INFORMATION POLICY AND MANAGEMENT

PUBP 4803/PUBP 6501
Spring 2010

INSTRUCTOR AND OFFICE HOURS

Prof. Juan D. Rogers
Office Hours: MW 2-3pm or by appointment.
Office: 9 D. M. Smith
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MEETING TIMES AND PLACE:

Time: MW 3:05-4:25pm
Room: DM Smith 15

COURSE REQUIRED BOOKS: (Should be available at both Ga Tech bookstore and Engineer's Bookstore)

The Knowing Organization: How Organizations Use Information to Construct Meaning, Create Knowledge, and Make Decisions (TKO) by Chun Wei Choo, Oxford: Oxford University Press, 1998.

Information and Organizations by Arthur Stinchcombe, Berkeley: University of California Press, 1990.

Annals of Cases in Information Technology (ACIT), Volume 6. by Mehdi Khosrow-Pour (editor). Idea Group Inc. 2004 (ISBN: 1-59140-259-X)

Public Information Technology and E-Governance: Managing the Virtual State (PITEG), by David Garson, Jones and Bartlett Publishers, 2006 (ISBN: 0-7637-3468-3).

REQUIRED ARTICLES AND REPORTS:

The additional readings listed for each session are available from the course's homepage on T-Square (t-square.gatech.edu).

COURSE DESCRIPTION:

The course is an introduction to the role of information and knowledge in modern private and public organizations. It covers theoretical aspects of information seeking, gathering and use in organizations as well as knowledge creation and its role in management. The course also addresses the practical implementation of organization strategies on information using information technology. The first part of the course introduces the issues of organization strategy and its relation to information. The second part focuses on the notion of organizational learning. The third part focuses on the applications of information technology in government both in the United States and across the world. The final section focuses on the organization of information itself using contemporary information technologies, especially in the form of digital libraries. Case examples are used throughout the course to illustrate the concepts of each section.

GOALS OF THE COURSE:

The purpose of this course is to enable students to think conceptually about the modern organization, both in the private and the public sector, as a *knowledge-based, information processing organization* and to acquire analytical skills necessary to be a successful manager of a knowledge-based organization.

GRADES AND ASSIGNMENTS:

The course will be conducted under the presumption that all students are aware of the Academic Honor Code and have pledged to abide by it. The full text is available from: http://www.gatech.edu/honor.

Grading will follow the following scheme:

Case Reports	45 points
Term Project	40 points
Daily Class Participation and Critiques	15 points

The same requirements apply for graduate and undergraduate students. However, the grading standards will be adjusted for each group.

a. Written Assignments

There are two types of written assignments to be completed as the course progresses.

1. Critiques

This written assignment requires that you select two topics or notions presented in the reading for a week and write critical reflection in a maximum of 2 pages due at the beginning of Wednesday's class every week from week 1 through week 14 (except for the term break and week 2 that has a cancelled class). Undergrads are allowed to drop two critiques in the term, so it's a total of 10 critiques for undergrads and 12 for graduate students.

2. Case Reports

Three written case reports are required, from sections I through III. They must be selected from the *Annals of Cases,* however, cases scheduled for class discussion are not eligible for case reports.

Case reports should:

a. Present a *synopsis* of the case, identifying the key decision(s) that the manager(s) must make and the relevance of the case to the topic of the section. The synopsis should not exceed a half-page.
b. Analyze key issues in the case by applying lessons from the assigned reading(s) and, when appropriate, using standard analytical techniques. The analysis should not exceed two pages.
c. Finally, you should either reach a conclusion(s) or make a recommendation(s) about the decision(s) the manager(s) must make based on the preceding analysis. The recommendation(s) or conclusion(s) should not exceed a half page.

Case reports are not to exceed a total of three double spaced, printed pages, with unlimited exhibits. Cases are due in **printed hardcopy** at the beginning of class according to the following schedule:

Section I: **Monday, February 12th**
Section II: **Monday, March 15th**
Section III: **Monday, April 19th**

No late papers will be accepted.

b. Class Participation

The class will be conducted in a seminar format. Therefore, you, the students, are responsible for the class dynamics by being prepared to discuss the topics of the session. Quality as well as quantity participation is graded.

c. Term Project

The class will be divided into teams and each team will conduct a study of an organization of their choice assessing the organization's information strategy and its implementation. The assessment must draw on specific lessons from the course.

The results of the study should be:

1. Written up in a report of no more than 20 pages, including an executive summary. You may use as many exhibits as you wish.
2. Presented to the class at the end of the term. You are to provide copies, either paper or electronic, to all class members in advance of your presentation.

STUDENTS WITH DISABILITIES:

If you have a documented disability and wish to discuss academic accommodations, please contact me as soon as possible.

Section I: Information and Information Technology in Business Organizations

WEEK 1
Monday, January 11th

Introduction to the course

Wednesday, January 13th

Information and Organizational Strategy

Required Readings:

Stinchcombe, Chapters 1 and 2, pp. 1-72.

WEEK 2
Monday, January 18th

NO CLASS, Official School Holiday

Wednesday, January 20th

Information and Organizational Strategy

Required Readings:

Stinchcombe, Chapters 3 through 6, pp. 73-236.

WEEK 3
Monday, Monday January 25th
Wednesday, January 27th

Information and Organization Strategy

Required Readings:

Stinchcombe, Chapters 7, pp. 240 -273 and 9 through 10, pp. 312-362.

Case: "A DSS Model that Aligns Business Strategy and Business Structure with Advanced Information Technology", Khosrow-Pour, pp. 157-176.

