Organizational Network Analysis
(*Management Elective Course*)
HSBC Business School, Peking University Shenzhen
First Module, Fall Semester 2011-12
Course Syllabus
(ver. 20110905; Subject to change, see course website)

Instructor: Terrill L. Frantz
Office: C312   Office Hours: By Appointment (send an email to arrange)
Email: terrill@phbs.pku.edu.cn
Class meeting times: Tuesdays & Fridays, 1:30pm-3:20pm Room: C107

Teaching Assistant (TA): n/a
TA Office hours: n/a

Course website: http://ona11.phbs.info
Course credits: 3

Aim of Course

This course introduces students to Organizational network analysis (ONA), which is a contemporary approach to thinking about and scrutinizing the socio-technical aspect of a business organization. The course is designed for managers, change agents, scholars, even organizational participants, who want to look beyond the formal organization chart to better understand and navigate the complexities of the business organization. ONA represents the business organization as an assortment of connected relational networks of people, groups, tasks, resources, and more. In this form, the complex, and often hidden, characteristics of the organization can be visualized and measured and thus can be more astutely managed. With this framework, abnormalities (relative to the preferred state) in organizational knowledge, communications, performance and many other important technical and social aspects of the organization can be uncovered; moreover, the ONA framework is a excellent tool for aiding in the design of organizational change and management strategies.

Main Issues

Business organizations have become increasing complex following the ongoing structural changes in the business environment and our global society. Historically, we have relied upon the formal organization chart to chart our course(s) through an organization. We have come to realize that the formal chart is not enough to map the way things actually work in a real-world organization; for example, there are networks of social relationships and socio-technical interactions that frequently trump the formal structure. Over the past decade, organizational scientists have begun to meld the advances in network science with the challenges of organization research and have begun to conceive the business organization as numerous relational networks among people, groups, resources, tasks, belief systems, etc. Organization network analysis consists of this network perspective of an organization combined with the methodological and statistical tools of (social) network analysis.

Course Outcomes

The student will have a brand new perspective on the organizations they are involved in; this will aid in their heightened perceptions and understanding of the hidden aspects that are actually present, but usually reside below others' perceptive "radar." The student will be able to quantify and evaluate different organizational situations. They will be equipped to use and benefit from advanced network software to aid in quantifying the dimensions they can now perceive.

Teaching Methodology

This course is lecture and activity based. The students will be introduced to the ideas through lecture and readings, and will put the ideas into practice via class-based activities that utilize analysis software and a web-based survey tool. Depending on the class enrollment size, activities may either be performed as an individual or in small groups. Students will be presented with both the quantitative and qualitative aspects of this approach.

Prerequisites

The prerequisites for this class are a general and basic familiarity with business organizations, organization behavior and general management ideas, arrived at either through coursework, or personal experience.

Grading/Evaluation

Grades will be based according to the follow weighting:

Attendance (18 class meetings):	25%
Course Assignments:	35%
Final Project:	40%

Class attendance and in-class participation is considered in the grading for this course.

Textbooks:

Required: Valente, Thomas W. (2010). Social networks and health: Models, methods and applications. NY: Oxford Univ. Press.

Highly Recommended: Cross, Robert L. (2004). The hidden power of social networks: Understanding how work really gets done in organizations. Boston, MA: Harvard Business School Press.

Software (Available without cost):

Organizational Risk Analyzer (*ORA):
www.casos.cs.cmu.edu/projects/ora (operates only the Windows operating system)