

NORTHERN ILLINOIS UNIVERSITY
DIVISION OF PUBLIC ADMINISTRATION

COURSE SYLLABUS
PSPA 612
**INFORMATION MANAGEMENT AND DECISION SUPPORT IN
PUBLIC ORGANIZATIONS**
Fall, 2009

Instructor: Yu-Che Chen, Ph.D.
E-mail: ycchen@niu.edu
Office: Room 212, Division of Public Administration, IASBO Building
Phone: 815-753-2205
Class Location: DuSable 252
Dates/Time: Thursdays 3:30 – 6:10 p.m.
Blackboard Site: <https://webcourses.niu.edu/webapps/portal/frameset.jsp>
Office Hours: Thursdays 1:00 – 3:00 p.m. and by appointment

Course Description

This course equips current and future public managers with capabilities and strategies to evaluate, participate, and/or lead an information technology (e-government/e-governance) project to improve or even transform the business of government. Information technology has become increasingly integrated into government operation. Understanding the role of information and information technology in government has become a necessity rather than a luxury for all public managers.

This course provides the concepts and tools for public managers to succeed in the information age by better managing information as a resource and information technology (IT) as an enabler for governmental services. The topics covered include strategic IT management, e-government/e-governance, development and implementation of information systems, information resource and knowledge management, IT project and performance management, management of IT outsourcing, financing IT projects, and change management. Basic literacy in computing and information technology is a requirement. Technical topics are integrated into the course. Moreover, this course addresses the interplay of management, technology, and policy in the context of public organizations.

This course offers the best of both practical and academic worlds via assigned readings and exercises, in-class discussions, and a service-oriented project. The emphasis is on leveraging research-based knowledge and best practices. In-class discussions aim at integrating professional experience with quality research to generate additional insights.

Course Objectives

The primary objective of this course is to provide current and future public managers with concepts and tools to best manage information resources and information technology. Upon completing this course, students should have a good understanding of concepts and tools in the following areas:

- E-government
- Information systems and enterprise systems in government
- Strategic IT planning and change management for e-government projects
- Information resource and knowledge management
- IT project and performance management
- Management of IT outsourcing and cross-boundary collaboration
- Business process reengineering/management for IT-enabled transformation of government services

Course Learning Resources

Required Textbooks:

Rocheleau, Bruce. (2006). *Public Management Information Systems*. Hershey, Philadelphia: Idea Group Publishing. (Hardcover, ISBN: 9781591408079), (Paperback, ISBN: 1591408083 currently out-of-print, a previously owned copy will work)

Laudon, Jane and Kenneth Laudon. (2009). *Essentials of Management Information Systems* (8th Edition) (Paperback) Upper Saddle River, NJ: Prentice Hall (ISBN-10: 013602579X; ISBN-13: 978-0136025795)

Other Required Readings:

Other required readings as listed in the syllabus, recommended readings, and additional resources will be posted in the Blackboard course environment.

Assignments, Due Dates, and Grading

Table 1
Summary Table for Assignments, Due Dates, and Grade Points

Due Date	Assignment	Grade Points
Always	Active Participation	100
Sept. 17 (Thur.)	E-Gov't Portal Assessment	200
Sept. 30 (Wed) & Oct. 6 (Tue.)	Technical Knowledge and Web 2.0 Exercise	150
Oct. 22 (Thur.)	Case on Knowledge Management	200
Nov. 12 (Thur.)	Procurement Exercise	150
Dec. 10 (Thur.)	Final Project Presentation and Report Due	200

Assignments

Course assignments aim to simulate real-life scenarios to help develop the student's problem-solving capabilities. ***They are all due by midnight in the Blackboard assignment environment.*** Below is a brief description of each assignment. More details will be forthcoming in the Blackboard course environment.

Active Participation

Active participation has two components: (a) in-class and (b) online. Students are expected to finish the required readings for the week prior to class. The goal is to have a productive and engaging in-class session to maximize learning outcomes. Students also need to actively participate in classroom discussions and activities. Attendance is required. Students are also expected to participate online.

E-Gov't Web Portal Assessment

This Web Site assessment provides the opportunity to evaluate the primary electronic interface between government and citizens. This exercise will introduce usability, accessibility, transparencies, and other design principles that are relevant to e-government portals. Details will be posted on the course's Blackboard site.

Technical Knowledge and Web 2.0 Exercise

This assignment will make each student an expert in a selected topic of information technology. Students will share their knowledge about that particular topic via posting on a blog and do a 10-minute presentation in the classroom. Student innovation and peer feedback are the main foci of this exercise. More details will be forthcoming in the Blackboard.

Case Memo on a Knowledge Management Project

This case memo challenges students to apply the concepts learned in class to a real problem. These concepts include, but are not limited to, knowledge management, information resource management, and project management. Detailed instructions will be posted on the course web site.

