



**University of
Zurich^{UZH}**

Distinguished Scholars Seminar Series

“Organizational Ethnography in Practice”

Prof. Linda Rouleau, PhD; HEC Montréal

Course code: DOEC0534 (3ECTS)

Time: Dec 4 to 6, 2019

Room: PLM-1-103/104, Plattenstrasse 14

Contact: Violetta Splitter (Violetta.Splitter@uzh.ch)

Course Overview

Organizational Ethnography (OE) is certainly the best qualitative research methods for getting a deep understanding of a broader range of organizational processes and practices. The seminar will start with the assumption that “one becomes an ethnographer by doing it” and will therefore be interactive and hands-on. It will be organized around a collective ethnographic exercise, data coming from participants and Linda’s data set. All participants will be asked to apply the lessons learned on their own research project and are strongly encouraged to bring issues, samples of data collected and to engage themselves in the readings, exercises and debates proposed.

The course is designed for PhD students who are planning to start on a fieldwork in an organizational setting, are in the midst of conducting one, or have just come out of the field and who are thinking about, starting to or working on writing up their field notes and drafts of dissertation chapters. Participants will be expected to come to class prepared to discuss the readings and to draw links between them and their own research designs and field experiences.

Intended Learning Objectives

- Develop a critical understanding of ethnographic research (and participant-observer research) as theory and method
- Gain hands-on experience of a variety of ethnographic techniques for collecting, analyzing and writing up data
- Discuss the pros and cons of publishing papers based on extensive ethnographic fieldwork
- Reflect on the value, possibilities, limitations and implications of doing OE in your research project

Schedule & Reading List

Wednesday, December 4

9:00-12:00 What organizational ethnography is and is not

- Who are you and what are you researching on? (Participants presentation)
- Who I am and what I would like you to achieve in this seminar? (Objectives & Plan)
- From anthropological to organizational ethnography
- OE as ways of seeing, knowing and writing
- Myths and Challenges for OEers

Readings

- Cunliffe, A. L. (2010). Retelling Tales of the Field: In Search of Organizational Ethnography 20 Years On. *Organizational Research Methods*, 13 (2): 224-239.
- Watson, T.J. (2011). Ethnography, Reality, and Truth: The Vital Need for Studies of 'How Things Work' in Organizations and Management. *Journal of Management Studies*, 48 (1). 202-217.
- Van Maanen, J. (2011). Ethnography as Work: Some Rules of Engagement, *Journal of Management Studies*, 48 (1). 217-234.
- Abdallah, C., Basque, J., Rouleau, L. (2018). Designing strategy as practice research In *The Sage Handbook of Qualitative Business and Management Research Methods* (Cassell, Cunliffe & Grandy, eds). London: Sage, p. 328-344.

13:00-16:00 Becoming an organizational explorer

- Getting there and staying there
- Getting out of the field and the ethics of fieldwork
- Subjectivity, reflexivity and the uses of experience
- News forms of organizational ethnography
- Learning by doing (collecting and preparing data)

Readings

Cunliffe, A. L., Alcadipani, R. (2016). The Politics of Access in Fieldwork: Immersion, Backstage Dramas, and Deception. *Organizational Research Methods*, 19(4): 535-561.

Nadin, S., Cassell, C. (2006). The use of a research diary as a tool for reflexive practice Some reflections from management research. *Qualitative Research in Accounting & Management*, 3: 3, 208-22.

Cunliffe, A. L., Karunanayake, G. (2013). Working Within Hyphen-Spaces in Ethnographic Research: Implications for Research Identities and Practice. *Organizational Research Methods*, 16 (3): 364-392.

Rouleau, L., de Rond, M., Musca, G. (2014). From the ethnographic turn to new forms of

organizational ethnography. *Journal of Organizational Ethnography*. 3 (1): 2-9.

Thursday, December 5

9:00-12:00 A way of seeing: doing fieldwork

- The art of writing ethnographic field notes
- Ethnographic interviewing
- Using visual methods (video, photos, drawings)
- Video and virtual ethnography

Readings

Prasad, A. D. (2018). Ethnographic Fieldnote Writing: Methodological Challenges in the 21st Century. *Journal of Sociology and Anthropology*, 12: 98-106.

Blakely, H., Moles, K. (2017). Interviewing in the 'interview society': making visible the biographical work of producing accounts for interviews. *Qualitative Research* 17(2): 159-172.

Shortt, H. L., Warren, S. K. (2019). Grounded Visual Pattern Analysis: Photographs in Organizational Field Studies. *Organizational Research Methods*, 22(2): 539-563.

Liu, F., Jarrett, M. (2018). 'Zooming With: A Participatory Approach to the Use of Video Ethnography in Organizational Studies. *Organizational Research Methods*, 21(2): 366-385.

