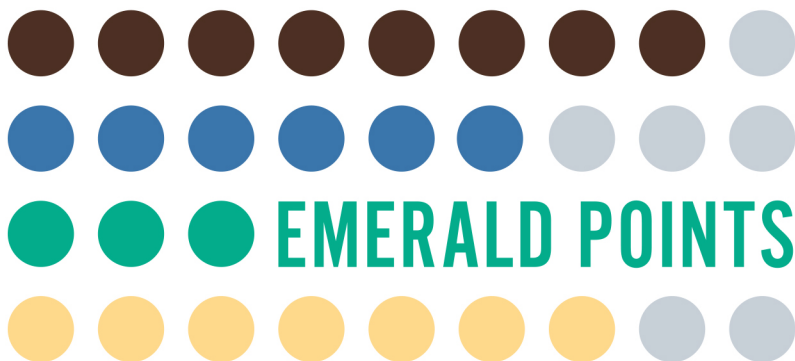


DESIGNING LOCAL e-GOVERNMENT

The Pillars of Organizational Structure

Israel Patiño Galván



DESIGNING LOCAL E-GOVERNMENT

This page intentionally left blank

DESIGNING LOCAL E-GOVERNMENT: THE PILLARS OF ORGANIZATIONAL STRUCTURE

BY

ISRAEL PATIÑO GALVÁN

Universidad La Salle Noroeste, Mexico



United Kingdom – North America – Japan – India
Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2019

Copyright © 2019 by Emerald Publishing Limited. All rights of reproduction in any form reserved

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. No responsibility is accepted for the accuracy of information contained in the text, illustrations or advertisements. The opinions expressed in these chapters are not necessarily those of the Author or the publisher.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78973-230-6 (paperback)

ISBN: 978-1-78973-227-6 (E-ISBN)

ISBN: 978-1-78973-229-0 (Epub)



Certificate Number 1985
ISO 14001

ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.



INVESTOR IN PEOPLE

The development of this work is dedicated with love and respect to Ambar Yotzin, Gloria Galván, Paula, Paco, Laura, Mary, Angel Hazel, Paquito, Fer, Esme, Yose, and Ruben.

Thanks all those who collaborated for the development of this book, which has the purposes of research dissemination.

This page intentionally left blank

CONTENTS

<i>List of Illustrations</i>	ix
<i>List of Tables</i>	xi
<i>List of Graphics</i>	xiii
<i>About the Author</i>	xv
<i>Preface</i>	xvii
Introduction	1
1. The Background of Organizational Structures	5
2. Case Study: Types of Local Government Organizational Structures in México	53
3. The Current State of Local e-Government in México and Its Relationship with Organizational Structures	67
4. Proposal of an Organizational Structure, Pillar in the Design of the Local e-Government	87
<i>References</i>	127
<i>Index</i>	135

This page intentionally left blank

LIST OF ILLUSTRATIONS

Illustration 1	Structure of Chapter One	6
Illustration 2	Components of the Organizational Structure	10
Illustration 3	Sources of Resistance	22
Illustration 4	Proposed Model of the Evolutionary Life Cycle	33
Illustration 5	Simple Organizational Structure	40
Illustration 6	Functional Organizational Structure	41
Illustration 7	Divisional Organizational Structure	42
Illustration 8	Matrix Organizational Structure	43
Illustration 9	Evolution of the Traditional Structure to the Virtual	50
Illustration 10	Characteristics of the Virtual Organization.	51
Illustration 11	Extended Characteristics of the Virtual Organization	52
Illustration 12	Structure of Chapter Two	54
Illustration 13	Structure of Chapter Three	68
Illustration 14	Structure of Chapter Four	88
Illustration 15	Organizational Structure of the Proposal	94
Illustration 16	Network Organizational Structure	95
Illustration 17	Organizational Structure of Net – Virtual	96
Illustration 18	Suggested Organizational Structure (in Evolution)	100

Illustration 19	Modification/Adaptation of the Regulatory Framework	119
Illustration 20	Identification, Action, Operation, and Implementation	120
Illustration 21	Integration of the Phases and Indicators of Electronic Government	121
Illustration 22	Incorporation of the Proposed Organizational Structure for the Deployment of Electronic Government	121

LIST OF TABLES

Table 1	Life Cycle of Companies and Their Relationship with Contingency Factors and Types of Organizational Structures	37
Table 2	Main Organizational Structures	39
Table 3	Analysis of Variables by Municipality to Determine the Selection of Samples	57
Table 4	Selection of the Sample	59
Table 5	Type of Municipal Structures	62
Table 6	Areas Identified with Information Technology or Related Functions, within the Municipal Organizational Structures	63
Table 7	Grouping of Areas with Information Technologies Functions within the Structures of Municipal Organizations	64
Table 8	Direct Reporting Areas of Information Technologies	65
Table 9	Dimensions Attended by Local Governments in Relation to Their Type of Structure	71
Table 10	Ranking of the First 10 Municipalities in the Digital Government Index in México	80
Table 11	Ranking of the Last 10 Municipalities in the Digital Government Index in México	81
Table 12	Relation and Analysis of Indicators of Households with Internet, Per Capita Income, and Economically Active Populations	84

Table 13	Profile of the Divisional Director of Information Technologies.	101
Table 14	Manager of Research Department in Services and Information Technologies	103
Table 15	Project Manager	105
Table 16	Manager of Information Technology	107
Table 17	Manager of the Department of Operation and Quality of Services and Information Technologies	109
Table 18	Manager of the Security Department in Services and Information Technologies	111

LIST OF GRAPHICS

Graphic 1	Representation of Municipal Organic Structures.	62
Graphic 2	Grouping of Areas with Information Technologies Functions within the Structures of Municipal Organizations.	64
Graphic 3	Actors Assisted by Local Governments in Relation to Their Type of Structure.	72

This page intentionally left blank

ABOUT THE AUTHOR

Israel Patiño Galván is a Professor and Researcher, and Head of Research, Development and Innovation of the Innovation Park at Universidad La Salle Noroeste, Mexico. His qualifications include Bachelor in Computing, Bachelor in Management and Administration of Small Medium Enterprise (SME), Master of Science in Public Administration, Master in Computer Systems Engineering, and PhD of Administrative Sciences. Currently a PhD Student in Computational Systems, Dr Patiño has belonged to the Technical Advisory Council, with an academic, scientific, and cultural focus related to Civil Society Organizations in Mexico. He is also Coordinator of the Technological Innovation Commission Council, and a member of research groups in administration, ethics, and Information Technology. His work is regularly published in journals, books, and at congresses. He belongs to evaluation committees of scientific, technological and innovation projects, and participates in the planning, development, and implementation of Information Technology projects applied to public and private administration.

This page intentionally left blank

PREFACE

This document contains a proposal for incorporation of an exclusive organizational structure of Information Technologies, which will collaborate in the design of e-government in the local public administration, and with it. This is achieved in a gradual way; its evolution by stages of development. This task is not isolated; it is required that the federal, state, and local regulatory framework guarantees and collaborates with its implementation and effective follow up in such a way that it is an obligation of the municipal governments are obliged to contemplate this structure, as well as its intervention in the design and strategic decision making, projected in the long term, including others period governmentally.

This contribution is not the only alternative that collaborate with the evolution of the phases and dimensions of electronic government applied to local governments. Nevertheless, it collaborates directly with its design, application, monitoring, and its evolution.