

SYLLABUS

CJT 780

SPECIAL TOPICS IN COMMUNICATION: KNOWLEDGE NETWORKS

FALL 2006

INSTRUCTOR: Dr. J. David Johnson

OFFICE HOURS: T 3-4:30 & BY APPOINTMENT (make appointments with Louise Meniffee)

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CLASS HOURS: Wednesday, 1-3:30

CLASS LOCATION: EGJ 223

I. COURSE OVERVIEW:

This seminar is intended to acquaint students with extant theory, methods, and computer analysis techniques related to knowledge networks.

The first unit of the course will provide students with an overview of the basics of network analysis. A major focus of this unit will be on the unique research methods and computer analytic techniques associated with network analysis. Network analysis has long been a focus of substantive research in a number of disciplines including business administration, anthropology, sociology, political science, social and developmental psychology, geography, and communication. Recently, the growing availability of sophisticated computer programs has resulted in a renewal of interest in this area. This course will especially focus on UCINET 6 (Borgatti, Everett, and Freeman, 2002, sales@analytictech.com). No prior familiarity with network analysis is required, students will be instructed in its fundamental in the course.

The second unit will focus on theories associated with knowledge networks.

The third unit of the course will focus on a variety of issues related to applications (e.g., seeking knowledge). Students will have an opportunity in this section to apply knowledge networks to specific research problems of their choosing.

II. READINGS

Readings are on reserve in Louise Meniffee's office (Grehan 133). See the assignments listed on the class schedule for more information on these readings, many of which can be easily

downloaded using the UK libraries web site.

A: TEXTS

Recommended (Followed by reading list designation):

Cross, R., Parker, A., & Sasson, L. (eds.) (2003). Networks in the knowledge economy. New York: Oxford University. (CROSS, PARKER & SASSON)

Johnson, J. D. (2005). Innovation and knowledge management: The Cancer Information Science Research Consortium. Cheltenham, UK: Edward Elgar. (Royalties from the sale of this book will be donated to a CCIS scholarship fund). (JOHNSON 2005)

Kilduff, M., & Tsai, W. (2003). Social networks and organizations. Thousand Oaks, CA: Sage. (KILDUFF & TSAI)

Lesser, E., & Prusak, L. (eds.)(2004). Creating value with knowledge: Insights from the IBM institute for business value. New York: Oxford University Press. (LESSER & PRUSAK)

Scott, J. (2000). Social Network Analysis, A Handbook. Sage: Thousand Oaks, CA. (SCOTT)

Watts, D. (2003). Six degrees: The science of the connected age. New York: W. W. Norton. (WATTS)

ASSIGNMENTS: (Due dates on course schedule. More detail will be given on the nature of assignments before they are due.)

A. READING REPORTS/CRITICAL REVIEWS. For this assignment (which should be completed by October 11th) students will focus on two academic articles related to the class sessions (100 points each). The student will lead the discussion of the articles preparing an outline/key question discussion guide (one page maximum) reflecting major points related to the seminar themes to help facilitate the discussion. Students should provide me a copy of the guide by 12 noon on Monday of the week the article is to be discussed to help me in preparing for the class session. Separately on **October 11** students should hand in their written critical reviews of the articles.

COMMENT ONLY ONE READING REPORT IF CLASS SIZE LARGE

B. RESEARCH ASSIGNMENT 1. This assignments will involve network analysis of a small organization and will require that students analyze its network by means of UCINET 6. (300 total points)

C. Research Paper (20-25 pages, 500 points) This paper will focus on a major network concept/variable. All papers will include the following: a conceptual definition of the variable, a rationale for its importance to the study of knowledge networks, a brief, integrative review of

research findings and/or theoretic speculation concerning the variable/concept (approximately 5 pages). The remainder of the paper will focus on an examination of your idea in a conventional research report. Data sets will be made available for students that are rich in their possibilities for secondary analysis of specific research questions. Students can also generate their own data sets. Topics for the paper will be decided in consultation with the instructor. Students must, however, use empirical data analyzed by a recognized network analysis program (e.g., see readings for listing). Examples of papers resulting from prior classes can be found in Chang & Johnson, 2001; Hartman & Johnson, 1989; Johnson, et al., 1997; and Susskind, et al., 1998.

