

# **EY: Nittany Lion National Bank Project Document**

**Phases 1 - 5**

**Sections 1 - 11**

**Course: IST 302**

**Group: EY Team 1**

**Document Final**

## **Revision Log**

<b>Revision</b>	<b>Date</b>	<b>Explanation</b>
0	02/01/2017	Templates drafted
1	09/07/2017	The kickoff of the project and discussing the phase 1. Also planning of the documents.
2	09/09/2017	Initiation of the section 1 work.
3	09/09/2017	Continuation of section 1
4	09/12/2017	Completed

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## Executive Summary

This report evaluates how Nittany Lion National Bank can improve its business by increasing revenue and decreasing the cost. Ernst & Young Consulting will work with our consulting group in order to improve aspects of Nittany Lion National Bank (NLNB). Specifically, the new CEO, Connor Wayne, created a new slogan for the bank “Building a Sanctuary for your Future”. This new slogan will bring a new light on the Nittany Lion National Bank. Elements of NLNB are being changed but internal changes are hard for the outside to recognize. With this new slogan it helps bring attention to NLNB and prove that the bank is reliable, secure, and smooth yet again. In an effort to make these improvements, the NLNB’s systems and processes will be evaluated to promote better security. The issues with reliability will be tested with users who have experienced gaps in service, faults in the application, and overall failure to access their accounts.

## Stakeholder Register

Prepared by: Ed Quinn & Zachary Ziernicki

Date: 09/09/17

### Stakeholder names and contact information

Stakeholder Name	Contact Information		Organization	Role
	Email address	Phone number		
Connor Wayne	CWayne@nlmb.org	123-456-7891	Nittany Lion National Bank	CEO
Jane Doe	JaneD@nlmb.org	123-456-7891	Nittany Lion National Bank	CIO
John Doe	JohnD@nlmb.org	123-456-7891	Nittany Lion National Bank	CFO
Nittany Lion National Bank	banking@nlmb.org	123-456-7891	Nittany Lion National Bank	Banking
Ernst & Young Rep	Consulting@ey.com	222-333-4445	EY	Consulting

Safe guard	vendor@safeguard.net	333-222-5554	Safe Guard	Vendor
Financial Industry Now	vendor@financenow.net	311-212-5514	Financial Industry Now	Vendor
VIA	vendor@via.net	223-222-5554	VIA	Vendor
People Pay	vendor@peoplepay.net	311-111-5554	People Pay	Vendor
Web Net	vendor@web.net	443-222-5554	Web Net	Vendor
Customer(s)	N/a	N/a	Nittany Lion National Bank	Consumer(s)
Buck Eye National Bank	boooooo@OhioState.edu	123-321-6789	Buck Eye National Bank	Competitor
Nicholas Bucciarelli	ncb13@ist.psu.edu	123-321-4455	EY	Professor
Andrew Dunheimer	Andrew.Dunheimer@ey.com	123-567-8900	EY	Lead Consultant

### Stakeholder Management Strategy

Prepared by: Gordon Barchet, Marc Chapnick

Date: 9/12/17

Name	Level of Interest	Level of Influence	Potential Management Strategies

Connor Wayne	High	High	Weekly Reports, Bi-Weekly Phone Conferences, and Occasional in-person meetings
Jane Doe	High	High	Weekly Reports, Monthly Phone Conferences, and Occasional In-Person meetings
John Doe	High	High	Weekly Reports, Bi-Weekly Phone Conferences, and Occasional in-person meetings
Ernst & Young	High	High	Daily Updates, Weekly Team Leader Meetings, Weekly Team meetings
Andrew Dunheimer	High	High	Bi-Weekly Calls, Occasional Email
Ernst & Young Rep	High	High	Weekly Correspondence via Email or Call
Nicholas Bucciarelli	High	High	Twice weekly meeting, Occasional Personal In-Person meetings
Safe guard	High	Moderate	Weekly Reports and In-Person meetings
Financial Industry Now	Moderate	Low	Monthly Reports, Occasional Phone Conference
VIA	Moderate	Low	Monthly Reports, Occasional Phone Conference
People Pay	Moderate	Low	Monthly Reports, Occasional Phone Conference
Web Net	Moderate	Low	Monthly Reports, Occasional Phone Conference

### Stakeholder Communications Analysis

Stakeholders	Document Name	Document Format	Contact Person	Due
CEO	Weekly Report	Hard Copy	Connor Wayne	First of Month
CIO	Weekly Report	Hard Copy	Jane Doe	First of Month
CFO	Weekly report	Hard Copy	John Doe	First of Month
EY	Weekly Report	Hard Copy	Consulting Team	First of Month
NLNB	Monthly report	Hard Copy	Secretary	First of Month
SafeGuard	Monthly report	Hard Copy	Secretary	First of Month
Financial Industry Now	Monthly report	Hard Copy	Secretary	First of Month
VIA	Monthly report	Hard Copy	Secretary	First of Month
PeoplePay	Monthly report	Hard Copy	Secretary	First of Month
Webnet	Monthly report	Hard Copy	Secretary	First of Month
Customers	Yearly Report	News Letter	N/a	First of Month
Competitors	N/a	N/a	N/a	N/a

### Business Case

**1.0 Introduction/ Background**

The Nittany Lion National Bank is the 20th largest bank holding company in the United States. They have hired us as consultants at Ernst & Young to do a risk assessment on their bank. Our goal is to increase their security measures, increase privacy, and maximize profit.

**2.0 Business Objective**

The objective behind revising the information systems is to assist NLNB in attaining their CEO's goal of being a better and more secure banking experience. Their aim is to attract more customers with better service.

**3.0 Current Situation and Problem/Opportunity Statement**

NLNB is looking to increase security, reliability, and increase profits. We will provide NLNB the opportunity to revamp their systems with their desired characteristics.

**4.0 Critical Assumption and Constraints**

1. NLNB is not being targeted.
2. Most of their service issues are caused internally, not externally

**5.0 Analysis of Option and Recommendation**

The best way for us to address NLNB's needs is to do an analysis of their systems and then test a new system with beta users. Then analyze the cost benefit analysis of the new system.

**6.0 Preliminary Project Requirements**

1. Analysis of their current systems
2. On-site review of their current system
3. Meet with directors learn about current problems
4. Record information on what needs fixing
5. Create and Deploy new system
6. Testing the new system with beta users
7. Launch app to a select group of users.
8. Analysis of the new system

**7.0 Budget Estimate and Financial Analysis**

The initial estimate of costs for the entire project is \$2 million. This estimate comes from the aspects of the preliminary project requirements. The analysis of their current system will cost about 20% of the budget, reviewing the problems and designing a new system will cost about another 20% of the budget. Then creating deploying, and testing of the system will cost 50% of the budget. The analysis of the new system will cost 10% of the system.

**8.0 Schedule Estimate**

NLNB would like to see the project completed within six months after its commencement, and no more than one year.

**9.0 Potential Risks**

Unforeseen vulnerability during system changes. Possible data loss or corruption during systems transfer. Less application reliability and outages during project period.



**10.0 Exhibits**

N/A

**Project Charter**

Project Title: EY Project

Project Start Date: September 3rd 2017 Projected Finish Date: December 7th 2017

Budget Information: \$2 Million

Project Manager: Rotational basis

Project Objectives: Revamp NLNB IT Systems

**Main Project Success Criteria:****Approach:**

- Initiate
- Plan
- Executing
- Monitoring and Controlling
- Closing

Role	Name	Position	Contact Information
Sponsor	Connor Wayne	NLNB, CEO	connorwayne@ey.com
EY Project Mentor	Andrew Dunheimer	Digital Strategy	andrewdunheimer@ey.com
Rotational PM	Ed Quinn	EY Consultant	edquinn@ey.com
Rotational PM	Zack Ziernicki	EY Consultant	zackziernicki@ey.com
Rotational PM	Gordon Barchet	EY Consultant	gordonbarchet@ey.com
Rotational PM	Marc Chapnick	EY Consultant	marcchapnick@ey.com
Operations Director	Rich Chan	Operations	richchan@ey.com

Review Coordinator	Thomas Smith	Operations	thomassmith@ey.com
IT Director	Taylor Lindsey	Operations	taylorlindsey@ey.com

**Sign-off:**

Member Name (Print)	Contact Information	Member Signature

**Project Assumptions**

Assumption Category	Assumption	Description	If Assumption is false?
Project Security	NLNB is secure from the outside-in with its current countermeasures.	Our plan assumes that what is causing their systems to fail is due to flow issues and related to network design.	If this assumption is wrong then our approach could help NLNB, but it wouldn't resolve their current issues entirely.
Project Scope	In order to be sure EY is after a cause of system malfunctions and failures, they have to be sure they're focused on the critical details	Our plan for this project assumes that the issues lie in NLNB's network shortcomings, instead of alternatively being the vendors.	If NLNB provides a more specific scope, we can fine tune our attention to the details that would be relieve the network of its issues.

**Scope Management Plan**

The project scope management plan describes and gives several suggestions as to how the scope statement and the Work Breakdown Structure will be developed. It will verify the completion of the project deliverables and how to manage the change requests to the project scope to make sure

we stay on the timeline and budget. The scope management plan will be addressed when developing the deliverables and address any changes to the project scope.

The details of the project consists of ultimately saving money for Nittany Lion National Bank. They want to hire the most cheap consultants to come in and complete the job of organizing their website in the smoothest way in order to keep bringing in clients and allow users to proficiently use their website. In the end they want to save money, and make more money. We will bring our best efforts to the table by making sure they can obtain this.

For example, we will document the customer's needs, which in this case, being Nittany Lion National bank. We will document their needs and identify functional capabilities to be provided to them. Also, to do this we will provide a definitive basis for testing verification of the new website. We are aware that with their new slogan they need a clean new website.

The changes to the scope will be handled by understanding the vision of the Nittany Lion National Bank. We will stay true to what they have asked of us and we will stick to the requirements. To handle project requirements that are changing we will maintain a breakdown of the deliverables into specific tasks. Also, based on what our professor in IST 302 has taught us, we will try know when to say "no" when it comes to unreasonable requests. Not all of the scope changes are going to be the same so it is hard to prepare for them, but being fully equipped to respond to them with the proper project management strategies we are learning, we can do our best to respond and react to them.

### **Project Scope Statement**

Connor Wayne, the CEO of The Nittany Lion National Bank, would like to improve business by increasing revenue and decreasing cost. The NLNB just created a new slogan to help bring attention to themselves and the new internal changes that are taking place. After completion of this project, The NLNB will be more reliable, secure and smooth, therefore increasing profit and decreasing cost.

My teammates and I would like to expand on some of our biggest concerns in relation to this project. When testing the site, there is a possibility that the deployment might involve some troubleshooting techniques that could give us a problem meeting the timeline. Sometimes when deploying a new site when executing the commands to deploy the site the bash shell doesn't always load. The reasons for this can vary but could lead to some timeline issues when trying to test and deploy the new site. Also for deploying the site there will be very long lines of code that have to be just right in order for it to correctly deploy the site.

1. The Nittany Lion National Bank will provide us with their requests on what they want from us.
2. Any changes to the scope are understood to not be guaranteed able to be done.
3. The website may be down for testing purposes.
4. The review must be done and completed within 30 days of completion if desired changes are to be done.

5. The risk rating: high, medium or low will be applied in accordance with the guidelines set forth by NLNB's provided risk rating.
6. Training of the new site will take place after the review, so that someone without any knowledge on navigating the site can test it out for simplicity.
7. After project completion EY will secure all of the data collected and won't be shared.

