PAD 399/310: Managing Technology-Driven Change
Spring 2019

Class number: 10259  Number of credits: Three (3)
Date/Time: Mondays and Wednesdays, 5:45 – 7:05 PM  Room: ED 120

Instructor: Carlos E. Jimenez Gomez
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Office: HU 016 - Humanities Building
Office Hours: Mondays and Wednesdays, 4:45 – 5:30 PM, by appointment

COURSE OVERVIEW

Nowadays, digital government and electronic public services are priorities at any level of government, any public organization, and any country worldwide, but this kind of projects transforms public organizations. Technology adoption produces important changes that need to be well managed in order to achieve a successful implementation. 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 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.
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.

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 individual and final group presentations. 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**

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 essay and white paper 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 essay should show the understanding of the key concepts reviewed based on a case, and the team whitepaper case 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>
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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>5%</td>
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<tr>
<td>Individual essay (3 Pages In Memo Format)</td>
<td>20%</td>
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<tr>
<td>Individual Presentation</td>
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<tr>
<td>White Paper (3 Pages In Memo Format)</td>
<td>20%</td>
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<tr>
<td>Final Team Case Presentation</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, videos and other related content on My Blackboard they found valuable for others to explore.

**COURSE CONTENT**

In the first class, the instructor will provide details on the two assignments (essay-individual case- and whitepaper -team case-), in-class case studies, guest speakers.

**January 23 – Introduction to the course**

- Introductions and Review of syllabus (01)
- Instructions for My Albany Blackboard Readings & Assignments
- Opening exercise. Teams exploring key concepts.

**Readings for Next Class:**

- 02. “Core Skills for Public Sector Innovation”
By OECD, April 2017

January 28 – Skills for Public Sector Innovation
- Questions: Why are we talking on innovation in the Public Sector? What do Public Sector’s organizations needs?
- Class exercise. Exploring innovation in Public Sector

Readings for Next Class:
- 03. “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

January 30 – Leadership and Public Sector Innovation
- Question: What are the links between leadership and innovation?
- Class exercise. Leadership and innovation in the Public Sector

Readings for Next Class:
- 04. “Agile innovation management in government: A research agenda”
  By Ines Mergel Dr.
  Government Information Quarterly 33 (2016) 516-523

February 4 – Information Technology Innovation & Leadership
- Question: What relationships do we see between strong leaders and an IT innovation agenda?
- Class exercise. Leadership and IT innovation

Readings for Next Class:
- 05. “Comparing Technology Innovation in the Private and Public Sectors”
  By Darrell M. West and Jenny Lu
  Governance Studies at Brookings, June 2009

February 6 – Information Technology Innovations & Public Sector
- Questions: What should we take into account for IT innovations in Public Sector? Are there unique barriers to Public Sector IT Innovation when compared to the private sector?
- Class exercise. Public policy goals and IT innovations alignment

Readings for Next Class:
- 06. “e-Government legislation: Implementation issues for programs for low-income people”
  By Susan Copeland Wilson
  Government Information Quarterly 31 (2014) 42-49

February 11 – Driving the Public Sector Information Technology Innovations
- Evaluate Public Sector innovations for their alignment with public policy goals.
- Question: Do the business needs and policy drive innovation or does information technology drive the innovation?
  - Class exercise. Foundations for IT innovations’ implementation in public organizations

Readings for Next Class:
- 07. “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
February 13 – 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:
- 08. “Leading Change: Why Transformation Efforts Fail”
  By John Kotter

February 18 – Leading the change
- Thinking on the most common errors that impacts an IT innovation project implementation in public organizations.
- Question: What should we take into account in order to have a successful change in an IT-driven transformation project?

Readings for Next Class:
- 09. 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

February 20 – Public sector Information Technology acquisition and innovation challenges
- Public Sector approach 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:
  By Nadzeya Kalbaska, Tomasz Janowski, Elsa Estevez, Lorenzo Cantoni
  July 2017. Information Technology & Tourism 17(5):315-333

February 25 – Stakeholders and IT adoption in the public sector
- Digital government implementation, context and stakeholders
- Question: Why stakeholders matter?

Readings for Next Class:
- 11. “Strategic alignment: Leveraging information technology for transforming organizations”
  IBM systems journal, 38(2.3), 472-484. Buy or build? For IT, It’s Custom vs. COTS"

February 27 – The IT adoption and the strategic alignment
- Examine the role of systems integration in an Information Technology Innovation.
- Question: What choices and components should we pay attention to achieve a broader impact with an IT Innovation?

Readings for Next Class:
- 12. “Interoperability in the justice field: variables that affect implementation”

March 4 – The extended reaching of IT adoption in the public sector: interoperability
• Interopabiility vs systems integration: how interoperability has changed the perspective.
• Question: After understand interoperability, how it can impact IT adoption?

Readings for Next Class:
• 13. “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

March 6 – Public governance and public sector innovation
• The technological and institutional contexts for public sector innovation.
• Question: How are public governance and public sector innovation interconnected?

Readings for Next Class:
• 14. “E-governance innovation: Barriers and strategies”
  By Albert Meijer

March 11 – 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?

Readings for Next Class:
• 15. “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

March 13 – Managing goals in digital government transformational projects’ implementation
• Examine the goal-driven management framework proposed in the reading
• Question: Why the project management perspective is important?

Readings for Next Class:
• 16. “The Value of Project Management”
  PMI White Paper
  2010 Project Management Institute, Inc.
• 17. “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 18 – No Class
March 20 – No Class

March 25 – 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?