Procurement Exercise

This exercise gives you hands-on experience in evaluating an IT procurement project. It is primarily an analysis of RFPs for IT projects. More detailed instructions will be forthcoming in the course’s Blackboard environment.

Final Project on IT-enabled Business Process Reengineering/Management

This project is your opportunity to take the knowledge from this course and apply it in a public sector or non-profit setting. The goal is to reengineer a business process for an organization of your choice to better achieve the strategic goal of the organization. This project also needs to articulate how the new business process is enabled by information technology/systems. An in-class presentation is part of this assignment.

Grading

Your final grade is based on your performance in various activities.

Active Participation	100 pts
E-Gov’t Web Portal Assessment	200 pts
Technical Knowledge & Web 2.0 Exercise	150 pts
Case on Knowledge Management	200 pts
Procurement Exercise	150 pts
Business Process Reengineering Project	200 pts
Total	1,000 pts

Course Policies

Communication Requirements

Students are required to check their e-mails and course Blackboard site for announcements, readings, and resources. Blackboard is the primary vehicle for course announcements and schedules, distribution of readings, submission of assignments, and online discussions and postings.

Active Participation

Active participation is critical for this graduate course. Active participation includes active involvement in online postings in the discussion forum, class activities, effective classroom discussion, and information exchange. You are encouraged to share your experience and perspectives.

Late Assignments

There will be NO late assignment. Exceptions may be granted only for those students with a DOCUMENTED EMERGENCY.

Incomplete

It is the policy of the Division of Public Administration NOT to give an incomplete except for extraordinary circumstances.

Lab fee

Lab fees are used to purchase the hardware and software in the MPA lab for the use of software programs, computing, and internet services that are covered in the course. In addition, lab fees support the production of course related materials and printing of course assignments.

Course Schedule and Essential Readings

DATE TOPIC/READINGS

PART I: Course Overview, E-Government/E-Governance, Strategic IT Management

Aug. 27 Course Overview

- Basic course information
- Team building

Public vs. Private Information Systems

- Rocheleau, Ch.1 “Public and Private Information Systems”
- Laudon and Laudon, Ch. 1
- Digital divide

Sept. 3 E-Government: Concepts, Issues, and Challenges

- Rocheleau, Ch. 5, E-Government
- Fountain, “Leveraging Cyberspace to Reinvent Government”, in Jane Fountain (2001) *Building the Virtual State*, Ch. 2.

E-Government Portals and Enterprise Perspective

- Carrizales et al. (2008), “Worldwide E-Governance,” in Norris et al., *E-Government Research*, Hershey, PA: IGI.
- Gant, Gant, and Johnson, (January 2002), *State Web Portals: Developing and Financing Web Service*. Washington, D.C.: IBM Endowment for the Business of Government. *Read only the first part of the report by Gant and Gant*

Information Systems in the Digital Age

- Laudon and Laudon, Chs. 2-3

Sept. 10 Developing and Implementing Information Systems in the Enterprise

- Laudon and Laudon, Chs. 10-11

Strategic IT Management, Politics, IT Governance, and Leadership

- Rocheleau, Ch.2 “Planning for Information Technology in the Public Sector”
- Rocheleau, Ch.6, “Politics, Leadership, and Information Technology”
- Weill and Ross, (2004), Ch. 7, “Government and Not-for-profit Organizations”

DATE TOPICS/READINGS

PART II: Information and Knowledge as Resources; Financial, Performance, and Project Management for E-Government

Sept. 17 Database and Information Management

- Laudon and Laudon, Ch. 5

Information as Resources

- Fletcher (2003). "The Realities of the Paperwork Reduction Act of 1995: A Government-Wide Strategy for Information Resources Management," Ch. 4 in Garson.

Information Policy

- Duncan and Roehrig (2003). "Mediating the Tension between Information Privacy and Information Access: The Role of Digital Government," Ch. 5 in Garson.
- Douglas, (2007), Who 'Gets' Mail? *Public CIO*, 5(6): 26-31

Sept. 24 Knowledge Management Systems

- Laudon and Laudon, Ch. 10 (focusing on knowledge management system)

Knowledge Management

- Wagner, (2003), "Knowledge Management in E-Government," in the Proceedings of the Ninth Americas Conference on Information Systems.
- Agranoff, (2007), Ch. 7, "Networks as Knowledge Managers," in *Managing within Networks*, Washington D.C.: Georgetown University Press.
- Ribbler, (2006), "Enhancing Government's DNA", *Public CIO*, Vol.4 Issue 1, pp. 44-48

Oct. 1 Technical knowledge and Web 2.0 Exercise

(Engagement online, no meetings in the classroom)

