Contents

Part I
The Effective IT Organization

1	The IT Dilemma	3
2	Sources and Causes of IT Ineffectiveness	18
3	Information Technology Costs	35

Part II
Managing the IT Department

4	The IT Organization	63
5	The IT Director	94
6	IT Direction and Standard Setting	112
7	IT Operations	151
8	Application Management	187
9	IT Human Resource Practices	220
10	Vendor Selection	257
11	Vendor Management	322

Part III
Senior Executive IT Management

12	Working with the Business	345
13	IT Budgeting and Cost Management	357
14	Effective Decision Making and Risk Management	385

15 IT Demand Management and Project Prioritization 400

16 IT Performance Measurement 432

17 IT Steering Committee 460

Appendix
IT Toolkit 477

Index 481