication & Organization Reading Group

The Communication & Organization Reading Group cultivates transformative curiosity and imagination among its participants through critical readings and discussions of classical and contemporary texts on communication, organization, social theory, and sustainability. By encouraging and stimulating non-canonical interpretations of such texts as well as exchanging diverse viewpoints and experiences from the readings, the Group nurtures open-mindedness and critical reflexivity. Also content-wise, the Group directly relates to the idea of Cultivating Transformative Imagination: one of the Group's core interests is to understand how and under which conditions imaginations and aspirations about the future, as expressed through communication, become conducive and formative for organizational and societal change. The Group has a joint affiliation with the COG cluster and also with the CBS Sustainability Center.

Contact: Lars Thøger Christensen (lrc.msc@cbs.dk) / Dennis Schoeneborn (ds.msc@cbs.dk)

Communication in Markets

The Communication in markets sub-theme comprises researchers with complementary profiles and competence sharing a common interest: to investigate cultural, perceptual, and linguistic differences and similarities between consumers within and across markets and their accommodation in consumer-oriented multimodal communication and branding processes. The research activities currently evolving in the cross-disciplinary and cross-institutional context mentioned fall under the following areas of goal-driven research: i) Tourism Studies ii) National Identity and Nation Branding iii) Visual Cognition and Cross-Cultural Advertising iv) Food and Wine Innovation v) Responsible Food Labelling and Marketing. Detailed information on individual projects can be provided on request. In seeking new fruitful links between current societal challenges and cross-disciplinary research approaches, and relating to the theme of Cultivating Transformative Imagination, a major priority is the integration of hands-on empirical hypothesis testing as facilitated by CIM's experimental facility CogLab.

Contact: Victor Smith (vs.msc@cbs.dk)

Creative and Media Industries

The Creative and Media Industries sub-theme focuses on cultivating transformative imagination by studying the ways in which:

- Imagination operates in social life and within cultural ecosystems
- Culture and its transformative potential gets operationalized in organisational life
- The power of culture can be harnessed for social cohesion and wellbeing
- The power of the arts can be mobilized for a sustainable and inclusive digital transformation
- The role of creative industries in transforming of labour markets and setting blueprints for the future of work in general
- The role of cultural productions' narratives of change in social and organizational life

Members of the sub-theme are involved in major projects in this area such as the Sapere Aude research project on *Operative fictions*, The H2020 project *Artsformation* and the Danida-funded project on creative industries in Ghana.

Contact: Fabian Csaba: (fc.msc@cbs.dk)