

**A Major Project Report  
On**

**A PILOT STUDY TOWARDS UNDERSTANDING PROGRAM GOVERNANCE  
GUIDELINES FOR GLOBAL OUTSOURCING PROGRAM**

**Submitted for the award of the degree of  
Master of Business Administration (Executive)**

**By**

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**Delhi School of Management**  
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**May 2015**

## CERTIFICATE

This is to certify that the Project Report entitled “**A Pilot Study towards understanding Program Governance Guidelines for Global Outsourcing Program**” has been successfully completed by **Mr. Avnish Kumar**, Roll No. 2K13/MBA/503, student of **Master of Business Administration (Executive) Batch 2013-15** of **Delhi School of Management, Delhi Technological University** and submitted in the partial fulfillment of the requirement of 4<sup>th</sup> Semester Major Project.

This is further certified that this project work is a record of bonafide work done by him under my guidance. The matter embodied in this report has not been submitted in part or full to this or any other university as part of project work to the best of our knowledge.

.....

**Signature of Guide**

(Mr. Satish Dubey)  
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.....

**Signature of HEAD (DSM)**

(Professor Dr. P.K. Suri)  
**Head**  
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**Place:** Delhi

**Date:** 28<sup>th</sup> May, 2015

## DECLARATION

I, **AVNISH KUMAR**, Roll No. **2K13/MBA/503**, student of Master of Business Administration (Executive), 2013-15 Batch of **Delhi School of Management, Delhi Technological University**, Bawana Road, Delhi-42; declare that the Project Report titled "**A Pilot Study towards understanding Program Governance Guidelines for Global Outsourcing Program**", is submitted in the partial fulfillment of the requirement of MBA (Executive) 4<sup>th</sup> Semester Major Project, is an authenticated work carried out by me. The information and data given in the report is authentic to the best of my knowledge.

The matter embodied in this report has not been submitted in part or full to this or any other university as part of project work to the best of my knowledge.

Place: Delhi

Date: 28<sup>h</sup> May, 2015

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## **ACKNOWLEDGEMENT**

On the very outset of this Project Report, I would like to extend my sincere and heartfelt obligation towards all the personages who have helped me in this endeavor. Without their active guidance, help, cooperation, and encouragement, I would not have made headway in the project.

.....  
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## **OBJECTIVE**

This project work attempts to conduct a pilot study towards understanding Program Governance Guidelines for the Global Outsourcing Program (GOP) of 'The Business', a Global Leader in Media domain.

This work aims to enable 'The Vendor', a Global IT Services Provider and a Global Outsourcing Partner of 'The Business', to understand requirements of the Global Outsourcing Program and provides a starting point towards implementing mature practices in the future that enables proactive program governance and provides for a low-risk operating environment.

## **SCOPE OF WORK**

Considering the wide scope of the area the study is aimed at, we have limited the scope of this current study to-

- Identify and list Program Governance area-wise broad requirements to be considered for further action.
- Prioritize these identified requirements into High, Medium and Low to focus on right things at the right time, during the initial phase.
- Identify all major stakeholders to be involved in the planning and execution to meet requirements belonging to their respective work areas.



## **INTRODUCTION**

Changing business needs, increased focus on globalization and new technologies are leading to emergence of innovative engagement models, new solutions and ever increasing threats are no longer far and few in-between. This changing landscape with its new set of threats necessitates an increased focus on Proactive Governance with the objective of ensuring a safe, secure and compliant operating environment while delivering increased value at optimal costs to the Business.

## **THE BUSINESS PROFILE**

The Business is a media conglomerate that contains companies which cover countless aspects of the US Entertainment Industry, such as television network and cable channels, a film studio, a content streaming website, and a cable operator.

The Business has gone through a yearlong process of merger with the largest cable provider in the United States, 'The Corporation'. The Corporation provides cable television, Internet, and telephone service all over the United States.

On January 28, 2011, 'The Corporation' succeeded in acquiring a controlling 51% stake in 'The Business' and obtaining control over the studio conglomerate to form a new business entity. Post-merger, the new business entity is now headed by 'The Corporation' COO.

