

Summer School 2020

New corporate narratives: Sustainable development goals and organizational narratives



Interdisciplinary Summer School for
B.A., M.A. and PhD Students (5 ECTS)
10. August - 19. August

Programme

August 10-14 (First Week)

- ▶ **Monday, August 10, 2020**
09.15-12.00
Introduction to core concepts: Narrative, CSR, Sustainable development goals
- ▶ **Monday, August 10, 2020**
12.45-15.30
Critical organizational theory: On hypocrisy, greenwashing and decoupling
- ▶ **Tuesday, August 11, 2020**
09.15-12.00
Design thinking and sustainable sustainability
- ▶ **Tuesday, August 11, 2020**
12.45-15.30
Stakeholder theory & the new spirit of capitalism
- ▶ **Wednesday, August 12, 2020**
09.15-14.45
Narrative and storytelling studies in a discourse perspective
- ▶ **Thursday, August 13, 2020**
09.15-12.00
Workshop: Field trip, company discussion and data collection
- ▶ **Thursday, August 13, 2020**
12.45-14.45
Workshop: Data processing and analysis
- ▶ **Friday, August 14, 2020**
09.15-12.30
Storytelling sustainability in organizations

August 17-19 (Second Week)

- ▶ **Monday, August 17, 2020**
09.15-15.30
On some of Boje's notions: Storytelling, narrative, dialogical and intersubjective storytelling
- ▶ **Tuesday, August 18, 2020**
09.15-15.30
Workshop: Group work on narrative research designs + student presentations
- ▶ **Wednesday, August 19, 2020**
09.15-12.00
Wrap-up, Evaluation, Assignment preparation

Course plan and readings

► Monday, August 10, 2020

09.15-12.00

Klarissa Lueg

► *Contents:*

Introduction to core concepts: Narrative, CSR, Sustainable development goals

This module will create a framework for our work throughout the course. We will begin with an introduction to the course: its structure, goals and expectations. Then we will turn our attention to key concepts necessary for the study of organizational narratives of sustainability. Students will be introduced to core concepts and notions such as narrative and counter-narrative, corporate social responsibility, sustainable development goals, and organization studies.

► *Literature:*

de Mello, L. & Martins, R. (2012). Sustainable development. In C. A. Zimring & W. L. Rathje (Eds.), *Encyclopedia of consumption and waste: The social science of garbage* (Vol. 1, pp. 884-886). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781452218526.n340

Georgakopoulou, A. (2011). Narrative analysis. In R. Wodak, B. Johnstone & P. Kerswill *The SAGE handbook of sociolinguistics* (pp. 396-411). London: SAGE Publications Ltd doi: 10.4135/9781446200957.n28

Parcell, E. & Baker, B. (2017). Narrative analysis. In M. Allen (Ed.), *The sage encyclopedia of communication research methods* (Vol. 3, pp. 1069-1072). Thousand Oaks, CA: SAGE Publications, Inc doi: 10.4135/9781483381411.n368

Loseke, D. R. (2007). The study of identity as cultural, institutional, organizational, and personal narratives: Theoretical and empirical integrations. *The Sociological Quarterly*, 48(4), 661-688. doi:10.1111/j.1533-8525.2007.00096.x

Lueg, K., Bager, A. S., & Lundholt, M. (2020). Introduction: What Counter-Narratives are. In K. Lueg & M. Lundholt (Eds.), *The Routledge handbook of counter-narratives*. Routledge, forthcoming.

► *Supplementary literature:*

May, S. (2016). Corporate social responsibility. In C. Carroll (Ed.), *The SAGE encyclopedia of corporate reputation* (pp. 218-221). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781483376493.n86

Pfeffer, J. (2008). Organization studies is (and should be) different from economics. In D. Barry & H. Hansen *The SAGE handbook of new approaches in management and organization* (pp. 148-149). London: SAGE Publications Ltd doi: 10.4135/9781849200394.n23

► **Monday, August 10, 2020**

12.45-15.30

Klarissa Lueg

► *Contents:*

Critical organizational theory: On Hypocrisy, greenwashing and decoupling

Looking at advertising and corporate communication, “green” and “sustainable” is all businesses seem to be these days. However, it is well researched that despite many organizations communicating their commitment to sustainability, tangible corporate practices are lagging behind. We will employ the concept of organizational hypocrisy to cast a critical look at what organizations “say” and what they actually “do”.