Product related deliverables:

1. Review of the current website functionality and features
2. Requests for the new site features and functionality
3. Graphic design request for how they would like the site to look and be presented
4. The programming of the actual website
5. The testing of the new website
6. The deploying of the new website
7. The review of the new website and test for meeting the requirements and simplicity among the NLNB staff
8. Final deploy of the completed site

Project success: Our goal at EY is to build a new website for NLNB that is going to help them increase profits and decrease costs. This project upfront is going to cost a lot as we are helping them revamp their image. We will be partnered with the programmers, graphic designers, the directors, and the staff members to allow a thorough and successful project.

### **Requirements Management Plan**

The project scope management plan describes and gives many suggestions to the development of this project. Especially the scope statement and the work breakdown structure. The scope management plan addresses the integrity of completing these project deliverables and how to manage change requests. The scope management plan will be addressed when developing these deliverables and during the completion process if there are any changes to the project scope.

- Who is going to be your website support team?
- Who will conduct the security measures of the website?
- How will you process change requests?
- How will reports be written?
- How will reports be submitted?
- How will the desired functions be determined?
- How will the risk management be determined?
- How will risk management preventative measures be handled?

We will complete the review of the current website on time and in the budget. The reports on what changes in the features and graphic design will be written and sent to EY then we will respond within the allotted time on how we can make these changes happen.

The submission to the requested changes will come from the director and go through the team leader. The team leader/project manager will then assess with the team if these changes can be done within the timeline and budget.

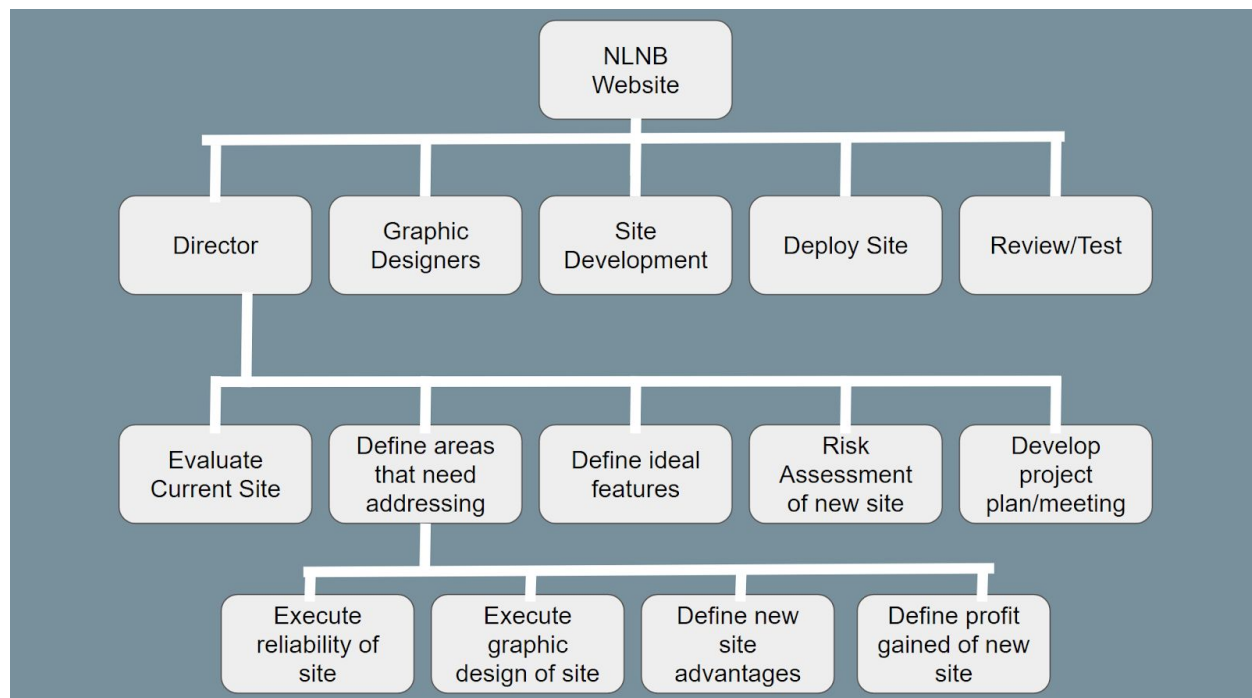
### **Requirement Identification**

- Review of current site
- Review proposed changes issued by NLNB
- Programming Site
- Testing site
- Review of site
- Deploy Site
- Review site
- Make desired changes from NLNB
- Deploy final site

### **Requirements Traceability Matrix**

Requirement	Name	Category	Source	Status
1	Review of current site	Evaluation	EY	Pending
2	Review proposed changes issued by NLNB	Assessment	EY	Pending
3	Programming Site	Workday	EY	Pending
4	Testing site	Evaluation	EY	Pending
5	Review of site	Evaluation	EY	Pending
6	Deploy Site	Workday	EY	Pending
7	Review site	Evaluation	NLNB	Pending
8	Make desired changes from NLNB	If Applicable	EY/NLNB	Pending
9	Deploy final site	Workday	EY	Pending

### **WBS - Work Breakdown Structure**



### Work Breakdown Structure Dictionary

1.1 Director - The CEO, Connor Wayne, is sponsoring this new site project. He is working with us to define the project budget and timeline.

1.1.1 The Graphic Designers - The graphic design team will be creating the new site look and feel.

1.1.2 Site Development - programming team will program the contents of the website.

1.1.2.1 Deploy Site - The development team who programmed the site will deploy the new site out onto the NLNB web server.

1.1.2.3 Review/Test - The EY staff will be testing the new site after it is completed to determine that the desired features meet their expectations and the simplicity is there without being trained on how to use the site, it navigates easily.

