

**Networking:**  
**Social Networks in Organizations and Politics**  
ORGSTUDY 415 – Networking  
POLSCI 489 – Advanced Topics in Political Science

University of Michigan  
Fall 2017

Professor: Michael T. Heaney  
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**COURSE DESCRIPTION**

This course explores the relationship between formal and informal social networks and the dynamics of organizational and political processes. Networks may be based on friendship, technical expertise, family, authority, sexual relations, common interest, political alliances, electronic communication, or many other factors. We consider a variety of theories of networks (e.g., strength of ties, brokerage, multiplexity, small worlds) and learn to test hypotheses derived from them using statistical methods of network analysis. Substantive applications are considered to topics such as international relations, legislative politics, city politics, political participation, job search, organizational management, resource acquisition, and career advancement. The course combines several modes of instruction, including lectures, seminars, and laboratory work. Computer applications are emphasized, though no specialized computer knowledge is prerequisite. Students complete two exams and a team project focusing on the analysis of original social network data. Class attendance and participation is required.

**LEARNING OBJECTIVES**

- Students will become conversant in theories of social networks and will become knowledgeable about the strengths and weaknesses of those theories.
- Students will learn about applications of network analysis in the study of organizations and politics.
- Students will learn to understand and apply simple formal models of social networks.
- Students will learn to estimate and interpret basic network statistics.
- Students will strengthen their ability to conceptualize and develop empirical research projects.

- Students will gain experience in manipulating and analyzing data.
- Students will strengthen their ability to work in team settings.
- Students will strengthen their skills in making professional presentations.

## **COURSE PROCEDURES AND REQUIREMENTS**

Each course session is organized according to one of three formats: **Lecture**, **Seminar**, or **Laboratory**.

During **Lecture** sessions, the professor will prepare a PowerPoint presentation that will last most of the class. Students are expected to have reviewed the required reading for that day and to ask clarifying questions during the lecture.

During **Seminar** sessions, the professor will ask questions and guide a discussion among the students. Students are expected to arrive at these sessions having carefully read the assigned material and prepared to engage in discussion. The professor reserves the right to call on students at random during these sessions (i.e., law school style).

During **Laboratory** sessions, the professor will prepare an assignment involving computer exercises, research planning, or some combination of these. Students are expected to work on the assignment in class and may be required to submit evidence of progress on the assignment. Students seen working on anything other than the laboratory during lab time will receive a reduction in their class participation grade. When these sessions involve computer exercises, class will move to **Angell Hall Classroom A**.

**Students are required to attend the first session of class in order to remain enrolled in the course.**

Students that are unable to attend the first session of class, but who wish to remain in the class, should e-mail the professor by 11:55pm on **Wednesday, September 6** with a documented explanation for the absence.

Grades are determined as follows:

1. **Class Participation.** 25% of final grade. Students **attend** lectures, **participate** in seminars, **work on** in-class laboratory assignments, and **collaborate** constructively on team projects. Note that class participation will be graded (as will exams and projects) and will not be an “automatic A”. A student who misses class must make arrangements with the professor to demonstrate proficiency on the missed material. **Due to the participation-heavy nature of this course, a student missing more than eight classes will not receive credit for the course.**
2. **Midterm Exam.** 25% of final grade. An in-class, closed-book midterm exam will be given in class on **Wednesday, October 25**. The exam will consist of short-answer questions and pencil-and-paper exercises. It will emphasize theoretical concepts and their application
3. **Final Exam.** 25% of final grade. An in-class, closed-book final exam will be administered on **Monday, December 18 , 1:30 pm – 3:30 pm**. The exam will be a mix of short-answer, pencil-and-paper exercises, and essays based on reading materials, lectures, lab assignments, and discussions. The exam deals only with the second half of the course and is NOT comprehensive.

4. **Team Research Project.** 25% of final grade. Students will be assigned membership in team to complete a research exercise at the end of the semester. The project will involve a network analysis of a topic related organizations and/or politics. Project teams will be assigned through a discussion between the students and the professor.