B. PRESENTATION/PROSPECTUS (100 points) In consultation with the instructor, students should select a topic (and a paper format) by **March 1** relating to the seminar themes that will be the focus of a class presentation scheduled between **March 22** and **April 19th**. In effect this presentation will serve as prospectus for your paper that will allow you to get feedback from the class and the instructor before the paper is finalized.

IV. COURSE PROCEDURES AND POLICIES

A. Late work

Late work will not be authorized for, vacations, concerts, hangovers, mood swings, and so on. Late work will be accepted without penalty only if:

- (1) authorized by instructor before the due date and/or
- (2) an authorized medical or other serious excuse is provided.

If these conditions are not met, then 10% of the points for the assignment will be deducted for every school day, or fraction thereof, that it is late.

B. Doing your own work

Cheating and plagiarism are defined in Student Rights and Responsibilities in Sections 6.3.1 and 6.3.2. The minimal penalty at UK is a failure for the entire course that cannot be erased. Website for academic sanctions: <http://www.uky.edu/StudentAffairs/code/UPDATE> **WITH NEW POLICY**

C. Extra credit

No extra credit will be permitted.

D. Attendance

Students should be aware that for successful completion of the assignments regular

attendance is a must.

E. Classroom Courtesy

In all academic environments it is important that a person respect others who have come to learn. Personal conversations should not occur when the instructor or other students are presenting material. Also, you would be offended (and rightfully so) if we spent your class time reading the newspaper, answering cell phones, or engaging in other irrelevant and distracting tasks. Please accord your fellow students the same respect.

F. Accommodations

If you have a documented disability that requires academic accommodations, please see me as soon as possible during scheduled office hours. To receive accommodations in this course, you must provide me with a Letter of Accommodation from the Disability Resource Center. If you have not already done so, please register with the Disability Resource Center (Room 2, Alumni Gym, 257-2754, jkarnes@uky.edu), for coordination of campus services available to students with disabilities.

TENTATIVE COURSE SCHEDULE

<u>DATE</u>	<u>TOPIC</u>	<u>ASSIGNMENT DUE</u>
JAN 11	OVERVIEW, BASIC DISTINCTIONS, WHAT IS KNOWLEDGE?	
UNIT 1: BASICS		
JAN 18	NODES AND RELATIONSHIPS	
JAN 25	SOFTWARE AND INDICES- COMPARING NETWORKS, EGO NETWORKS, REACHABILITY, ZONE SIZE, DENSITY	
FEB 1	SOFTWARE AND INDICES- ROLES, CLIQUES, AND BROKERAGE	
FEB 8	SOFTWARE AND INDICES- CENTRALITY, PROMINENCE, AUTONOMY	
UNIT 2: THEORY		
FEB 15	FORMAL AND MARKET APPROACHES	
FEB 22	CONTAGION AND COHESION	NA #1
MAR 1	OTHER THEORIES	PAPER/PRESENTATION TOPICS
UNIT 3: APPLICATIONS		
MAR 8	THE DISTRIBUTION OF KNOWLEDGE	
MAR 22*	SEEKING KNOWLEDGE	
MAR 29	DIFFUSING KNOWLEDGE	
APR 5	INNOVATION AND KNOWLEDGE MANAGEMENT	
APR 12	COLLABORATION, CoPs	
APR 19	CONFERENCES, VIRTUAL ORGANIZATIONS, MNCS,	

ELECTRONIC MARKETS

APR 26

THE FUTURE

PAPERS DUE

PRESENTATIONS WILL BE SCHEDULED BETWEEN MARCH 22 AND APRIL 26, TOPIC
COVERAGE ON THESE DATES MAY CHANGE DEPENDING ON STUDENT INTEREST
CRITICAL REVIEWS MUST BE COMPLETED BY MARCH 8.