1.1.2.4 Evaluate Current Site - the director will evaluate the site at different stages and make sure it is following the budget and timeline.

1.1.3 Areas that need addressing - The old site will be reviewed to see what features they would like to change and add, also what they should add to the new site.

1.1.4 Ideal features - features of the site that aren't required but are highly recommended and useful .

1.1.5 Risk Assessment of new site - the EY team consists of a risk manager that will assess the potential security risks.

1.1.6 Project Plan/Meeting - The overview of the meeting members, time, and discussion topic.

1.2 Execute reliability of site - The EY team will pass over the new site to NLNB for them to test out the smoothness to see if they meet what they desired.

1.3 Graphic design of site - the overall design and layout of the website

1.4 Define new site advantages - the new site is desired to be more reliable, secure, and smooth.

1.5 Profit gained of new site - the new site will be an expensive cost upfront but will give the company a new image that will likely recruit more clients and save money because of its reliability, security, and speed.

### **Schedule Management Plan**

The schedule management plan is a procedure used to manage employees times wisely. This is used for everyone to stay organized and do everything efficiently. This plan will be used throughout the entire project. The schedule is to help keep on top of deliverables and due dates, so everyone can be up to date.

The schedule management plan generally includes:

1. Project schedule model development
2. The scheduling methodology and the scheduling tool to use when developing the project schedule model
3. Level of accuracy and units of measure
4. Control thresholds
5. Rules of performance measurement
6. Reporting formats
7. Process descriptions

<b>Activity List</b>			
<b>Project: EY project</b>			<b>Date:</b> <b>09/24/2017</b>
<b>Activity ID No</b>	<b>Activity Name</b>	<b>Description of Work</b>	<b>Responsibility</b>

1001	Review current site	This activity consists of reviewing current website. Also figuring out what needs to be added and what needs to be change from the current website	Connor Wayne has primary responsibility
1002	Setting up work area	This activity consists of ensuring electrical, telephone and network services are turned on for employees in the new work area. This activity also includes labeling and configuring cubicles per the workspace layout and ensuring all work areas are complete and serviceable.	NLNB is responsible for this activity
1003	Developing a project plan	This activity consists of developing a project plan. This includes a project manager from this team sitting down and making a plan for everyone to work together to make this project run as smoothly as possible.	CEO is responsible for this activity
1004	Programming Website	This activity consists of gather requirements from owner and users. Create website based on their needs. Review website and make sure everything is running as expensive.	EY has primary responsibility and CFO is the alternate
1005	Complete new workspace connections	This activity includes connecting all telephone services, network services and any other electrical items for employees in their new workspace.	SafeGuard is responsible for this activity

