PPA 730-007

Networked Governance

Syracuse University – Maxwell School of Citizenship and Public Affairs

Syllabus – Spring semester 2009

Meeting time: Thursdays, 3:30 - 6:15 PM, Location: Eggers 070

Instructor: Ines Mergel, D.B.A.
Assistant Professor of Public Administration
Maxwell School of Citizenship and Public Affairs
Department of Public Administration
Syracuse University

Office: Eggers Hall 215f
Office hours: Thursdays, 2:00 – 3:30pm
Contact: Email: iamergel@maxwell.syr.edu
Office phone: 315-443-5100

Course website: Blackboard

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:

10% **“Internet café contributions”**: A central objective of this course is to help you to think about real-world social, cultural, economic, organizational, ecological, and technological problems in a different way. You will have to contribute 5 news stories, blog postings or websites that fit to the different class topics and present them in class. In addition to your final project you will be required to submit at the end of the semester, a “scrap book” of annotated clippings from the news sources. This project is not meant to be arduous—in fact, it is intended to be fun—and you can approach it in many different ways. The main objectives are (a) to encourage you to keep abreast of current events, as well as contemporary ideas and trends; and (b) to help you take the concepts of the course out of the classroom and use them to interpret the world around you.

Sources: You may draw on whatever sources you choose, including newspapers, magazines, TV, Radio, and the web. News stories, science reports, business analysis, feature articles, book reviews, commentary, editorials, advertising, web-logs, discussion groups, and even email threads are all eligible for inclusion—the only constraints are (a) they must have appeared/occurred during the semester (i.e. between January and April 2009); and (b) they can be compiled and rendered as a single paper document (although if you have creative ideas about digital or audio presentations, I’m prepared to consider them).

20% **active participation** during the semester: Students 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 4, March 4, and April 15. The assignment text will be handed out a week before the assignment is due and students will present their assignments in class. Assignments have to be send to me by email by 4 pm (iamergel@maxwell.syr.edu). In addition please leave a paper copy of your assignment in the PA Suite for me (Office # Eggers 215f).

40% **final project:** The final exam consists of three parts: a) 1 page proposal, due on March 18, 2009; b) class presentation of your results on April 23, 2009 and c) a 5 page paper due on
April 30, 2009 to be submitted by email to me, and a paper copy in my mailbox (PA suit). 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.

Examples of previous final projects are: a social network analysis of the geographic location of teams and their collaboration performance; or the analysis of campaign contributions.

b. Grading and requirements for doctoral students:

10% “Internet café contributions”: In addition, you will have to contribute 5 news stories, blog postings or websites that fit to the different class topics and bring them in class.

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.

70% 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

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage Range</th>
<th>Grade Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93% - 100%</td>
<td>Superior range</td>
</tr>
<tr>
<td>A-</td>
<td>90% - 92%</td>
<td>Good range</td>
</tr>
<tr>
<td>B+</td>
<td>87% - 89%</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>82% - 86%</td>
<td>Below expectations</td>
</tr>
<tr>
<td>B-</td>
<td>80% - 81%</td>
<td></td>
</tr>
<tr>
<td>C+</td>
<td>76% - 79%</td>
<td></td>
</tr>
<tr>
<td>C-</td>
<td>65% - 75%</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>0%</td>
<td>failure</td>
</tr>
<tr>
<td>I</td>
<td>0%</td>
<td>incomplete</td>
</tr>
</tbody>
</table>
• **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. Use your laptops mainly to take notes during the lecture, but please avoid checking your emails, chatting with your friends or surfing the Internet.

• **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:**


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:


For PhD students:


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 2009*

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>01/15/09</td>
<td>Introduction: Networked Governance &amp; Networks in the public sector</td>
</tr>
<tr>
<td>2.</td>
<td>01/22/09</td>
<td>Social network analysis and network visualization</td>
</tr>
<tr>
<td>3.</td>
<td>01/29/09</td>
<td>Forms of networks</td>
</tr>
<tr>
<td></td>
<td>02/04/09</td>
<td><em>Assignment 1 due on 02/04/2009, 4pm.</em></td>
</tr>
<tr>
<td>4.</td>
<td>02/05/09</td>
<td>Your personal networks (<em>class presentations</em>)</td>
</tr>
<tr>
<td>5.</td>
<td>02/12/09</td>
<td>Innovation: Structural holes and embeddedness</td>
</tr>
<tr>
<td>6.</td>
<td>02/19/09</td>
<td>Power &amp; influence in the network</td>
</tr>
<tr>
<td>7.</td>
<td>02/26/09</td>
<td>Small world networks</td>
</tr>
<tr>
<td></td>
<td>03/04/09</td>
<td><em>Assignment 2 due on 03/04/2009, 4pm.</em></td>
</tr>
<tr>
<td>8.</td>
<td>03/05/09</td>
<td>Online social networks (<em>class presentations</em>)</td>
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<tr>
<td></td>
<td>03/09-03/15</td>
<td><em>Spring break 03/09-03/15 2009</em></td>
</tr>
<tr>
<td></td>
<td>03/18/09</td>
<td>1 page final paper ideas due on 03/18/2009, 4pm.</td>
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<tr>
<td>9.</td>
<td>03/19/09</td>
<td>Diffusion of information</td>
</tr>
<tr>
<td>10.</td>
<td>03/26/09</td>
<td>Knowledge management &amp; collaboration</td>
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<tr>
<td>11.</td>
<td>04/02/09</td>
<td>Emergency preparedness networks</td>
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<tr>
<td>12.</td>
<td>04/09/09</td>
<td>Dark networks</td>
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<tr>
<td></td>
<td>04/15/09</td>
<td><em>Assignment 3 due on 04/15/2009, 4pm.</em></td>
</tr>
<tr>
<td>13.</td>
<td>04/16/09</td>
<td>Terrorist networks</td>
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<tr>
<td>14.</td>
<td>04/23/09</td>
<td><em>Final team presentations</em></td>
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<tr>
<td></td>
<td>04/30/09</td>
<td><em>Final paper due</em></td>
</tr>
</tbody>
</table>

* I will keep the right to make adjustments to the syllabus if necessary.
Course calendar and required readings

- Papers with substantial methodological components are marked with ★★.
- Papers that are available online are marked with ☆.
- Cases are marked with ❘.

Session: 1
Date: 01/15/09
Subject: Introduction:
- Networks are everywhere
- Characteristics of networks
- Power of social networking
- Coordination & regulation in networks

Required readings:

Session: 2
Date: 01/22/09
Subject: Social network analysis & network visualization
- Modeling networks
- Whole networks vs. Ego-centered networks
- Network terminology
- Network diagnostics
- Collecting network data

Required readings:
Session: 3
Date: 01/29/09
Subject: Forms of networks
• Building relations
• Implications of social ties

Required readings:

Case discussion:
• Erik Peterson (A) (9-494-005) and (B) (9-494-006).
  • Study questions:
    o 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?
    o 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?
    o What actions, if any, should Peterson take to turn the situation around and prepare for his meeting with Chip Knight?
  • Erik Peterson (C), (D), (E) will be distributed in class.
  • Study questions:
    o What is your assessment of the events described in Erik Peterson (C), (D), (E)?
    o What, if anything, should Peterson have done differently?
    o Could you have succeeded in Erik Peterson’s situation? Why or why not?
    o What should Peterson do next? Why?
    o What lessons, if any, do you take away from Peterson’s experience?

Date: 02/04/09
Subject: Assignment 1 - Due on 02/04/2009, 4:00pm
Session: 4  
Date: 02/05/09  
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: 5  
Date: 02/12/09  
Subject: Innovation
- Structural holes
- Embeddedness & weak ties

Required readings:

Session: 6  
Date: 02/19/09  
Subject: Power & influence in the network

Required readings:

**Case discussion:**


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**Required readings:**


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**Subject:** Assignment 2
**Date:** 03/04/09, 4:00 pm

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**Class presentations of your assignment 2.**

**Required readings:**

- Cyworld, LinkedIn.com, Facebook.com, Friendster.com, Mixi
Study questions:

• What are the sources of value added? How are these values extracted from the users?
• Are there any features that are unique and can’t be found on other social networking sites?
• Which features need further development?
• Is there a set of network principles that you can extract?

Session: Deadline
Date: 03/18/09
Subject: Final paper ideas: 1 page ideas for final paper, final team composition

Spring break – No class: 03/09-03/15/2009

Session: 9
Date: 03/19/09
Subject: Diffusion of information

Required readings:


Case discussion:

• KSG case #1570.0: “The Massachusetts DNA Database: Getting Started.”
Session: 10
Date: 03/26/09
Subject: Knowledge management & collaboration

**Required readings:**


**Case discussion:**
Case analysis and discussion of “The KIDSNET Story: Can a Medical-Information System Improve Public Health? (Case C16-05-1800.0) from the Harvard’s Kennedy School of Government, Case Program.

Session: 11
Date: 04/02/09
Subject: Emergency preparedness networks

**Required readings:**


<table>
<thead>
<tr>
<th>Session:</th>
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<tbody>
<tr>
<td>Date:</td>
<td>04/09/09</td>
</tr>
<tr>
<td>Subject:</td>
<td>Terrorist networks: “The battles of Algiers”</td>
</tr>
</tbody>
</table>

No readings!

<table>
<thead>
<tr>
<th>Subject:</th>
<th>Terrorist networks: Assignment 3 due at 4pm.</th>
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