

# MBAB 680 01: Organization Structure, Networks and Performance Spring, 2004

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## College of Business Administration Loyola Marymount University

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**Office Hours:**  
By appointment (or stop by)

### INTRODUCTION

This course explores managing performance through understanding mechanisms of coordination and control. We will consider how managers and organizations can benefit from the coordination of both individual network contacts and organization level contacts such as strategic partnerships. We will analyze social organizations through network methods. We will cover topics including Trust and Reputation, Organizational Roles, Team Work, Organization Change and Knowledge Management.

Throughout the course, students be asked to conduct social network analysis, participate in a team project, discuss organizational behavior cases and complete a final exam.

### REQUIRED TEXT

Burt, Ronald, (1995) *Structural Holes: The Social Structure of Competition* Belknap Pr; Reprint edition

and,

Cross, Robert et al., (2003) *Networks in the Knowledge Economy* Oxford University Press;

Assigned Readings:

During the semester, we may add readings. The readings will be distributed in class prior to the session for which you need to read them or they will be held on reserve.

### COURSE PREPARATION

Together, we are creating a learning experience in this class. In order to get the most out of this class, it is important to prepare by completing reading assignments before class. Coming to class prepared will also help you perform well on assignments and exams.

### COURSE REQUIREMENTS AND GRADING

This course has been designed to give you many opportunities to demonstrate mastery of the material. You will have the chance to participate in class activities, write short reflections on managing technology, write a longer paper analyzing one particular aspect of technology management, and to complete a final exam.

|                                  |     |
|----------------------------------|-----|
| Attendance & Class Participation | 15% |
| Social Network Reflection        | 15% |

|                               |      |
|-------------------------------|------|
| Article Presentation          | 15%  |
| Social Network Analysis Paper | 30%  |
| Final Exam                    | 25%  |
| <hr/>                         |      |
| Total                         | 100% |

### **Attendance and Class Participation**

You are expected to attend all classes and participate in all exercises and class discussions. Your presence and participation will contribute to your success in the class and to the success of other class members who will also benefit from your participation. Also, as part of your class participation, you will be asked to read and provide feedback for the Social Network Analysis Paper for one of your classmates.

### **Social Network Analysis Reflection**

Three times over the course of the session, you will be asked to reflect on the strategies to address issues in technology management. Your reflection should include how you would apply the theories and principles discussed in class to your own organization or to an organization that you choose to research for the course. For each management reflection, I shall provide a set of questions to structure your reflection.

### **Article Presentation**

Either individually or in pairs, you will be asked to take responsibility to lead the discussion of one of the assigned articles throughout the semester. You will be asked to sign up for an article at the beginning of the semester.

### **Social Network Analysis Paper**

For the technology analysis paper you will be asked to focus on one issue of technology management that we cover in the course. For that one issue, you will be asked to research the theories relating to that issue more deeply and then apply current theories and practices to make suggestions relating to that issue.

### **Exam**

There will be one final exam. It will be an open-book exam. For the exams, you will be expected to show mastery of the material and the ability to synthesize and apply what we have covered in class.

### **Final Grade**

Your final grade will be based on your accumulated performance throughout the semester. If you receive at least 90% of the total points, you will receive an "A" grade (A or A-), 80% for a "B" grade, 70% for a "C" grade, 60% for a "D" grade. The exact results of your final grade will depend on the point distribution of the entire class.

At any time during the session, you may ask me for specific feedback about your performance and grade in the class. I recommend that you keep track of your own assignments as well as checking with me in regard to your performance in the class.

