

# Networks Course Syllabus

## Course Syllabus

Challenges regionally, nationally and internationally increasingly call for fast, flexible and targeted responses that can be best delivered by networks. A challenge for managers is that the language of networks has not caught up with the practice of networks. In the absence of the clarity provided by language, networks struggle to develop in emergency response situations and other situations where delay can be extremely costly.

This course develops in-depth understanding of the language and practice of networks from the politics of designing, and, evaluating networks.

The research on networks has shifted from making the case that network are replacing hierarchies to explaining the dynamics, features, and factors that make for effective network design, management, and evaluation. In a variety of professional fields ranging from health care to planning to policy analysis to public administration, a shared characteristic is engagement in networks across the public, private, and nonprofit sectors.

The proposed course offers the following five features:

- 1) Experiential learning through:
  - a. simulations,
  - b. negotiation exercises,
  - c. case studies,
  - d. small group exercises,
  - e. team building processes,
  - f. presentation practice, and
  - g. seminar discussion.
- 2) Building on the increasing research on how networks successfully respond to complex challenges
- 3) Teaching the vertical (intergovernmental) dimension of network dynamic, as well as the horizontal (across the public, nonprofit, and private sector) character of networks.
- 4) A multi-disciplinary approach to the readings drawing on public management, public policy, political science, sociology, health policy, planning, management, leadership studies, and additional disciplines and professional fields.
- 5) Building skills of the students at five levels: individual, team, organizational, community, and institutional

This course builds your skills and knowledge to design, negotiate, manage, navigate, and evaluate programs, policies, initiatives, and projects involving networks.

The course offers opportunities for shared experiences among students from different professions, different levels of government, and the public, private, and nonprofit sectors.

This course focuses on network governance as forms of interactions across public, nonprofit, and for-profit sectors, with analyses and applications. An important focus is recognition that the effective dialogue on various complex social problems and opportunities requires the combined strengths of the public, for profit, philanthropic, and nonprofit sectors. Of particular interest are the varied mechanisms in play across sectors and place-based approaches, not only in the United States, but also globally. The case discussions throughout are place-based examples.

Initially, the readings and class exercises develop the case for networks and demonstrate why networks are needed. A simulation exercise called *Meta-4* develops a shared experience in the seminar for why networks are difficult to build. Throughout the seminar, the experiential learning models the similar experience of professionals who develop network arrangements: the movement from ambiguity to shared understandings and then to agreement.

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### Learning Objectives

- 1) An Increased ability to design, manage, and evaluate networks.
- 2) An understanding of governance trends and constraints in the public, for-profit, and nonprofit sectors.
- 3) Connecting different mechanisms for networks with varied outcomes.
- 4) Develop skills for consensus building, conflict resolution, and leadership in building networks.
- 5) Improved analytical and presentation skills.
- 6) An increased capacity to work through ambiguity and complex problem solving challenges.

### Course Requirements

- 1) One short writing assignment (not to exceed three pages, double-spaced) analyzing a research article on an actual network.  
Please answer the questions in **Appendix 1 for this memo**.
- 2) Written two-hour examination at the start of session seven.
- 3) The **quality** of class discussion, with succinct and to the point discussion.
- 4) Team project: Each team project is an analysis of a real network arrangement. Each team of four to six persons will submit a written analysis of 8 to 12 pages, double-spaced and make a presentation of 20 minutes to the class.  
Please respond to the requirements of **Appendix 1** for this assignment.
- 5) Individual reflection paper of at least four pages due at the course completion.

### Required Readings

- 1) Articles as listed and available in class reader
- 2) Fisher, Roger, William Ury, and Bruce Patton (1991). *Getting to Yes, 2<sup>nd</sup> edition*.
- 3) Gladwell, Malcolm (2002). *Tipping Point*.
- 4) Kettl, Donald (2004). *Systems Under Stress: Homeland Security and American Politics*.
- 5) Agranoff, Robert (2007) *Managing Within Networks*.
- 6) Readings downloaded or ordered from the IBM Center for the Business of Government or PwC
- 7) Materials that will be distributed during class.

### Topics and Assigned Reading

#### Session 1

#### Government to Governance: Why Networks

*Mechanisms: markets, states, and organizations*

*Issues: institutions, urban governance, international perspectives, complex problems*

Donald F. Kettl (2006) "Is the Worst Yet to Come?" *Annals of the American Academy of Political and Social Science*. March, 2006. pp. 273- 287.

