

1. Record Nr.	UNINA9910973695903321
Autore	Holtsnider Bill <1956->
Titolo	IT manager's handbook : getting your new job done / / Bill Holtsnider, Brian D. Jaffe
Pubbl/distr/stampa	New York, : Morgan Kaufman Publishers, c2006
ISBN	9786610707621 9781280707629 1280707623 9780080465746 0080465749
Edizione	[2nd ed.]
Descrizione fisica	1 online resource (626 p.)
Altri autori (Persone)	JaffeBrian D
Disciplina	004.068
Soggetti	Industrial management - Data processing Management information systems
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	Front Cover; About the Authors; Title page; Copyright Page; Table of Contents; Brief Table of Contents; Complete Table of Contents; Preface; Part One: The Business of Being an IT Manager; Chapter One: The Role of an IT Manager; 1.1 Just What Does an IT Manager Do?; Why All That Change and Flexibility Is Good; Why All That Change and Flexibility Is Bad; 1.2 Managers in General; General Definition of a Manager; Styles of Management; The Hidden Work of Management; Resentment Toward Management; Babysitting versus Managing; Politics; 1.3 The Strategic Value of the IT Department Applications Development versus Technical OperationsIT Department Goals; The Value of IT Managers; 1.4 Develop an IT Strategy; Determine Who Your Team Members Are; Determine How Important Technology Is to Your Organization; Determine Who Your Customers Are and What Their Needs Are; Keep Your Department Central to the Company's Operations; 1.5 Additional Resources; Web Sites; Books and Articles; Chapter Two: Managing Your IT Team; 2.1 Keeping Employees Focused; Establish Priorities; Communicate with Your Team; Company Mission; 2.2 Avoiding Burnout

Be as Clear as Possible About Your Real Priorities; Make Your Employees Aware of the Dangers of Burnout; Deal with the Situation; 2.3 Employee Training; Cost; Need; Employee Morale; Scheduling Demands; How Do You Know When Your Employees Need Training?; Certification; What If the Employee Takes a Training Class, and Then Uses His New-Found Skills to Find Another Job?; Non-Technical Training; Maximizing the Value of Training; 2.4 Performance Reviews; Key Areas of Evaluation; Specific Evaluation Statements; Guidelines for Reviews; Negative Reviews; Have Employees Review Themselves
""360"" Reviews; How to Conduct the Actual Review Discussion; 2.5 Additional Resources; Web Sites; Books and Articles; Chapter Three: Staffing Your IT Team; 3.1 Why IT Managers Need to Deal with Hiring People; HR Department's Role; Justifying a Hire; Start with Internal and External Referrals; Internal versus External Hires; Should You Hire a Full-time Employee or a Consultant?; 3.2 Write a Position Description; Position Descriptions versus Contracts; General Requirements; Advertising Options; 3.3 Recruiters; Finding the Right Recruiter; 3.4 Selecting Candidates; Reviewing Resumes
Telephone Screening; At What Level Should I Interview?; Narrowing Down the List; General Interview Guidelines; Prepare a List of Questions; Who Else Should Interview a Candidate?; Key Concepts for a Good Technical Interview; Rank Criteria; The Value of Certification; Education; Checking References; Common Hiring Mistakes; Offering the Correct Amount for an IT Position; 3.5 Outsourcing and Offshore Outsourcing; Offshore Outsourcing Overview; 3.6 Additional Resources; Web Sites; Books and Articles; Chapter Four: Project Management; 4.1 Projects and ""Project Management"": A Quick Overview
The Value of Project Management

Sommario/riassunto

Many technical professionals are tossed into their new position of managing an IT department without enough training or experience - let alone a clear idea of what is expected of them. Other technicians are trying to decide if they should join the ranks of management, and want the real facts about managing - and managing other technical pros - before they decide. To compound the issue, most companies have become highly dependent on their IT departments for their day-to-day business operations - often including revenue generation - so the tasks are critical and the learning curve is steep
