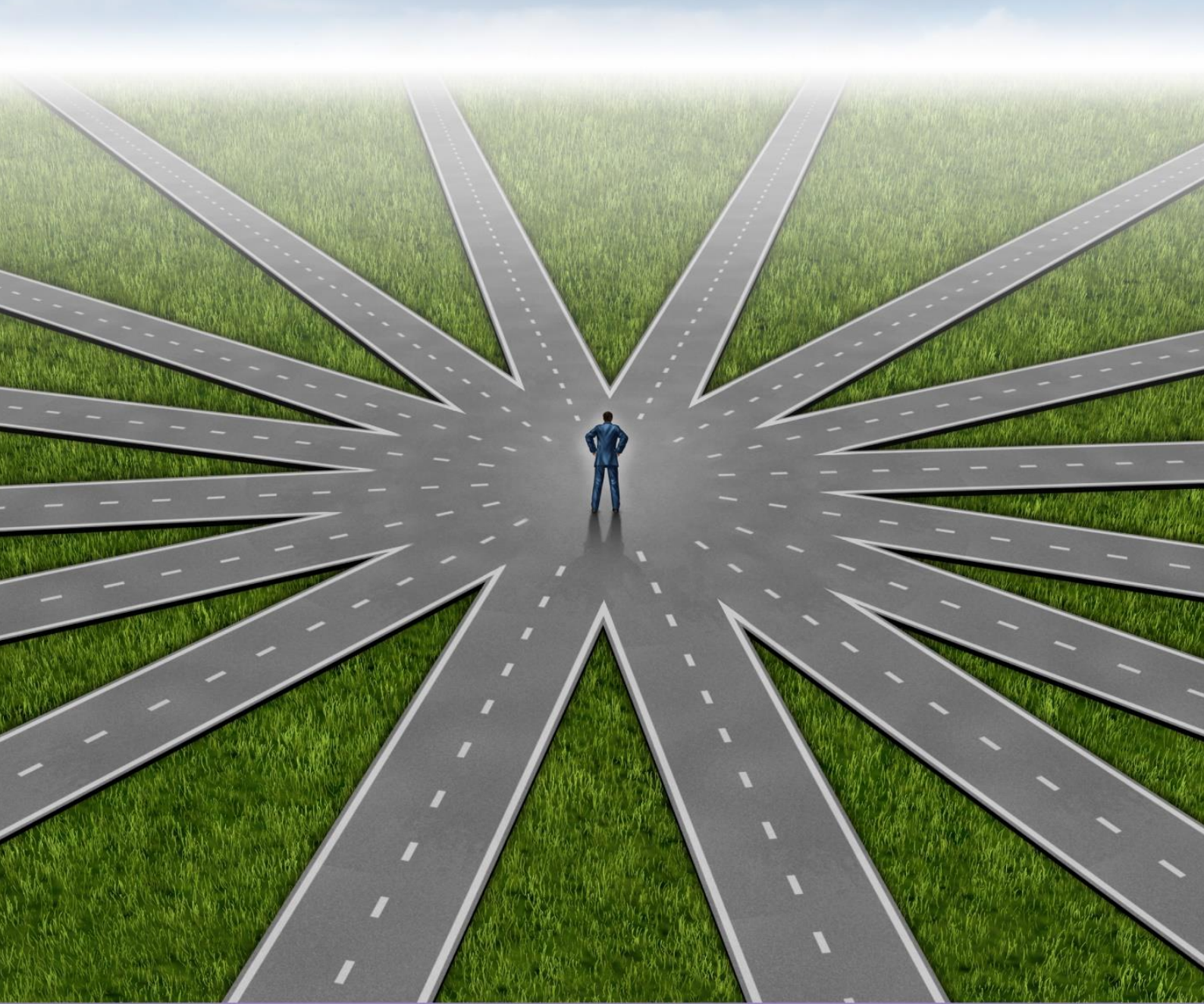


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Everyday We Build the Future



PROJECT

PROJECT MANAGEMENT GUIDE

NEOXEN MODUS METHODOLOGY

RELEASE 5.0.0

NEOXEN MODUS METHODOLOGY

RELEASE 5.0.0.1

**INTRODUCTION TO PROJECT
MANAGEMENT GUIDE**

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1 About this Document

This document summarizes the contents, principles and objectives of Neoxen® Modus Project Management Guide. Neoxen® Modus is an industry standard methodology designed for Product Development, Project Work and Quality Assurance for international software and services companies.

1.1 Intended Audience

This document is intended for project and account managers, project personnel, corporate management, partners and customers.

1.2 Organization

This document is organized as follows:

Chapter	Contents
Chapter 1	Describes the purpose of the document. It also explains the terminology and typographic conventions used in the document. A list of related documents can also be found in this chapter.
Chapter 2	Introduces and outlines the Project Management Guide.
Chapter 3	Describes the contents of the Project Management Guide.