### **Gantt Chart with Milestones**

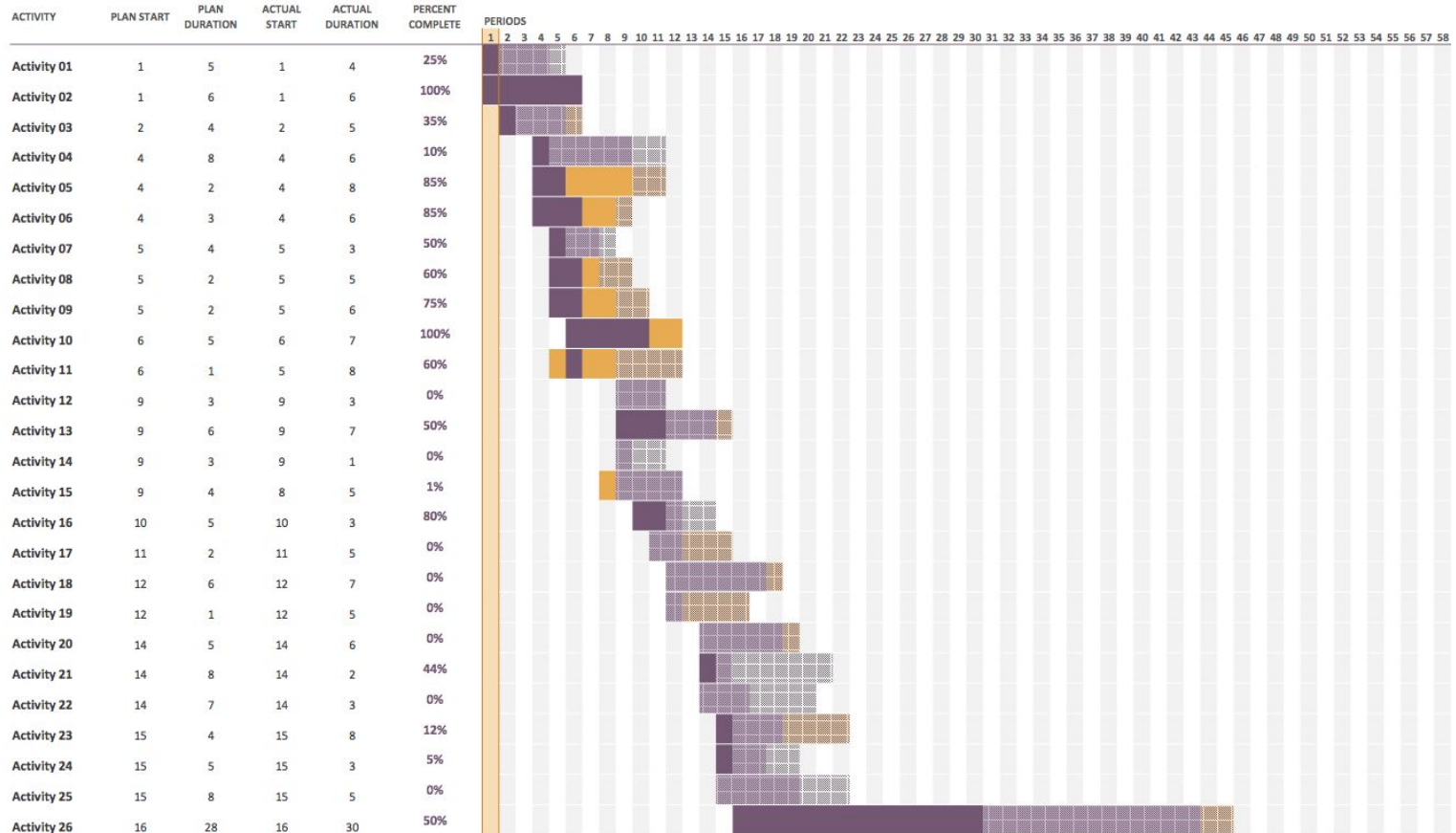


# Project Planner

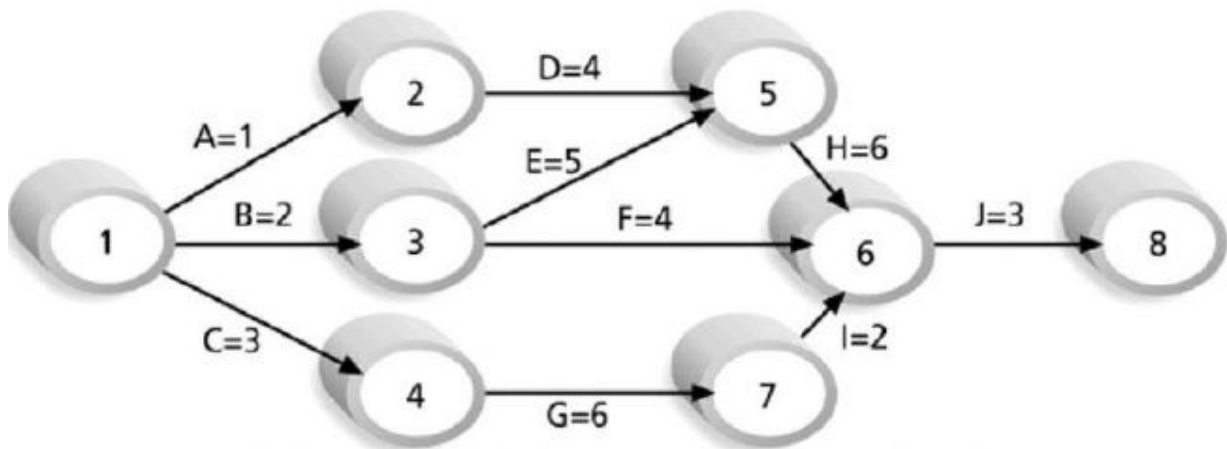
Select a period to highlight at right. A legend describing the charting follows.

Period Highlight: 1

Plan Duration Actual Start % Complete Actual (beyond plan) % Complete (beyond plan)



## Arrow-on-Arrow (AoA) Network Diagram



## 5.1 Activity Cost Management Plan

**5.1.1 Level of accuracy:** The guidelines that we have set for this project will be as accurate as possible. We will round to the nearest decimal point.

**5.1.2 Units of measure:** The costs will be measured by labor hours of those involved in the project. The cost will be estimated based on the number of labor hours employees have been working each month before the start of this project.

**5.1.3 Organizational procedures links:** The procedures will be designed to link back to the scope of the project, being that the deliverables are completed within priority order, to complete the project efficiently.

**5.1.4 Control thresholds:** A 10% variance threshold will be set for all baseline costs.

**5.1.6 Reporting formats:** The cost baseline and cost estimate will be required to be submitted to our project sponsor each week so they can oversee our progress and efforts. The documents will contain information on meeting the guidelines which will be submitted and delivered digitally to the sponsor.

## 5.2 Activity Cost Estimates

WBS Item	# Units/Hrs	Cost/Unit/Hr	Subtotals	Total	% of Total
1. Graphic Design Team				\$192,00	29%
Lead Designer	960	\$90	\$86,400		
Design Team	1920	\$55	\$105,600		
2. Site Development				\$294,000	45%
Licensed Dev Software	200	\$450	\$45,000		
Licensed Analysis Software	350	\$500	\$175,000		

Widgets	300	\$150	\$45,000		
UI and Graphic Interface Design	290	\$100	\$29,000		
3. Risk Assessment				\$82,000	13%
Team Member	320	\$100	\$32,000		
Licensed Software	100	\$500	\$50,000		
#. Reserves (15% of total budget)				\$85,200	13%
<b>TOTAL</b>				<b>\$653,200</b>	<b>100%</b>

## 6.1 Project Quality Management Plan

### 6.1.1 Functionality

The deliverables will be classified between required and optional based on the effect the task has on the project. There will be a classification in place where the tasks that are more difficult and have less of an impact on the project will be left as optional. The tasks that are more manageable to complete will be marked as required. Our sponsor will issue a consultant to set up a risk assessment chart comparing the tasks and their level of impact on the project as well as difficulty.

### 6.1.2 System outputs

One method is going to be frequent meetings that will keep the team organized and on track with the project deliverables. Next, there will be required classifiers based on functional and nonfunctional project requirements to make sure all of the objectives are possible. Lastly, there will be a document analysis which will be used to identify requirements by documentation of the project user-friendly deliverables.

### 6.1.3 Performance

Our team is a strong group of consultants that is promptly on time at attending meetings, they are hard workers, and they are smart workers. The focus groups of the consultants are divided into their strong suits as well as allowing those who have weaker abilities on certain subjects to learn from those with more knowledge.

#### 6.1.4 Reliability

Our project has a lot of accurate documentation and analysis on the NLNB that will be provided to the CEO accurately and promptly. The reliability is also backed by process modeling that helps us to gather the process that will be used to execute the project accurately.

