

2011

ILS - Project Management Approach

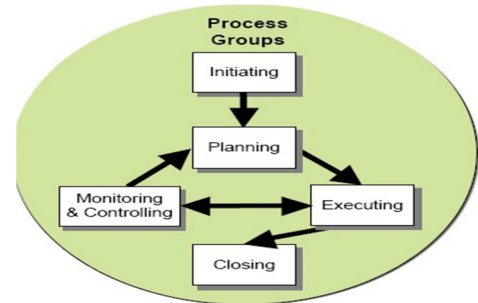
ILS - Project Management Approach

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ILS - Project Management Approach

At ILS project management methodology takes place at five stages, which are as follows:

1. Project Initiation
2. Project Planning or Development
3. Project execution
4. Project Monitoring and Controlling
5. Project Closing

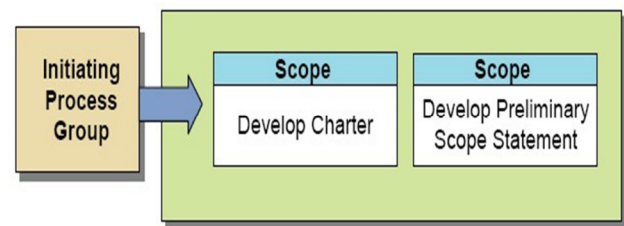


Project Initiation

The initiation processes determine the nature and scope of the project. The key project controls needed here are an understanding of the business environment and making sure that all necessary controls are incorporated into the project. Any deficiencies should be reported and a recommendation should be made to fix them.

Following Steps are performed at this stage:

- Analyzing the business needs/requirements in measurable goals.
- Reviewing of the current operations.
- Financial analysis of the costs and benefits including a budget.
- Stakeholder analysis, including users, and support personnel for the project.
- Project charter including costs, tasks, deliverables, and schedule.



Project Planning and Design

- After the initiation stage, the project is planned to an appropriate level of detail. The main purpose is to plan time, cost and resources adequately to estimate the work needed and to effectively manage risk during project execution. As with the initiation process group, a failure to adequately plan greatly reduces the project's chances of successfully accomplishing its goals.
- Following Steps are performed at this stage:
 - Determining how to plan (e.g. by level of detail or rolling wave).
 - Developing the scope statement.
 - Selecting the Project team.
 - Identifying deliverables and creating the work breakdown structure.
 - Identifying the activities needed to complete those deliverables and networking the activities in their logical sequence.
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 - Estimating the resource requirements for the activities.

- Estimating time and cost for activities.
- Developing the schedule.
- Developing the budget.
- Risk planning.
- Gaining formal approval to begin work.
- Costs, tasks, deliverables, and schedule.

Project Execution – Monitoring and Controlling

- Executing consists of the processes used to complete the work defined in the project management plan to accomplish the project's requirements.
- Following Steps are performed at this stage:
- Measuring the ongoing project activities ('where we are').
- Monitoring the project variables (cost, effort, scope, etc.) against the project management plan the project performance baseline (where we should be).
- Identify corrective actions to address issues and risks properly (How can we get on track again).
- Influencing the factors that could circumvent integrated change control so only approved changes are implemented.
- Reporting the project status to all stake holders periodically and on key milestones.



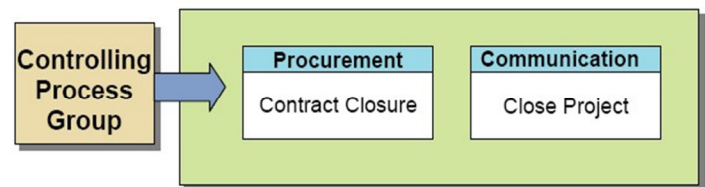
and be).

Project Closing

Closing includes the formal acceptance of the project and the ending thereof. Administrative activities include the archiving of the files and documenting lessons learned.

Following Steps are performed at this stage:

- Project close: Finalizing all activities across all of the process groups to formally close the project or a project phase.
- Contract closure: Completing and settling each contract (including the resolution of any open items) and closing each contract applicable to the project or project phase



Project Teams:

To run the project effectively, project teams are constituted as a part of ILS-Project Management approach. The project teams to be constituted for project management, their member, and roles of these teams have been discussed as follows:

Steering Committee

This committee is constituted to provide guidance on overall strategic direction, to get reviews done by senior executives and functional head of the project. Members of this committee are top leaders of the organization (s) and HOD's (As and when required). This committee plays following roles in project management:

- Reviewing progress of the project on fortnightly basis.
- Discussing problems/ bottlenecks as faced by project implementation team/ core team.

Directing functional heads who would take immediate and appropriate actions.

Project Office Team

This team is constituted to supply, support, and to provide internal consulting to ensure that project is carried out consistently and successfully in accordance with customer organization's strategies. Members of this team are project directors, functional leaders, and project managers. This committee plays following roles in project management:

- Reviewing progress of the project and giving feedback to Steering Committee.
- Coordinating with core team and discussing problems as faced by them.
- Resolving the issues.
- Giving necessary approvals from time-to-time on test reports, completion of mile-stones.
- Performing Day-to-Day project related coordination.
- Preparing, monitoring and adhering to the project plan

Project Core Team

This team is constituted to perform over all day to day implementation related activities as per the project plan and guidance from project office team. Members of this team are both from IL S side (onsite project team, off site project team) and from Customer side (full time team, onsite functional experts). This committee plays following roles in project management:

- Acting as SME (Subject Matter Expert) for respective functional area.
- Performing Requirement Gathering and Process Mapping (AS-IS TO-BE) exercise
- Performing GAP analysis.
- Monitoring progress of own functions and report progress (Written and Verbal) during core team meetings.

- Collecting and furnishing data/information from various departments/functions/institutes for the system implementation.
- Giving regular feedback to project office and steering committee.
- Managing and coordinating down-ward user education related to ERP and LMS.
- Ensuring completion of planned activities as per project plan and any unplanned activities which may come during the implementation lifecycle.

Project Communication Plan:

To obtain fruitful results there is a need to have meeting of various teams during project management life cycle. At ILS various teams meet as per following schedule during the course of the project:

Core Team Meeting

This meeting takes place on weekly basis i.e. on every Friday. The main agenda for this meeting covers detailed discussions on tasks completed in the current week and tasks to be taken up next week, highlighting of any issues / project slippages, helping items from project office / steering committee.

Project Office and Steering Committee Meeting

This meeting takes place on fortnight basis i.e. on every second and fourth Monday of the month. The main agenda for this meeting covers updating on the project, brief discussions on tasks completed in the current weeks and tasks to be taken up during next 2 weeks, highlighting of any issues / project slippages, presenting issue list and discussions on the solutions, helping items from steering committee.

High Level Project Implementation Methodology:

Following diagram depicts the high level project implementation methodology used in project management by ILS:

