Course Information

_Instructor: Terrill L. Frantz_
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Office Hour: By appointment (arrange via email)
Website: http://faculty.phbs.pku.edu.cn/terrill

_Classes:_
Lectures: Monday & Thursday 13:30-15:20
Venue: PHBS Building, Room 319
_Course Website:_
http://on16.phbs.info

1. Course Description

1.1 Context

Course overview:
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.

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. Graduate-level completion of such courses would situate the student for deeper learning and understanding of the course material.

1.2 Textbooks and Reading Materials

Primary textbook:

Featured reference texts (specific readings will be provided to the student):
- _Social Network Analysis_ (2011). McCulloch, Ian

Academic readings [provided to students]:
2. Learning Outcomes

2.1 Intended Learning Outcomes

Course Unit Learning Outcomes

<table>
<thead>
<tr>
<th>Unit</th>
<th>Unit Title (sub-topics)</th>
<th>Outcomes</th>
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</thead>
</table>
| 1    | Introduction to Course & Networks | a) describe the course logistics and student success factors  
b) execute ORA on their laptop;  
c) load and save data, and visualize data in ORA;  
d) identify their project-group members;  
e) recognize the relevance of human relationships in organizations;  
f) describe a relational network and |
| Groups and Meta-Networks | 2 | a) identify and describe common network topologies;  
b) create data-reports and randomized-network data in ORA;  
c) identify sub-groups within a network;  
d) construct a meta-network dataset;  
e) recognize the application of weighted ties. |
|----------------------------|---|--------------------------------------------------|
| Organizational Modelling & Dynamics | 3 | a) describe the PCANS model of an organization;  
b) use selected advanced features of ORA visualizer;  
c) describe the notion of diffusion & information flow; and,  
d) recognize structural holes in a network. |
| Managing the Network & Organization | 4 | a) understand some notions of organizational risk;  
b) execute a micro-simulation in ORA;  
c) describe some important social forces in organizations;  
d) presents some specific management options for resolving relationship problems; and  
e) understand likely performance-hindering issues in an organizational merger. |
| Managing the Complexity | 5 | a) understand likely performance-hindering issues in an organizational merger and other organizational conflicts & situations |
| Applied Organizational Management | 6 | a) applied ideas to analysis organizational situations  
b) develop specific interventions for moving an organizations closer to its aims |

**Associated PHBS Program Outcomes**

<table>
<thead>
<tr>
<th>Learning Goals</th>
<th>Objectives</th>
<th>Assessment</th>
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<tbody>
<tr>
<td>1. Our graduates will be effective communicators.</td>
<td>1.1. Our students will produce quality business and research-oriented documents.</td>
<td>Y</td>
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<td></td>
<td>1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.</td>
<td>Y</td>
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<tr>
<td>2. Our graduates will be skilled in team work and leadership.</td>
<td>2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.</td>
<td>Y</td>
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<tr>
<td></td>
<td>2.2. Students will be able to apply leadership theories and related skills.</td>
<td>Y</td>
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<tr>
<td>3. Our graduates will be trained in ethics.</td>
<td>3.1. In a case setting, students will use appropriate techniques to analyse business problems and identify the ethical aspects, provide a solution and defend it.</td>
<td>Y</td>
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<tr>
<td></td>
<td>3.2. Our students will practice ethics in the duration of the program.</td>
<td>Y</td>
</tr>
<tr>
<td>4. Our graduates will have a global perspective.</td>
<td>4.1. Students will have an international exposure.</td>
<td>Y</td>
</tr>
<tr>
<td>5. Our graduates will be skilled in problem-solving and critical thinking.</td>
<td>5.1. Our students will have a good understanding of fundamental theories in their fields.</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>5.2. Our students will be prepared to face problems in various business settings and find solutions.</td>
<td>Y</td>
</tr>
</tbody>
</table>

(Note: Information subject to change; ver 20160817)
### 2.2 Assessment/Grading Details

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Group Project (30-minute Oral Presentation Only)</td>
<td>10%</td>
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<tr>
<td>Midterm Exam (Units 1-4)</td>
<td>40%</td>
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<tr>
<td>Final Exam (Comprehensive)</td>
<td>50%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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Exams: (Midterm & Final) will be closed-book. Exams will be entirely in multiple choice format. Exam content will be derived from in-class lectures, course readings and materials, and student-project presentations. The mid-term will be proctored during a scheduled, regular class meeting and consist of 50 multiple-choice questions. The final exam will be proctored during the module final-exam period as per PHBS administration scheduling and consist of 100 multiple-choice questions. Any personal conflict for exam attendance must be resolved with the professor at least 15 days in advance of the conflict.