Pierre, Jon (1999) "Models of Urban Governance: The Institutional Dimension of Urban Politics," *Urban Affairs Review* Vol. 34, No. 3, pp. 372-396.

Self Introductions

SMALL GROUP EXERCISE: Discussion and report out of expectations for course.

#### Why Network Building Is Difficult

Callahan, Richard, Dan Haverty and Ross Clayton, (2008-forthcoming). " The Challenges of Networks: The California Homeland Security Experiences" IBM Center for the Business of Government. Forthcoming.

CLASS EXERCISE SIMULATION: *Meta-4*

CASE DISCUSSION: Salamon, Lester, (2005) "Training Professional Citizens," *Journal of Public Affairs Education*. Vol. 11, No. 1, pp 7-19.

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### Session 2

#### Networks As Addressing Coordination Challenges

*Mechanisms: Interagency-collaboration, politics and design, governance, and coordination*  
*Issues: homeland security, emergency response, and outcomes*

Kettle, Donald F., *System Under Stress: Homeland Security and American Politics*. 2004  
Moe, Terry M. 1990. The Politics of Structural Choice: Toward a Theory of Public Bureaucracy. In *Organizational Theory: From Chester Barnard to the Present and Beyond*, edited by Oliver Williamson. 116-153. New York: Oxford University Press.  
Agranoff, Robert (2007) "Public Networks". Chapter 1, pp. 1-18 in *Managing Within Networks*.

### Session 3

#### Rationales for Cross-sectoral Governance: Alternatives to Hierarchy

*Mechanisms: Interagency-collaboration, contracting-out, and networks*  
*Issues: forms of cooperation, formation of networks, community health, and jurisdiction*

Newland, Chester (2006). "Facilitative Governance Organizations and Networks: Disaggregated and Offloaded Government and Aggregated Response to Onloaded Stress". *Public Administration Review*. May/June. pp. 469-472.  
Agranoff, Robert (2007) "Networks in Public Management". Chapter 2, pp. 23-34 in *Managing Within Networks*.  
Bogason, Peter and Juliet A. Musso (2006). "The Democratic Prospects of Network Governance". *American Review of Public Administration*. March. pp. 3- 18.  
CASE DISCUSSION: Dahle, Cheryl (2005) "The Change Masters: How Do You Solve the World's Problems". *Fast Company*, January, pp. 47—57 (choose any five cases)

### Session 4

#### Networks and Contracts: Transaction Cost Analysis

*Mechanisms: Contracts, public-private partnerships, service production, service delivery, networks*  
*Issues: principal-agent, efficiency, end-users, social services, urban parks*

James Ferris and Elizabeth Graddy (1998). "A Contractual Framework for the New Public Management Theory," *International Public Management Journal*/Vol. 1, no. 2, pp. 225-240.  
Graddy, Elizabeth and Bin Chen (2007). "Influences on the Size and Scope of Networks for Social Service Delivery," *Journal of Public Administration Research and Theory*.

#### Getting to the Networks: "Tipping Point" and the Micro-Dynamics of Building Networks

Gladwell, Malcolm, (2002) *Tipping Point*. Pp. 3-99; 133-168; 261-280.

CASE DISCUSSION: Dahle, Cheryl (2005) "The Change Masters: How Do You Solve the World's Problems". *Fast Company*, January, pp. 47—57 (choose any five cases)

PROJECT TEAM DISCUSSION: membership, research topic and roles for high performance teams

### Session 5 and 6

#### Managing the Dynamics of Networks and Contracts

*Mechanisms: contracts, privatization, management, monitoring*  
*Issues: public service delivery, public engagement, public value*

Milward, H. Brinton and Keith Provan (2006). "A Manager's Guide to Choosing and Using Collaborative Networks" IBM Center. [www.businessofgovernment.org/pdfs/ProvanReport.pdf](http://www.businessofgovernment.org/pdfs/ProvanReport.pdf)  
Agranoff, Robert (2007) "Collaborarchy". Chapter, pp. 68-83 in *Managing Within Networks*.