TENTATIVE READING ASSIGNMENTS

READINGS IN BOLD CAN BE USED FOR READING REPORTS

JAN 11 OVERVIEW, BASIC DISTINCTIONS, WHAT IS KNOWLEDGE?

JOHNSON CHAPTERS 1-3, 5

Recommended:

JOHNSON (1996) Organizational Information Seeking Chapter 5

Johnson, J. D. (1996). Approaches to communication structure: Applications to the problem of information seeking. In M. West (Ed.), Handbook of work group psychology (pp. 451-474). Sussex, England: John Wiley.

Earl, M. (2001). Knowledge management strategies: Toward a taxonomy. Journal of Management Information Systems, 18, 215-233.

Mac Morrow, N. (2001), 'Knowledge management: An introduction', *Annual Review of Information Science and Technology*, 35, 381-422.

Holsapple, C.W. and K.D. Joshi (2003), 'A knowledge management ontology', in C.W. Holsapple (ed.), *Handbook on Knowledge Management 1: Knowledge matters*, New York: Springer-Verlag, pp. 89-123.

Kilduff & Tsai Chapter 1

Watts Chapters 1 & 2

Contractor, N.S. and P.R. Monge (2002), 'Managing knowledge networks', *Management Communication Quarterly*, 16, 249-58.

Cross, R., Nohria, N., & Parker, A. (2004). Lesser, E., & Prusak, L. (eds.)(2004). Creating value with knowledge: Insights from the IBM institute for business value. (pp. 47- 60)

JAN 18 NODES AND RELATIONSHIPS

NEED DISCUSSION OF ORG CHART, ORG DESIGN.

Burt, R. S. (1991). Structure, Version 4.2. New York: Columbia University. (pages 4-14).

Monge, P. R., & Contractor, N. S. (1987). Communication networks: Measurement techniques. In C. H. Tardy (Ed.), A handbook for the study of human communication(pp. 107-138). Norwood, N. J.: Ablex.

Farace, R. V., Monge, P. R., & Russell, H. M. (1977). Communicating and organizing, Reading, Mass.: Addison-Wesley. CH 8, 10

Scott Chapter 1, 2, 8

Kilduff and Tsai Chapter 2

One of the following:

Bernard, H.R., & Killworth, P.D. (1977). Informant accuracy in social network data: II. Human Communication Research, 4, 3-18.

Corman, S. R., & Scott, C. R. (1994). Perceived networks, activity foci, and observable communication in social collectivities. Communication Theory, 4, 171-190.

Richards, W. D. (1985). Data, models, and assumptions in network analysis. In R. D. McPhee & P. K. Tompkins (Eds.), Organizational communication: Traditional themes and new directions. Beverly Hills, Ca.: Sage.

Ethington, C. (1995) Data coding manual: CIS project

Johnson, J. D., Berkowitz, J., Ethington, C., & Meyer, M. (1994b). General Appendices to the Technical Reports. E. Lansing, MI: Dept. of Communication.

Johnson, J.D., Berkowitz, J., Ethington, C. & Meyer, M. (1994). Technical report #1: Analysis of the CIS/Program Project Network for the period October 1993 to March 1994. East Lansing, MI: Department of Communication, Michigan State University.

Johnson, J.D., Berkowitz, J., Ethington, C. & Meyer, M. (1994). Network Analysis report #1: Network Analysis for the period October 1993 to March 1994. East Lansing, MI: Department of Communication, Michigan State University.

Nohria, N. (1992) Is a network perspective a useful way of studying organizations? In N. Nohria & R. Eccles (Eds.), Networks and organizations: Structure, form, and action. Boston, MA: Harvard Business School Press.

Wellman, B. (1983). Network analysis: Some basic principles. In Collins, R. (Ed.) Sociological theory(pp. 155-200). San Francisco: Jossey-Bass.

