

1. Goal of the Course:

This course provides an overview of topics related to networked governance, network government and information management in the public sector. In order to understand effective information management within and across public sector organizations, we will look at network concepts, knowledge management and governance theories as well as organizational social capital theories. Levels of analysis include individual, intra- and interorganizational information management to understand how we can break up knowledge silos within and across public sector organizations. This new information management paradigm in the public sector brings challenges to existing bureaucracies that goes beyond markets and hierarchies by focusing on the network as the ideal information management mechanism. The course will give students the opportunity to analyze information collection, distribution and interpretation mechanisms from a networked governance perspective.

2. Learning objectives:

Primary course objectives. The first objective of this course is for you to arrive at informed responses to each of the listed topics in managerial networking. This will be done through discussions of the assigned readings and how they relate to your personal experience and current events. The *secondary objective* is to enable you to analyze cases by applying theoretical concepts in real life problem settings.

3. Pre- or co-requisites:

None

4. Grading Method

a. Grading and requirements for MPA students: The final grade will consist of the following elements:

30% active participation during the semester: You are expected to actively prepare all readings for class. Email me in advance in case you are not able to prepare for class! In addition, you will be asked to prepare and present a case study to the class.

30% course assignments: There are a total of three assignments that are due on February 3 and March 31. The assignment text will be handed out a week before the assignment is due and you will be asked to present their assignment in class. Please leave a paper copy of your assignment in my inbox (Eggers Hall 400).

40% final project: The final exam consists of three parts: a) 1-page proposal, due on March 31, 2010; b) class presentation of your results on April 22 and 29, 2010 and c) a 5-page paper due on May 6, 2010. Please leave a paper copy by 4pm in my mailbox (Eggers Hall 400).

You have the option to work on your final project as a team. In that case, the presentation and team paper have to be a team effort – in your paper (team paper: max. 8 pages), indicate exactly who contributed what, explaining your steps in the process and effort contributed. In addition to your submission, you will be asked to anonymously rate your teammates contributions.

b. Grading and requirements for doctoral students:

20% active participation during the semester: Students are expected to actively prepare all readings for the class meetings, email me in advance in case you are not able to prepare for class. In addition, each student will be assigned to take the lead on presenting the main ideas of one of the theoretical aspects assigned on the syllabus.

80% final paper: Your final paper consists either of a research paper, conference paper, or a case study on networked governance. During the course of the semester you will learn the theoretical concepts and formal analysis techniques necessary to collect and analyze empirical network data in order to study your own research questions. We will work closely together throughout the semester so that the result will be a co-authored piece that is ready for publication – either as a conference paper submission, a research article or a case study.

- **Late assignment policy**

Deadlines for assignment submissions are non-negotiable and missed work will automatically result in an F.

- **Grading scheme**

A	93% - 100% of all possible points	Superior range
A-	90% - 92%	Good range
B+	87% - 89%	
B	82% - 86%	Below expectations
B-	80% - 81%	
C+	76% - 79%	
C-	65% - 75%	
F	0%	failure
I	0%	incomplete

- **Academic freedom policy**

You are expected to respect the right of your peers to express their views on topics relevant to the course as others respect that right as well. If you feel the need to discuss topics beyond the scope of the class, please talk directly to me and I will try to accommodate your needs after class or incorporate additional material in following lectures.

- **General courtesy**

Please switch off your cell phones or mute them in class. Although, I have a strict screen down policy in my class, you will need your laptops for most of the classes to conduct the network analyses.

- **Required course materials**

The readings and cases are outlined on the detailed course calendar. Come prepared to class and be ready to give a short overview of the main topics and questions presented in the readings. However, the objective in this class is not to repeat what is written in the readings, but to understand the general underlying concepts and connect them with your experiences.

Required readings:

Assigned readings can be downloaded from Blackboard. Cases have to be directly purchased online.

