<<IT胜利>>

图书基本信息

书名:<<IT胜利>>

13位ISBN编号: 9780470724019

10位ISBN编号: 0470724013

出版时间:2007-10

出版时间:Oxford University Press USA

作者: Michael Gentle

页数:162

版权说明:本站所提供下载的PDF图书仅提供预览和简介,请支持正版图书。

更多资源请访问:http://www.tushu007.com



内容概要

" 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 possible, and turns conventional wisdom on its head by showing that: you cannot define an IT anything can change during the life of a project project in terms of contractual budgets and schedules He proposes a new model for IT in which the eventually delivered can never be what is actually needed traditional client/vendor relationship, with its contractual commitments, is replaced by a shared risk/reward partnership geared towards workable results over time. Using real-world examples and a case study, the author walks you through the end-to-end processes of an IT department, covering subjects like demand management, investment planning, agile development and managing production applications.



书籍目录

Introduction. Acknowledgements. Abbreviations. PART I: BLINDED BY SPECS. 1 In Search of Excellence the The more things change, the more they stay the same. Fundamentals. 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 The process breakdown for traditional IT 2 IT 101 — The Basics for Non-Specialists. sacred cows. The process breakdown for business (i.e. non-IT) activities. The fundamental difference activities. 'That's not my problem!' - process ownership and behaviour. between IT and non-IT activities. Flaws of the Traditional Model. The unintended consequences of the waterfall method. 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. Α 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 4 Managing Demand. Managing demand – traditional model. IT. Managing demand – new model. Capturing demand and identifying opportunities. Prioritizing and approving demand. **Planning** Linking demand to resource capability. Approving demand based on portfolios. approved demand. The missing component in Project Portfolio Management. Business cases are in the eye of the beholder. Shaking off the chains of the Building the IT plan and budget. Demand from a customer perspective. construction industry. Funding approved demand. Roles and responsibilities. 5 Managing Supply. Managing supply - traditional model. Managing supply - new model. Iterative development in Why prototyping has never become mainstream. Is prototyping the answer to everything? Delivery and implementation. Maintenance - letting go of the M-word. Project critical success factors. Monitoring costs and benefits for traditional IT 6 Monitoring Costs and Benefits. Service and support. Monitoring costs and benefits for business (non-IT) activities. Monitoring costs and benefits activities. Ownership and accountability for costs and benefits. Cost – benefit analysis during the new model. It is normal for costs and benefits to change! Portfolio performance monitoring. life of a project. The main categories of IT costs. Cost – benefit analysis after project delivery. 7 Financials. Ownership of IT costs for the regulation of supply and demand. Who has the final say for IT investments? Allocations vs cross-charging. Capturing costs for allocations and cross-charging. Benefits as part of Ongoing cost – benefit analysis for applications. the P&L and annual planning. Reducing application The limits of financial ROI when applied to IT. PART III: THE NEW MODEL IN lifetime costs. PRACTICE. 8 Players, Roles and Responsibilities. Players, roles and responsibilities — the business. Players, roles and responsibilities – IT. The new business – IT relationship. The changing role of the The changing role of the developer. Towards the merging of the developer and analyst business analyst. The changing role of the project manager. The changing role of the operations department. roles? The role of External Service Providers (ESPs). 9 Getting Started. What role for PMOs? The business The IT challenge. Where to start. How to start – from checklist to action plan. challenge. From the status quo to first results. From first results to asset management. The role of best-practice How consulting companies can help. How tools can help. The costs of moving to methodologies. the new model. In closing – addressing the three fundamental questions. Further reading. 10 Case The project context. Building an IT – business The business problem. Study. The company. partnership. Feasibility study and defining a solution. Kicking off the project. Building the business Product evaluation — buy or build decision. Project approach. Building a prototype. case. Timescales. One year later. Three months later. Two years later. Main lessons Results.



learnt (on the plus side). Main lessons learnt (on the minus side). Comments with respect to the new model. Reader feedback. Index.



版权说明

本站所提供下载的PDF图书仅提供预览和简介,请支持正版图书。

更多资源请访问:http://www.tushu007.com