

1. Record Nr.	UNINA9910784733903321
Autore	Gentle Michael <1957->
Titolo	IT success! [[electronic resource]] : towards a new model for information technology // Michael Gentle
Pubbl/distr/stampa	Chichester ; ; Hoboken, NJ, : John Wiley & Sons, c2007
ISBN	1-281-13539-9 9786611135393 0-470-72441-2
Edizione	[1st edition]
Descrizione fisica	1 online resource (184 p.)
Disciplina	004.068/4 005.1
Soggetti	Information resources management Information technology - Management Strategic planning
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	IT SUCCESS! Towards a New Model for Information Technology; Contents; Introduction; Acknowledgements; Abbreviations; Part I Blinded by Specs; 1 In Search of Excellence the Fundamentals; The more things change, the more they stay the same; A worldwide phenomenon; How the traditional IT model started; The construction industry trap; The free lunch trap; Houses of ill repute; A business problem rather than an IT problem; IT and original sin; No sacred cows; 2 IT 101 - The Basics for Non-Specialists; The process breakdown for traditional IT activities The process breakdown for business (i.e. non-IT) activitiesThe fundamental difference between IT and non-IT activities; 'That's not my problem!' - process ownership and behaviour; 3 The Flaws of the Traditional Model; The unintended consequences of the waterfall method; In search of a pizza parlour manager; Who provides process expertise - client or vendor?; When standard client-vendor relationships are possible; When standard client-vendor relationships pose problems; Is a standard client-vendor relationship possible for IT?; The 'Statement of Requirements' (SoR) trap

A poor to non-existent pricing model; Should IT be run like a business (i.e. an ESP)?; The limits of outsourcing; Current IT organizational trends; The ultimate litmus test to determine one's business model; What model would be appropriate for IT?; Part II Building a New Business Model for IT; 4 Managing Demand; Managing demand - traditional model; Managing demand - new model; Capturing demand and identifying opportunities; Prioritizing and approving demand; Planning approved demand; Linking demand to resource capability; Approving demand based on portfolios

The missing component in Project Portfolio Management; Business cases are in the eye of the beholder; Building the IT plan and budget; Demand from a customer perspective; Shaking off the chains of the construction industry; Funding approved demand; Roles and responsibilities; 5 Managing Supply; Managing supply - traditional model; Managing supply - new model; Iterative development in practice; Why prototyping has never become mainstream; Is prototyping the answer to everything?; Project critical success factors; Maintenance - letting go of the M-word; Delivery and implementation

Service and support; 6 Monitoring Costs and Benefits; Monitoring costs and benefits for traditional IT activities; Monitoring costs and benefits for business (non-IT) activities; Monitoring costs and benefits - new model; Ownership and accountability for costs and benefits; Cost-benefit analysis during the life of a project; It is normal for costs and benefits to change!; Portfolio performance monitoring; Cost-benefit analysis after project delivery; 7 Financials; The main categories of IT costs; Ownership of IT costs for the regulation of supply and demand; Who has the final say for IT investments?

Sommario/riassunto

"Fifty years after the birth of corporate computing, IT today is still characterized by 50-70% project failure rates. Which is pretty scary when you come to think of it: either a goblin has cast a spell on a whole profession - or that profession is doing something fundamentally wrong". IT Success! challenges the widespread assumption that an IT department is like a building contractor whose project managers, architects and engineers (all construction industry terms...) are supposed to deliver systems on schedule, within budget and to spec. Michael Gentle explains why this is not