Required software:

Borgatti, S.P., Everett, M.G. and Freeman, L.C. 2002. Ucinet for Windows: Software for Social Network Analysis. Harvard, MA: Analytic Technologies. Download free software from: <http://www.analytictech.com/ucinet.htm>. The free download is good for 30 days. You may then purchase the software (\$40 for students), or download another free copy.

In addition, an online textbook is available that covers all formal aspects of social network analysis and a description of the necessary steps in Ucinet: Hanneman, Robert A. and Mark Riddle. 2005. Introduction to social network methods. Riverside, CA: University of California, Riverside (published in digital form at <http://faculty.ucr.edu/~hanneman/>).

Recommended (but not required) reading:

For MPA students:

- Goldsmith, S./Eggers, W. (2004): *Governing by Network: The New Shape of the Public Sector*, The Brookings Institution, Washington, DC.
- Agranoff, R. (2007): *Managing within Networks: Adding Value to Public Organizations*, Georgetown University Press, Washington, D.C.
- Kilduff, M. /Tsai, W.: *Social Networks and Organizations*, Sage Publications, London, 2003.
- Baker, W.: *Achieving success through social capital*, Jossey-Bass, New York, 2000.

For PhD students:

- Wasserman, Stanley and Katherine Faust. 1994. *Social Network Analysis: Methods and Applications*. Cambridge: Cambridge University Press.
- Scott, John. 2000. *Social Network Analysis: A Handbook*. London: Sage Publications.

Other resources:

- International Network of Social Network Analysts: Look around for interesting stuff (other software, other courses on network analysis, etc.): <http://www.insna.org/>
- If you have problems with Ucinet, either consult the “Help” or sign up for the Ucinet Yahoo! user group: <http://tech.groups.yahoo.com/group/ucinet/>

Course outline – Spring semester 2010*

Week	Date	Topics
1.	01/21/10	Introduction: Networked Governance
2.	01/28/10	Social network analysis and network visualization
	02/03/10	<i>Assignment 1 due on 02/03/2010, 4pm.</i>
3.	02/04/10	Your personal networks (<i>class presentations</i>)
4.	02/11/10	Forms of networks
5.	02/18/10	Innovation: Structural holes and embeddedness
6.	02/25/10	Power & influence in the network
7.	03/04/10	Small world networks
8.	03/11/10	Diffusion of information
9.	03/18/10	<i>SPRING BREAK</i>
10.	03/25/10	<i>No class due to instructor's conference travel: Replaced with lecture by Prof. Christakis, Harvard School of Public Health: "Networks & Health" on April 12, Newhouse III</i>
	03/31/10	<i>Assignment 2 & final paper proposal due on 03/31/2009, 4pm</i>
11.	04/01/10	Online social networks (class presentations)
12.	04/08/10	Terrorist networks
13.	04/15/10	Dark networks & Emergency networks
14.	04/22/10	<i><u>Final student presentations</u></i>
15.	04/29/10	<i><u>Final student presentations</u></i>
16.	05/06/10	<i><u>Final paper due</u></i>

* I will keep the right to make adjustments to the syllabus if necessary.

Course calendar and required readings

Session: 1

Date: 01/21/10

Subject: **Introduction:**

- Networks are everywhere
 - Characteristics of networks
 - Power of social networking
 - Coordination & regulation in networks
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Required readings:

- O'Toole, L. J. (1997): Treating networks seriously: Practical and research-based agendas in the public administration, in: Public Administration Review, 57(1): 45-52.
 - Bogason, P./Toonen, T.A.J. (1998): Introduction: Networks in public administration, in: Public Administration, 76(Summer), 205-227.
 - Abramson, M.A./Breul, J. D./Kamensky, J. M (2006): Six Trends Transforming Government, Washington, DC.: IBM Center for The Business of Government.
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Session: 2

Date: 01/28/10

Subject: **Social network analysis & network visualization**

- Modeling networks
 - Whole networks vs. Ego-centered networks
 - Network terminology
 - Network diagnostics
 - Collecting network data
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Required readings:

- Tichy, N. M., M. L. Tushman, and C. Fombrun, "Social Network Analysis for Organizations", Academy of Management Review, Vol. 4, No. 4, 1979, pp. 507-519.
- Borgatti, S. P./Molina, J.-L. (2005): Toward ethical guidelines for network research in organizations, in: Social Networks, 27(1): 107-117.
- Marsden, P.V. (1990): Network Data and Measurement, in: Annual Review of Sociology, 16: 435-463.

