

Network brokerage
January 26, 9.00-12.00
Prof. Carnabuci

Description: The concept of network brokerage is central to current network scholarship and has spurred fruitful streams of research across substantive domains and levels of analysis. The extant literature has examined both the structural conditions that make brokerage possible and the consequences associated with occupying brokerage positions. This session will discuss selected papers from this literature, with a specific focus on how brokerage processes affect the functioning of organizations.

Readings:

Burt, R.S. Structural Holes and Good Ideas. *American Journal of Sociology* 2004 110:2, 349-399

Xiao Z., Tsui A. S. 2007. When brokers may not work: The cultural contingency of social capital in Chinese high-tech firms. *Administrative Science Quarterly*, 52: 1-31.

Obstfeld, D. 2005. Social networks, the tertius iungens orientation, and involvement in innovation. *Administrative science quarterly* 50.1: 100-130.

Preparation: The class is entirely based on an in-depth discussion of the readings. Please study each paper in depth and come to class ready to engage in a discussion with your peers and the instructor. Furthermore, I would like you to prepare a 1-2 page critical summary of each paper and send the summaries (in a single pdf file) to Gianluca.carnabuci@esmt.org **by or before January 25, 12.00AM**. Each summary should concisely discuss the following points: (a) What is the main theoretical argument of the paper? (b) What data and methods does the paper use to test the argument empirically? (c) What is the paper's main contribution to the literature? (d) What do you see as the paper's main strengths and weaknesses? (e) How, in your view, might a subsequent study overcome (some of) the weaknesses you identified?

Network cognition
February 9, 9.00-12.00
Prof. Carnabuci

This session reviews research on how people cognitively represent the social network within which they are embedded. This literature finds that there are cognitive, situational, and structural factors that systematically influence how people "see" the network around them and, hence, how they act upon it when pursuing a goal. In addition to reviewing a selected set of papers, a main goal of the session is to discuss whether and how a cognitive perspective on networks may enable us to develop methodologically solid and theoretically relevant research.

Readings:

Janicik G. A., Larrick R. P. 2005. Social network schemas and the learning of incomplete networks. *Journal of Personality and Social Psychology*, 88: 348-364.

Smith E. B., Menon T., Thompson L. 2012. Status differences in the cognitive activation of social networks. *Organization Science*, 23: 67-82.

Srivastava, S.B., and Mahzarin R.B. 2011. Culture, Cognition, and Collaborative Networks in Organizations. *American Sociological Review* 76.2: 207.

Preparation: The class is entirely based on an in-depth discussion of the readings. Please study each paper in depth and come to class ready to engage in a discussion with your peers and the instructor. Furthermore, I would like you to prepare a 1-2 page critical summary of each paper and send the summaries (in a single pdf file) to Gianluca.carnabuci@esmt.org **by or before February 8, 12.00AM**. Each summary should concisely discuss the following points: (a) What is the main theoretical argument of the paper? (b) What data and methods does the paper use to test the argument empirically? (c) What is the paper's main contribution to the literature? (d) What do you see as the paper's main strengths and weaknesses? (e) How, in your view, might a subsequent study overcome (some of) the weaknesses you identified?