13:00-16:00 A way of knowing: Doing headwork

- Learning to see and generate richness (Samuel Hubbard Scudder)
- Analyzing ethnographic data: where to start?
- The role of theory in ethnographic research

Readings

Weick, K. (2007). The generative properties of richness, *Academy of Management Journal*, 50 (1): 14-19.

Hibbert, P., Sillince, J., Diefenbach, T., & Cunliffe, A. L. (2014). Relationally Reflexive Practice: A Generative Approach to Theory Development in Qualitative Research. *Organizational Research Methods*, 17(3), 278-298.

Snow, D. A., Morrill C. (2003). Elaborating analytic ethnography. Linking fieldwork and theory, *Ethnography*, 4(2): 181-200.

Feldman, M. S., Sköldbberg, K., Brown, R. N., Horne, D. (2004). Making Sense of Stories: A Rhetorical Approach to Narrative Analysis, *Journal of Public Administration Research and Theory*, 14 (2): 147-170.

Friday, December 6

9:00-12:00 A way of writing: Doing textwork

- Writing ethnographic vignettes
- Writing reflexive accounts (autoethnography)
- Writing academic papers (publishing)
- Writing tales (books)

Readings

Langley, A., Adballah, C. (2011), Templates and Turns in Qualitative Studies of Strategy and Management. in Donald D. Bergh, David J. Ketchen (ed.) *Building Methodological Bridges (Research Methodology in Strategy and Management, Volume 6)* Emerald Group Publishing Limited, pp.201 – 235.

Jarzabkowski, P., Bednarek, R, Lê, J K (2014). Producing persuasive findings: Demystifying ethnographic textwork in strategy and organization research. *Strategic Organization*, 12(4): 274 –287.

Kiriakos, C. M., Tienari, J. (2018). Academic writing as love. *Management Learning*, 49(3): 263-277.

Stanley, P. (2015). Writing the PhD Journey(s): An Autoethnography of Zine-Writing, Angst, Embodiment, and Backpacker Travels. *Journal of Contemporary Ethnography*, 44(2): 143 – 168.

Examples of ethnographic research published in leading academic journals in Management and OT

Harrison, S. H., & Rouse, E. D. (2014). Let's dance! Elastic coordination in creative group work: A qualitative study of modern dancers. *Academy of Management Journal*, 57(5), 1256-1283.

Huy, Q. N. (2011). How middle managers' group-focus emotions and social identities influence strategy implementation. *Strategic Management Journal*, 32(13), 1387-1410.

Kaplan, S. and Orlikowski, W. J. (2013) Temporal Work in Strategy Making, *Organization Science* 24(4): 965–95.

Lok, J. de Rond (2013). On the plasticity of institutions. Containing and restoring practice breakdowns at the Cambridge University Boat Club, *Academy of Management Journal*, 56 (1), 185-207.

- De Rond, Lok, J. (2016). Some things can never be unseen: The role of context in psychological injury at war, *Academy of Management Journal*, 59 (6): 1965-1993.
- de Rond, M., Holeman, I., Howard-Grenville, J. (2019). Sensemaking from the body: An enactive ethnography of Rowing the Amazon, *Academy of Management Journal* (see website).
- Nicolini, D. (2011). Practice as the site of knowing: Insights from the field of telemedicine. *Organization Science*, 22(3):602-620.
- Paquin, R. L., & Howard-Grenville, J. (2013). Blind dates and arranged marriages: Longitudinal processes of network orchestration. *Organization Studies*, 34, 1623-1653.
- Reinecke, J., & Ansari, S. (2015). When times collide: Temporal brokerage at the intersection of markets and developments. *Academy of Management Journal*, 58(2), 618-648.
- Rouleau, L. (2005). Micro-Practices of Strategic Sensemaking and Sensegiving: How Middle Managers Interpret and Sell Change Every Day, *Journal of Management Studies* 42(7): 1413-41.
- Shepherd, D. A., & Williams, T. A. (2014). Local venturing as compassion organizing in the aftermath of a natural disaster: The role of localness and community in reducing suffering. *Journal of Management Studies*, 51(6), 952-994.
- Whiteman, G., Cooper, W.H. (2011). Ecological sensemaking, *Academy of Management Journal*, 54 (5): 889-911.

Applications

If you are interested in participating in the seminar, please send an application with your motivation and your CV to Kalliopi Vagias (kalliopi.vagias@uzh.ch). Deadline for applications is **October 31st, 2019**. After you have received a confirmation of participation you can book the course in the module booking system (for UZH members only; please note that the booking system closed in October, so early application is necessary).

Course Requirements for ECTS

If you require ECTS for this seminar, we ask you to submit either (1) a synthesis of the course content or (2) a reflection on how the notions discussed in class help advance your understanding of organizational ethnography in your own research project (10-pages, 1.5 line spacing, Times New Roman). Deadline for submission of the essay is **January 15th, 2020**, to be sent to Tania Weinfurtner (tania.weinfurtner@uzh.ch).