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Livello bibliografico	Periodico
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2. Record Nr.	UNINA9910808584903321
Autore	Langer Arthur M
Titolo	Strategic IT : best practices for managers and executives / / Arthur M. Langer, Lyle Yorks
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ISBN	1-119-20510-7 1-118-62858-6 1-299-44928-X 1-118-62848-9
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Collana	CIO series
Altri autori (Persone)	YorksLyle
Disciplina	658.40380285
Soggetti	Information technology - Management Strategic planning Chief information officers
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
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Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Cover; Title Page; Copyright; Contents; Foreword; Preface; Acknowledgments; Chapter 1 The CIO Dilemma; Business Integration; Security; Data Analytics; Legal Exposure; Cost Containment; Some History; The Challenge; The New Paradigm; Consumerization of Technology; The Next Paradigm Shift; The End of Planning; The CIO in the Organizational Context; The CIO and Organizational Structure; IT's Role in Business Strategy; Ways of Evaluating IT; Executive Knowledge and Management of IT; IT: A View from the CEO; Chapter 2 IT Drivers and Supporters; Drivers and Supporters Drivers: A Closer Look from the CIO Supporters: Managing with Efficiency; IT: A Driver or a Supporter?; Technological Dynamism; Responsive Organizational Dynamism; Strategic Integration; Cultural Assimilation; IT Organization Communications with ``Others''; Movement of Traditional IT Staff; Technology Business Cycle; Feasibility; Measurement; Planning; Implementation; Evolution; Information Technology Roles and Responsibilities; Conclusion; Notes; Chapter 3 The Strategic Advocacy Mindset; What Is Strategic Advocacy?; A Political Economy Framework for Contextualizing Strategic Advocacy

Strategic Thinking: A Particular Kind of Mindset Engaging in Dialogic Processes; Reasoning through Analogies; Scenario Learning; Political Savvy as the Underpinning of Effective Strategic Advocacy; Mapping the Political Territory; Assessing the Trust/Agreement Matrix; Linking Agendas; Utilizing Currencies; Following the Credibility Path; Developing Social Capital through Networks and Coalitions; Conclusion; Notes; Chapter 4 Real-World Case Studies; BP: Dana Deasy, Global CIO; Merck & Co.: Chris Scalet, Senior Vice President and CIO; Covance: John Repko, CIO

Cushman & Wakefield: Craig Cuyar, CIO Prudential: Barbara Koster, SVP and CIO; Procter & Gamble: Filippo Passerini, Group President and CIO; Cushman & Wakefield: A View from Another Perspective; The CFO; Human Resources; Conclusion; Personal Attributes; Organization Philosophy; Chapter 5 Patterns of a Strategically Effective CIO; Personal Attributes; 1. Push Yourself Outside Your Professional Comfort Zone; 2. Communication Skills Are at the Forefront of Leadership; 3. Do Not Become Too Enamored with Politics; 4. Do Not Shy Away from Tough Decisions; 5. Get Used to Ambiguity; 6. Take Risks
7. Lead without Authority 8. The Importance of Technical Skills Diminishes as You Approach the CIO Position; 9. Have Pride of Ownership; 10. Learn to Listen; 11. Do Not Accept Mediocrity; Organization Philosophy; 1. Integration of IT Is a Fundamental Objective; 2. CIOs Must Be Knowledgeable about the Business; 3. Have a Road Map; 4. Keep Your Pulse on Costs; 5. Having a Seat at the Table Does Matter; 6. Business Comes First; 7. Expand the Role beyond Traditional IT; 8. Have the Best People; 9. Pay Attention to Big Data; 10. Align with the Business; 11. Drive Profitability; 12. Use Benchmarks
13. React to the Dynamics of the Market

Sommario/riassunto

Solid guidance for CIO's on integration of technology into business models Strategic IT Best Practices for IT Managers and Executives is an exciting new book focused on the transition currently taking place in the CIO role, which involves developing a capacity for thinking strategically and effectively engaging peers in the senior executive team. This involves changing both theirs, and often their colleagues', mindsets about technology and their role in the organization. Straightforward and clear, this book fills the need for understanding the learning processes that have shaped
