Chapter VIII

IT Management

INTRODUCTION

This chapter presents the main issues of IT management with special emphasis on business, IT strategies integration and on trends that are taking place in this discipline at the beginning of the 21st century.

IT AS A NEW BUSINESS FUNCTION

In the 21st century the IT function becomes the most visible business function absorbing more new employees than other functions. It is a rather new business function, which is a result of the Information Wave’s emergence in the last quarter of that century. In the 1990’s IT is recognized as a new business function, complementing such classic functions as marketing, finance, accounting, and management. This function has grown from Data Processing (1960’s to 1970’s) through an MIS department (1980’s) to a Chief Information Officer (1990’s) with IRM (Information Resource Management) staff.

Figure 8-1 depicts the IT function’s role among other business functions. It is a role of a back-office’s¹, whose mission is to optimize operations of remaining functions that are composed of back-offices, inter and intra-offices.
Figure 8-2 illustrates an organization chart of the IT function within a global firm. The chart identifies three major divisions managed by a Chief Information Officer (CIO):

- Global delivery of IT solutions to business units located in different parts of the world through computer and network centers, and user support and help desks;

- Corporate Enterprise Information Infrastructure management, composed of the integration of business and IT strategy, IT solutions quality assurance, mergers integration and IT resources, data and application architecture, EII architecture and new technology and business resumption (by
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