PLEASE DOWNLOAD UCINET & BRING YOUR OWN LAPTOP!

Date: 02/03/10
Subject: Assignment 1 - Due on 02/03/2010, 4:00pm

Session: 3
Date: 02/04/10
Subject: Your personal networks

Class presentations of your assignment 1: During this session, we will examine the structure of your own network on the basis of reports you can download from the course website. Specifically, we will examine the extent to which you are able to act as a broker in your network. Furthermore, we will analyze the extent of your dependencies in the network to assess the extent to which other wield power over you and you are able to wield power over others. We will discuss the implications of your network structure for your career opportunities and examine strategies for potential changes in your network.

Required readings:

- Baker, pp. 1-26
- Kilduff and Tsai: pp. 1-34

Session: 4
Date: 02/11/10
Subject: Forms of networks

- Building relations
- Implications of social ties

Required readings:

- Podolny, J. M./Page, K. L. (1998): Network forms of organization, Annual Review of Sociology, 24(1): 57-76.
- Powell, W. W. (1990): Neither market nor hierarchy: Network forms of organization, in: Research on Organizational Behavior, 12:295-336.
- Krackhardt, D./Hanson, J.R. (1993): Informal networks: The company behind the chart, in: Harvard Business Review, 71(4): 104-111.

Case discussion:

- Erik Peterson (A) (9-494-005) and (B) (9-494-006).
- Study questions:
 - Draw a map of work dependencies between actors in the case. To what extent is this map helpful to understanding problems Erik Peterson is facing?
 - Overlay a map of social relationships between the actors involved in the case. To what extent does this map allow you to understand the underlying causes of Erik's problems?
 - What actions, if any, should Peterson take to turn the situation around and prepare for his meeting with Chip Knight?

Session: 5
Date: 02/18/10
Subject: Innovation

- Structural holes
- Embeddedness & weak ties

Required readings:

- Granovetter, M. (1973): The Strength of Weak Ties, *American Journal of Sociology*, 78: 1360-80.
- Burt, R. (1995): *Structural Holes: The Social Structure of Competition*, Belknap Press, 8-49.
- Mandell, M. P./Steelman, T. A. (2003): Understanding what can be accomplished through interorganizational innovations: The importance of typologies, context and management strategies, in: *Public Management Review*, 5(2): 197-224.
- Gould, R. V./Fernandez, R.M. (1989): Structures of Mediation: A formal approach to brokerage in transaction networks, in: *Sociological Methodology*, pp. 89-126.

Session: 6
Date: 02/25/10
Subject: Power & influence in the network

Required readings:

- Ibarra, H./Hunter, M. (2007): How Leaders Create and Use Networks, in: *Harvard Business Review*, pp. 40-47.
- Cook, K., Emerson, R., Gillmore, M. & Yamagishi, T. 1983. The distribution of power in exchange networks: *American Journal of Sociology* 89: 275-305.
- Casciaro, T./Sousa Lobo, M. (2005): Competent Jerks, Lovable Fools, and the Formation of Social Networks, in: *Harvard Business Review*, pp. 92-99.
- O'Toole, L.J./Meier, K.J./Nicholson-Crotty, S. (2005): Managing upward, downward, and outward: Networks, hierarchical relationships, and performance, in: *Public Management Review*, 7(10): 45-68.

Case discussion:

- Harris, J.K./Clements, B. (2007): Using social network analysis to understand Missouri's system of public health emergency planners, in: *Public Health Reports*, 122(4): 488-498.