Krackhardt, D. & Hanson, J. R. Informal networks: The company behind the chart. In

Cross, R., Parker, A., & Sasson, L. (eds.) (2003). Networks in the knowledge economy. New York: Oxford University.

Brass, D. J., Galaszkiwicz, J., Greve, H. R., & Tsai, W. (2004). Taking stock of networks and organizations: A multilevel perspective. Academy of Management Journal, 47, 795-817.

Borgatti, S. P., & Foster, P. C. (2003). The network paradigm in organizational research: A review and typology. Journal of Management, 29, 991-1013.

JAN 25 SOFTWARE AND INDICES- COMPARING NETWORKS, EGO NETWORKS, REACHABILITY, GEODISIC DISTANCES, ZONE SIZE, DENSITY

Scott Chapter 3, Appendix

Recommended:

Ethington, C. T., Johnson, J. D., Marshall, A., Meyer, M., Chang, H.-J. (1996). Gender ratios in organizations: A comparative study of two organizations. Paper presented at the International Communication Association Convention, Chicago, IL.

Johnson, J. D. (1987). Multivariate communication networks. Central States speech Journal, 38, 210-222.

Minor, M. J. (1983). New directions in multiplexity analysis. In R. S. Burt & M. J. Minor (Eds.), Applied network analysis: A methodological introduction(pp. 223-244). Beverly Hills, Ca.: Sage.

Susskind, A. M., Schwartz, D. F., Richards, W. D., & Johnson, J. D. (2005). Evolution and diffusion of the Michigan State University tradition of organizational communication network research. Communication Studies, 56, 397-418.

Freeman, L. C. (2004). The development of social network analysis: A study in the sociology of science. Vancouver: Empirical Press.

Valente, T.W. (2005). Network analysis in public health. Unpublished paper, University of Southern California, Alhambra, CA.

Watts, Chapter 3, 4, 5

Feb 1 SOFTWARE AND INDICES- ROLES, CLIQUES, AND BROKERAGE

Kilduff & Tsai Chapter 3

Scott Chapter 6-8

Johnson, J. D. (2004). The emergence, maintenance, and dissolution of structural hole brokerage within consortia. Communication Theory, 14, 212-236.

Reynolds, E. V., & Johnson, J. D. (1982). Liaison emergence: Relating theoretical perspectives. Academy of Management Review, 7, 551-559.

Burt, R. S. (2000), 'The network structure of social capital', *Research in Organization Behavior*, 22, 345-423.

Burt, R. S. (2002). Bridge decay. Social Networks, 24, 333-363.

Recommended:

Finlay, W. and J. E. Coverdill (2000), 'Risk, opportunism, and structural holes: How headhunters manage clients and earn fees', *Work and Occupation*, 27, 377-405.

Johnson, J.D., & Real, K. (in press). Organizational implementation and integration of IT. In Handbook of information technology in organizations and electronic markets.

Burt, R. The social structure of competition. In Cross, R., Parker, A., & Sasson, L. (eds.) (2003). *Networks in the knowledge economy*. New York: Oxford University.

Cross, R. & Prusak, L. The people who make organizations go-or stop. Cross, R., Parker, A., & Sasson, L. (eds.) (2003). Networks in the knowledge economy. New York: Oxford University.

FEB 8 SOFTWARE AND INDICES- CENTRALITY, PROMINENCE, AUTONOMY

Freeman, L. C. (1977). A set of measures of centrality based on betweenness. Sociometry, 40, 35-41.

Scott Chapter 5

One of the following

Edwards, J. A., & Monge, P. R. (1977). The validation of mathematical indices of communication structure. In B. D. Ruben (Ed.), Communication Yearbook 1(pp.183-193). New Brunswick, N.J.: Transaction Books.

Bonacich, P. (1987). Power and centrality: A family of measures. American Journal of Sociology, 92, 1170-82.

Mizruchi, M. S., Mariolis, P., Schwartz, M. & Mintz, B. (1986). Techniques for disaggregating centrality scores in social networks. In N. B, Tuma (ed.), Sociological Methodology(pp. 26-48). Washington, D. C.: American Sociological Association.