Teams are required:

- To research a question approved by the professor related to organizations and/or politics;
- To meet together and work cooperatively during designated class sessions;
- To meet outside of class as agreed upon by the members of the team;
- To give short reports to the class on their progress;
- To collect data relevant to answering this research question either through original data collection (e.g., surveys, interviews) or through archival data sources (e.g., web pages);
- To analyze the data using some of the network analysis techniques learned during the laboratory sessions of the course;
- To create a PowerPoint presentation that deals the research question, theory, hypotheses, data collection, data analysis, conclusions, and implications;
- To make a 30-minute presentation of its research to the class on Wednesday, December 6 or Monday, December 11.

## READING ASSIGNMENTS

Students complete assigned readings prior to each class session. Students are strongly advised to bring copies of the required readings to class for their reference during discussions.

The following books are on reserve at the Shapiro Undergraduate Library and for sale online:

- Stephen P. Borgatti, Martin G. Everett, and Jeffrey C. Johnson. 2013. *Analyzing Social Networks*. Los Angeles: SAGE. To purchase: <http://www.amazon.com/Analyzing-Social-Networks-Stephen-Borgatti/dp/1446247414> To borrow from library: <http://mirlyn.lib.umich.edu/Record/012528174>. **Note that you will need to have this book in hand no later than Wednesday, September 13.**
- Philip N. Howard and Muzammil M. Hussain. 2013. *Democracy's Fourth Wave? Digital Media and the Arab Spring*. Oxford: Oxford University Press. To purchase: <http://www.amazon.com/Democracys-Fourth-Wave-Digital-Politics/dp/0199936978> To borrow from library: <http://mirlyn.lib.umich.edu/Record/012245458>. **Note that you will need to have this book in hand no later than Wednesday, September 20.**
- You may be interested in the fact that Amazon.com has a program of 2-day free shipping for college students for a 6-month free trial. To check it out: [http://www.amazon.com/gp/student/signup/info?pf\\_rd\\_m=ATVPDKIKXODER&pf\\_rd\\_s=product-alert&pf\\_rd\\_r=1TJJNECEBGE9BW51T167&pf\\_rd\\_p=1996645242&pf\\_rd\\_t=201&rw\\_ref=as\\_txbd\\_p\\_pa&pf\\_rd\\_i=0984275215](http://www.amazon.com/gp/student/signup/info?pf_rd_m=ATVPDKIKXODER&pf_rd_s=product-alert&pf_rd_r=1TJJNECEBGE9BW51T167&pf_rd_p=1996645242&pf_rd_t=201&rw_ref=as_txbd_p_pa&pf_rd_i=0984275215)

All other readings are available for download on Canvas.

## ACADEMIC HONESTY

All students are required to abide by the academic honesty guidelines of the University of Michigan. Among other things, this means: (1) Students must submit only their own, original work in fulfillment of course requirements; (2) Consulted works must be cited using an accepted documentation style; and (3) Students must provide truthful representations to the professor on issues such as reasons for missing class. The professor reserves the right to clarify how this policy applies on specific assignments prior to the commencement of those assignments. Students requiring additional clarification are strongly urged to consult with the professor before submitting questionable work. Violating this policy may cause a student to suffer severe grade penalties, failure of the class, academic probation, and/or expulsion.

## SPECIAL ACCOMMODATIONS

If you think you need an accommodation for a disability, please notify the professor at least two weeks prior to the time when the accommodation will be needed. Some aspects of this course, the assignments, the in-class activities, and the way the course is usually taught may be modified to facilitate your participation and progress. As soon as you notify the professor of your needs, we can work with the Office of Services for Students with Disabilities (SSD) to help us determine appropriate academic accommodations. SSD (734-763-3000; <https://ssd.umich.edu/>) typically recommends accommodations through a Verified Individualized Services and Accommodations (VISA) form. Any information you provide is private and confidential and will be treated as such.

