Information Technology Innovation and Change Management in the Public Sector

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COURSE OVERVIEW

Public policy goals and programmatic approaches will change over time, but information technology (IT) will forever be an integral part of any solution. This course will focus on the key elements of an IT innovation and change management strategy necessary to effectively implement and execute an IT innovation in the public sector. The course will draw on experiences from public sector IT innovations across the globe. At times IT innovations are driven out of necessity and at other times by the desire to do more with less. This course will examine IT innovation as a tool to improve the lives of those in need and those driven by limited resources. The course will examine the different roles of individuals in an organization on the change process and the impact this has on business processes used day-to-day to achieve broader policy goals.

The course will build on the Master of Public Administration core curriculum by preparing individuals for a career in public service whether that is the public, private, or non-profit sectors. It introduces students to the dynamic relationship between IT innovation and broader public policy goals by focusing on the interaction between the organizational, operational, fiscal, and technical components necessary to manage change in the public sector. The course will examine innovations and change experiences through case studies from both the public and private sector to compare and contrast the process and outcomes. This approach will offer students an opportunity to embrace the complexities of driving IT innovations and develop the tools necessary to manage change in the public sector.

COURSE OBJECTIVES

By the end of the semester, students will:

1. Be familiar with current and emerging IT innovations in the public sector and the differences between an IT integration and an IT innovation.
2. Understand the principles underlying the project and change management disciplines necessary to implement and execute IT innovations.
3. Gain insight into how people, process, and technology interact during the change process and the impact these roles have on expected outcomes.
4. Demonstrate, through analysis and discussion of readings and unique insights from guest speakers, the challenges and opportunities confronted during an IT innovation by public sector managers and leaders as they seek to achieve broader public policy objectives.

COURSE ORGANIZATION

The class will build on the underlying principles of project and change management as tools to drive IT Innovation. This process is not linear and requires active listening and the ability to adapt to a changing environment. The course will simulate this experience through instructor lectures, in-class exercises, on-line discussions on the My Albany Blackboard, and case studies. A number of guest lecturers will provide overviews of specific skills and responsibilities as well as provide other perspectives about managing an IT innovation.
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A number of short memorandums will be required to demonstrate the students understanding of managing an IT innovation at different points in the process and communicating this to project leaders/sponsors. This will be complemented by a final group presentation. The art of driving an innovation is being able to fully integrate your individual contribution into the group engagement to support the ultimate goal of driving the IT Innovation.

STUDENT EVALUATION & GRADING

Driving an IT innovation is not achieved by using a single playbook, but the result of working through many challenges. As a result, students will be evaluated across the entire semester based on their ability to evaluate the key points of the readings and effectively contribute to the course through oral, written, and on-line communication. The two white papers will provide students with an opportunity to simulate a situation where they would analyze and defend a position paper with a senior executive in the public sector. The final project will be a group exercise where the team will be simulating the experience of submitting a memorandum to a senior executive in the public sector and presenting the results.

Grading will be based on the course components as follows:

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<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Frequency and quality of unique contributions to class discussions and engagement with overall class discussion</td>
<td>25%</td>
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<tr>
<td>Participation and unique contributions to online discussions</td>
<td>25%</td>
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<tr>
<td>Two White Papers (3-5 Pages In Memo Format)</td>
<td>30%</td>
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<tr>
<td>Final Group Presentation</td>
<td>20%</td>
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REQUIRED READINGS

Required readings are listed below. Required readings are expected to be completed prior to class to allow for active discussion and independent views to be expressed. Readings are readily available on the web or MyUAlbany. Additionally, students are encouraged to post readings on My Blackboard they found valuable for others to explore.

COURSE CONTENT

In the first class, the instructor will provide details on the two white papers, in-class case studies, guest speakers, and the final project.

January 26 – Introduction to the course

- Introductions and Review of syllabus
- Instructions for My Albany Blackboard Readings & Assignments (memorandum and final project)
- Opening exercise

Readings for Next Class:

- “Agile innovation management in government: A research agenda” By Ines Mergel Dr. Government Information Quarterly 33 (2016) 516-523
- “Innovation capacity in the public sector: What’s the link between leadership and innovation?” By Lykke M Ricard, Roskilde University and Jenny M Lewis, The University of Melbourne www.lipse.org (PAPER FOR IRSPM CONFERENCE, OTTAWA, 9-11 APRIL 2014 WORK IN PROGRESS – PLEASE DO NOT CITE)
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- “The Eight Essentials of Innovation Performance”
  By Marc de Jong, Nathan Marston, Erik Roth, Peet van Biljon
  McKinsey & Company, December 2013

February 2 – Information Technology Innovation & Leadership
- Review and examine the qualities of companies and leaders that drive technology innovations over time.
- Question: What relationships do we see between companies, strong leaders and an innovation agenda?