► *Literature:*

Boxenbaum, E. & Jonsson, S. (2008). Isomorphism, diffusion and decoupling. In R. Greenwood, C. Oliver & R. Suddaby *The SAGE handbook of organizational institutionalism* (pp. 78-98). London: SAGE doi:10.4135/9781849200387.n3

Brunsson, N. (2002) *The Organization of Hypocrisy: Talk, Decisions and Actions in Organizations* (2. ed.). Copenhagen: Copenhagen Business School Press. [Excerpts will be provided on blackboard]

Hallett, T. (2010) "The Myth Incarnate: Recoupling Processes, Turmoil, and Inhabited Institutions in an Urban Elementary School". *American sociological review*, 75(1), 52-74. doi:10.1177/0003122409357044

Lueg, K., & Rennstam, J. (2020) *Constructing Reachability in Sustainability Communication. A Mixed-Methods Case Study of the Role of Imagined Futures and Recoupling* Paper presented at the 36th EGOS Colloquium Hamburg.

Smith, A. (2011). Greenwashing. In N. Cohen & P. Robbins (Eds.), *The SAGE References Series on Green Society: Toward a Sustainable Future: Green business: An A-to-Z guide* (pp. 305-307). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781412973793.n85

► **Tuesday, August 11, 2020**
09.15-12.00
Anne Lyngroes Fladmose

► *Contents:*

Design thinking and sustainable sustainability

This session focusses on development in organizations and how different change processes are interrelated. The development perspective is addressed through the design thinking approach as an example of how organizations deal with the challenge of becoming sustainable. The aim is to enable the student to critically relate to sustainable agendas in organizations and sense-making mechanisms. Different storytelling tactics and notions of narrative analysis such as 'antenarratives' and 'grand narrative' will be discussed in connection with the 'sustainable leadership paradigm'.

► *Literature:*

Cherrier, H., & Russell Sally, V. (2012). Corporate environmentalism and top management identity negotiation. *Journal of Organizational Change Management*, 25(4), 518-534. doi:10.1108/09534811211239209

Lundholt, M. W., & Boje, D. (2018). Understanding Organizational Narrative-Counter-narratives Dynamics: An overview of Communication Constitutes Organization (CCO) and Storytelling Organization Theory (SOT) approaches. *Communication & Language at Work*. Vol. 5(1). 18-29.

Shapira, H., Ketchie, A., & Nehe, M. (2017). The integration of Design Thinking and Strategic Sustainable Development. *Journal of Cleaner Production*, 140, 277-287. doi:https://doi.org/10.1016/j.jclepro.2015.10.092

► **Tuesday, August 11, 2020**
12.45-15.30
Klarissa Lueg

► *Contents:*

Stakeholder theory & the new spirit of capitalism

Are organizations to do good, in the first place? Are companies obliged to engage in corporate social responsibility? What consequences do arise from high stakeholder expectations towards organizational sustainability? We will discuss what happens when corporations adjust - or seem to adjust - to cultural and societal criticism. We will also explore how corporations impact on stakeholder behavior and compliance by subtle, and arguably new, mechanism of capitalism.

► *Literature:*

Boltanski, L. & Chiapello, E. (2007). *The new spirit of capitalism*. London: Verso, 1-53.

Friedman, M. (1970). *The social responsibility of business is to increase its profits*. *New York Times Magazine*, September, 13.

Cornelissen, J. (2017). *Corporate Communication. A Guide to Theory & Practice*, Los Angeles: SAGE, 61-83.

Yeritsian, Gary (2018). 'Capitalism 2.0': Web 2.0 manifestoes and the New Spirit of Capitalism. *Critical Sociology*, 44(4-5), 703-717.

- ▶ **Wednesday, August 12, 2020**
09.15-14.45
Ann Starbæk Bager

- ▶ *Contents:*

Narrative and storytelling studies in a discourse perspective

The lecture addresses how organizations can be grasped in a discursive storytelling perspective. We will discuss how a discursive storymaking methodology can be applied to reflect, analyze, criticize and possibly change organizational practices in relation to sustainability matters. The lectures will prepare the students to participate in next day's workshop involving a fieldtrip to a company working with sustainability issues to gather data for further discussion and analysis.