## COURSE OUTLINE

Wednesday, September 6 – **Lecture:** Introduction to the Course

Monday, September 11 – **Lecture:** Network Mechanisms in Organizations and Politics

- David Lazer. 2011. "Networks in Political Science: Back to the Future." *PS: Political Science and Politics*, Vol. 44, No. 1. (January): 61-68. Available for download through CTools/Resources.
- Rob Cross and Andrew Parker. 2004. *The Hidden Power of Social Networks*. Boston: Harvard Business School Press. Chapter 1. Available for download through CTools/Resources.
- David Knoke. 1990. *Political Networks: The Structural Perspective*. New York: Cambridge University Press. Chapter 1. Available for download through CTools/Resources.

Wednesday, September 13 – **Lecture:** Fundamental Network Terminology and Concepts

- Borgatti, Everett, and Johnson, Chapters 1 and 2.
- Peter R. Mongre and Noshir S. Contractor. 2003. *Theories of Communication Networks*. Oxford: Oxford University Press. Chapter 2. Available for download through CTools/Resources.

Monday, September 18 – **Lecture:** Research Design and Data Collection

- Borgatti, Everett, and Johnson, Chapters 3, 4, and 15.
- Mark S. Granovetter. 1973. "The Strength of Weak Ties." *American Journal of Sociology*, Vol. 78, No. 6 (May): 1360-1380. Available for download through CTools/Resources.

Wednesday, September 20 – **Seminar:** Case Study on Networks and the Arab Spring

- Howard and Hussain, entire book.
- Jennifer Preston. 2011. "Facebook Officials Keep Quiet on Its Role in Revolts." *New York Times* (February 14).  
[http://www.nytimes.com/2011/02/15/business/media/15facebook.html?\\_r=2&hp](http://www.nytimes.com/2011/02/15/business/media/15facebook.html?_r=2&hp) Available for download through CTools/Resources.

Monday, September 25 – **Laboratory** (School of Education, RM 2302): Data Management

- Borgatti, Everett, and Johnson, Chapters 5 and 13.

Wednesday, September 27 – **Seminar:** International Relations

- Zeev Maoz. 2011. *Networks of Nations: The Evolution, Structure, and Impact of International Networks, 1816-2001*. New York: Cambridge University Press. Chapter 5. Available for download through CTools/Resources.
- Arie Perliger and Ami Pedahzur. 2011. "Social Network Analysis in the Study of Terrorism and Political Violence." *PS: Political Science and Politics*, Vol. 44, No. 1 (January): 45-50. Available for download through CTools/Resources.
- Steven Strogatz. 2011. "The Enemy of My Enemy." *New York Times* (February 14).  
<http://opinionator.blogs.nytimes.com/2010/02/14/the-enemy-of-my-enemy/?hp> Available for download through CTools/Resources.

Monday, October 2 – **Laboratory** (Angel Hall Classroom A): Visualization

- Borgatti, Everett, and Johnson, Chapters 6 and 7.

Wednesday, October 4 – **Seminar:** Brokerage

- Ronald S. Burt. 1992. *Structural Holes: The Social Structure of Competition*. Cambridge, MA: Harvard University Press. Chapters 1 and 7. Available for download through CTools/Resources.
- Rob Cross and Andrew Parker. 2004. *The Hidden Power of Social Networks*. Boston: Harvard Business School Press. Chapter 2. Available for download through CTools/Resources.

Monday, October 9 – **Laboratory** (Angell Hall Classroom A): Hypothesis Testing

- Borgatti, Everett, and Johnson, Chapter 8
- Peter S. Bearman, James Moody, and Katherine Stovel. 2004. "Chains of Affection: The Structure of Adolescent Romantic Sexual Networks." *American Journal of Sociology*, Vol. 110, No. 1 (July): 44-91. Available for download through CTools/Resources.