Readings for Next Class:
- “e-Government legislation: Implementation issues for programs for low-income people”
  By Susan Copeland Wilson
  Government Information Quarterly 31 (2014) 42-49
- “Comparing Technology Innovation in the Private and Public Sectors”
  By Darrell M. West and Jenny Lu
  Governance Studies at Brookings, June 2009
- Australian Government Department of Industry, Innovation, and Science (Explore Link No Specific Reading)

February 9 – Public Sector Information Technology Innovations
- Evaluate public sector innovations for their alignment with public policy goals.
- Questions: Do the business needs and policy drive innovation or does information technology drive the innovation? Are there unique barriers to public sector IT Innovation when compared to the private sector?

Readings for Next Class:
- “From policy implementation to business process management: Principles for creating flexibility and agility”
  By Yiwei Gong and Marijn Janssen
  Government Information Quarterly 29 (2012) 561-671
- “Leading Change: Why Transformation Efforts Fail”
  By John Kotter
- Learning From Innovation In Public Sector Environments http://www.lipse.org/home
  Funded by the EU's FP7 framework, the LIPSE research project identifies drivers and barriers to successful social innovation in the public sector in 11 EU countries and 7 policy sectors. Please find an article, blog posting, or publication and be prepared to discuss in class.

February 16 – Strategy, Implementation, Execution
- Overview of strategy, implementation and execution as they relate to driving an IT innovation.
- Question: What impact does each decision point have on an organizations ability to achieve the desired public policy outcome?

Readings for Next Class:
- “A reputation based electronic government procurement model”
  By Hichem Klabi, Sehl Mellouli, and Monia Rekik
  Government Information Quarterly 33 (2016)
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- Executive Office of the President, Office of Management and Budget Memorandum for Heads of Executive Departments and Agencies Management and Oversight of the Federal Information Technology Acquisition Reform Act
- Government policy, public value and IT outsourcing: The strategic case of ASPIRE
  By Antonio Cordella and Leslie Willcocks
  Journal of Strategic Information Systems

February 23 – Public Sector Information Technology Innovation Challenges

- Overview of different public sector approaches to IT procurement and legal contracts.
- Question: How should public sector leaders evaluate whether their system is meeting the public needs?

Readings for Next Class:

- “How you buy affects what you get: Technology acquisition by state governments”
  By Kawika Pierson and Fred Thompson
  Government Information Quarterly 33 (2016) 494-505
- “Analyzing the role of stakeholders in the adoption of technology integration solutions in UK local government: An exploratory study”
  By Muhammad Kamal, Vishanth Weerakkody, Zahir Irani
  Government Information Quarterly 28 (2011) 200-210
- “Buy or build? For IT, It’s Custom vs. COTS”
  By Brian Robinson
  The Business of Federal Technology July 30, 2015
  https://fcw.com/Articles/2015/07/30/Feature_Buy_or_Build.aspx?p=1

March 2 – Information Technology Systems Integration vs Innovation

- Examine the role of systems integration in an Information Technology Innovation and the choices between using a commercial off the shelf product (COTS) with other options.
- Question: What variables should be evaluated when choosing an integration path to achieve a broader IT Innovation?

Readings for Next Class:

- “Governance and innovation in public sector services: The case of the digital library”
  By Ada Scupola and Antonello Zanfei
  Government Information Quarterly 33 (2016) 237-249
- “E-governance innovation: Barriers and strategies”
  By Albert Meijer
- “Running IT like a business begins with IT governance”
  Accenture 2013

March 9 – Governance and Communication in an Information Technology Innovation

- Overview of the roles of governance, sponsors, and communication in driving an IT Innovation.
- Question: Recognizing that an IT innovation can be very disruptive to an organization what tools should you consider to ensure the project is supported and moves forward on schedule?
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Readings for Next Class:
- “A goal-driven management framework for electronic government transformation projects implementation”
  By Demetrios Sarantis, Yannis Charalabidis, Dimitris Askounis
  Government Information Quarterly 28 (2011) 117-128
- “The Value of Project Management”
  PMI White Paper
  2010 Project Management Institute, Inc.
- “Executive Sponsor Engagement Top Driver of Project and Program Success”
  PMI’s Pulse of the Profession In-Depth Report
  By The Project Management Institute and The Boston Consulting Group
  2014 Project Management Institute, Inc.

