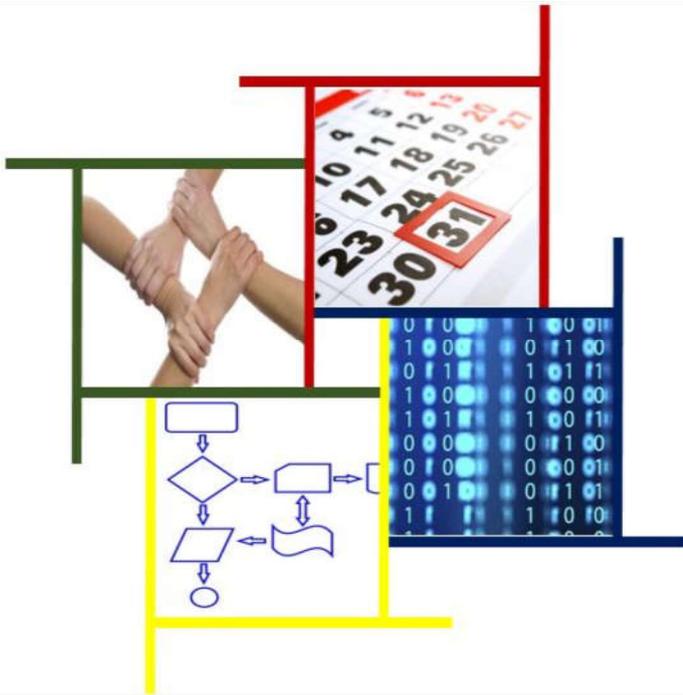


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IT Projects & IT Operations

Go Hand in Hand



Ayman Essmat

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AYMAN ESSMAT

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PREFACE

The idea for this book stemmed from the questions I frequently asked by project managers and service management practitioners working in the information technology industry. These questions centre around the difference between change, project and release management, and the value of using release management in projects. In addition, I am frequently asked whether project managers should adhere to the IT operational processes.

The most interesting question I have found is, ‘Can I deal with a project as a change?’ These questions, in addition to my experience of projects failing because of the lack of a handover process, influenced me to think about the integration model that can provide a seamless IT Operating model.

Project success is not always limited to achieving project objectives. Many projects successfully achieve their objectives and still fail. When a project objectives are not aligned with the organisation’s objectives, there can be negative impacts.

Projects can fail for many reasons, for example, the Department of Health and Human Services e-commerce project in the US, known as Obamacare, failed because of under sizing of the infrastructure, and a failure to correctly forecast performance and throughput requirements. In other words, the project failed because of a lack of understanding of the operational requirements.

This book aims to help solve the conflict between IT operations and IT projects, by providing a seamless IT

operating model, considering the various best practices that can be used in IT management.

This book will be of interest to project managers, CTOs, CIOs, IT managers, ITSM practitioners, IT specialists, IT consultants, governance practitioners, change managers, and release managers. It will help address the many dilemmas that exist between IT projects and the IT operational relationship.

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INTRODUCTION

There is no doubt that information technology is an integral part of everyday life. Technology affects almost everything we do, and without it, we would have to change almost every aspect of our lives. IT saves time, effort and money. It creates an amazing world of endless learning and makes travelling around the world effortless.

Appliances are marvels of technology. You would not want to waste time hand washing clothes when you had an automatic washing machine to do it. Moreover, you would not want to sit in a hot room when an air conditioner is capable of cooling the room perfectly. I believe that the Internet is one of the most amazing technologies. It brings the world to your fingertips, for example, from Sydney you can create a video session with your cousin in Egypt and your friend in Canada. Furthermore, the information that can be stored on a computer, smartphone, tablet, or accessed on the Internet, is infinite.

In truth, the wonders of technology will continue to support not only our personal life but also our business activities. Technology is a fundamental part of business and is relied upon for the implementation, operation, security and performance of business systems and underlying infrastructure, which impact upon all aspects of business operation.

Over the past 20 years, businesses around the world have undergone rapid change, and there has been an increase in direct transaction between organisations and their

Introduction

stakeholders. There has also been an increased focus on how technology can be used to add value to a business, and the need to effectively manage IT resources and avoid IT failures and poor performance. One of the greatest challenges faced by those trying to manage IT is the complex, technical environment of information technology. This book will attempt to help simplify the complexity involved in managing information technology, by giving a hand in solving one of the most widely experienced problems by IT managers, namely, streamlining the integration of IT projects and IT operations management.

At first glance, one could think that streamlining the integration of IT projects and IT operations management is a very complex topic. I believe it is quite simple, if we understand the basic concepts of both of them and how they interact with each other. This book will discuss the basic concepts and the relevant definitions in Chapter 1, and the demand/supply relationship between IT projects and IT operations in Chapters 2 and 3. Chapter 2 will discuss the supplying of IT project deliverables to IT operations; while Chapter 3 will discuss the IT operations demand and how this demand influences the IT projects portfolio.

Before we delve into this context, it is wise to describe, in a nutshell, the contents of each chapter.

Chapter 1: Basic concepts and definitions

This chapter covers the most common definitions and the basic concepts, so we can unify our concepts and start from the same point, speaking the same language. A simple introduction to IT management frameworks will be provided, explaining how these frameworks will contribute towards streamlining the integration of IT projects and IT operations management.

Introduction

Chapter 2: Transfer IT project deliverables to IT operations

Chapter 2 is the first wing of the demand/supply relationship of IT projects and IT operations management, explaining how, and why, IT projects should be aligned to IT operations processes. It also delves into the concept of how IT operations processes can smoothly interact with IT project management processes, providing the maximum value to business.

Chapter 3: How IT operations demands should govern IT projects

Chapter 3 is the second wing of the demand/supply relationship of IT projects and IT operations management, explaining how IT operations demands should govern the IT projects, by IT governance application.

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