The merger stands today as one of the largest media and Communications Company in the world.

## **THE VENDOR PROFILE**

'The Vendor' is a Global Information Technology Services Provider. 'The Vendor' is providing Software Quality Assurance services to 'The Business', for quite a long time.

Post merger, 'The Vendor' is required to implement Program Governance Guidelines issued by 'The Business' under its Global Outsourcing Program (GOP). 'The Vendor' is providing QA services to 'The Business' from its Global Development Centres (GDCs) located at all major IT hubs across India.

## **PROGRAM GOVERNANCE REQUIREMENTS**

'The Business' details out following nine areas and respective requirements to successfully implement the Program Governance Guidelines-

1. Organization Process Management
2. Resource Management
3. Physical Security and Safety
4. Data Security
5. Data Classification
6. Contractual Management
7. Operations Management
8. Corporate Governance
9. Delivery Management

# **1. ORGANIZATION PROCESS MANAGEMENT**

## **1.1 Organization Governance Structure**

The purpose of this practice is to ensure accountability and appropriate authority for managing the Governance Program and achieving the desired outcome of maintaining a safe and secure operating environment.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish an organization Program Governance (PG) Team sponsored by the Organization Management.
2. Ensure that established PG Team is led by a Senior Leader.
3. Identify and staff the right people on the right roles in the PG Team.
4. Assign accountability and authority to the people selected, to enable them perform their roles.
5. Make aware these selected people of their roles and responsibilities.
6. Make 'The Vendor' Organization resources aware of the roles and responsibilities of the members within the established Program Governance Team.

## **1.2 Organization Policy & Process Definition**

The purpose of this practice is to establish and maintain well-defined operating procedures that meet the spirit of the Business requirements on Governance, are specific to the

Organization, usable by vendor users, and promotes consistency of practice across the Vendor Organization.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish and maintain a process for policy and process definition.
2. Ensure that the process clearly defines the communication protocols; publish mechanisms, orientation procedures, change management triggers and guidelines associated with revisions to existing processes.
3. Establish Standard Operating Procedures (SOPs) for all practices.
4. Deploy these SOPs across Vendor Organization.
5. Maintain these established SOPs for changes.
6. Adopt a document control to clearly indicate when a file was modified, what was modified, who modified it and who from Vendor/Business reviewed and approved it.

### **1.3 Organization Awareness and Training**

The purpose of this practice is to establish and maintain well-defined training & orientation program and plan for training that ensures all resources are trained and made aware of the Business Governance framework and their role in maintaining a safe and secure operating environment that delivers value in a cost-effective manner.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish and maintain a training policy & plan for training/orientation.
2. Develop training material.
3. Get the training material reviewed and approved before its publication.
4. Deliver training/orientation as per plan.
5. Ensure that trainings should be completed within 30 days on being deployed to Business engagement.
6. Ensure all mandatory courses should be completed before on-boarding.

#### **1.4 Organization Process Performance Measurement**

The purpose of this Practice is to establish and maintain a well -defined quantitative program that measures the effectiveness of the process design as well as the effectiveness of the implementation across the Vendor Organization, with the objective of continuously improving the process/practice and associated set of standards, guidelines, tools and resources towards maintaining a low-risk environment that consistently delivers high value at optimal cost.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Identify and discuss performance measures and objectives, with the Business.
2. Get an agreement on these identified Scorecards from the Business.
3. Perform periodic performance assessments.
4. Create Review Performance and Assessments reports and submit to the Business.

5. Review performance with Vendor Organization Steering Committee, plan and deliver on improvements.
6. Share the results with Business GOP Steering Committee after each assessment.

### **1.5 Internal Audits & Assessments**

The purpose of this Practice is to establish and maintain an internal audits & assessment practice that verifies and validates the performance of the Vendor Organization and provides early warning signals to Vendor Organization Leadership on gaps and risks due to incomplete process/practice design or inadequate rigor in implementation.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish an Internal Audits and Assessment (IAA) practice.
2. The IAA practice team shall establish an annual plan for audits & assessment with the scope, coverage and approach clearly defined for covering all Sites that are used to deliver the Business engagements.
3. Perform Internal Audits & Assessments and share results with the Business.
4. Maintain detailed documentation of IAA reports and findings for at least 3 years.
5. Any data request from the Business must be fulfilled within 5 working days or as agreed with the Business.