March 16 – No Class

March 23 – Project Management Theory & Principles
- Examine project management theory & principles from the view of a project sponsor or manager.
- Question: What are the challenges and solutions for managing a project within a larger organization against the backdrop of competing resources and the day-to-day needs of the operations group?

Readings for Next Class:
  By Leonidas Anthopoulos, Christopher G. Reddick, Irene Giannakidou, Nikolaos Mavridis
  Government Information Quarterly 33 (2016) 161-173
- “Global Dynamics of Innovation and Project Management”
  “A look at innovation in established and emerging markets and implications for project management”
  Project Management Institute, 4 October 2011
- “10 Rules for Managing Global Innovation”
  By Keeley Wilson and Yves Doz
  Harvard Business Review, October 2012

March 30 – The Intersection of Innovation & Project Management
- Compare the underlying principles of innovation and project management by focusing on the objectives of each from a process perspective.
- Question: Can innovation and project management be integrated to achieve desired policy outcomes?

Readings for Next Class:
- “The effectiveness and specificity of change management in a public organization: Transformational leadership and a bureaucratic organizational structure”
  By Joris van der Voet
  European Management Journal 32 (2014) 373–382
- “Three Types of Change Management Models”
  By Bree Normandin
  The Fast Track, August 28, 2012
- “Enduring Ideas: The 7-S Framework”
  McKinsey Quarterly March 2008 Follow the interactive presentation at the following link:
  http://www.mckinsey.com/insights/strategy/enduring_ideas_the_7-s_framework
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April 6 – Change Management Theory & Applications
- Question: What are the strengths, weaknesses, opportunities and threats of each model when applied in different environments?

Readings for Next Class:
- “Transformational change and business process reengineering (BPR): Lessons from the British and Dutch public sector”
  By Vishanth Weerakkody, Marijn Janssen, Yogesh K. Dwivedi
  Government Information Quarterly 28 (2011) 320-328
- “Change Management in Government”
  by Frank Ostroff

April 13 – Change Management as A Tool for Public Sector Innovation
- A look at the need for change management in the public sector.
- Question: Is change management a necessary tool to drive innovation in the public sector?

Readings for Next Class:
- “Is change management obsolete?”
  By Christopher G. Worley & Susan A. Mohrman (Ctr for Effective Organizations, University of Southern Cal)
  Organizational Dynamics (2014) 43, 214-224
- “Ten Guiding Principles of Change Management”
  Booz, Allen, Hamilton 2004
- “Why Project Management in IT Is More Important Than Ever”
  By Beth Stackpole
  State Tech Fall 2013

April 20 – Who Should Lead? Project Management or Change Management
- Compare and contrast the two disciplines for similarities and differences by examining where public sector IT innovations have succeeded or failed.
- Question: As a public sector manager, how would you balance the two approaches to ensure you achieve the broader public policy goals?

Readings for Next Class:
- “Technology in government: How organizational culture mediates information and communication technology outcomes”
  By Eric W. Welch, Mary K. Feeney
- “How Innovative Is Your Company’s Culture?”
  By Joe Rao and Joseph Weintraub
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- “Leadership and Innovation”
  By Joanna Barsh, Marla M. Capozzi, and Jonathon Davidson
  McKinsey Quarterly 2008

April 27 – Dealing with Organizational Culture: People, Process, and Technology

- A look at the importance of understanding organizational culture when managing a project and driving change through an organization.
- Question: What attributes of an organization’s culture would be important to understand when an IT innovation cuts across the entire enterprise from the people to the process to the technology?

Readings for Next Class:

- “Combating Financial Crisis with Government Transformation: The NYS Shared Services Experience”
  By Theresa Pardo, Ronald L. Greenberg, Donna S. Canestraro
  8th International Conference on Theory and Practice of Electronic Governance – ICEGOV 2014
- Review readings assigned during the semester and be prepared to discuss the strengths and weaknesses of the readings
- Work on the final presentation and sponsor memo/PowerPoint.

May 4 – Final Presentation and Sponsor Memo/PowerPoint

| FINAL PRESENTATION AND MEMO TO SPONSOR |