

run on a new higher speed machine, it is important to understand that what it really needs is greater scalability. A distributed version of the software that allows for remote information collection and forwarding to a central manager might solve the problem. This solution would save software development resources, the cost of the new larger machine, and networking bandwidth needed to manage over a remote connection. Understanding underlying motivations can result in a better solution for everyone.

This section is going to examine goals and motivations of the people that make up the business side of the IT/Business relationship. Then it will look at the IT side. An analysis of the relationship itself follows. The IT/Business relationship is central to the reason IT Management exists. Understanding what drives the two parties in this relationship is critical. Next, the section will provide insight into the concept of Service Level Management (SLM), a formal process of negotiated objective setting between business and IT. Finally the section will discuss various factors pertaining to the structure of the IT organization and then close with a breakdown of the process of negotiations from an IT Management perspective.

The key concepts in this section are:

- Understanding why business people look at IT tools in both positive and negative ways.
- Understanding why IT people also look at IT tools in both positive and negative ways.
- Learning that IT people have personal goals that do not always match company or the IT department goals.

- Realizing that negotiation, both formal and informal, is the process of reconciling the differences among the different goals of the business, IT, and IT individuals. This is the core of the relationships among these groups.
- Learning why people tend to do a better job when they enjoy what they are doing; they tend to do a poor job when they dislike what they are doing.
- Understanding that, where possible, it is in everyone's best interest to have people doing what they want, to increase productivity.
- Learning about Service Level Management, a formal process that is worth the extra time and effort because it will build better understanding and trust between business and IT.
- Understanding the goals and motivations of business and IT has implications for how the IT organization should be structured.
- Realizing that the negotiation process can be complex; however, it is worth analyzing to help build better relationships.