#### 6.1.5 Maintainability

The deliverables have predetermined dates that we desire them to be completed based on priority and the need for certain ones to be completed for the next ones to be started. Specifically they will remain relevant for three weeks unless there is a need for more time, four weeks maximum. They will be kept current by doing updates on the deliverables along the way and one big update at the completion of the project to make sure everything is kept cutting-edge.

### **6.2 Change Request Form**

## Change Request Form

Project Name		Date	
Project Number		Requestor	
Project Manager		Project Owner	

Describe the Requested Change

Describe the Reason for the Request

Risk Identification/Analysis

Impact Analysis	
Work Products to be Modified	Version Number
1.	
2.	
3.	
Describe the impact of the suggested change to work that is already complete.	

Quality Impact
Additional Quality Assurance or Quality Control Activities
1.
2.
3.
Describe the impact of the change to quality assurance activities and quality control activities.

Schedule Impact			
New Deliverables Description	Effort Hours	Date Required	Impact to Other Delivery Dates
1.			
2.			
3.			
Based on the impact, state the estimated date for implementing the requested change. State the new estimated project completion date.			

Budget Impact			
New Deliverables Description	Lessen or Eliminate Other Expenses? Please describe.	Cost of New Deliverable	Total
1.			
2.			
3.			
Describe the overall impact to budget/cost.			

Decision			
<input type="checkbox"/>	Approved	<input type="checkbox"/>	Rejected
<input type="checkbox"/>	Approved with modifications	<input type="checkbox"/>	Deferred
Justifications			
Additional Comments			

\_\_\_\_\_  
Approver's Printed Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

\_\_\_\_\_  
Signature

## 6.3 Change Request Log



RISK PRIORITY MATRIX		PROBABLE IMPACT			
LIKELIHOOD		IMPACT 1	IMPACT 2	IMPACT 3	IMPACT 4
LIKELIHOOD 4	VERY LIKELY	1*4=4	2*4=8	3*4=12	4*4=16
LIKELIHOOD 3	SOMEWHAT POSSIBLE	1*3=3	2*3=6	3*3=9	4*3=12
LIKELIHOOD 2	VERY UNLIKELY	1*2=2	2*2=4	3*2=6	4*2=8
LIKELIHOOD 1	VERY RARE	1*1=1	2*1=2	3*1=3	4*1=4

low likelihood	1 to 4
medium likelihood	4 to 6
high likelihood	6 to 16

### 1.3 Develop Question Categories

1. Login Procedure
2. Security Measures
3. User Experience
4. Reliability

### 1.4 Develop Questions

1a. Does each customer have a login?

- a. Yes
- b. No

1b. How many characters long must the password be?

- a. 1-4
- b. 5-7
- c. 8-11
- d. 10-14

1c. How will customers create an account?

- a. Email
- b. Username
- c. Both



d. Neither

1d. Will accounts be able to have multiple users?

a. Yes

b. No

2a. Will customers be able to recover forgotten passwords?

a. Yes

b. No

2b. After how many failed attempts will an account be locked?

a. 1

b. 2

c. 3

d. 4

2c. How long will an account be locked?

a. 10 minutes

b. 30 minutes

c. 1 hour

d. 24 hours

2d. Is there 2-step verification?

a. Email

b. Phone

c. Both

d. Neither

3a. Is the interface easy to understand?

a. Agree

b. Somewhat Agree

c. Somewhat Disagree

d. Disagree

3b. How often do you use your bank's online services?

a. Rarely

b. Somewhat often

c. Very Often

d. Frequently

3c. Will the website receive 24/7 support?

a. Yes

b. No

3d. Will users be able to access their accounts on mobile devices?

a. Yes

b. No

c. Some Devices

4a. Are the online services readily available?

a. Agree

b. Somewhat Agree

- c. Somewhat Disagree
  - d. Disagree
- 4b. Do you feel that the bank's information is secure?
- a. Agree
  - b. Somewhat Agree
  - c. Somewhat Disagree
  - d. Disagree
- 4c. Will there be an error report function?
- a. Yes
  - b. No
- 4d. How often does the system go into maintenance?
- a. Rarely
  - b. Somewhat Often
  - c. Very Often
  - d. Frequently

**Ed Quinn**

**10/28/2017**

**Project Name: Ernst & Young Team 1**

**Nittany Lion National Bank Case Study**

**Phase 3, Parts 2 and 3**

### **Execution of Risk Management Assessment**

These are a list of risk assessment questions that are relative to the risk scoring model. This list of questions allows us to set up protocols in place for our system that get our risk impact and our risk likelihood as low as possible. Our risk matrix is as follows:

- 1a. Does each customer have a login?
  - 1. Yes, each customer has a login for their account or multiple accounts ex, checking, savings, and loans. (total score of 2 for very unlikely and low impact for login control)
- 1b. How many characters long must the password be?
  - 1. Ideally their password must be between 8-11 characters with one capital letter, one number, and one symbol. (total score of 2 for very unlikely and low impact for a login breach of a user's credentials)
- 1c. How will customers create an account?
  - 1. Customers will create an account through Email and Username. (total score of 2 for very unlikely and low impact, for utilizing email and a username for maximum verification of a user's identity)
- 1d. Will accounts be able to have multiple users?
  - 1. No. (total score of 2 for very unlikely and low impact, within our guidelines we do not allow multiple users to have access to the same account, multiple IP address login attempts will result in locking the user's account)
- 2a. Will customers be able to recover forgotten passwords?