WEEK 4
Monday, February 1st
Wednesday, January 3rd

The Productivity Paradox

Required Readings:

Brynjolfsson, E. 1993. "The Productivity Paradox of Information Technology: Review and Assessment." *Communications of the ACM.* December.

————. 1996. "Paradox Lost? Firm-Level Evidence on the Returns to Information Systems Spending." *Management Science* 42, No 4: 541–58.

————— and Loring Hitt. 1998. "Beyond the Productivity Paradox." *Communications of the ACM.* August.

Kraemer and Dedrik. (2001). "The Productivity Paradox: Is it Resolved? Is There a New One? What Does it All Mean for Managers?"

Case: "Challenges in the Adoption of Information Technology at Sunrise Industries: The Case of an Indian Firm", in Khosrow-Pour, pp. 457-479.

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WEEK 5
Monday, February 8th
Wednesday, February 10th

IT and the Achievement of Strategic Goals

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Required Readings:

Tallon and Kraemer. (1998) "A Process Oriented Assessment of the Alignment of Information Systems and Business Strategy: Implications for IT Business Value," Fourth AIS Conference, Baltimore.

Tallon, P. and K. Kraemer. (2003). "Investigating the Relationship between Strategic Alignment and IT Business Value: The Discovery of a Paradox," in *Creating Business Value with Information Technology: Challenges and Solutions*, edited by Namchul Shin, Idea Group Publisher, Chaper 1, pp. 1-22.

Melville, N., K. Kraemer, and V. Gurbaxani. (2004). "Information Technology and Organizational Performance: An Integrative Model of IT Business Value," *MIS Quarterly*, vol. 28, No. 2, pp. 283-322.

Case: "Enterprise Information Portals: Efficacy in the Information Intensive Small to Medium Sized Business", Khosrow-Pour, pp. 90-103.

Section II: Introduction to Organizational Learning

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WEEK 6
Monday, February 15th
Wednesday, February 17th

Knowledge and Learning in Organizations

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Required Readings:

Choo, Chapters 1 through 4, pp. 1-154

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WEEK 7
Monday, February 22nd
Wednesday, February 24th

Management of the Knowing Organization

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Required Readings:

Choo, Chapters 5 trough 7, pp. 155-273

Case: "Towards a Knowledge Sharing Organization: Some Challenges Faced on the Infosys Journey", Khosrow-Pour, pp. 244-258.

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WEEK 8
Monday, March 1st
Wednesday, February 3rd

Knowledge Management

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Required Readings:

Gray, Paul. (2000). "Knowledge Management Overview." CRITO, University of California, Irvine.

Spender, J.C. (2004). "A note on Making Use of Knowledge Management" MIT/UCI Knowledge and Organizations Conference, Laguna Beach, CA.

Chua, A. (2004). "Knowledge Management System Architecture: A Bridge Between KM Consultants and Technologists," *International Journal of Information Management*, Vol. 24, pp. 87-98.

Case: "Deutsche Bank: Leveraging Human Capital with the Knowledge Management System HRBase" Khosrow-Pour, pp. 114-127

Section III: IT in Public Organizations -- E-Government

WEEK 9
Monday, March 8th
Wednesday, March 10th

History, Policy and Politics of E-Government

Required Readings:

Garson, Chapters 1 through 5, pp. 1-149.

Case: "Toward Citizen-Centered Local E-Government – The Case of the City of Tempere," Khosrow-Pour, pp. 370-386.

WEEK 10
Monday, March 15th
Wednesday, March 17th

Public Management of E-Government

Required Readings:

Garson, Chapters 9 through 12, pp. 259- 382.

Case: "Eliciting the Requirements for Intelligent Systems in Law Enforcement", Khosrow-Pour, pp. 418-439.

WEEK 11
Monday, March 22nd
Wednesday, March 24th

NO CLASS, Spring Break

WEEK 12
Monday, March 29th
Wednesday March 31st

E-Government Implementation and Impacts

Required Readings:

Garson, Chapters 13 through 15, pp. 383-475.

Case: "An Application Within the Plan for E-Government: The Workfair Portal," Khosrow-Pour, pp. 59-89.

WEEK 13
Monday, April 5th
Wednesday, April 7th

Required Readings (Note: These are long reports so you must be selective in your focus and not try to capture all the details):

Bertucci, G. (2008).*United Nations e-Government Survey 2008: From e-Government to Connected Governance*, United Nations Division for Public Economics and Public Administration.

Rohleder, S. and V. Jupp. (2004). *E-Government Leadership: High Performance, Maximum Value.* The Government Executive Series, Accenture Co.

Case: "Technological Modernization of Peru's Public Registries" Khosrow-Pour, pp 259-277.

Section IV: IT and the Organization of Knowledge: Digital Libraries

WEEK 14
Monday, April 12th
Wednesday, April 14th

Digital Library Implementation and Implications

Required Readings:

Borgman, C. (1999). "What are Digital Libraries? Competing Visions," *Information Processing and Management*, Vol. 35, pp. 227-243.

Chen, H. (2002). "From Digital Library to Digital Government: A Case Study in Crime Data Mapping and Mining," ICADL 2002, Berlin: Springer-Verlag, pp. 35-52.

Borgman, C. (2002). "Challenges in Building Digital Libraries for the 21st Century," ICADL 2002, Berlin: Springer-Verlag, pp. 1-13.

Case: "Library Networking of the Universidad de Oriente: A Case Study of Introduction of Information Technology," Khosrow-Pour, pp. 561-567.

WEEK 15
Monday, April 19th
Wednesday, April 21st

Course Review and Term Project Presentations

WEEK 16
Monday, April 26th
Wednesday, April 28th

Term Project Presentations