Contents

Preface xi

Introduction 3
 Getting Connected 5
 Networks as Information Maps 6
 Leaders and Followers 8
 Networks as Conduits 8
 The Point of View 10

 Basic Network Concepts, Part I: Individual Members of Networks 13 Introduction 13 What Is a Network? 14 Sociological Questions about Relationships 17

Connections 17
Propinquity 18

Homophily 18

Individual-Level Homophily 19

Homophily and Collectivities 20

Dyads and Mutuality 21

Balance and Triads 22

Where We Are Now 26

3. Basic Network Concepts, Part II: Whole Social Networks 27

Distributions 29

Dyads and Triads 29

Density 29

Structural Holes 29

Weak Ties 30

"Popularity" or Centrality 31

Distance 32

Size of the Interpersonal Environment 34

The "Small World" 35

Multiplexity 35

Roles and Positions 38

Named Positions and Relationships 38

Informal Positions and Relationships 39

Informal Relations and Hierarchies 39

 $Embeddedness\ of\ the\ Informal\ within\ Instituted\ or\ Named\ Networks\ 40$

Observed Roles 41

Summary 42

4. Basic Network Concepts, Part III: Network Segmentation 44

Introduction 44

Named and Unnamed Network Segments 45

Primary Groups, Cliques, and Clusters 46

Segmenting Networks from the Point of View of the Observer 46

Segmenting Groups on the Basis of Cohesion 47

Resistance to Disruption 48

Structural Similarity and Structural Equivalence 49

Core/Periphery Structures 50

Where We Are Now 55

5. The Psychological Foundations of Social Networks 56

Getting Things Done 57

Community and Support 58

Safety and Affiliation 59

Effectiveness and Structural Holes 59

Safety and Social Networks 60

Effectiveness and Social Networks 62

Both Safety and Effectiveness? 63

Driving for Status or Rank 65

Cultural Differences in Safety, Effectance, and Rank 66

Motivations and Practical Networks 66

Motivations of Corporate Actors 68

Cognitive Limits on Individual Networks 70

Where We Are Now 72

 Small Groups, Leadership, and Social Networks: The Basic Building Blocks 74 Introduction 74

D: C 15 16 16 P

Primary Groups and Informal Systems: Propositions 75

Pure Informal Systems 77 How to Find Informal Systems 78 Asymmetric Ties and the Influence of the External System 82 Formalizing the System 85 Where We Are Now 88

7. Organizations and Networks 90

The Contradictions of Authority 91 Emergent Networks in Organizations 92

The Factory Floor 92

Information-Driven Organizations 94

Inside the Box, Outside the Box, or Both 100

Bridging the Gaps: Tradeoffs between Network Size, Diversity, and Social Cohesion 103 Where We Are Now 106

8. The Small World, Circles, and Communities 108

Introduction 108

How Many People Do You Know? 110

The Skewed Distribution of the Number of People One Knows 113

Formal Small World Models 119

Clustering in Social Networks 122

Social Circles 123

The Small World Search 128

Applications of Small World Theory to Smaller Worlds 130

Where We Are Now 132

9. Networks, Influence, and Diffusion 135

Networks and Diffusion—An Introduction 135

The Basic Model 137

Exogenous Factors in the Adoption of Innovations 139

Influence and Decision-Making 139

The Current State of Personal Influence 141

Self-Designated Opinion Leaders or Influentials 143

Characteristics of Opinion Leaders and Influentials 145

Group Influence 146

Epidemiology and Network Diffusion 148

Social Networks and Epidemiology 148

Social Networks and HIV-AIDS 150

Transporting Disease-Large-Scale Models 152

Tipping Points and Thresholds 153

Threshold 155

Where We Are Now 159

10. Networks as Social Capital 162

Introduction 162

The General Idea of Social Capital 164

Social Capital as an Investment 165

Individual-Level Social Capital 168

Social Support 168

 $Individual\ Networked\ Resources:\ Position\ and\ Resource\ Generators\ {\bf 170}$

Correlates of Individual Social Capital 172

Other Indicators of Networked Resources 173

Social Capital as an Attribute of Social Systems 175

Theorists of Social System Social Capital 175

Bowling Alone 177

Recent Findings on Social System Social Capital and Its Consequences 178
Where We Are Now 181

11. Ethical Dilemmas of Social Network Research 185

Networks as a Research Paradigm 185

Anonymity, Confidentiality, Privacy, and Consent 187

Who Benefits 189

Cases and Examples 191

Survey Research 191

Organization Research 194

Terrorists and Criminals 195

Networks and Terrorism: The CASOS Projects 196

Conclusion: More Complicated than the Belmont Report 198

12. Coda: Ten Master Ideas of Social Networks 201

Introduction 201

The Ten Master Ideas 202

NOTES 213

BIBLIOGRAPHY 223

INDEX 247