Burkhardt, M. E., & Brass, D. J. (1990). Changing patterns of change: The effects of a change in technology on social network structure and power. Administrative Science Quarterly, 35, 104-

FEB 15 FORMAL AND MARKET APPROACHES

Rauch, J. E., & Hamilton, G.G. (2001). Networks and markets: Concepts for bridging disciplines. In Networks and Markets (pp. 1- 29). New York: Russell Sage.

Frances, J., Levacic, R., Mitchell, J. & Thompson, G. (1991) Introduction. In Thompson, G., Frances, J., Levacic, R., & Mitchell, J. (Eds). Markets, hierarchies & networks: The coordination of social life(pp. 1-19). Newbury Park, Ca.: Sage.

Powell, W. W. (1991). Neither market nor hierarchy: Network forms of organization. In Thompson, G., Frances, J., Levacic, R., & Mitchell, J. (Eds). Markets, hierarchies & networks: The coordination of social life(pp. 265-276). Newbury Park, Ca.: Sage.

Johnson, J. D. (1993). Organizational Communication Structure Chapter 2

Watts, Chapter 9

Recommended:

Glauser, M. J. (1984). Upward information flow in organizations: review and conceptual analysis. Human Relations, 37, 613-643.

Jablin, F. M. (1987). Formal organizational structure. In F. M. Jablin, L. L. Putnam, K. H. Roberts, & L. W. Porter (Eds.), Handbook of organizational communication: An interdisciplinary perspective(pp. 389-419). Newbury Park, Ca.: Sage.

McPhee, R. D. (1985). Formal structure and organizational communication. In R. D. McPhee & P. K. Tompkins (Eds.), Organizational communication: Traditional themes and new directions. Beverly Hills, Ca.: Sage.

McPhee, R.D. and M.S. Poole (2001), 'Organizational structures and configurations', In F.M. Jablin and L.L. Putnam (eds), *The New Handbook of Organizational Communication: Advances in Theory, Tesearch, and Methods*, Thousand Oaks, CA: Sage, pp. 503-44.

FEB 22 CONTAGION AND COHESION

Coleman, J., Katz, E., & Simon, H. (1957). The diffusion of an innovation among physicians. Sociometry, 20, 253-270.

Burt, R. S. (1987). Social contagion and innovation: Cohesion vs. structural equivalence. American Journal of Sociology, 92, 1287-1335.

Chang, H.J., & Johnson, J. D. (2001). Communication networks as predictors of organizational members' media choices. Western Journal of Communication, 65, 349-369.

Hartman, R. L., & Johnson, J. D. (1989). Social contagion and multiplexity: Communication networks as predictors of commitment and role ambiguity. Human Communication Research, 15, 523-548.

Scott Chapter 7

Watts Chapter 6, 7

Recommended:

Coleman, J. S. Social capital in the creation of human capital In Cross, R., Parker, A., & Sasson, L. (eds.) (2003). Networks in the knowledge economy. New York: Oxford University.

Rice, R. E., & Aydin, C. (1991). Attitudes toward new organizational technology: Network proximity as a mechanism for social information processing. Administrative Science Quarterly, 36, 219-243.

Mar 1 OTHER THEORIES

Monge, P. R. & Contractor, N. S. Theories of communication networks. New York: Oxford Press. Chapter 10.

Kilduff and Tsai (Chapter 4, 5, 6, 7)

MAR 8 THE DISTRIBUTION OF KNOWLEDGE

Lawrence, P.R. and J.W. Lorsch (1967a), 'Differentiation and integration complex

organizations', *Administrative Science Quarterly*, **12**, 1-47.

Zajonc, R. B., & Wolfe, D.M. (1966). Cognitive consequences of a person's position in a formal organization. *Human Relations*, **19**, 139-

Szulanski, G. (1996), 'Exploring internal stickiness: impediments to the transfer of best practice within the firm', *Strategic Management Journal*, **17**, 27-43.

