

Feedback

Group assignment
Virksomhedsstrategi i et netværksperspektiv

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1 Overall feedback

Thank you to those of you that have handed-in their assignments. This has given me a good understanding of your level. Below, I provide general feedback that focuses on what I believe could be improved across groups.

Much of the feedback below seems to be quite negative - this is also my intention. This - by no means - should be interpreted that all of your group assignments were bad. Not at all. But I believe that focusing on the things that could be improved will be more beneficial for you in regard to your exams.

Taking all group assignments into account, I believe the most important feedback for you is to interpret more. I know that I have not placed much emphasis on interpretation in the exercise classes, but in the exam, the skill to interpret will be rewarded. This is because interpretation tells us instructors that you have successfully understood and combined the theoretical and practical part of the course.

What I mean with interpretation is that you should not only state the measures you calculate, but also what it means for 1) the network, 2) for the industry that you are looking at, and 3) for the people/boards that are operating in that industry. Generally, make sure to include theory from the course to substantiate your arguments.

1.1 Choosing components and analyzing their structure

Some of you have clarified why you have chosen to look at certain components. Others have simply just chosen the biggest component to look at without looking at the overall network structure. If the network contains several components that are similar in size, it might also be crucial to look at the second or third biggest components. Otherwise, you might miss important information.

In regards to measures of network structure (density, average distance, diameter) many groups have troubles making a valid argument for why a measure is small or large. To make a conclusion like this, you need either a similar network object to hold it up against, or you need to qualify your conclusions theoretically.

Let us take the example of average distance within a network. How can you really tell

if an average distance of 3 is small? Looking at a similar network (similar amount of nodes) to compare this number with another one might be one way of doing so. However, qualification of what is small or large also depends on the data subset, on the industry and the amount of people involved. If your subset investigates two very diverse sectors (links between energy and agriculture sector or example), an average distance of 3 might be very low. If you are looking at the financial sector, that is known to have many interconnections, an average distance of 3 might be high. The same goes for density. Density is quite dependent on the number of nodes, so a low density in a network with hundreds of nodes does not automatically mean that the cohesion between the nodes is low.

Also make sure to interpret the measures after you have concluded if it is small or large. Going back to the average distance of 3, what does this mean for the overall network? It might mean that information spreads quite quickly. But what does this say about the industry and the actors within it? Make sure to include perspectives on that also.

1.2 Centrality measures

Many groups have focused a great bit of their analysis on centrality measures. Again, rather than just stating and showing tables of who are most central according to which measure, I would have liked to see a more elaborate discussion of what it tells us about their roles in the network. Maybe there is an association between a person's/board's role and the centrality metric? Also, it would have been interesting to discuss the relationships between measures.

What I have also noted is that some of you have misinterpreted the closeness measure. Although in theory, a low closeness measure means that a person is more central, in R it is the other way around - a high closeness measure means that the person is more central. That is just how the function `closeness()` is built.

1.3 Visualizations of results

Many of you have included visualizations of the networks. I would urge you to use more time on these visualizations. Make sure to use the *ggraph* functions to present your results. Modify colors, include captions and legends to get your point across.

For the exam, also make sure not to include screenshots of R tables, but to make tables yourself through excel or word. You can use the `write_xlsx()` function to export data into excel and then modify it to make it more aesthetic. You do not need to provide pictures of the code. It just takes away space and we can see your operations anyways by studying your r code.