

The Communication, Organization and Governance (COG) Cluster

Established in 2011, the COG cluster is a research environment with a regular nucleus of around 25 MSC faculty, which extends into a wider research network that includes around 45 faculty members from MSC as well as from other CBS departments (e.g. IOA, MPP, and OM), and neighboring universities (e.g., Lund University, Roskilde University, and University of Southern Denmark) all of whom share our interests in communication, organization, governance and management more broadly. Many COG researchers also have strong international research networks.

COG research excellence is evidenced by our record of regular publication in top outlets, such as journals on the AJG list and SCOPUS/Citescore top 10% segment; influential books and book chapters, regular attendance at high-impact conferences and other events, and a healthy record of attracting external funding. These achievements are supported by a collegial, constructive and supportive culture that we cherish and purposefully try to nurture on an ongoing basis.

Thematically, COG offers a dynamic meeting place for researchers bound together by a shared focus on *responsible management and social transformation*, with specific research foci ranging from gender and diversity to creative and knowledge work, strategy and leadership, corruption and transparency in contemporary organizations, markets and consumer culture research, and management education. Most COG researchers also consider *interdisciplinarity* to be a cornerstone of their research, and the COG format supports this, providing the common meeting ground where these various interests can cross-fertilize each other and where we help to support the development, quality and excellence of each other's research and of members' academic careers more broadly.

The COG seminar series provides authors with dedicated, high-quality and collegial feedback delivered for each presenter by two discussants (one VIP and one PhD), as well as by all other participants, who commit to reading drafts in advance. Participants are strongly encouraged to submit not only later stage drafts but also 'unpolished' work and early ideas that are still at a stage when feedback can be highly formative. In addition to regular paper development sessions, occasional seminars address themes such as methods, academic writing, and revise-and-resubmits/rejections. COG invests a great deal of energy in supporting the participation and intellectual development of junior scholars and PhD students, providing opportunities for them to present their own research and to engage both with their peers' as well as more senior colleagues' work through a discussant role. The seminar series also regularly attracts external and internationally renowned guest scholars both as presenters and respondents.

Aside from the seminar series, COG colleagues interact with each other in five thematic sub-groups:

- **Communication & Organization Reading Group:** The Communication & Organization Reading Group explores 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. 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 the CBS Sustainability Centre. Contact: Lars Thøger Christensen (lrc.msc@cbs.dk) / Dennis Schoeneborn (ds.msc@cbs.dk)
- **Fairspeak:** The Fairspeak sub-theme investigates 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. A major priority is the integration of hands-on empirical hypothesis testing as facilitated by Fairspeak's experimental facility CogLab. Contact: Viktor Smith (vs.msc@cbs.dk)

- **Creative 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; how culture can be harnessed for social cohesion and wellbeing; how 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; and 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)
- **Leadership and Social Change:** COG colleagues in the Leadership and Social Change sub-group collaborate on engaged research that explores leadership as a social process of mobilization and transformation in contexts where individuals, groups, organizations, and society intersect and interact. The Leadership and Social Change sub-group works closely together with the CBS Leadership Centre to further leadership related research, education and outreach at CBS. Contacts: Eric Guthey (eg.msc@cbs.dk) and Dan Kärreman (dk.msc@cbs.dk).
- **Management Learning:** The Management Learning sub-theme focuses on teaching and learning activities for fostering transformative learning for responsible management. In the Management Learning sub-theme, we explore 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 (mbi.msc@cbs.dk) and Annemette Kjærgaard (ams.msc@cbs.dk)