Oct. 8 Managing Financial Resources for Technology in Government

- Rocheleau, Ch. 5, "Electronic Government", pp. 134-140 (revisit)
- Johnson, (January 2002), *State Web Portals: Developing and Financing Web Service*. Washington, D.C.: IBM Endowment for the Business of Government. *Second part only*
- Chen and Thurmaier, (2008), "Financing E-Government Business Transactions," *Public Administration Review*, 48(3): 537-548 (May/June)
- Lake, (April/May, 2006), "Funding Frustration", *Public CIO*, Vol.4 Issue 2, pp. 20-26

DATE TOPICS/READINGS

- Oct. 15** IT Performance Management
- Rocheleau, Ch. 9, "Evaluation and Information Technology"
 - Rocheleau, part of Ch. 11, "Information Technology, Accountability, and Information Stewardship", pp. 345-366
 - Return on Investment: State of Iowa Case
- IT Project Management
- Yardley, (2002), Why Do IS Projects Fail? In Yardley, *Successful IT Project Delivery: Learning the Lessons of Project Failure*, Chapter 1.
 - Miller, (June/July 2006), "Limp Kites and Unfulfilled Projects", *Public CIO*, Vol. 4, Issue 3, pp. 32-37.

PART III: Managing across Organizational/Departmental Boundaries and Change

- Oct. 22** Procuring IT Services for Government; IT Outsourcing
- Rocheleau, Ch.3
 - Chen and Perry, (February 2003), *IT Outsourcing for Public Managers*, Washington D.C.: IBM Endowment for the Business of Government.
 - Rath, David, "Wise Investment?" *Public CIO*, April/May 2009, pp. 12-17.

Information Technology Infrastructure and Platforms

- Laudon and Laudon, Ch. 4

- Oct. 29** Managing Cross-Boundary E-Government Projects
- Rocheleau, Ch. 10 "Governments and IT Sharing"
 - "ERP for Small and Mid-size Government" in Kavanagh and Mirada (EDs), (2005), *Technologies for Government Transformation*, Ch. 8
 - Dawes, (2009), "From "Need to Know" to "Need to Share": Tangled Problems, Information Boundaries, and the Building of Public Sector Knowledge Networks," in *Public Administration Review*, 69(3): 392-402.
 - Douglas, "Justice Collaboration," *Public CIO*, Vol. 5, Issue 3, pp. 28-34.

Telecommunication, Internet, and Wireless Technology

- Laudon and Laudon, Ch. 6

- Nov. 5** Managing Change and Organizational Culture
- Harris, 2007, Process Beats Paper, *Public CIO*, 5(4): 18-23
 - Battacherjee (June 2000), "Customer-Centric Reengineering at the Colorado Department of Revenue," *Communication of the Association for Information Systems (CAIS)*, Vol. 3

Business Process Reengineering/Management

- "Business Process Management" in Kavanagh and Mirada (EDs), (2005), *Technologies for Government Transformation*, Ch. 19

DATE TOPICS/READINGS

- Nov. 12** Managing Risks and Information Security: Accountability, Ethical, Social Issues
- Laudon and Laudon, Ch. 7 (Security), Ch. 12 (Ethics)
 - Rutledge, Mark (Oct/Nov. 2008), "Security Management's Three," *Public CIO*, Vol. 6, Issue 5
 - Rocheleau, the part of Ch. 11 on accountability, the part of Ch. 8 on ethical issues
 - Collins, Hilton, (June 2009), The Weakest Link, *Government Technology*, 22(6), pp. 20-28

Virtual Accountability for Non-profit Organizations

- a presentation by Georgette Dumont

PART IV: Key E-Government Applications and Their Transformational Potential

- Nov. 19** CRM/CiRM (311)
- Moulder, Evelina, (May 2008), The 311 Report, *Government Technology*, 21(5), pp. 42-44.

Enterprise Systems

- Levin, Randi, (July 2009), Four Steps to ERP Success, *Government Technology*, 22(7), pp. 26-28.

Geographic Information Systems

- Vander Veen Chad, (May 2009), Jack's World, *Government Technology*, 22(6), pp. 14-19.
- Jones, Jessica, (September 2008), Easy Access, *Government Technology*, 21(9), pp. 38-40.

Nov. 26 **Thanksgiving break (no class)**

Dec. 3 Web 2.0:

- Chang and Kannan, (2008), *Leveraging Web 2.0 in Government*, Washington, D.C.: IBM Center for the Business of Government.
- Vander Veen, Chad, (July 2009), Blurring the Line: The Trouble with Twitter and Other Social Networks, *Government Technology*, 22(7), pp. 14-18.

The Transformational Power of E-Government

- NIC, *The Paradigm Shift: In the Information Age, eGovernment is helping the Public Sector Redefine Itself*
- Schwan, J. (June/July 2009), Digital Government on a Shoestring, *Public CIO*, Vol.7, Issue 3, pp. 22-27.

PART V: Concluding Remarks and Presentations

Dec. 10 Final project presentations and reports due