Wednesday, October 11 – **Seminar**: Legislative Politics

- Nils Ringe and Jennifer Nicoll Victor, with Christopher J. Carman. 2013. *Bridging the Information Gap: Legislative Member Organizations as Social Networks in the United States and the European Union*. Ann Arbor: University of Michigan Press. Chapter 2. Available for download through CTools/Resources.

Monday, October 16 – **NO CLASS FOR FALL BREAK**

Wednesday, October 18 – **Laboratory** (Angell Hall Classroom A): Whole Network Analysis

- Borgatti, Everett, and Johnson, Chapter 9.

Monday, October 23 – **Seminar**: Multiplexity in Organizations

- David Krackhardt. 1992. "The Strength of Strong Ties: The Importance of Philos in Organizations." In N. Nohria and R. Eccles (eds.), *Networks and Organization: Structure, Form, and Action*, 216-239. Boston: Harvard Business School Press. Chapter 8. Available for download through CTools/Resources.
- **8pm – Optional Review Session for Midterm Exam**

Wednesday, October 25 – **Midterm Exam**

Monday, October 30 – **Laboratory** (Angell Hall Classroom A): Centrality

- Borgatti, Everett, and Johnson, Chapter 10.
- John Scott. 2000. *Social Network Analysis: A Handbook*. London: SAGE Publications. Chapter 5. Available for download through CTools/Resources.

Wednesday, November 1 – **Laboratory** (Regular Classroom): Planning Team Research Projects

Monday, November 6 – **Seminar**: City Politics

- Zachary P. Neal. 2013. *The Connected City: How Networks are Shaping the Modern Metropolis*. New York: Routledge. Chapters 2 and 4. Available for download through CTools/Resources.

Wednesday, November 8 – **Laboratory** (Angell Hall Classroom A): Subgroups

- Borgatti, Everett, and Johnson, Chapter 11.

Monday, November 13 – **Seminar: Gendered Networks**

- Ronald S. Burt. 1998. "The Gender of Social Capital." *Rationality and Society*, Vol. 10, No. 1: 5-46. Available for download through CTools/Resources.
- Mario Luis Small. 2009. *Unanticipated Gains: Origins of Network Inequality in Everyday Life*. Chapter 4. Available for download through CTools/Resources.

Wednesday, November 15 – **Laboratory** (Angell Hall Classroom A): Equivalence

- Borgatti, Everett, and Johnson, Chapter 12 and 13 (again).

Monday, November 20 – **Seminar: Political Participation**

- Betsy Sinclair. 2012. *The Social Citizen: Peer Networks and Political Behavior*. Chicago: University of Chicago Press. Chapters 1 and 6. Available for download through CTools/Resources.
- Tom Jacobs. 2012. "Social Networks Degrade Political Thinking." Pacific-Standard. October 24. <http://www.psmag.com/politics/social-networks-degrade-political-thinking-48620/> Available for download through CTools/Resources.

Wednesday, November 22 – **Laboratory** (Angell Hall Classroom A): Large Networks

- Borgatti, Everett, and Johnson, Chapter 14.
- Duncan J. Watts. 2003. *Six Degrees: The Science of a Connected Age*. New York: W.W. Norton. Chapter 3 and 4. Available for download through CTools/Resources.
- The Oracle of Bacon: <http://oracleofbacon.org/index.php>

Monday, November 27 – **Laboratory** (Angell Hall Classroom A): Teams prepare for final presentations

Wednesday, November 29 – **Laboratory** (Angell Hall Classroom A): Teams prepare for final presentations

Monday, December 4 – **Laboratory** (Angell Hall Classroom A): Teams prepare for final presentations

Wednesday, December 6 – **Final Presentations**

Monday, December 11 – **Final Presentations** and the Future of Network Analysis

- **8pm – Optional Review Session for Final Exam**

Monday, December 18 , 1:30 pm – 3:30 pm – **Final Exam**