Project: Group membership [~4-5 students in each group] should be self-organized early in the module. Each group shall select one of the subjects listed below. The group should plan to prepare a 30-minute oral presentation to be presented during a class meeting scheduled during the final sessions of the course [roughly, the last two-three weeks of the module]. The specific presentation date will be arranged during the second week of the course.

At least one-week prior to the group’s scheduled project presentation: (a) the group should submit a complete draft of the presentation PowerPoint file to the professor; (b) the group should then meet with the professor outside of the classroom for one-hour to discuss the project plans and their progress. The group leader should arrange the specific time to meet with the professor; all group members are expected to attend this pre-presentation review meeting.

The presentation should tell the story of the selected dataset chosen for the project and present tactical activities for positioning the organization to accomplish its idealized objectives.

After the classroom presentation, the group’s Powerpoint file and the video-tape of the oral presentation will be posted online under the course website for self-viewing.

Project grading criteria [subject to change; same value for all presentation-group members]:
- Presentation professionalism
- Utilized material learned in class
- Equality in group members’ contribution
- Overall presentation effectiveness
- Degree to which held the audience interest
- Audience engagement level
- Content relevance; appropriate level of detail and factual support
- Presenter understands the material they present

Critical and comprehensive thinking is an essential aspect of this project and will be a significant part of the project evaluation process.

### 2.3 Academic Honesty and Plagiarism

It is important for a student’s effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work;
taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to PHBS Student Handbook.

3. Topics, Teaching and Assessment Schedule

<table>
<thead>
<tr>
<th>Unit</th>
<th>Unit Title (sub-topics)</th>
<th>Class Meeting Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Course &amp; Networks</td>
<td>Mon Aug 29&lt;br&gt;Thu Sep 1&lt;br&gt;Mon Sep 5</td>
</tr>
<tr>
<td>2</td>
<td>Groups and Meta-Networks</td>
<td>Thu Sep 8&lt;br&gt;Mon Sep 12&lt;br&gt;Wed Sep 14 (no class Thu Sep 15)</td>
</tr>
<tr>
<td>3</td>
<td>Organizational Modelling &amp; Dynamics</td>
<td>Mon Sep 19&lt;br&gt;Thu Sep 22&lt;br&gt;Mon Sep 26</td>
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<td></td>
<td>Midterm Exam</td>
<td>Thu Sep 29 (no classes Oct 3-7)</td>
</tr>
<tr>
<td>5</td>
<td>Managing the Network &amp; Organization</td>
<td>Mon Oct 10&lt;br&gt;Thu Oct 13&lt;br&gt;Mon Oct 17 *</td>
</tr>
<tr>
<td>6</td>
<td>Managing the Complexity</td>
<td>Thu Oct 20 *&lt;br&gt;Mon Oct 24 *&lt;br&gt;Thu Oct 27 *</td>
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<tr>
<td>7</td>
<td>Applied Organizational Management</td>
<td>Mon Oct 31 *&lt;br&gt;Thu Nov 3 *</td>
</tr>
<tr>
<td></td>
<td>Final Exam</td>
<td>Mon., Nov 7 13:00-15:00</td>
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</table>

*Group project presentations will be delivered during regularly scheduled class meetings approximately at a time scheduled in advance during the final three weeks of the module.

4. Important Miscellaneous

The course website: (listed above) 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. Instructions on using the website will be provided on the first day of class.

About the Instructor: Dr. Terrill Frantz is an Assistant Professor of Management. He joined the faculty of PHBS in 2010. He has 20 years of corporate experience in global investment banks (Morgan Stanley and JP Morgan) in New York, London, and Hong Kong, and in consulting for
organizations in industries, such as chemicals, US presidential politics, and numerous SMEs. His academic specialty is in Organization Behavior during M&A, with a primary 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 software technology, finance, and international business management, buttressed by both work experience (Asia-Pacific Operations Officer for Technology at Morgan Stanley, Assistant to the CIO at Morgan Stanley, etc.) and advanced degrees from the Stern Business School, New York Univ., and two Doctorate degrees (Computer Science from Carnegie Mellon Univ., and Organization Change from Pepperdine Univ.). His first Doctorate dissertation (Pepperdine University) is entitled, “Patterns of Change in Organization Performance.” And the second doctorate thesis (Carnegie Mellon University) is entitled, “A Behavioral Theory of the Merger: Dynamics of the Post-Merger Integration Process.” Prof. Frantz has lived in China (Hong Kong & Shenzhen) for 13 years.