### **1.6 External Audits**



The purpose of this Practice is to facilitate external audits annually by the Business Certified Global Audit Firms.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Work closely with the Business Vendor Management Office (VMO) and Corporate Sourcing to ensure that all the requirements of the regulatory audit are covered.
2. Provide any data requested by the auditors within 5 working days.
3. Provide all required evidence documents to auditors as expected during the audits.

## **1.7 Incident Management**

The purpose of this Practice is to establish and enforce Incident reporting and Incident Response Planning (IR Plan) as it relates to computer & non-computer related incidents, incorporating timely detection, reporting, acknowledgement, containment, root cause analysis, and closure within the Business SLAs.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish and maintain Incident Response (IR) plan for different types of incidents.
2. Report incidents to the Business and adhere to defined SLA's.
3. Use the Business Vendor Toolset, an online tool, for reporting Incidents.

## **1.8 Risk Management**

The purpose of this Practice is to establish and maintain an integrated risk management practice that enables the Vendor Organization to become more aware of the possible threats, weaknesses or gaps in the operating environment and deal with these in a proactive manner in order to maintain a safe and secure operating environment that consistently delivers high value at optimal costs.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish a framework & process for managing risks at Vendor Organization level.
2. Manage and mitigate risks in the agreed time frame with the Business stakeholders.

## **2. RESOURCE MANAGEMENT**

### **2.1 Non-Solicitation**

The purpose of this Practice is to establish and maintain the integrity of the Master Service Agreement (MSA) in the Vendor Organization in the context of hiring or allocating resources who may have served on the Business Task Order (or) been a part of the Business.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Ensure adherence to MSA.

### **2.2 Background Check**

The purpose of this practice is to establish and maintain integrity of background check performance and clearance status for every Vendor resource associated with the Business (irrespective of their role).

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Perform background checks as per the Business guidelines on BGC.
2. Deploy only BGC cleared resources to the Business assignments.
3. Manage BGC to ensure timely deployment of resources to the Business assignments.

### **2.3 Vendor Resource On-Boarding /Off-Boarding**

The Purpose of this Practice is to enforce compliance to governance practices and procedures when resources are on-boarded, off-boarded from a project/location/the Business Vendor.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Maintain Resource Register for a minimum traceability of 3 years.
2. Manage On-boarding of Vendor Resource in an effective and risk free manner.
3. Manage Off-boarding of Vendor Resource in an effective and risk free manner.

### **2.4 SSO ID Governance**

The Purpose of this Practice is to ensure that appropriate controls are established to ensure governance and proper use of SSO ID's (Single Sign On Identification) issued to Vendor resources, in alignment to the Policy established by the Business.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Manage SSO ID Creation in accordance with the Business Processes.
2. Monitor and manage SSO ID use.
3. Ensure SSO ID are deleted and de-activated as per the defined timeline.
4. SSO IDs should be reconciled at the end of each quarter and only active resource SSO IDs must be retained.

## **2.5 Sub-contractor Management**

The purpose of this Practice is to ensure that Vendor use of sub-contractors or subcontracting (in services to the Business) even when carried out on exception basis is managed, controlled and monitored to minimize risks to the Business and Vendor.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Manage Contractual Agreement with Sub-Contractor/Sub-Contracting Organization.
2. Get the Confidentiality Agreement (NDA) signed by the Sub-Contractor before joining the engagement.
3. Manage Sub-Contractor use.
4. Manage Sub-Contracting process.

## **2.6 The Business Site Contractor Management**

The purpose of this Practice is to ensure that Vendor deployment of resources at the Business Sites is done in a controlled manner keeping in perspective the compliance risks and the business needs.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Collaborate with Business to manage Project Classification.
2. Manage Deployment & use of the Business Site Contractor resources.