## Networks Course Syllabus

Fisher, Sandra L., Michael E. Wasserman, and Paige P. Wolf (2006). "Effectively Managing Professional Services Contracts: 12 Best Practices" IBM Center for the Business of Government. To reduce the cost of the class reader, please visit the following web site and print out the report:  
<http://www.businessofgovernment.org>

Weiner, Bryan J., Jeffrey A. Alexander, and Howard S. Zuckerman (2000). "Strategies for Effective Management Participation in Community Health Partnerships." *Health Care Management Review* 25.3,48-66.

CASE DISCUSSION: Finnegan, William (2004). "Letter From London: Underground Man: Can the former C.I.A. agent who saved New York's subway get the tube back on track?" *The New Yorker*. February 9.

CLASS EXERCISE: "Government/Nonprofit Contracting Exercise" (Instruction distributed in class)

PRESENTATIONS: Discussion of Presentations Expectations- hand-outs

- Edward Tufte- 17 suggestions for effective presentations
- Edward Tufte- why effective presentations make a difference: The *Challenger* shuttle

### Session 7 and 8

#### **Negotiation, Collaboration, and Conflict Resolution Needed to Build Networks**

*Mechanisms: negotiations collaborations, and decision-making processes*

*Issue arenas: community development*

Fischer, Ury & Patton, *Getting to Yes*

Innes, Judith E., and David E. Booher (2003) "Collaborative policymaking: governance through dialogue," in Maarten Hajer and Hendrik Wagenaar, eds. *Deliberative Policy Analysis: Understanding Governance in the Network Society*, New York: Cambridge University Press.

Gladwell, Malcolm (2006). "Here's Why: A Sociologist Offers an Anatomy of Explanations". *The New Yorker*. April 10, pp. 80- 82.

CLASS EXERCISE: "Government/Nonprofit Contracting Exercise"- debriefing with *Getting to Yes*  
Mid-Term- two hour written exam

### Session 9

#### **Authentic Community Engagement and Participation: Building Networks with the Community**

*Mechanisms: participation, collaboration, and transparency*

*Issue arenas: civic engagement, accountability, and community health*

Lukensmeyer, Carolyn and Lars Hasselblad Torres (2006). "Public Deliberation: A Manager's Guide to Citizen Engagement". IBM Center for the Business of Government. To reduce the cost of the class reader please visit the following web site and print out the report:  
<http://www.businessofgovernment.org>

Agranoff, Robert (2007) "Outreach and Action Networks". Chapter 5, pp. 67-82 in *Managing Within Networks*.

CASE DISCUSSION: Sloane, David, LaVonna B. Lewis, et. al. (2003) "Improving the Nutritional Environment," *Journal of General Intern Medicine*, Vol. 18: pp. 568-575.

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### Session 10

#### Networks through Community-Based Governance

*Mechanisms: local adaptation, autonomy, partnerships, and joint-power authorities*

*Issue arenas: globalization, common-pool resources, health, and infrastructure*

Tang, Ching-Ping, and Shui-Yan Tang (2001) "Negotiated Autonomy: Transforming Self-Governing Institutions for Local Common-Pool Resources in Two Tribal Villages in Taiwan," *Human Ecology* Vol. 29, No. 1, pp. 49-67

Robert J., and Ali Abunimah (1999). "A View from the City: Local Government Perspectives on Neighborhood-Based Governance in Community-Building Initiatives." *Journal of Urban Affairs* 21:1, 57-78.

Callahan, Richard F. (2002). "The Alameda Corridor: A Race for Control". Dissertation chapter. USC

CASE DISCUSSION: Trzyna, Ted (2005). "A conservation agency creates inner-city 'natural parks' in Los Angeles," in *The Urban Imperative*. Pp. 107-110.

### Session 11

#### Evaluating Network Performance

Kamensky, John M., Albert Morales, and Mark Abramson (2005). "From 'Useful Measures' to 'Measures Used'". *Managing for Results in 2005*. Bowman & Littlefield Publishers, Inc. pp. 1 –15.

Margerum, Richard D. (2002). "Evaluating Collaborative Planning: Implications from an Empirical Analysis of Growth Management." *Journal of the American Planning Association* 68:2 (Spring), pp.179-193.

CASE DISCUSSION: Group Health Community Foundation. (2002). "The Quest for Community Health: Lessons on Improving Health from Nine California Communities" Funded by the California Wellness Foundation. pp. 1-24.