1. Yes. (total score of 2 for very unlikely and low impact, users frequently forget passwords but with a secure recovery method in place we will do our best to verify the user's identity prior to issuing a password reset.)
- 2b. After how many failed attempts will an account be locked?
  1. 3. (total score of 2 for very unlikely and low impact, anything higher than three failed attempts results in a higher risk rating)
- 2c. How long will an account be locked?
  1. 24 hours. (total score of 2 for very unlikely and low impact, or until the user's identity is verified through our secure method of recovering their account.)
- 2d. Is there 2-step verification?
  1. Both email and phone. (total score of 2 for very unlikely and low impact, with phone and email multi step verification.)
- 3a. Is the interface easy to understand?
  1. Yes. (total score of 2 for very unlikely and low impact)
- 3b. How often do you use your bank's online services?
  1. Rarely (total score of 2 for very unlikely and low impact, the less a person logs in, the less places they log in, and the lower the risk for an account being hijacked.)
- 3c. Will the website receive 24/7 support?
  1. Yes (total score of 2 for very unlikely and low impact)
- 3d. Will users be able to access their accounts on mobile devices?
  1. Some (total score of 2 for very unlikely and low impact, phones we have tested to be secure will have the ability for mobile access.)
- 4a. Are the online services readily available?
  1. Yes (total score of 2 for very unlikely and low impact)
- 4b. Do you feel that the bank's information is secure?
  1. Yes. (total score of 2 for very unlikely and low impact, nothing can be 100% secure but it is secure to the best of our abilities).
- 4c. Will there be an error report function?
  1. Yes. (total score of 2 for very unlikely and low impact, we would like to know when our users are encountering errors so we can get it fixed as soon and efficiently as possible.)
- 4d. How often does the system go into maintenance?
  1. Somewhat Often. (total score of 2 for very unlikely and low impact, although inconvenient for users, when there is a necessary update that our development team comes up with we will do it through the night 2-4am for users to unlikely feel the impact.)

### **Identification of Target Audience to Survey**

In order to determine our target audience for the Nittany Lion National Bank Case Study we looked at a few different variables. First we went over who would want to read the document, then what the person's role would be when responding to the document, as well as which individual audiences would be motivated to achieve a particular persona of the Nittany Lion National Bank.

We went over what we wanted to measure in a target audience such as the goals we want to achieve with this audience. Specifically, what websites and magazines they read, products they purchase, and what they do in their spare time to craft questions accordingly. Then we began looking at who we wanted to survey. The crucial part is what we wanted to ask the select groups and how we will approach the surveying process. We decided to outline questions and create a survey.

After careful consideration we believe our target audience would be all people ages 18 - 35. This is the most popular age group that is looking to change banks and an age group that is still up for trying something new. A lot of folks past the age 35 are already set in their ways and content with the “if it’s not broken don’t fix it” attitude.

### **Conduction Survey with Audience**

# NLNB

1)

What is your personality type?

A shy B outgoing

2) what are your values?

A friendly B fast C safe  
D rude

3) what is your lifestyle?

A fast B slow C relaxed  
D casual and fast

4) what challenges and frustrations do you have?

A security B slowness C customer support  
D friendliness

5) how often do you withdraw from ATMs?

A often B not often

6) Do you prefer online or paper receipts?

A online B paper

7) Do you prefer phone customer support or live chat?

A phone support B live chat

8) do you prefer security, simplicity, or speed?

A security B simplicity C speed

Finish Survey

## Gathered Information

While determining our target audience we went by the quote “you can’t be all things to all people” - The Financial Brand. This is why we decided to define a slimmer target audience

and offer things that people want in the 18-35 age group. The under 18 age group is harder to work with because they typically need a parent on the account and they have to have special “teen” permissions and rules that would cost us more money. Specifically a lot of teen accounts offer overdraft protection and free withdrawal from any ATM and other things as such that are extra features we would need to include in our system that would put a strain on our scope, budget, and time constraints. So we found it healthy to say no to targeting an audience under 18 and over 35. If there are teens whose parents are with Nittany Lion National Bank and not looking for enhanced safety features then they are welcomed. The same approach goes for those over 35, if there are early adopters out there who are over 35 and wishes to do business with Nittany Lion National Bank then they are welcomed as well.

Our surveys suggested our target audience up to the age of 55 but we found that with our advanced technology even with the simplicity we are going to provide on the website, it is best to target a younger audience willing to take a chance on us becoming big. We also found that with these results we can continue the path we are on and complete the project within the scope, budget, and time constraints.

## **Risk Results**

The risk results of our risk assessment allowed us to set up protocols in our system for lowering our risk likelihood and risk impact. We summed up our risk assessment questions to be a total of two. Two meaning that the risk impact is one, and the likelihood is one. These risk impact and likelihood scores are the lowest possible scores on our risk matrix and result in our system being relatively of low risk for vulnerabilities.

In our dashboard you will see all of the materials necessary to analyze our data and the processes of our new NLNB system design. First we have a risk grid which shows how to read the probability and impact ratings given to different aspects of the system features. Next, there is the actual risk priority matrix which shows how we came up with the total, 2, of a risk impact and likelihood score. Then you will see the annual reviews, risk rating, and portfolio assessment, this chart shows how to accurately review our processes in place. This chart is of utmost importance because it shows how our data flows into each other, as this project has accumulated a lot of data that needs to be read and understood in the right order following each other. There is the percentage pie chart of the different operating systems that will be using our system. There are numerous systems that will be accessing our website and logging in so it is important to create a website that runs well on all of these operating systems as well as the latest security technology for these platforms. Lastly, there is a the overall risk rating chart. The risk rating chart shows based on the risk score calculated where it falls on a scale of low to extreme risk. Our rating of NLNB’s system falls into the low category which is an accomplishment of our success.

## **Dashboard Presentation of Findings**

### **7 Project Human Resources**

## Organizational Planning

- Identify, Document, and assign project roles, responsibilities, and reporting relationships

## Staff Acquisition

- Getting the human resources needed assigned to and working on the project

## Team Development

- Developing individual and team work ideas to enhance project performance

Organizational project planning usually happens toward the very beginning of the project to gain so prospective and direction on where to head next with the project. The results should be reviewed throughout every step of the project. Organizational planning is usually closely related to communicating in a group. If one communicates well in a group the project will most likely go more smoothly.