1.3 Typographic Conventions

Convention	Description	
<i>Italics</i>	<i>Italicized</i>	Text is used to call attention to cross-references.
Bold	Note	Important notes are written in bold.

1.4 Terms and Concepts

The following abbreviations, terms and concepts are used in the document:

1.4.1 Abbreviations

Abbreviation	Meaning, definition
CMMI	Capability Maturity Model Integration
CR	Change Request
ISO	International Organization for Standardization
MSF	Microsoft Solutions Framework
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PRINCE2	Projects in Controlled Environments
RFA	Ready for Acceptance
RFP	Request for Proposal
QA	Quality Assurance
QMS	Quality Management System
SEI	Software Engineering Institute
SOW	Statement of Work
TR	Trouble Report

1.4.2 Terminology

Term, Concept	Meaning, definition
Professional Services	Professional Services is an organization that provides a suite of services ranging from high-level consulting to improve business processes to custom application development, implementation, training and support.
Neoxen® Modus	Neoxen® Modus is a Product Development, Project Work and Quality Assurance Methodology based on over a decade of software engineering expertise, best industry practices and well-acknowledged standards and guidelines listed in <i>Appendix I</i> .

1.5 Related Documentation

The following list comprises all documents referred to herein. It also lists documents, which provide with additional information about this topic:

#	Document
[1]	Introduction to General Methodology Guide
[2]	Introduction to Auditing Guide
[3]	Introduction to Development Guide
[4]	Introduction to QA and Software Testing Guide
[5]	Introduction to Support Services Guide

2 Introduction

Neoxen® Modus Methodology is based on over a decade of software engineering and consultancy expertise, best industry practices and the well-acknowledged ISO standards and guidelines listed in *Appendix I*. Neoxen® Modus is verified against other accepted industry standards, such as PMI's PMBOK, Six Sigma, PRINCE2, SEI CMMI and MSF.

2.1 Introduction to Project Management Guide

The Project Management Guide describes the standardized model for project work from the perspective of the company's project manager. It describes in detail the four main phases, approval procedures, as well as procedures and deliverables related to each phase.

Although the Project Management Guide is primarily intended for project and account managers, it is also suitable study material for all the company's representatives participating in the project work, including R&D and members of steering boards.

There are various work instructions, templates and checklists to support the Project Management Guide users. These provide detailed instructions on project planning and follow-up, meeting procedures, quality assurance measures, risk management, approval methods, etc.

2.2 Outlining

The Standish Group has unleashed with various studies that projects fail 72% of the time, and that \$78 billion is wasted each year because of systems that do not work correctly. Furthermore Paul Strassman has issued findings indicating that there is no relevant relationship between the amount US companies spend on IT and any measure of their financial results (sales, profitability, or market value of the company).

Structured systems analysis, information engineering, rapid application development, the SEI Capability Maturity Model Integration, evolutionary delivery, extreme programming, and agile modeling are some of the approaches developed to help solve this problem. However, a critical requirement for a project success is collaboration between project teams on the one hand, and the business owners who will use the resulting solution. Results delivering collaboration, in turn, is impossible without three other factors:

- Professional Project Management

- Structured Coordination
- Established Processes

The success of implementing and continuously improving Project Management processes is dependent upon all employees understanding what is being asked and the benefits to be achieved through execution. Project management education will be critical to any organization to increase the ability to successfully implement a 'world class' project management methodology. Continuing education is needed to:

- Enhance the ability of all staff to make individual contributions to projects and methodology
- Enhance the ability of groups of individuals to function as a team
- Develop employee "soft" skills - the ability to communicate effectively and sensitively while recognizing individual differences
- Develop "hard" or technical skills - such as the ability to use Microsoft Project or other project and software tools

Well-educated and professional Project Management will determine the level of a project's success. Project managers utilizing Neoxen® Modus ensure that products and services are predictably delivered on time and within budget, providing the customers with a competitive advantage in their endeavors.

2.3 Benefits of Using the Methodology

The methodology described in the Project Management Guide is applicable to projects of all sizes, using a 'light' version for small projects. The methodology presented in is used in feasibility study, change survey, specification and design projects, as well as in implementation and deployment projects. The methodology is not limited to software development and delivery projects, but may also be utilized in an applied form in any product development, hardware purchase or subcontracting projects, for example.

Each project will go through the same phases, some projects more systematically than others.

The use of the methods promotes systematization and repeatability and saves time in the long run. Some time will be spent on and must be reserved for the study of the methodology in the first project. With each of the subsequent projects, the use of the methodology will become easier and more professional.

Project managers should use this guide as a checklist from time to time, even after they have become familiar with the method.

3 Contents of the Project Management Guide

Standardizing project planning and management under the umbrella of Neoxen® Modus aims at carrying out projects as production-like repeatable processes where agreed standard methods are followed systematically in project planning, task assignments, as well as in supervising and managing work.