3. Collaborate with Business to mitigate the Business Site Contractor risks.

## **2.7 Work Visa Management**

The purpose of this practice is to ensure that Vendor adheres to the work visa requirements of the foreign country to maintain visa regulatory compliance in servicing the Business in a foreign country, irrespective of the role of Vendor resources/sub-contractors.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Maintain integrity in obtaining correct visa type.
2. Manage work visa processing, renewal & expiry process.

## **2.8 Resource Retention Management**

The purpose of this practice to establish and maintain appropriate processes and controls in Vendor Organization to minimize risk and impact on the Business engagements due to planned or unplanned attrition of Vendor resources.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Monitor and manage retention levels at Project, Business & the Business Vendor level.
2. Must be able to provide resource level performance information whenever requested.

### **3. PHYSICAL SECURITY AND SAFETY**

#### **3.1 Environment, Health & Safety**

The purpose of this Practice is to enforce compliance to the local infrastructure norms/regulations and the Business stated Environment, Health and Safety (EHS) requirements.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish and maintain compliance to EHS requirements for all sites serving the Business (new/existing).
2. Periodically review local infrastructure norms/regulations by Vendor Compliance and Security (C&S) leader to ensure conformance.

#### **3.2 Physical Security**

The Purpose of this Practice is to ensure that appropriate controls are established and practiced in sites to safeguard the Business information and assets that may be accessible from sites.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Manage Resource security.
2. Manage access control & security at facility.
3. Manage visitor security.
4. Manage computer room security.

## 4. DATA SECURITY

The purpose of this Practice is to ensure that the Vendor should adhere to the Business Required Information Security Controls. It also ensures that the Vendor have appropriate controls & rigor in place to mitigate any risk to the Business network and data.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Take any exceptions to Access/ Amendment requests by sending an email to designated e-mail address and get approvals by the Business security teams.
2. Ensure physical security of the premises in which the Business data are processed or stored.
3. Ensure HR Security such as background checks, security clearances and appropriate training.
4. Implement a comprehensive Network Security program to include encryption to protect the Business data in transit over public and wireless segments, in addition to data at rest, in fixed and movable media, and labelled in accordance to the Business Data Classification Scheme.
5. Implement appropriate Authentication and Access controls to protect access to the Business data and resources. Among other things, controls must: a) Set an expiration period for authentication credentials and a process to validate continued access; b) Enforce password complexity rules; and c) Conduct regular testing and auditing on controls.
6. Have appropriate Incident Response Plans to promptly notify the Business when there has been a breach of the Vendors security systems. Vendors must provide the Business with a detailed description of the incident; assist the Business in any



subsequent investigation and corrective action; and remediation plans that may be needed. Incident response plans must meet service level agreements and other notification time periods set forth in the MSA.

7. Observe industry standard application security guidelines for applications hosted by the Vendor, including but not limited to hold regular reviews of application source code and the IT infrastructure for security vulnerabilities.
8. Ensure all software developed and/or maintained on behalf of the Business is free of any known security vulnerabilities.
9. Do not house the Business data on a server shared by companies other than the Vendor.
10. Maintain endpoint security through demonstrated provisioning, hardening, patching, and antivirus processes.
11. Permanently delete or return the Business data upon termination of any agreement, and as directed by the Business Governance Office.
12. Implement and maintain administrative, physical, technical and organization controls to safeguard the Business data.

## **5. DATA CLASSIFICATION**

### **5.1 Data Classification, Privacy, Confidentiality & IP Protection**

The purpose of this Practice is to formalize and enforce the practice of securing the Business data based on assigned labels of importance and sensitivity.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Classify all the Business data/information according to the Business Data classification guidelines.
2. Establish accountability to protect the Business Data.
3. Protect the Business Data/Information according to Classification.
4. Protect the Business Personal Information in accordance with Privacy Principles.
5. Manage Intellectual Property (IP) Use & Protection.

## **6. CONTRACTUAL MANAGEMENT**

### **6.1 Communication & Media Management**

The purpose of this Practice is to formalize and enforce standards of external or internal communications, use, sharing of information related to the Business relationship or Vendor Organization.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish and maintain a verification & approval protocol for sharing of information related to the Business.
2. Publish guidelines on acceptable use of the Business assets in internal and external communications.

