



E-PARCC

COLLABORATIVE GOVERNANCE INITIATIVE

Syracuse University

Maxwell School of Citizenship and Public Affairs

Program for the Advancement of Research on Conflict and Collaboration

NETWORKS AND PUBLIC MANAGEMENT

Syllabus

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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3. Social Networks, Social Capital, and the Power of Social Networking
 - 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

O'Toole, Jr., L.J. 1997. Treating Networks Seriously: Practical and Research-Based Agendas in Public Administration. *Public Administration Review* 57(1): 45-52.

Huxham, C. & Vangen, S. 2004. "Doing things collaboratively: Realizing the advantage or succumbing to inertia." *Organizational Dynamics*, 33: 190-200.

Salancik, G.R. 1995. "WANTED: A good network theory of organization." *Administrative Science Quarterly*, 40: 345-349.

Berry, F.S., Brower, R.S. et al. 2004. Three traditions of network research: What the public management research agenda can learn from other research communities. *Public Administration Review*, 64: 539-552.

Session 2 – Network Research

Marsden, P.V. 1990. Network data and measurement. *Annual Review of Sociology*. 16: 435-463.

Kilduff, M. and Tsai, W. 2003. Understanding social network research. *Social Networks and Organizations*, (chapter 2, pages 13-34). Thousand Oaks, CA: Sage.

Scott, J. 2001. The development of social network analysis. *Social Network Analysis: A Handbook*, (chapter 2, pages 7-37). Thousand Oaks, CA: Sage.

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

Adler, P.S. & Kwon, S. 2002. "Social capital: Prospects for a new concept." *Academy of Management Review*, 27:17-40.

Cross, R., Borgatti, S.P., and Parker, A. 2002. Making invisible work visible: Using social network analysis to support strategic collaboration. *California Management Review*, 44: 25-46.

Krackhardt, D. and Hanson, J.R. 1993. Informal networks: The company behind the chart. *Harvard Business Review*, 71(4): 104-111.

Christakis, N. and Fowler, J.H. 2007. The spread of obesity in a large social network over 32 years. *New England Journal of Medicine*, 357:370-379.

Session 4 – What do We Know about Organizational Networks?

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

directions." *Academy of Management Review*, 15:241-265.

Powell, W.W. 1990. "Neither market nor hierarchy: Network forms of organization." In B. Staw & L.L. Cummings (Eds.), *Research in Organizational Behavior*: 295-336. Greenwich, CT: JAI Press.

Kilduff, M. and Tsai, W. 2003. Is there social network theory? A critical examination of theoretical foundations. *Social Networks and Organizations*, (chapter 3, pages 35-65). Thousand Oaks, CA: Sage.

Brass, D. J., Galaskiewicz, J., Greve, H.R., and Tsai, W. 2004. Taking stock of networks and organizations: A multilevel perspective. *Academy of Management Journal* 47:795-817.

Session 5 – Governance, Design, and Control of Networks

Weiner, B. and Alexander, J. 1998. The Challenges of Governing Public-Private Community Health Partnerships. *Health Care Management Review*. 23(2): 39-55.

Goldsmith, S. and Eggers, W.D. 2004. "Designing the Network." Chapter 4 (pp. 55-91) in *Governing by Network: The New Shape of the Public Sector*. Washington, D.C.: Brookings.

Provan, K.G. and Kenis, P. 2007. Modes of Network Governance: Structure, Management, and Effectiveness. *Journal of Public Administration Research and Theory*, 17 (in press).

Session 6 – Management and Leadership IN Networks

McGuire, M. 2002. Managing Networks: Propositions on What Managers Do and Why They Do It. *Public Administration Review*, 62 (5): 599-609.

Agranoff, R. 2005. Managing collaborative performance: Changing the boundaries of the state? *Public Performance & Management Review*, 29: 18-45.

Session 7 – Management and Leadership OF Networks

Milward, H. Brinton and Provan, Keith G. 2006. *A Manager's Guide to Choosing and Using Collaborative Networks*. IBM Center for The Business of Government.

Goldsmith, S. and Eggers, W.D. 2004. "Ties that bind." Chapter 5 (pp. 93-119) in *Governing by Network: The New Shape of the Public Sector*. Washington, D.C.: Brookings.