ESSAY/CASE ANALYSIS #1 DUE (Individual)
Readings for Next Class:
- Work on the individual presentation PowerPoint

March 27 – Presentation of individual essay/case
- Individual powerpoint presentations.
- Be prepared for questions from other students and teacher

Readings for Next Class:
  By Leonidas Anthopoulos, Christopher G. Reddick, Irene Giannakidou, Nikolaos Mavridis
  Government Information Quarterly 33 (2016) 161-173

April 1 – Analyzing digital government project’s factors that contribute to a successful implementation
- Examine key factors addressed to achieve success digital government projects
- 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:
- 19. “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
  By Keeley Wilson and Yves Doz
  Harvard Business Review, October 2012

April 3 – 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:
  By Bree Normandin
  The Fast Track, August 28, 2012
  McKinsey Quarterly March 2008 Follow the interactive presentation at the following link: http://www.mckinsey.com/insights/strategy/enduring_ideas_the_7-s_framework

April 8 – 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:
- 23. “The effectiveness and specificity of change management in a public organization: Transformational leadership and a bureaucratic organizational structure”
April 10 – Leadership and change management in public organizations

- Specificity of change management in bureaucratic public organizations.
- Question: How transformational leadership behavior of direct supervisors can influence the commitment to change of employees?

Readings for Next Class:
  By Vishanth Weerakkody, Marijn Janssen, Yogesh K. Dwivedi  
  Government Information Quarterly 28 (2011) 320-328
- 25. “Change Management in Government”  
  by Frank Ostroff  

April 15 – 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:
- 26. “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
  Booz, Allen, Hamilton 2004

April 17 – Principles for change management in organizations

- Review of principles for change management in the Public Sector.
- Question: Can you identify the principles in specific cases?

Readings for Next Class:
  By Mila Gasco  

April 22 – Reducing resistance to change through collaboration and governance of the network

- Analyzing factors related to collaboration and governance of the network in the case selected.
- Question: How collaboration and governance of the network help to change management?

Readings for Next Class:
  By Beth Stackpole  
  State Tech Fall 2013

April 24 – 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:
• 30. “Technology in government: How organizational culture mediates information and communication technology outcomes”
  By Eric W. Welch, Mary K. Feeney
• 31. “How Innovative Is Your Company’s Culture?”
  By Joe Rao and Joseph Weintraub
• 32. “Leadership and Innovation”
  By Joanna Barsh, Marla M. Capozzi, and Jonathon Davidson
  McKinsey Quarterly 2008

April 29 & May 1 – 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 organizations 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:
• 33. “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

May 6 – Managing Technology-Driven Changes
• A contextualized look at the readings and key concepts studied during the semester.

WHITEPAPER/CASE ANALYSIS #2 DUE (Team)

Readings for Next Class:
• Work on the final presentation PowerPoint.

May 8 – Final Presentation PowerPoint (whitepaper/case team)
• Team powerpoint presentations explaining the case analysis.
• Be prepared for questions from other teams and teacher

Course Policies

Attendance

Your in-class performance is crucial to your success in this course because attendance itself is not graded, but graded in-class activities and assignments constitute an important part of the course grade. Keeping a passing average on these is not possible without consistent attendance. Missing class
means earning an automatic “0” for the activities or assignments missed. No make-up opportunities will be available for in-class activities except in documented cases of extreme extenuating circumstances.

Late Assignments
Assignments and projects are due at the defined times. Missing an assignment due date will earn a 0. An extension request to the assignment due date will be accepted only in the case of medical or family emergency, or when mandated by University policy. Missing any activities that happened at the beginning of class before you arrive or at the end of class after you leave early will also earn a 0, and there will be no make-up opportunities.

Course Communication
To reach me, use my e-mail address. If the class must be cancelled on short notice, the announcement will be made through the Blackboard e-mail system. Also, I will use this Blackboard e-mail for sharing common concerns and issues. Hence, you should make sure that your Blackboard e-mail is forwarded to your regular e-mail (so that you do not have to frequently check another e-mail account).

Plagiarism and Cheating
I run the course on an honor system and therefore consider any case of academic misbehavior to be a most serious ethical issue. An incident of plagiarism will result in a failing grade for the course. I may pursue further disciplinary actions, including suspension and/or expulsion. For the purposes of this course, the following are taken as evidence of plagiarism or cheating:

- Material reproduced from another source without adequate citation.
- Identical answers being turned in by two or more students.
- A pattern of unusually similar answers being turned in by two or more students.
- Copying a computer file created by someone else (.xls, .mdl, .doc, etc) as a basis for an assignment that you claim as your own.
- Written answers or solutions that a student cannot logically explain verbally.
- Other evidence of collaboration between students on an in-class or take-home assignment that was intended to reflect individual effort.

Your work may be subject to computerized analysis to discover whether materials have been taken from on-line sources or to determine statistically whether answers are more similar than random chance would allow. Since this is such an important matter, if you have any questions about this course policy, you should ask me for any clarification that you may need.

Use of Electronic Devices in Classroom
You are encouraged to bring your laptop (or similar tool) to class for writing assignments and for access to reading assignments downloaded from Blackboard. Please refrain from e-mailing, gaming, and surfing until the scheduled breaks.

Please show respect for your fellow students by making sure your cell phone is turned off before entering the classroom. If you need to make a phone call, text a message, check your e-mail, etc., please leave the class to do this so that you will not disturb others in the class. Please see me if you have any questions about this policy.
Students with Disabilities

Reasonable accommodations will be provided for students with documented physical, sensory, systemic, medical, cognitive, learning and mental health (psychiatric) disabilities. If you believe you have a disability requiring accommodation in this class, please notify the Disability Resource Center (518- 442-5490; drc@albany.edu). Upon verification and after the registration process is complete, the DRC will provide you with a letter that informs the course instructor that you are a student with a disability registered with the DRC and list the recommended reasonable accommodations.