The methodological framework that we will work with bind together two diverse approaches to storytelling/narrative studies, namely storytelling organization theory (SOT) and the narrative practice approach (NPA). The former has mainly evolved within organizational studies in the works of David Boje and invites us to grasp organizations as (re)constituted through intense, chaotic and ambiguous storytelling practices. Hence, it offers a so-called strong and ontological view of organizational narratives. The latter has primarily emerged in the writings of Michael Bamberg within the field of cultural, narrative and discursive psychology. The combination of the two approaches provides a potent methodological frame that allows us to reflect storytelling and its role in organizational transformations spanning from more abstract and philosophical dimensions to the concreteness of everyday interaction. We will take a look at empirical examples from diverse organizational contexts that have been through transformations involving sustainability and digitalization processes.

- ▶ *Literature:*

Bager, A. S. (2015). Organizational (auto)-ethnography: An interaction analysis of identity work through the study of other-orientation and storytelling practices in a leadership development forum. *Tamara Special Issue on Organizational Ethnographies*, 13 (3), 35-56.

Bager & Lundholt (2020): Organizational Storymaking as Narrative-Small-Story Dynamics: A Combination of Organizational Storytelling Theory and Small Story Analysis. *The Routledge handbook of counter-narratives*. Routledge, forthcoming.

Bager, A. S., Lueg, K., & Lundholt, M. (2020). Concluding remarks and future research avenues. In K. Lueg & M. Lundholt (Eds.), *The Routledge handbook of counter-narratives*. Routledge, forthcoming.

Bamberg, M., & Georgakopoulou, A. (2008). Small stories as a new perspective in narrative and identity analysis. *Text & Talk*, 28 (3). 377-396.

Bamberg & Wipff (2020): Re-considering counter-narratives. *The Routledge handbook of counter-narratives*. Routledge, forthcoming.

De Fina, A. (2013). Positioning level 3: Connecting local identity displays to macro social processes. *Narrative Inquiry*, 23(1), 40-61.

► **Thursday, August 13, 2020**

09.15-12.00

Ann Starbæk Bager

► *Contents:*

Workshop: Field trip, company discussion and data collection

On the workshop we will visit a company (or present a case) working with sustainability issues which will function as the basis for this day's two workshops. The workshop and the fieldtrip will center on establishing a narrative research design involving data collection (organizational documents, web text, interview, video, pictures) for further discussion and analysis. The students will establish a data archive consisting of already existing data and researcher generated data to gain insights into the many possibilities of working with diverse empirical data in a narrative discourse-based methodology.

► *Literature:*

Jordan, B., & Henderson, A. (1995): Interaction analysis: Foundations and practice. *The journal of the learning sciences*, 4(1), 39-103.

Rapley, T. (2008): *Doing conversation, discourse and document analysis*. Sage, 8-23.

► **Thursday, August 13, 2020**

12.45-14.45

Ann Starbæk Bager

► *Contents:*

Workshop: Data processing and analysis

On the workshop we will start processing and analyzing the data gathered on the previous workshop and on our fieldtrip (or from the presented case). We will address possibilities and challenges working with multiple empirical data types in a narrative discourse-based methodology.

► *Literature:*

Nicolini, D. (2009): Zooming in and out: studying practices by switching theoretical lenses and trailing connections. *Organization Studies* 30(12): 1391-1418.

► **Friday, August 14, 2020**
09.15-12.30
Kenneth Mølbjerg Jørgensen

► *Contents:*

Storytelling sustainability in organizations

We will discuss storytelling as a possible concept for re-embedding politics and practice in organizations in relation to the sustainability goals. We discuss such storytelling in relation to four dimensions: 1) sustainability, 2) personal rework, 3) material practices and 4) politics. From these dimensions we discuss different ways of working with sustainability in organizations.

► *Literature:*

Jørgensen, K.M. (In review). Storytelling, space and power: an Arendtian account of subjectivity in organizations. *Organization*.

Jørgensen, K.M. and Boje, D. M. (2020). Storytelling sustainability in problem-based learning. In Turcan, R. V. and Reilly, J. (Eds.). *Populism in Higher Education Curriculum Development - Problem Based Learning as a Mitigating Response*. London: Palgrave MacMillan.

