Welcome to this new course on networks and public management. Networks have emerged as a major way in which publicly funded services are delivered. Yet it is extremely rare to find classes in MPA programs that focus exclusively on networks. This course provides the opportunity to study and understand public networks and how they are managed. Listed below are the topic areas for each week of class (15 weeks and meeting once per week), followed by the reading assignments for each class.

**Major Topic Areas**

1. Introduction – What are networks and why are they important?
   - definitions (networks, partnerships, alliances, joint ventures, etc.)
   - examples in business, nonprofit, public, and cross-sectors
   - serendipitous vs. goal directed networks
   - Why do it? – The importance of organizational networks for addressing public sector tasks and problems
   - potential problems, costs, and risks of network involvement

2. Network Research
   - core concepts (centrality, density, cliques, tie strength, structural holes, etc.)
   - methods and measures
   - research challenges

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   - networks and social influence: the power of brokerage and centrality
   - networking and job success
   - social capital at the individual and community level
   - Exercise on social networking

4. What do We Know about Organizational Networks?
   - determinants of IOR and network formation
   - markets vs hierarchies vs networks
   - the role of trust

5. Governance, Design, and Control of Networks
   - mechanisms of control
   - forms of governance
   - contingency factors related to choice of governance form

6. Management and Leadership IN Networks
   - role of the leader/manager in a network context
   - managing conflicting pressures and internal tensions
   - commitment, dependence, and accountability
   - relational management
   - juggling involvement in multiple networks
   - Exercise on network conflict and management

7. Management and Leadership OF Networks
   - role of the network manager – leading when no one wants to follow
   - management as a political process
   - managing tensions in governance forms (i.e., demands for stability vs. flexibility, efficiency vs. inclusiveness, etc.)
   - managing networks vs temporary organizational forms/action-sets
   - strategies and challenges for network managers

8. Network evolution and development
   - stages of evolution
   - “networkability,” or the readiness of orgs to commit to network involvement
   - legitimacy building – internal and external
   - emergent vs mandated networks

9. Network effectiveness and evaluation
   - Can it be done? – critical issues
   - a stakeholder approach
   - characteristics of effective networks
   - network ineffectiveness and overcoming network challenges
10. Illegal and “Dark” Networks
   • What are they?
   • Are they different?
   • Can they be managed and controlled?

11. Vertical Dimensions of Networks and the Hollow State
   • Public services through a network or hierarchy?
   • managing networks through contracts – opportunities and challenges
   • balancing vertical and horizontal dimensions
   • public policy implications

12. Applications: Networks in Government, Social Services, and Health
   • policy networks
   • emergency networks
   • community health
   • government-business collaboration

13. Using Network Analysis to Understand, Build, and Sustain Networks
   • the practical value of network analysis
   • conducting network analysis and providing feedback
   • using UCINET and Visone

14. Comprehensive Network Building Exercise

15. Presentation of Student Projects
Readings

Session 1 – Introduction


Session 2 – Network Research


Session 3 – Social Networks, Social Capital, and the Power of Social Networking


Session 4 – What do We Know about Organizational Networks?

Oliver, C. 1990. "Determinants of interorganizational relationships: Integration and future


**Session 5 – Governance, Design, and Control of Networks**


**Session 6 – Management and Leadership IN Networks**


**Session 7 – Management and Leadership OF Networks**


Session 8 – Network evolution and development


Session 9 – Network effectiveness and evaluation


Session 10 – Illegal and “Dark” Networks


Session 11 – Vertical Dimensions of Networks and the Hollow State


Session 12 – Applications: Networks in Government, Social Services, and Health


Session 13 – Using Network Analysis to Understand, Build, and Sustain Networks


Session 14 – Comprehensive Network Exercise

In-class handout of exercise.

Session 15 – Presentation of Student Projects