| <b>CLASS DAYS</b> | <b>SUBJECT</b>   | <b>READING</b>   |
|-------------------|--|--|
| Jan 21            | Introduction   | <p>Krackhardt, David and Jeffrey Hanson (1993) Informal Networks: The Company Behind the Chart. <i>Harvard Business Review</i>, July-August.</p> <p>Nohria, N. &amp; Eccles, R. 1992. Face-to-face: Making network organizations work. In N. Nohria &amp; R. G. Eccles (Eds.), <i>Networks and organizations: Structure, form and action</i>, 288-908. Boston, MA: Harvard Business School Press.</p> <p>Raz, Tahl (2003) The 10 Secrets of a Master Networker. <i>Inc. com</i>.</p> |
| Jan 28            | Social Network Analysis, Data Collection and Visualization | <p>Cross, Rob, Stephen Borgatti &amp; Andrew Parker (2002) Making Invisible Work Visible. <i>California Management Review</i> 44(2) pp. 25-46</p> <p>McGrath, C., D. Krackhardt &amp; J. Blythe (2002) Visualizing Complexity in Networks: Seeing Both the Forest and the Trees. <i>Connections</i> 25(1) pp. 30-34.</p> <p>Scott, John, <i>Social Network Analysis</i> Ch. 3</p>  |
| Feb 4             | Networks in organizations                                  | <p>Podolny, Joel and James Baron. 1997. "Resources and Relationships: Social Networks and Mobility in the Workplace." <i>American Sociological Review</i> 62: 673-693</p> <p>Burt, Ron (1992) Structural Holes. Ch. 1 &amp; 4.</p> <p>Ibarra, Herminia (1997) Paving an alternative route: Gender differences in managerial networks. <i>Social Psychology Quarterly</i>. 60, 1 pp. 91-102.</p>  |
| Feb 11            | Small world  | <p>Pool, Ithiel de Sola and Manfred K. 1978. "Contacts and Influence." <i>Social Networks</i> 1:5-51.</p> <p>Milgram, Stanley. "The Small World Problem." <i>Psychology Today</i> 1: 62-67.</p> <p>Watts, Duncan J. and Steven H. Strogatz. 1998. "Collective Dynamics of 'small-world' networks." <i>Nature</i> 393:440-442</p> <p>Watts, Duncan J. 1999. Network dynamics and the small world phenomenon. <i>American Journal of Sociology</i>. 105:493-527</p>                    |
| Feb 18            | Communication  |  |
| Feb 25            | Teamwork   | <p>Reagans, R. &amp; Zuckerman, E. W. 2001. Networks, diversity, and productivity: The social capital of corporate R&amp;D teams, <i>Organization Science</i>, 12, 502-517.</p> <p>Rulke, D. L. &amp; Galaskiewicz, J. 2000. Distribution of knowledge, group network structure, and group performance. <i>Management Science</i>, 46, 612-625.</p>  |
| March 3           | Organization Change  | <p>McGrath, Cathleen and David Krackhardt (2003), "Network conditions for organizational change" in press <i>Journal of Applied Behavioral Science</i>.</p>  |

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| March 10 | Diffusion and innovation    | <p>Coleman, James, Elihu Katz, and Herbert Menzel. 1957. The diffusion of innovation among physicians. <i>Sociometry</i>. 20:253-270.</p> <p>Burt, Ronald S. 1987. "Social Contagion and Innovation: Cohesion Versus Structural Equivalence." <i>American Journal of Sociology</i> 92: 1287-1335</p> <p>Van den Bulte, Christophe and Gary L. Lilien. 2001. <i>Medical Innovation</i> revisited: social contagion versus marketing effort. <i>American Journal of Sociology</i>. 106:1409-35</p>  |
| March 17 | Knowledge Management        | Cross Book  |
| March 24 | Embeddedness                | <p>Granovetter, Mark (1985) Economic action and social structure: The problem of embeddedness" <i>American Journal of Sociology</i>, 91: 481-510.</p> <p>Uzzi, Brian.(1997) Social Structure and competition in interfirm networks: The paradox of embeddedness" <i>Administrative Science Quarterly</i>. 42 pp. 35-67.</p> <p>Mizruchi, Mark and Linda Brewster Stearns. 2001. Getting deals done: The use of social networks in bank decision-making. <i>American Sociological Review</i>. 66:647-671</p>   |
| March 31 | <b>University Holiday</b>   |   |
| April 7  | <b>Spring Break</b>         |   |
| April 14 | Cooperation and Competition | <p>Burt, Ronald. 1992. <i>Structural Holes: The Social Structure of Competition</i>. Harvard University Press. Chapter 3</p> <p>Lincoln, James R., Michael L. Gerlach, and Christina L. Abmadjian. 1996. <i>Keiretsu</i> networks and corporate performance in Japan. <i>American Sociological Review</i>. 61:67-88.</p> <p>Podolny, Joel M. 2001. Networks as the pipes and prisms of the market. <i>AJS</i>. 107:33-60.</p>   |
| April 21 | Social exchange             | <p>Cook, K. S., R. M. Emerson, M. R. Gillmore, and T. Yamagishi. 1983. "The Distribution of Power in Exchange Networks: Theory and Experimental Evidence." <i>American Journal of Sociology</i> :275-305</p> <p>Lawler, Edward J. 2001. An affect theory of social exchange. <i>American Journal of Sociology</i>. 107:321-352</p> <p>Buchan, Nancy, Rachael T.A. Croson, and Robyn M. Dawes. 2002. Swift neighbors and persistent strangers: A cross-cultural investigation of trust and reciprocity in social exchange. <i>AJS</i> 108:168-206.</p> |
| April 28 | Wrap up                     | Salancik, G. 1995. Wanted: A good network theory of organization. <i>Administrative Science Quarterly</i> 40:345-349.   |
| May 5    | <b>Final Examination</b>    |   |

Name: \_\_\_\_\_

Name you prefer to be called: \_\_\_\_\_

Work experience:

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Your expectations for this course:

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Social network analysis in management topic that you find particularly interesting:

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Any other comments about this course:

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