Jørgensen, K.M. and Diochon, P.F. (2020). Re-embedding sustainable leadership development. Paper presented at Academy of Management Conference, Vancouver, 2020.

► **Monday, August 17**
09.15-15.30
David Boje

► *Contents:*

On some of Boje's notions: Storytelling, narrative, dialogical and intersubjective storytelling

Aristotle proposed that to have catharsis, be believable, and most persuasive, a narrative must have a 'beginning, middle, and end', be the whole storytelling of a situation, and be performable in the time of a theater presentation. Stories were shorter, and history could take a very long time to tell. Czarniawska (1999: 2) clarifies, "for them to become a narrative, they require a *plot*, that is, some way to bring them into a meaningful whole." In 1991, I published work on the intersubjectivity of storytelling.

"Organizations as Storytelling Systems In organizations, storytelling is the preferred sense-making currency of human relationships among internal and external stakeholders People engage in a dynamic process of incremental refinement of their stories of new events as well as on-going reinterpretations of culturally sacred story lines. When a decision is at hand, the old stories are recounted and compared to unfolding story lines to keep the organization from repeating historically bad choices and to invite the repetition of past successes. In a turbulent environment, the organization halls and offices pulsate with a story life of the here and now that is richer and more vibrant than the firm's environments" (Boje 1991).

People leave most of the storytelling untold, left in the 'you knows' and 'etcetera' gaps, so you fill in the blanks. For Mikhail Bakhtin, story and narrative are very different: "Dialogic manner of the story" (1981: 60); "Narrative genres are always enclosed in a solid an unshakable monological framework" (1973: 13); In dialogism there is a move beyond "systematic monological philosophical finalizedness."

► *Literature:*

Boje, D. (1991). The storytelling organization: a study of story performance in an office-supply firm, *Administrative Science Quarterly*, Mar91, Vol. 36, Issue 1 pp. 106-126.

Boje, D. M. (1995). Stories of the storytelling organization: A postmodern analysis of Disney as 'Tamara-land.' *Academy of Management Journal*. 38 (4), 997-1035.

Boje, D. M. (2001a). *Narrative Methods for Organizational and Communication Research*. London Sage.

Ricoeur, P. (1984). *Time and Narrative, Volume I*. Translated by K. McLaughlin and D. Pellauer, Chicago, IL: The University of Chicago Press.

- ▶ **Tuesday, August 18, 2020**
09.15-15.30
David Boje, Ann Starbæk Bager

- ▶ *Contents:*

Workshop: Group work on narrative research designs

On the workshop the students will be arranged in groups in order to work up sketches for narrative research designs involving identification of a relevant sustainability related case, research question and plan for collection and analysis of empirical data. Students can draw on the diverse perspectives presented on the summer school under supervision from the teachers.

David Boje, Ann Starbæk Bager

- ▶ *Contents:*

Workshop: Group-based student presentations

Students present their narrative research design that they have worked up in groups in the previous workshop. Each group receives feedback from a peer-group and the teachers. This day's workshops will prepare the students to do their home assignments and work with future narrative research designs.

► **Wednesday, August 19, 2020**

09.15-12.00

David Boje, Klarissa Lueg

► *Contents:*

Wrap-up, Evaluation, Assignment preparation

This module will provide opportunity to cast a retrospective look on the course: we will wrap-up the contents and learning outcomes, facilitate the course evaluation, and finally, we will provide advice on how to structure and write your home assignment.

► *Literature:*

Bailey, S. (2015). Essentials of academic writing for international students. Florence: Taylor and Francis. doi:10.4324/9781315715346

Kane-Gill, S., & Olsen, K. M. (2004). How to write an abstract suitable for publication. *Hospital Pharmacy*, 39(3), 289-292. doi:10.1177/001857870403900316

Yin, R. K. (2014). *Case study research: Design and methods* (5th ed.). Los Angeles, Calif: SAGE, 1-53.