### **6.2 Contractual Performance Reporting**

The purpose of this Practice is to formalize and enforce reporting Contractual Performance data to the Business in a timely and consistent manner in the format expected by the Business and/or as defined in the MSA.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Publish guidelines and operating procedures for every Contractual performance requirement within the Business Vendor to ensure consistency and validity of data capture, computations (if any), verification and timely reporting.

2. Inform the Business Vendor Management Office for all engagements where the vendor resources have access to personal and/or sensitive information, with resources details and any additional information required by the Business.
3. Restrict VPN access and work from home facilities for the resources.

### **6.3 Working for Competitors**

The purpose of this Practice is to formalize and enforce the guidelines for allocation of Vendor resources/sub-contractors that have worked on the Business Task Order, to a project with similar nature of work for a potential competitor of the Business.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish and maintain a process to identify, assess and treat potential conflict of interest (COI) in allocating resources to engagements other than for the Business, seek approval from the Business for potential COI cases.

## **7. OPERATIONS MANAGEMENT**

### **7.1 Site Communications Infrastructure Management**

The Purpose of this Practice is to ensure that Vendors adhere to communications infrastructure performance and availability requirements and establishes controls for proactive monitoring & remediation of infrastructure health issues before it impact the Business engagements.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Maintain equipment standards of GOLD Site.
2. Ensure redundancy.
3. Manage equipment's & network for High performance & availability.

### **7.2 Vendor Site Management**

The purpose of this practice is to ensure that Vendors operate from certified sites that are fully compliant.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Manage New Site Approvals by following a 4 stage Tollgate process (TG1 to TG4).
2. Manage Site Information.
3. Manage Site Certifications.
4. Manage Site Extensions.
5. Manage Site Surrender.

### **7.3 Assets Governance**

The purpose of this Practice is to establish controls to track, monitor and report use of all assets and to prevent violation of any Software license usage agreements, improper use of the Business supplied assets and other Vendor assets used in servicing the Business.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Manage Vendor assets to ensure appropriate use.
2. Manage use of the Business provided assets for appropriate use.
3. Document and define a process to differentiate Vendor owned, Vendor leased and the Business assets.

### **7.4 Software Governance**

The purpose of this Practice is to enforce Software governance compliance in Vendors to prevent any legal risks to the Business due to improper and unauthorized use of software.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish & manage software installation & usage.
2. Establish & maintain process for no-cost, low cost software installation use across the Business Vendor organization (inclusive of use in the Business deliverables).
3. Restrict software that can pose risk to the Business or the Business Vendor environment.

4. Document and define a process to differentiate Vendor owned and the Business Software.

## **7.5 Business Divestiture Management**

The purpose of this Practice is to ensure that appropriate controls are designed and deployed to enable a divested business to be formally separated while ensuring protection of the Business networks, IP and assets from access to others than the Business.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Plan, implement and track the separation of the divested business from the Business Vendor.
2. Provide advance notification to the Business Vendor Management Office and Corporate Sourcing.
3. Ensure adequate time for divestiture based separation planning and timely execution.

## **7.6 No PO, No Work**

The purpose of this Practice is to ensure that appropriate controls are designed and deployed at Vendor Organization to ensure that engagements are commenced with a valid Purchase Order (PO).

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish PO Management process.
2. Track all POs to be released by the Business.

## **7.7 Invoice & Outstanding Management**

The purpose of this practice is to ensure that Vendors manage their process for invoicing and outstanding collections so as to minimize invoicing errors and outstanding beyond the days specified in MSA.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish and maintain robust process to proactively manage Invoicing & Collections tracking.

## **7.8 Business Continuity Management**

The purpose of this Practice is to identify risks that can impact service continuity to the Business and have effective disaster recovery plans to maintain the continuous operation of a business/service in the event of an emergency/contingency situation.



Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Publish & Maintain up-to-date standards for Site-specific recovery.
2. Ensure validity and adequacy of Disaster Recovery (DR) Site for each of the Vendor Sites and publish the same.
3. Establish & maintain effective Business continuity & Disaster recovery plans that are current and complete.
4. Understand criticality of application being supported/project being delivered and establish & maintain Project specific BC/DR Plan.
5. Execute appropriate drills to assess effectiveness of plans and treat risks identified.
6. Execute appropriate drills to assess effectiveness of project level plan and treat risks identified.

## **7.9 Engagement Closure / Termination Management**

The purpose of this Practice is to ensure that the Business assets related to the contract being terminated/closed are treated as per the Business guidelines/agreement.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Manage Engagement Closure/Termination (includes Project level, Division Level or Engagement Level).
2. Manage Contractual Data Retention for the Business Audit Purpose.

## **8. CORPORATE GOVERNANCE**

### **8.1 Business Code of Conduct**

The Purpose of this Practice is to ensure all policies and procedures defined at an organization level are adhered by all employees and proper monitoring process is in place.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Ensure all employees sign a Business code of conduct document at the time of joining the company.
2. Ensure acceptance and adherence to Business Code of conduct.
3. Ensure full commitment from management.

### **8.2 Ethics Program**

The Purpose of this Practice is to impose standards of conduct and to compel acceptable behaviour.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Conduct ethical awareness programs for employees periodically.
2. Conduct training to all employees.
3. Ensure all employees sign a Business code of conduct document at the time of joining the company.

### **8.3 Legal and Regulatory Compliance**

The Purpose of this Practice is to define the Legal and regulatory compliance policy, to comply with all Governmental laws, rules and regulations applicable to its business operations.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. To minimize regulatory risk through full compliance for all the projects.
2. Allocate responsibilities and accountabilities for regulatory compliance to identified resources and ensure proper monitoring of the process.
3. Ensure there are controls in place to check any breach in compliance.

### **8.4 Enterprise Risk Management**

The Purpose of this Practice is to have a formal risk management practice in place.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Establish and maintain a risk management framework and process at an organization level.
2. Manage and mitigate all risks.

## **9. DELIVERY MANAGEMENT**

### **9.1 Quality Management**

The Purpose of this Practice is to ensure all employees implement the Business policies, procedures and processes to manage quality, to meet the Business requirements.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. To ensure high level of quality in process of software development and delivery of projects.
2. Ensure continuous improvement in software development and delivery.

### **9.2 Software Development and Delivery Management**

The Purpose of this Practice is to ensure that there is no vulnerability in the software systems/deliveries delivered to the Business.

Following major activities have been identified to accomplish goals of the policy, as defined by 'The Business' -

1. Adopt secure software delivery process for any deliveries made to the Business.
2. Track and report secure software delivery metrics.

## **PRIORITIZING PROGRAM GOVERNANCE REQUIREMENTS**

To understand Program Governance guidelines issued by the Business, it's important to analyse each requirement and categorize them into High, Medium, and Low priority. This would help the Vendor to prioritize requirements belonging to different PG areas and thus helping to move towards their implementation.

Following priority matrix categorizes area-wise requirements into High. Medium, and Low Priority, with the following purpose to-

- Immediately start implementation of High priority requirements. A time-based plan has to be rolled out with all stakeholders involved in the implementation.
- Start planning for Medium priority requirements during the implementation of High priority requirements stage. Include, inform and update all stakeholders involved in planning and executing the implementation of Medium priority requirements.
- Hold planning and implementation of low priority requirements till the time High priority requirements are completely met and audited once by 'The Business'.

Table 1: Prioritization of activities identified under different Program Governance Areas

