INDUS
Project Manager Best Practice

A Reference Guide

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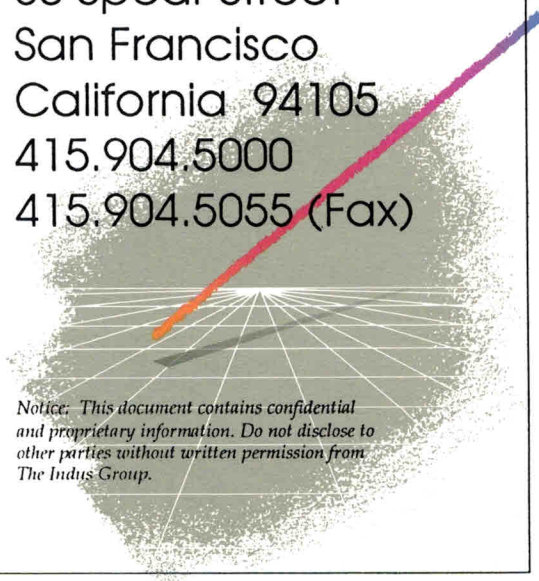and is not to be distribitued outside of
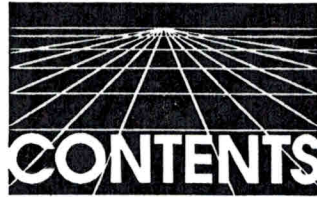INDUS.

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CONTENTS

1. Introduction

2. Project Start Up

3. Managing the Project

4. Professional Communications

5. Project Reporting

6. Project Team

7. Scope

8. The Business

Appendices

Preface

This guideline is provided to help Project Managers at INDUS with hints, samples and references that we believe represent "best practice" in the management of a project. This is NOT a "how to" manual, as we believe that doing things "by the book" will not guarantee a successful project. The Project Manager, as the leader of the project team, is responsible for a project's success and, of course, is held accountable as such. Even with the guidelines and samples contained herein, there is no substitute for using your best judgment.

This guide is organized into the various planning and management phases of a typical project, with topics correlated with the Project Manager Scorecard. All major aspects of a Project Manager's duties are addressed in some form in this guideline.

From the time someone is named a Project Manager at INDUS, we attempt to convey the company's expectation of what it means to manage a project and how the performance of this function will be judged. Even if you have performed the project management function in some other environment, you may find that the INDUS definition differs from your experience. This guideline is written in abbreviated form and you should discuss any areas that need further clarification with your Operations Manager.

Project operations are the responsibility of the assigned Project Manager. The Project Manager works with the Vice President of Operations for the geographical area in which he or she is located. All area operations are coordinated by the Executive Vice President of Operations.

❑ A Project Manager may have responsibility for more than one project.

❑ The Project Manager has primary responsibility for the day-to-day operation of the project, meeting or exceeding the Project Business Plan, and for helping to identify new sales opportunities with the relevant Customer.

❑ The Vice President of Operations has primary responsibility for following-up Customer sales opportunities and working with the Project Manager to ensure that the Customer is delighted.

❑ The Project Manager represents the first level of problem resolution on the project. As necessary, the Vice President of Operations will assist in resolving difficult issues (for example, issues involving contract terms,

presumed guarantees, etc.). If a problem cannot be resolved at these levels, the Executive Vice President of Operations or even the President may get involved.

Since this guideline is written for use by both Project Managers and Vice Presidents of Operations, instructions which may differ based on these different job titles are so noted.

The relevant reference documents are as follows:

- ❑ INDUS Orientation TIGI-040 (particularly the section on performance review)

- ❑ Software Quality Assurance Plan TIGB-130

- ❑ Application Standards TIGD-057

- ❑ Customization Process TIGI-042

- ❑ Software Migration & Configuration Control Procedure TIGB-128

- ❑ Application Development Kit TIGD-004

- ❑ System Administrator's Guide TIGB-037

- ❑ Hexagram Reference & Training Guide TIGI-039 (for Lotus)

- ❑ Customer Problem Reporting TIGB-048 (for Facility 99)

- ❑ PASSPORT Installation Guide TIGB-100

- ❑ PASSPORT Installation Instruction TIGD-077

- ❑ PASSPORT Mainframe Installation Guide TIGD-084

- ❑ Recommended Phases in an Effective Training Program TIGI-071

- ❑ Training Guidelines for Project Managers TIGI-072

Appendix B
Standard Project Plan

The Standard Project Plan that follows is designed to be both a template and a sample.

Directions are contained in single-bordered boxes. Samples are contained in double-bordered boxes.

This document is designed so that you can print off a hard copy that contains all the directions and samples. Then, you can go in and strip out all the boxes, using highlight and delete.

Using the "Replace" function, replace "(Customer)" with the name of the actual Customer.

From that point, edit the document as appropriate, according to the instructions and as relevant to the project.