Provan, Keith G., Lamb, Gerri, and Doyle, Mary. 2004. Building Legitimacy and the Early Growth of Health Networks for the Uninsured. *Health Care Management Review*, 29: 117-128.

Session 8 – Network evolution and development

Ring, P.S., and Van de Ven, A.H. 1994. Developmental processes of cooperative interorganizational relationships. *Academy of Management Review* 19:90-118.

Koza, M.P., and Lewin, A.Y. 1999. The coevolution of network alliances: A longitudinal analysis of an international professional service network. *Organization Science* 10: 638-53.

Human, S.E. & Provan, K.G. 2000. Legitimacy building in the evolution of small-firm networks: A comparative study of success and demise. *Administrative Science Quarterly*, 45: 327-365.

Koka, B.R., Madhavan, R., and Prescott, J.E. 2006. The evolution of interfirm networks: Environmental effects on patterns of network change. *Academy of Management Review*, 31: 721-737.

Session 9 – Network effectiveness and evaluation

Provan, K.G. and Milward, H.B. 1995. A Preliminary Theory of Network Effectiveness: A Comparative Study of Four Mental Health Systems. *Administrative Science Quarterly*. 40 (1): 1-33.

Provan, K. & Milward, H.B. 2001. Do Networks Really Work? A Framework for Evaluating Public Sector Organizational Networks. *Public Administration Review*, 61 (4):414-431.

Agranoff, R. Do networks perform? Adding value and accounting for costs. Chapter 8 (pp. 155-187) in *Managing Within Networks*. Washington, DC: Georgetown University Press.

Session 10 – Illegal and “Dark” Networks

Baker, W.E., and Faulkner, R.R. 1993. The social organization of conspiracy: Illegal networks in the heavy electrical equipment industry. *American Sociological Review*, 58: 837-60.

Raab, J. and Milward, H.B. 2003. Dark networks as problems. *Journal of Public Administration Research and Theory*, 13: 413-439.

Keefe, P.R. 2006. Can network theory thwart terrorists? *New York Times*, March 12.

Session 11 – Vertical Dimensions of Networks and the Hollow State

Salamon, Lester M. 1981. Rethinking Public Management: Third Party Government and the Changing Forms of Government Action. *Public Policy*, 29: 255-275.

Milward, H. Brinton and Provan, Keith G. 1993. The Hollow State: Private Provision of Public Services. In Helen Ingram and Steven Rathgeb Smith (Eds.), *Public Policy for Democracy* (pp. 222-237). Washington, D.C.: Brookings Institute.

Milward, H.B. and Provan, K.G. 2000. Governing the Hollow State *Journal of Public Administration Research and Theory*, 10(4): 359-379.

Provan, Keith.G., Kimberley R. Isett, and H. Brinton Milward. 2004. Cooperation and compromise: A network response to conflicting institutional pressures in community mental health. *Nonprofit and Voluntary Sector Quarterly*, 33 (3): 489-514.

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

Teisman, G.R. & Klijn, E.H. 2002. Partnership arrangements: Governmental rhetoric or governance scheme? *Public Administration Review*, 62: 197-205.

Graddy, Elizabeth A., and Bin Chen. 2006. Influences on the size and scope of networks for social service delivery. *Journal of Public Administration Research and Theory* 16:533-52.

Kapucu, N. 2005. “Interorganizational coordination in dynamic context: Networks in emergency response management.” *Connections*. 26(2): 33-48.

Moynihan, Donald. 2005. *Leveraging Collaborative Networks in Infrequent Emergency Situations*. Washington, D.C.: IBM Center for the Business of Government.

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

Krebs, V. & Holley, J. 2004. Building sustainable communities through social network development. *The Nonprofit Quarterly*, Spring: 46-53.

Provan, Keith G., Veazie, Mark. A., Staten, Lisa K., Teufel-Shone, N.I. 2005. The use of network analysis for strengthening community partnerships in health and human services. *Public Administration Review*, 65: 603-613.

Session 14 – Comprehensive Network Exercise

In-class handout of exercise.

Session 15 – Presentation of Student Projects