Session: 7
Date: 03/04/10
Subject: Small World Networks

Required readings:

- Milgram, Stanley. (1967). The Small-World Problem. *Psychology Today* 1:62-67.
- Watts/Strogatz (1998): Collective dynamics of “small-world” networks, *Nature*, 393:440-42.
- Fleming, L./Marx, M. (2006): Managing Creativity in a Small World, in: *California Management Review*, CMR 343, 08/01/06, pp. 6-27.

Session: 8
Date: 03/11/10
Subject: Diffusion of information

Required readings:

- Rogers, Everett. (2003). Diffusion Networks. pp. 300-364 in *Diffusion of Innovations*. New York: The Free Press.
- From the Mitchell Report: Links Among the Accused, in: *NYT*, December 15, 2007, http://www.nytimes.com/interactive/2007/12/15/sports/baseball/20071216_MITCHELL_GRAPHIC.html.
- Christakis, N./Fowler, J.H. (2007): The spread of obesity in a large social network over 32 years, in: *New England Journal of Medicine*, 357:370-379.
- Fowler, J. H./Christakis, N. A. (2008): Dynamic spread of happiness in a large social network: longitudinal analysis over 20 years in the Framingham Heart Study, in: *BMJ*: 4 December 2008, http://www.bmj.com/cgi/content/full/337/dec04_2/a2338.
- Belluck, P. (2008): Strangers May Cheer You Up, Study Says - Published: December 4, 2008, *NYTimes.com*, <http://www.nytimes.com/2008/12/05/health/05happy-web.html>.

Case discussion:

- KSG case #1570.0: “The Massachusetts DNA Database: Getting Started.”

Spring break – No class: 03/18/2010

Date: 03/25/10
Subject: No class meeting due to instructor’s conference travel. Replaced with guest lecture by Prof. Christakis, Harvard’s School of Public Health: “Networks & Health” on April 12

Subject: **Assignment 2 & Final paper ideas:** 1-page ideas for final paper, final team composition
Date: 03/31/10, 4:00 pm

Session: 12
Date: 04/01/10
Subject: Online social networks

Required readings:

- Adler, P.S./Kwon, S. (2002): Social capital: Prospects for a new concept, in: Academy of Management Review, 27:17-40.
- Poe, M.(2006): The Hive, online: <http://www.theatlantic.com/doc/200609/wikipedia/6>
- Bernoff, J./Li, C. (2008): Harnessing the power of the Oh-So-Social Web, in: MIT Sloan Management Review, Spring 2008, pp. 36-42

NOTE: Guest speaker Steve Ressler, GovLoop.com will present at 10am in room Eggers hall 060 (Global Collaboratory).

Session: 13
Date: 04/08/10
Subject: Terrorist networks: “The battles of Algiers”

No readings!

Session: 14
Date: 04/15/10
Subject: Dark networks & emergency networks

Required readings:

- Chen, H., W. Chung, J. Qin, E. Reid, M. Sageman, and G. Weimann, 2008: Uncovering the Dark Web: A case study of Jihad on the Web. Journal of the American Society for Information Science and Technology 59 (8):1347-1359.
- Krebs, V., 2002: Mapping networks of terrorist cells. Connections 24 (3):43-52.
- Popp, R., T. Armour, T. Senator, and K. Numrych, 2004: Countering terrorism through information technology. Communications of the ACM 47 (3):36-43.
- Keefe, P.R. (2006): Can network theory thwart terrorists?, New York Times, March 12: http://www.nytimes.com/2006/03/12/magazine/312wwln_essay.html
- Block, R. (2005): In terrorism fight, Government finds a surprising ally: FedEx, The Wallstreet Journal, May 26.

Session: 15
Date: 04/22/10
Subject: Student presentations

Session: 16
Date: 04/29/10
Subject: Student presentations

Session: No Class
Date: 05/06/10
Subject: Final paper due at 4pm.

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