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Syllabus

Networks and Public Management

Course Rationale

If as a discipline we are to “treat networks seriously” (O’Toole 1997), students of public administration need to be well versed in the theory, practice and methods of studying networks operating in the public sphere. Therefore, the foci of this course are to integrate the questions concerning networks with management strategies for those who are “managers of” or “managers in” (Milward and Provan 2006) networks and to equip students with a tool for diagnosing network problems. As a result of this course, students should be well-versed in network theory, the practical issues of working in networks, and the methodological approaches available for studying networks.

Learning Objectives

By the end of the semester students will:

- Identify the pressing public sector network questions from the view of practitioners as well as researchers. These questions are normative (Should we be using networks? How should we evaluate network effectiveness?), descriptive (Can we classify the types of networks that are in use?), explanative (Why do networks result in specific outcomes? How do networks emerge?) and prescriptive (What should managers of and managers within networks do to make networks operate more efficiently?).
- Have a working knowledge of the public administration literature as it relates to these types of questions.
- Be able to differentiate between formal and informal networks and between inter-organizational and intra-organizational networks.

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- Understand the role that networks play in the implementation of public policy.
- Use social network analysis as an analytical tool for evaluating networks.
- Evaluate networks for effectiveness by using various network diagnostics.
- Develop their own personal networking capabilities.
- Understand the limitations of networks, a “network perspective” and social network analysis.

Grading

Weekly Assignments (6 of the 13 assignments at 10% each)	60%
Final presentation	15%
Final written document	15%
Participation	10%

Required Texts

Agranoff, R. (2007). *Managing within networks: Adding value to public organizations*. Washington, DC: Georgetown University Press.

Cross, R. & Parker A. (2004). *The hidden power of social networks: Understanding how work really gets done in organizations*. Boston, MA: Harvard Business School Press.

Hanneman, R.A., & Riddle, M. (2005). *Introduction to social network methods*. Riverside, CA: University of California, Riverside (published in digital form at <http://faculty.ucr.edu/~hanneman/>)

Required Software

UCINet for Windows, Version 6 (available for download at <http://www.analytictech.com/downloaduc6.htm>)

Assigned Articles

Agranoff, R. (2003). *Leveraging networks: A guide for public managers working across organizations*. IBM Center for the Business of Government. Retrieved February 28, 2007: <http://www.businessofgovernment.org/pdfs/AgranoffReport.pdf>.

Anderson, P. (1999). Complexity theory and organizational science. *Organization Science*, 10 (3), 216-232.

Bogason, P., & Toonen, T. A. J. (1998). Introduction: Networks in public administration. *Public Administration*, 76(Summer), 205 - 227.

Borgatti, S. P., & Molina, J.-L. (2005). Toward ethical guidelines for network research in organizations. *Social Networks*, 27(1), 107 - 117.

Choi, S.O., & Brower, R.S. (2006). When practice matters more than government plans: A network analysis of local emergency management. *Administration and Society*, 37(6), 651 – 678.

Cross, R., Parker, A., Prusak, L., Borgatti, S.P. (2001). Knowing what we know: Supporting

- knowledge creation and sharing in social networks. *Organizational Dynamics*, 30(2), 100 – 120.
- Edelenbos, J., & Klijn E-H. (2007). Trust in complex decision-making networks: A theoretical and empirical explanation. *Administration and Society*, 39(1), 25 – 50.
- Eglene, P., Dawes, S.S. & Schneider, C.A. (2007). Authority and leadership patterns in public sector knowledge networks. *American Review of Public Administration*, 37(1), 91 – 113.
- Graddy, E. A., & Chen, B. (2006). Influences on the size and scope of networks for social service delivery. *Journal of Public Administration Research and Theory*, 16(4), 533 - 552.
- Harris, J.K., & Clements, B. (2007). Using social network analysis to understand Missouri's system of public health emergency planners. *Public Health Reports*, 122(4), 488 – 498.
- Kadushin, C. (2005). Who benefits from network analysis: Ethics of social network research. *Social Networks*, 27(1), 139 - 153.
- Keast, R., Mandell, M. P., Brown, K., & Woolcock, G. (2004). Network structures: Working differently and changing expectations. *Public Administration Review*, 64(3), 363 - 371.
- Milward, H.B. & Provan, K.G. (1998). Measuring network structure. *Public Administration*, 76(Summer), 387 – 407.
- (2006). A manager's guide to choosing and using collaborative networks. IBM Center for the Business of Government. Retrieved on February 28, 2007: <http://www.businessofgovernment.org/pdfs/ProvanReport.pdf>.
- Moore, G. (1992). Gender and informal networks in state government. *Social Science Quarterly*, 73(1), 46 – 61.
- Morel, B., & Ramanujam, R. (1999). Through the looking glass of complexity: The dynamics of organizations as adaptive and evolving systems. *Organization Science*, 10(3), 278 – 293.
- O'Toole, L.J. (1997). Treating networks seriously: Practical and research-based agendas in public administration. *Public Administration Review*, 57(1), 45 – 52.
- Pardo, T. A., Cresswell, A. M., Thompson, F., & Zhang, J. (2006). Knowledge sharing in cross-boundary information system development in the public sector. *Information Technology and Management*, 7, 293 - 313.
- Parker, A., Cross, R., & Walsh, D. (2001). Improving collaboration with social network analysis: Leveraging knowledge in the informal organization. *Knowledge Management Review*, 4(2), 24 - 28.
- Podolny, J.M., Page, K.L. (1998). Network forms of organization. *American Review of Sociology*, 24, 57 – 76.
- Provan, K.G. & Kenis, P. (2005, September). *Modes of network governance and implications for network management and effectiveness*. Paper presented at the Public Management Research Association Conference, Los Angeles, CA.
- Provan, K.G. & Milward, H.B. (1995). A preliminary theory of interorganizational network effectiveness: A comparative study of four community mental health systems. *Administrative Science Quarterly*, 40(1), 1 – 33.
- (2001). Do networks really work? A framework for evaluating public-sector organizational networks. *Public Administration Review*, 61(4), 414 – 423.