About the lecturers

- ▶ **Ann Starbæk Bager**, PhD, is Associate professor at SDU's department of Design and Communication. She co-directs the Center for Narratological Studies (CNS) together with Klarissa Lueg and is one of the organizers of the annual storytelling conference. The core of Ann's research is organizational narrative studies in a discursive and practice-based perspective. She is part of defining the field of organizational discourse and storytelling activism concerning how a discourse based narrative framework can assist organizational reflexivity and change. She is currently publishing on matters of storytelling, power and ethics in relation to topics as organizational and leadership communication and organizational technologization processes. Furthermore, she is author of three chapters in the Routledge Handbook of Counter-Narratives. She has published broadly at publishers and journals such as John Benjamins, Palgrave, Communication and Language at Work (CLaW), Tamara: Journal of Critical Organization Inquiry and Journal of Philosophy of management.
- ▶ **David Boje**, Ph.D., is a Professor at Aalborg's Business College, and Emeritus Regents Professor at New Mexico State University. He teaches qualitative storytelling science methods. He is editor-in-chief of the Business Storytelling Encyclopedia. Boje gives invited keynote presentations on storytelling science, water crises, and the global climate crisis, all around the world. He is member of the editorial board of the The Systemic Change Journal that is an ongoing conversation about ways of Governing the Anthropocene, and helping to set up a Sustainability Storytelling Lab.
- ▶ **Anne Merete Lyngroes Fladmose** is a PhD student at the Center for Narratological Studies, University of Southern Denmark. Her PhD thesis investigates the interrelation of organizational change, design thinking (and other work practices) and employee narratives. She will be presenting a full paper at the 2020 EGOS colloquium in Hamburg.
- ▶ **Kenneth Mølbjerg Jørgensen**, PhD, is Professor at the Department of Business and Management at Aalborg University. His research interests comprise power, storytelling, ethics and sustainability in organizations. He is currently involved in regional projects concerning sustainability. He is the head of the Sustainable Storytelling Lab at The European School of Governance (EUSG). Kenneth has authored, co-authored and edited numerous books, articles and book chapters in amongst others Scandinavian Journal of Management, Business Ethics - A European Perspective, CBS Press, Sage and Nova.
- ▶ **Klarissa Lueg**, Dr.phil.habil, is Associate professor at SDU's department of Design and Communication. She co-directs the Center for Narratological Studies (CNS) together with Ann Starbæk Bager. She is a sociologist working with narrative perspectives, and currently editing (with M. Lundholt) The Routledge Handbook of Counter-Narratives, as well as "Narratives of Europeanization", a special issue of Culture, Practice, and Europeanization (with S. Carlson). She has published broadly within organizational research, culture, and higher education in outlets such as Academy of Management, Learning and Education; Studies in Higher Education; Race, Gender & Class; Communication & Language at Work, and the Asian Journal of Social Science.

Quick Facts

► **Course information**

Date: 10. August - 19. August 2020

Level: Bachelor, Master and PhD

Weighting: 5 ECTS

Exam: Home assignment

Social Programme: Some evenings you will be able to participate in social activities arranged by SDU. Programme will follow.

► **Location**

The Summer School is offered by Center for Narratological Studies and will take place at SDU Kolding. The address is: Universitetsparken 1, 6000 Kolding.

Kolding is a medium sized Danish city located at the head of Kolding Fjord. Get inspired for your stay on [Instagram](#) and [Visit Kolding](#).

► **Fees**

Citizens from EU/EEA countries or Switzerland are obliged to pay a fee for the courses they attend if they do not have a preapproval from any Danish or a formal nomination for exchange from an SDU exchange partner university.

EU-students:

This course costs 2.400 DKK (approximately 320 €).

NON-EU students:

This course costs 3.850 DKK (approximately 513 €).

► **Registration**

EU-students and NON-EU students have to apply for admission to SDU International Summer School 2020 through the [online application system](#). The deadline is 1. May 2020.

SDU-Students have to register for the course by using the Student self-service. Course registration is open from 20.-30. May 2020, however a pre-registration by mail to dreisig@sdu.dk will be required. The deadline for pre-registration is 1. May 2020.

► **Housing**

SDU will assist in finding housing for all participants in the SDU Summer School. You will find further information about the housing options, prices, application deadline and procedure on the [Summer School website](#).

► **Contact**

For questions about content-related issues please contact: Klarissa Lueg (klueg@sdu.dk).

For questions about admission, housing or other practical matter please contact: summerschool@sdu.dk.