Need TACIT VS. EXPLICIT overview article

Coff, R. W., Coff, D. C., & Eastvold, R. (2006). The knowledge leveraging paradox: How to achieve scale without making knowledge imitable. *Academy of Management Review*, **31**, 452-465.

MAR 22 SEEKING KNOWLEDGE

Borgatti, S. P., & Cross, R. (2003). A relational view of information seeking and learning in social networks. *Management Science*, **49**, 432-445.

Cross, R., Rice, R. E., & Parker, A. (2001). Information seeking in social context: Structural influences and receipt of information benefits. *IEEE Transactions on Systems, man and cybernetics- Part C: Applications and reviews*, **31**, 438-

Wegner, D. M. (1995). A computer network model of human transactive memory. *Social Cognition*, **13**, 319-339.-MAYBE MARCH 6 READING

Cullen, P., Cottingham, P., Doolan, J., Edgar, B., Ellis, C., Fisher, M., Flett, D., Johnson, D., Sealie, L., Stoklmayer, S., Vanclay, F., & Whittington, J. (2001). *Knowledge seeking strategies of natural resource professionals*. Cooperative Research Centre for Freshwater Ecology: Technical Report 2/2001.

Johnson, J. D. (1996). *Information seeking: An organizational dilemma*. Westport, CT: Quorum Books.

Miller, V. D., & Jablin, F.M. (1991) Information seeking during organization entry: Influences, tactics and models of the process. *Academy of Management Review*, **16**, 92-120.

Staw, B. M., Sandelands, L. E., & Dutton, J. E. (1981). Threat-rigidity effects in organizational behavior: A multilevel analysis. *Administrative Science Quarterly*, **26**, 501-524.

Recommended:

Cross, R., Parker, A., Prusak, L., & Borgatti, S. Knowing what we know. In Cross, R., Parker, A., & Sasson, L. (eds.) (2003). *Networks in the knowledge economy*. New York: Oxford

University.

MAR 29 DIFFUSING KNOWLEDGE

Granovetter, M. S. Strength of weak ties. In Cross, R., Parker, A., & Sasson, L. (eds.) (2003). Networks in the knowledge economy. New York: Oxford University.

Rogers, E. Diffusion networks. In Cross, R., Parker, A., & Sasson, L. (eds.) (2003). Networks in the knowledge economy. New York: Oxford University.

Recommended:

Cross, R., & Cummings, J. N. (2004). Tie and network correlates of individual performance in knowledge-intensive work. Academy of Management Journal, 47, 928-937.

Cross, R., Parker, A., Prusak, L. & Borgatti, S. P. (2004). Knowing what we know: Supporting knowledge creation and sharing in social networks. Lesser, E., & Prusak, L. (eds.)(2004). Creating value with knowledge: Insights from the IBM institute for business value. (pp. 61-81) New York: Oxford University Press.

Allen, T. J. (1977). Managing the flow of technology: Technology transfer and the dissemination of technological information within the R&D organization. Cambridge, Mass.: MIT Press., Chapter 7

Meyer, M., & Johnson, J. D. (1996). The dynamic effects of weak ties on perceived organizational innovativeness and innovation characteristics. Unpublished paper.

Cohen, W. M., & Levinthal, D. A. (1990). Absorptive capacity: A new perspective on learning and innovation. Administrative Science Quarterly, 35, 128-152.

Reagans, R., & McEvily, B. (2003). Network structure and knowledge transfer: The effect of cohesion and range. Administrative Science Quarterly, 48, 240-267.

Tsai, W. (2001). Knowledge transfer in intraorganizational networks: Effects of network position and absorptive capacity on business unit innovation and performance. Academy of Management Journal, 44, 996-1004.

April 5 INNOVATION AND KNOWLEDGE MANAGEMENT

Johnson, J.D. (1993). Organizational communication structure. Norwood, NJ: Ablex. Chapter 10

Galbraith, J. R. (1982). Designing the innovating organization. Organizational Dynamics, 10, 5-25.