Sr.	Program Governance Areas	Prioritization of requirements numbered		
		High	Medium	Low
<b>1</b>	<b>Organization Process Management</b>			
1.1	Organization Governance Structure (6)	1 to 6		
1.2	Organization Policy & Process Definition (6)	1, 2, 3, 4	5, 6	
1.3	Organization Awareness and Training (6)	1, 2, 3, 4	5, 6	
1.4	Organization Process Performance Measurement (6)	1, 2, 3, 4	5, 6	
1.5	Internal Audits & Assessments (5)	1, 2, 3, 5	4	
1.6	External Audits (3)	1 to 3		
1.7	Incident Management (3)	1 to 3		
1.8	Risk Management (2)	1, 2		
<b>2</b>	<b>Resource Management</b>			
2.1	Non-Solicitation (1)	1		
2.2	Background Check (3)	1 to 3		
2.3	Vendor Resource On-Boarding /Off-Boarding (3)	1 to 3		
2.4	SSO ID Governance (4)	1, 2, 3	4	
2.5	Sub-contractor Management (4)	1, 2	3, 4	
2.6	The Business Site Contractor Management (3)	1, 2	3	
2.7	Work Visa Management (2)	1	2	
2.8	Resource Retention Management (2)		1, 2	
<b>3</b>	<b>Physical Security and Safety</b>			
3.1	Environment, Health & Safety (2)	1, 2		
3.2	Physical Security (4)	1 to 4		
<b>4</b>	<b>Data Security (12)</b>	1 to 12		
<b>5</b>	<b>Data Classification</b>			
5.1	Data Classification, Privacy, Confidentiality & Intellectual Property (IP) Protection (5)	1 to 5		
<b>6</b>	<b>Contractual Management</b>			
6.1	Communication & Media Management (2)	1 to 2		
6.2	Contractual Performance Reporting (3)	1 to 3		
6.3	Working for Competitors (1)		1	
<b>7</b>	<b>Operations Management</b>			
7.1	Site Communications Infrastructure Management (3)	1 to 3		
<b>Sr.</b>	<b>Program Governance Areas</b>	<b>Prioritization of requirements</b>		

		numbered		
		High	Medium	Low
7.3	Assets Governance (3)	1 to 3		
7.4	Software Governance (4)	1 to 3	4	
7.5	Business Divestiture Management (3)			1 to 3
7.6	No PO, No Work (2)	1, 2		
7.7	Invoice & Outstanding Management (1)	1		
7.8	Business Continuity Management (6)	1 to 6		
7.9	Engagement Closure / Termination Management (2)		1, 2	
<b>8</b>	<b>Corporate Governance</b>			
8.1	Business Code of Conduct (3)	1 to 3		
8.2	Ethics Program (3)	1, 3	2	
8.3	Legal and Regulatory Compliance (3)	2	1	3
8.4	Enterprise Risk Management (2)	1, 2		
<b>9</b>	<b>Delivery Management</b>			
9.1	Quality Management (2)	1	2	
9.2	Software Development and Delivery Management (2)	1, 2		

## IDENTIFYING STAKEHOLDERS FOR PROGRAM GOVERNANCE AREAS

A major step towards starting implementation of the Program Governance Guidelines is the identification of stakeholders. By identifying different stakeholders for various Program Governance Areas, answers to questions like – Who is responsible to perform which activity, who should be involved in the planning process, which is the performing and approving authority for various activities required to be carried out.

Program Governance area-wise different stakeholders have been identified in the following table-

Table 2: Stakeholders identified for different Program Governance Areas

Sr.	Program Governance Areas	Stakeholders			
		IT Team	HR Team	Admin Team	TAG Team
1	Organization Process Management	Y	Y	Y	Y
2	Resource Management	Y	Y		Y
3	Physical Security and Safety		Y	Y	
4	Data Security	Y		Y	
5	Data Classification	Y	Y	Y	
6	Contractual Management	Y	Y		Y
7	Operations Management	Y		Y	
8	Corporate Governance	Y	Y		
9	Delivery Management	Y		Y	Y



## LIMITATIONS

The study has following limitations-

- Interdependency between different Program Governance Areas is not taken into consideration.
- Engagement between 'The Business' and 'The Vendor' is considered as a continuing event.
- Any changes in the Master Service Agreement (MSA) between 'The Business' and 'The Vendor' in future might change requirements based on priorities of 'The Business' and the engagement.

## **REFERENCES**

### **Web Sources**

1. Official website of the Business.

### **Personnel Sources**

1. Mr. Ritesh Srivastav, Senior Project Manager for the engagement, Vendor Organization.

### **Literature**

1. Governance Handbook issued by the Business.
2. Master Service Agreement between 'The Business' and 'The Vendor'.