

## **BSP 4515 Managing Social Networks in Markets and Organizations**

Chi-Nien Chung

Department of Strategy & Policy, NUS Business School

### COURSE DESCRIPTION

Social networks are an essential part of organizations and markets. The goal of this module is to help students understand what social networks are and how to systematically analyze and employ network concepts in their works. Specifically, the course will cover topics about how social networks function and affect organizational effectiveness and market processes. By this, students (as managers in the future) can better comprehend their organizations and the environment in which these organizations operate, so that they can make appropriate and timely decisions. The module also covers social networks at the individual level. We will evaluate the nature and types of social networks that are keys to success at different stages of career for managers, particularly in the corporate world. The module will offer systematic and scientific-based diagnostic tools that help students understand the strengths and weaknesses of their personal networks, and how to improve their network building.

### COURSE OBJECTIVE AND LEARNING OUTCOMES

At the end of the module, students are expected to have developed understanding of the:

- concept of social networks, and an appreciation of introductory theory and empirical research on these networks.
- types, structures, and operations of social networks at individual, organization, business group, and regional levels.
- how social network can facilitate individual, organizational and inter-organizational effectiveness.
- tools and techniques that help managers understand the existence and operations of social network, and work within them to facilitate their own and their organizations' success.
- existence and operations of social networks in Asia

### FORMAT

The module will be organized as a sectional seminar in which the professor will be a guide and facilitator. Student participation in various activities such as pre-course assignment, case discussion, exercises, and group project is the key to successful learning. In terms of materials, each topic will include 1-2 book chapters and/or journal papers, 1-2 practitioner reports and 1 case. There will be no textbooks. There is a final project in which the students will use the conceptual lens introduced in the module to analyze how social networks affect an organization or a market process in Singapore or the Asia-Pacific. This final project will be presented in a format of a video of 10 minutes duration.

## COMPONENTS OF EVALUATION (Subject to Change)

1. Class participation: 25%
2. Case presentation: 30%
3. In-class exam: 20%
4. Final video project: 25%

## TOPICS

In weeks 1-5, we explore the basic concepts of networks in organizations and markets. In weeks 6-11, we explore the importance of networks at different levels: individuals, firms, business groups, and region. Some of the exemplary topics are listed in the following

Networks and Markets: Embeddedness  
Networks in Organizations: The Role Model  
Networks and Job-Search  
Networks and Career Success:  
Analyze and Manage your Network  
Family Networks in Business Firms  
Business networks in Asia: Guanxi and Yongo

## PLAGIARISM WARNING

Academic honesty is a necessary condition in the pursuit and acquisition of knowledge, and the University expects each student to uphold academic honesty. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is generally defined as 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University does not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>