Provan, K.G., Veazie, M.A., Staten, L.K., Teufel-Shone, N.I. (2005). The use of network analysis to strengthen community partnerships. *Public Administration Review*, 65(5), 603 – 613.

Suitor, J.J., Wellman, B., Morgan, D.L. (1997). It's about time: How, why, and when networks change. *Social Networks*, 19, 1 – 7.

Weekly Outline:

Week	Topics	Assigned Readings	Assignment Due*
1	Introduction to Networks <ul style="list-style-type: none"> • Characteristics of Networks • Network as a Level of Analysis Role of Networks in Policy Implementation	O'Toole (1997) Bogason & Toonen (1998) Podolny & Page (1998) Keast et al. (2004) Cross & Parker, Chapter 1 Agranoff, Chapter 1	
2	Network Structure and Function	Graddy & Chen (2006) Milward & Provan (2006) Cross & Parker, Chapter 2 – 3 Agranoff, Chapters 4 – 5	Network List I
3	Network Governance and Accountability	Provan & Kenis (2005) Agranoff, Chapters 6, 9	Network List II
4	Modeling Networks <ul style="list-style-type: none"> • Whole networks • Ego-centered networks • Network terminology 	Milward & Provan (1998) Parker, Cross & Walsh (2001) Cross & Parker, Chapter 5 Hanneman & Riddle, Chapters 1 – 3	Network List III
5	Sociograms and Sociomatrices <ul style="list-style-type: none"> • Using Netdraw • Using UCINet 	Hanneman & Riddle, Chapters 4 – 6	Personal Network Diagnostic
6	Network Diagnostics Connection Distance Centrality Power	Hanneman & Riddle, Chapter 7 – 8, 10 Provan et al. (2005)	Using NetDraw and UCINet I
7	Collecting Network Data	Borgatti & Molina (2005) Kadushin (2005) Cross & Parker, Appendix A	Using UCINet II
8	Network Effectiveness	Choi & Brower (2006) Provan & Milward (2001) Provan & Milward (1995) Agranoff, Chapter 8	Approval of Survey by Institutional Review Board

9	Network Strengths & Weaknesses <ul style="list-style-type: none"> • Communication • Information/ Knowledge Management 	Pardo et al. (2006) Cross et al. (2001) Agranoff, Chapter 7	Collect and enter data
10	Network Strengths & Weaknesses <ul style="list-style-type: none"> • Power • Trust 	Edelenbos & Klijn (2007) Moore (1992) Cross & Parker, Chapter 6	Using SNA to analyze communication and information/knowledge management
11	Network Strengths & Weaknesses <ul style="list-style-type: none"> • Expertise • Leadership 	Eglene, Dawes & Schneider (2007) Harris & Clements (2007) Cross & Parker, Chapters 3 – 4	Using SNA to analyze power and trust
12	Network Strengths & Weaknesses <ul style="list-style-type: none"> • Management 	Agranoff (2003) Cross & Parker, Chapters 7, 8 Agranoff, Chapter 10	Using SNA to analyze expertise and leadership
13	Network Evolution <ul style="list-style-type: none"> • Complex Adaptive Systems • Sustainability 	Suitor, Wellman, & Morgan (1997) Anderson (1999) Morel & Ramanujam (1999)	Using SNA to analyze management
14	Final Presentations		Final presentations due

*More details to be handed out in class. Some of these assignments will be in-class, others will be take-home. Six of the 13 assignments will be graded.