MANAGERIAL NETWORK ANALYSIS [MGT513]

Peking University HSBC Business School, Shenzhen, China
Course Introduction and Syllabus

Module 1, Fall Semester 2013-14
(DRAFT: 6 Oct 2013; see course website for most current version)

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Office Hours: By Appointment (send email to arrange)

Class Meetings: Monday & Thursday
Class Time: 10:30am-12:20pm
Class Room: C104   **Language**: English
Classification(s): 3 Credit Management Elective
Website: http://mna13.phbs.info
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Goals and Aims

The principal goal of this course is to advance students' understanding of and develop their proficiency for navigating within and managing an organization. Students are presented with the view of an organization as it being an inherently dynamic entity consisting of an abundant number of highly fluid relationships—among humans and other entities. In this course students will develop deep insight into how real-world organizations actually behave in both the macro (group) and micro (individual) sense, as well as in the often overlooked meso (the layer linking micro and macro) perspective. To manifest students' understanding of these concealed dimensions, the contemporary concepts and ideas of two methodologies, Social Network Analysis (SNA) and Dynamic Network Analysis (DNA), are introduced and extensively applied in the context of a business organization.

This course prepares students for being able to productively apply these network-based models in their organizational life, both as entry-level associates and as future managers and leaders. The aim is that students will understand and ultimately apply these concepts in their workplace. Applying these concepts provides a critical edge to the student in their career advancement, vis-a-vis their career-oriented competition or industry foes, as well as in the context of being a manager/leader, contributing to the success of other individuals in their organization and to the organization as a whole.

In the pursuit of the course goals and aims, this course leads the student to:

1. **View the dynamic relationships among humans and/or nearly any facet of an organizational as being part of a dynamic, interconnected network.** Humans are social beings; we related to one another naturally. However, every human is different in the various relationships they seek and maintain. *This course will offer students an intense focus on the countless relationships in the organizational context, both those internal within the organization itself and those external involving other organizations.*
2. **Recognize that organizational networks (human and otherwise) can be quantitatively measured and hence then be qualitatively managed.** In traditional business studies, managing an organization is essentially an art. *This course will provide the student with an invaluable framework that practically scientizes (somewhat) the art of managing an organization by measuring and focusing on human and social-technical relationships.*
3. **Become familiar with the terms, concepts and techniques of the Social Network Analysis methodology.** Social Network Analysis (SNA) is a rapidly maturing and increasingly important methodology in investigative social sciences and is progressively being applied to real-world business problems and management. *This course will explain SNA terms, introduce SNA concepts and facilitate learning and applying SNA skills in the organizational context.*
4. **Expand on the basic ideas of Social Network Analysis towards the advanced features of Dynamic Network Analysis.** Social Network Analysis (SNA) operates on a simplistic, two-dimensional network construct, while Dynamic Network Analysis (DNA) operates on a more expressive n-dimensional network construct; think a network of networks. *This course will expand on the SNA framework and explain DNA terms, introduce DNA concepts and facilitate learning and applying DNA skills in the organizational context.*
5. **Become strategic and purposeful in their personal interactions and management of interactions of human and organizational resources.** Most often, relationships within and across organizations just 'happen.' *In this course the student will learn to be more purposeful in their direct relationships, with their indirect relationships, as well as with those of others in their organization.*
6. **Be sufficiently enabled to apply SNA and DNA concepts into the understanding of principles and practices in broad management areas such as organizational behavior, human resources,**

communications, organizational behavior, and organizational learning. The focus on relationships and the network concepts taught in this course have broad application in the business world. *In this course, students will work with network examples in numerous business and organizational contexts.*

7. **Further develop general problem-solving, quantitative and qualitative analysis, and critical thinking skills.** These skills are a cornerstone of any graduate-level business degree and are emphasized in every PHBS graduate program. *This course overtly integrates its topic-specific goals and materials with those overarching goals of PHBS programs and any world-class, graduate-level business degree program.*

8. **Practice business-oriented English-language communication, group teamwork, leadership, and presentation skills.** Language and the soft-skills are life-long learning undertakings that even the most seasoned business professional must endeavor to continually improve upon. *In this course students will regularly be placed into situations to practice and receive feedback on these critical interpersonal skills.*

Throughout this course offering, the professor endeavors to provide a challenging-but-fun classroom environment and experience to the class; nevertheless, the ultimate success of the course is greatly dependent on the effort put forth into the course activities by each individual student, which ultimately will be the foundation for any long-lasting outcomes … in short, keep in mind that *discomfort is only temporary, while accomplishments last forever*!

Topics

- Interpersonal Relationships
- Social Networks
- Organizational Networks
- Network Analysis
- Meta-Network Models
- Organization Network Analysis
- Managing Information Flow
- Assessing Positional Power
- Influencing-Strategies
- Supply-Chain Networks
- ORA: Organization Risk Analysis Software

Teaching Methodology

This course involves regular lectures and is comprehensively activity-based. Students will be introduced to the ideas through lecture, text-reading and numerous others readings, and will then put the ideas into practice via in-class and outside-of-class activities. The course utilizes Windows-based, network-analysis software, which students will be required to use. Depending on the final enrollment-size of the class, project activities will either be performed as an individual or in small teams.

Prerequisites

The prerequisites for this course 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:

Classroom participation (last 15 of 18 class meetings):	15%
Quizzes (2 x 5%) (1 x 10%):	20%
Group Project #1:	10%
Group Project #2:	25%
Final Project (in lieu of a final exam):	30%

Missed quizzes <u>cannot</u> be made up and must be taken <u>only</u> at the time they are offered. Assignments submitted after the time due are penalized 10% of the base assignment-grade for each 24-hours late.

Course Text

Course readings will be provided by the professor in lieu of a required text book.

Course Website

The course website is the primary communications vehicle for outside-of-class communications and course documentation. The student is expected to routinely check the site for information and class-related announcements—perhaps daily.

About the instructor

Assistant Professor Terrill Frantz is a full-time management faculty member of HSBC Business School at Peking University, Shenzhen, China. He has 20 years of corporate experience, working for global investment banks (Morgan Stanley and JP Morgan) in New York, London, and Hong Kong and consulting at numerous organizations in other industries as well. His academic field is Organization Behavior with a research focus on Post-Merger Integration—he has published numerous academic articles and book chapters on the subject. Dr. Frantz has a life-long orientation in business management and software technology, supported by both work experience (Asia-Pacific Operations Officer for Technology at Morgan Stanley, Assistant to the CIO at Morgan Stanley NY, etc) and advanced degrees (EMBA from Stern, New York University, Computer Science from Carnegie Mellon University, etc).