Project Management Guide does not describe:

- Phases (feasibility study, specification, software design and implementation), tasks or deliverables related to Software Development or Project Deliveries, which have been described in the other related Neoxen® Modus guides
- Phases related to the financial preparation or decision making, tendering and contract negotiations of projects
- Quality planning, which forms a separate and extensive theme

The Project Management Guide starts from the assumption that a contract has been signed and the project will be launched.

Furthermore, the Project Management Guide assumes that the Supplier and the Customer are from different organizations. If the project in question is internal, it is advisable to use the same methodology, but at discretion in an applied form.

Project Management Guide covers seven major areas relating to successful project management.

3.1 Project Organization

This part of the guide describes the objectives, prerequisites, responsibilities, tasks and procedures of

- Steering Board
- Assistant Team
- Project Manager
- Project Team Members
- External Project Control (Project Controller's Role)

3.2 Project Planning and Startup

This part of the guide defines the objectives and steps in project planning and startup. It contains illustrative process charts and lists the expected deliverables.

Practical tips and instructions are given in the following aspects:

- Getting Familiar with the Project
- Re-checking the Prerequisites
- Outlining
- Workload Estimates, Scheduling and Task Assignment
- Careful Planning and Iteration

3.3 Project Management and Implementation

This part of the Project Management Guide defines the objectives and steps in project management and implementation phases. It contains illustrative process charts and lists the expected deliverables.

Practical tips are given in the following aspects:

- Project Meetings as Management Tool
- Steering Board to Support the Project Manager
- Freezing a Situation Before Delivery
- How to Write a Good Status Report to the Steering Board
- How to Handle Crises
- How to Maintain Good Team Spirit

3.4 Change Request Management in a Project

This part of the Project Management Guide defines the processes in Change Request Management. It contains illustrative process charts and lists the appropriate acceptance criteria.

3.5 Approval Procedures

This part of the Project Management Guide describes the objectives, prerequisites, points and steps relating approval procedures. It contains illustrative process charts and lists the expected deliverables.

3.6 Completing the Project and Transferring the Delivery to Maintenance

This part of the Project Management Guide describes the objectives, prerequisites and steps relating project completion. It contains illustrative process charts and lists the expected deliverables.

3.7 Quality Assurance during the Project

This part of the Project Management Guide describes the relevant Quality Assurance instructions, reviews, inspection meetings and defines the following metrics:

- Operative Metrics Monitored during the Project
 - Project Metrics
 - Metrics of Change Request Management
- Strategic Metrics Collected on Project Completion
 - Financial Success
 - Project Implementation and Steering Metrics
 - Metrics of the Project Deliverable

Appendix I: ISO Compliance

Neoxen Modus Methodology conforms to following standards:

Standards and Guidelines	Purpose
ISO 9000:2000, Quality management systems - Fundamentals and vocabulary	ISO 9000:2000, Quality management systems - Fundamentals and vocabulary.
ISO 9001:2000, Quality management systems - Requirements	This is the requirement standard you use to assess your ability to meet customer and applicable regulatory requirements and thereby address customer satisfaction. It is now the only standard in the ISO 9000 family against which third-party certification can be carried.
ISO 9004:2000, Quality management systems - Guidelines for performance improvements	This guideline standard provides guidance for continual improvement of your quality management system to benefit all parties through sustained customer satisfaction.
ISO 19011, Guidelines on Quality and/or Environmental Management Systems Auditing (currently under development)	Provides you with guidelines for verifying the system's ability to achieve defined quality objectives. You can use this standard internally or for auditing your suppliers.
ISO 10005:1995, Quality management - Guidelines for quality plans	Provides guidelines to assist in the preparation, review, acceptance and revision of quality plans.
ISO 10006:1997, Quality management - Guidelines to quality in project management	Guidelines to help you ensure the quality of both the project processes and the project products.
ISO 10007:1995, Quality management - Guidelines for configuration management	Gives you guidelines to ensure that a complex product continues to function when components are changed individually.
ISO 10011-1:2002, Guidelines for quality and/or environmental management systems auditing - Part 1: Auditing	Gives you guidelines on the main requirements for auditing a quality system.
ISO 2382-1:1993, Information technology - Vocabulary - Part 1: Fundamental terms	Provides the standardized terminology.
ISO 10013:1995, Guidelines for developing quality manuals	Provides guidelines for the development, and maintenance of quality manuals, tailored to your specific needs.
ISO/TR 10014:1998, Guidelines for managing the economics of quality	Provides guidance on how to achieve economic benefits from the application of quality management.
ISO 10015:1999, Quality management - Guidelines for training	Provides guidance on the development, implementation, maintenance and improvement of strategies and systems for training that affects the quality of products.

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Organization (structure of subject matter)	[]	[]	[]	[]
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Examples, if any (useful)	[]	[]	[]	[]
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