### Session 12

#### Network Accountability

*Mechanisms: public-private partnerships, decision-making, oversight*

*Issues: organizational culture, accountability, financing, community development*

Romzek, Barbara S., and Melvin J. Dubnick (1987). "Accountability in the Public Sector: Lessons from the Challenger Tragedy." *Public Administration Review* (May/June). pp. 227-238.

Hand-out in class: excerpt from Langewiesche, William, (2003) "Columbia's Last Flight: The Inside Story of the Investigation and the Catastrophe it Laid Bare". *Atlantic Monthly*, November, pp. 69-84. 2003.

Newland, Chester A. (2003) "Juggling and Serving Accountably: Panorama and Normative Synthesis on Public Service," *Public Administration Review*. November/ December. Vol. 63, No. 6. pp. 734-736.

CASE DISCUSSION: Rubin, Julia Sass, and Gregory Stankiesicz (2001). "The Los Angeles Community Development Bank: The Possible Pitfalls of Public Private Partnerships." *The Journal of Urban Affairs*. Vol. 23, No. 2. pp. 133-153.

TEAM PROJECT PRESENTATIONS

### Session 13

#### Leadership Practices and Networks

Ray Blount, (2004). *Growing Leaders for Public Service*. <http://www.businessofgovernment.org>

Garett, Elizabeth. 1997. "Review of Mark V. Tushnet: Making Civil Rights Law: Thurgood Marshall and the Supreme Court". *Journal of Supreme Court History*. pp. 140-149

CASE STUDY: Langewiesche, William, (2005) "Unbuilding the World Trade Center". *Atlantic Monthly*.

CLASS EXERCISES: Leadership questions: Experience, Model and Legacy

CLASS EXERCISE: Leadership Strategy Model applied: Outcomes→ Assets→ Behaviors→Outcomes

TEAM PROJECT PRESENTATIONS

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### Session 14

#### Networks: Where do we go from here?

Kettl, Donald F. (2005). "The *Next* Government of the United States: Challenges for Performance in the 21<sup>st</sup> Century". pp. 1-26. To reduce the cost of the class reader, please visit the following web site and print out the report: <http://www.businessofgovernment.org>

IBM (2006). *Global Innovation Outlook*

[http://domino.research.ibm.com/comm/www\\_innovate.nsf/images/gio/\\$FILE/GIO\\_2005.pdf](http://domino.research.ibm.com/comm/www_innovate.nsf/images/gio/$FILE/GIO_2005.pdf)

PricewaterhouseCoopers (2006). *HealthCast 2020: Creating a Sustainable Future*:

<http://healthcare.pwc.com/hc2020.html#>, pp. 2-8 (Executive Summary only).

Mark A. Abramson, Jonathan D. Breul, and John M. Kamensky. 2006. *Six Trends Transforming Government*.

[www.businessofgovernment.org](http://www.businessofgovernment.org).

TEAM PROJECT PRESENTATIONS

CLASS EXERCISE: Surprises, Unlearning, and Learning

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### Appendix One

#### Network Team Project

*The team project for this course is an analysis of a **real** public sector or non-profit sector **network**. Students will clear the selection with faculty for this course. Students will join teams. Each group will:*

1. **Select** an actual network involving public sector or non-profit sector organizations.
2. Find an actual arrangement to study. This search may take some time, so you should begin looking early. *Each team will present a network selection and research topic in class session 5.*
3. Read material about the network selected.
4. Interview participants in the networks- try for a cross section.
5. **Analyze** the network challenges, draw on class readings and discussions. Please answer:
  - **Context:** What is background and setting for the network?
  - **Motivation:** Why was this network formed?
  - **Expectations:** What were the group members expectations going into the interview?
  - **Surprises:** What surprised you most about this network?
  - **Focus:** What type of network is this- please explain drawing on the typology of **Milward and Provan**.
  - **Assessment:** To what extent has this network succeeded in moving forward on the challenge? Is your assessment shared by the participants? *Why or why not?*  
→ *Note your ability to assess success is likely to be limited, do the best you can.*
  - **Lessons:** What have you learned that enhances your understanding of networks?
6. **Present** the analysis to the class using a Power Point or Apple Keynote presentation format. The presentation should last between 18 to 20 minutes, with an additional 10 minutes allocated to address questions from the class.
7. **Provide** a written report of the analysis to faculty (8 to 12 pages double space). The report is due two weeks after the presentation.

**Both the oral presentation and the written report will be included in the project grade.**