Recommended:

Valente, T. W. (1995). Network models of the diffusion of innovations. Cresskill, NJ: Hampton Press.

JOHNSON 2005 CHAPTERS 4, 6

Watts Chapter 8

April 12 COLLABORATION, Communities of Practice

RECOMMENDED:

Johnson, J. D. (2005). Organizing for knowledge management: The Cancer Information Service as an exemplar. In R. J. Bali (Ed.), Clinical knowledge management: Opportunities and challenges

Johnson, J.D. (2005), 'A sociometric analysis of influence relations within a community of practice', unpublished paper, College of Communications and Information Studies, University of Kentucky, Lexington, KY.

Johnson, J. D. (2002). Researcher-practitioner relationships in consortia: The Cancer Information Services Research Consortium. AIC Journal of Business, 14, 2002.

Lesser, E. L., & Storck, J. (2004). Communities of practice and organizational performance. Lesser, E., & Prusak, L. (eds.)(2004). Creating value with knowledge: Insights from the IBM institute for business value. (pp 107-123)
New York: Oxford University Press.

Recommended:

Cross, R., Borgatti, S. P., & Parker, A. Making invisible work visible. Cross, R., Parker, A., & Sasson, L. (eds.) (2003). Networks in the knowledge economy. New York: Oxford University.

APRIL 19 VIRTUAL ORGANIZATIONS, MNCS, ELECTRONIC MARKETS

Recommended:

Davis, S. M. (1979). Managing and organizing multinational corporations. New York:

Pergamon Press. Chapter, Basic Structures of Multinational corporation, pp. 193-211.

Fulk, J. & DeSanctis, G. (1995). Electronic communication and changing organizational forms. Organization Science, 6, 337-349.

Nohria, N. & Berkley, J. D. The virtual organization: Bureaucracy, technology, and the implosion of control.

Parise, S., & Henderson, J. C. (2004). Knowledge resource exchange in strategic alliances. In Lesser, E., & Prusak, L. (eds.)(2004). Creating value with knowledge: Insights from the IBM institute for business value.(pp. 145-167).
New York: Oxford University Press.

Nishiguchi, T., Beaudet, A. (2000). Fractal design: Self-organizing links in supply chain management. In von Krogh, G., Nonaka, I., & Nishiguchi, T. (eds.) Knowledge creation: a source of value (pp. 199-230). New York: Palgrave.

April 26 FUTURE, summing up

JOHNSON CHAPTER 7

Watts Chapter 10

Krackhardt, D. Constraints on the interactive organization as an ideal type. Cross, R., Parker, A., & Sasson, L. (eds.) (2003). Networks in the knowledge economy. New York: Oxford University.

BIOGRAPHICAL SKETCH

J. DAVID JOHNSON (PH.D, Michigan State University, 1978) is currently a professor in the Department of Communication and Dean of CCIS. He has also held academic positions at the University of Wisconsin-Milwaukee, Arizona State University, the State University of New York at Buffalo, Michigan State University, and was a media research analyst for the U. S. Information Agency. He has authored over 70 refereed publications and he has been recognized as one of the most prolific scholars in the field of communication. His publications have appeared in such journals as Academy of Management Review, Communication Yearbook, Human Communication Research, Communication Research, Communication Monographs, and Social Networks. He has also received grants from the National Cancer Institute, Michigan Department of Public Health, Michigan Department of Transportation, and National Association of Broadcasters. His major research interests focus on organizational communication structures, knowledge management, innovation, information seeking, and health communication. He has published four books: Cancer-related information seeking, Hampton Books; Information seeking: An organizational dilemma, Quorum Books; Organizational communication structure, Ablex, and Innovation and knowledge management: The Cancer Information Science Research Consortium, Edward Elgar.

Current Projects/Activities

This semester I am focusing on network analysis projects related to my four year research project focusing on innovation in the Cancer Information Service. I am also hoping to improve my skills related to network analysis computer programs, particularly the new version of UCINET. I am also working on a draft of my next book- Knowledge Networks.