Staff Acquisition is usually finding the human resource assigned to and working on the project. This step the team will have to ensure that the resources available will meet the project requirements, which is usually heavily supported by HR. Team development includes enhancing the ability of team to function as a unit. Team development also entails enhancing the ability of the stakeholders to contribute as individuals.

Team Development, most of the time team development includes team building exercises. Team building is to be done frequently to keep the team strong and communicating. Everyone should be treated as an equal on the team and everyone's ideas and opinions should be accounted for. In team development, the best people should be recruited for the team, because if everyone gets along and do their work the project would run more smoothly.

## 7.1 Human Resource Plan

### Project Organizational Table/ Staffing Management Plan

**Project manager** - Responsible for overall success of the project. They are the director and coordinator of all project related necessities.

**Deputy Project Manager** - Responsible for assisting the project manager in maintaining operational status. In the event that the Project Manager is absent, the Deputy Project manager and Project Technical Lead - Responsible for maintaining and troubleshooting technical issues, ct Manager is to assume the role of the Project Manager until they return. This includes both hardware and software.

Team Members - support the project deliverables and organize a plan to complete them within them within the project guidelines and scope

S/W Subproject Manager - Director of project specifications and fine details. Their role is to assure quality to a subproject, such as graphic design or user interface.

## 7.2 Human Resource Loading

Title	Percentage of Project
Project Manager	30%
Deputy Project Manager	25%
Project Technical Lead	35%
S/W Subproject Manager	10%

Project Manager: responsible 30% of the project by managing daily tasks and resolving project issues

Deputy Project Manager: responsible for 25% of the project by assisting the lead manager in daily operations

Project Technical Lead: responsible for 35% of the project by developing the product and assessing product quality

S/W Subproject Manager: responsible for 10% of the project by performing minor fixes, specifications, and details

## 8 Project Communications

Stakeholder	Message	Communicator	Schedule	Delivery Method	Status	Comments
Who will you communicate to?	What is the topic of the message?	Who will the communication be from?	When will it happen and how often?	How will the communication be delivered?	What is the status?	Other important information
CEO (Connor Wayne)	Report Update	EY Team Member Head	Weekly	Hard Copy in Person Delivery	Update on project	Contacted the first of the month



CIO (Jane Doe)	Report Update	EY Team Member Head	Weekly	Hard Copy in Person Delivery	Update on project	Contacted the first of the month
CFO (John Doe)	Report Update	EY Team Member Head	Weekly	Hard Copy in Person Delivery	Update on project	Contacted the first of the month
EY	Report Update	EY Team Member Head	Weekly	Hard Copy in Person Delivery	Update on project	Contacted the first of the month
NLNB	Report Update	EY Team Member Head	Weekly	Hard Copy in Person Delivery	Update on project	Contacted the first of the month
Customers	Report Update	N/A	Yearly	News Letter	Update on project	N/A

### 8.1 Communications Management Plan

Communication is one of the most important concepts in project management. Yet, it is one of the most complicated processes in project management. Although, communicating messages through speech are often misconstrued. With this chart, The messages would be easier to share with one another. Ultimately making communication more simplified. This chart simplifies it to where any of the EY team members can look at the chart and know who to communicate with, on what topic, by when, and how often. Having a chart that is simple enough for any group member with no prior knowledge to contacting a project sponsor is important. This makes it more efficient allowing anyone to be able to communicate with a project sponsor and be educated on what they are communicating about.

Ed Quinn, Gordon Barchet, Marc Chapnick, Zack Ziernicki

11/12/2017

Project Name: Ernst & Young Team 1:

Nittany Lion National Bank Case Study

### 9.1 Risk Management Plan

Ranking	Risk ID	Name
1	1	Risk Tool
2	2	Impersonation
3	3	Over Budget

4	4	System Attack
5	5	Inaccurate project scope
6	6	System failure

## 9.2 Risk Register

Risk ID	Name	Description	Category	Root Cause(s)	Potential Responses	Owner	Probability	Impact
1	Risk Tool	Risk Audits	Compliance	Operations	Diagnostic Tool	NLNB	Low	High
2	Impersonation	Identity Theft or Fraudulent Account Activity	Technical Fraud	Unauthorized Access to Account	More Security	NLNB	Medium	High
3	Over Budget	Spending more than have	Financial	Misuse of funds or estimating wrong	Change the budget or ask for more money	Project Manager	Low	Medium
4	System Attack	Hacker Penetrating network	Security	Hacker trying to hack the system	Defend the system	NLNB	Medium	High
5	Inaccurate Project Scope	Not Completing tasks efficiently	Compliance	Poor Management	Fixing the management	Project Manager	Medium	Medium

6	System Failure	System or network going down	Security	Poor Security	Administration team fix	EY	Medium	High
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### 9.3 Prioritized Risk List

Risk	Probability	Impact	Priority	Actions
es project meet dget				backs
es project meet pe?				view and revise
d project stay in ie frame?				tend due date or work longer hours

or product quality				ke it up with project quality management
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efficient team members				Have a meeting and communicate the problems that the team is having
or communications				Make an HR communications table

Inefficient leader	3	5	7	Take it up with his manager
Problem between team members	4	3	8	Have a meeting and at least reassign roles
Lack of staff	4	4	9	Hire more staff

## 10 Project Procurement

Project Procurement works to achieve outsourcing in an organized manner. The goal is to access skills and tools, reduce recurrent costs, maintain a core focus, provide flexibility, and increase accountability. Project procurement planning provides a hierarchy of decision making as pertaining to obtaining outside resources. Conducting procurements looks to have advance knowledge of needed resources during the project. Controlling and closing procurements is a means to maintain traceability and accountability. Knowing all persons involved and reviewing the outcome is crucial to addressing timeline discrepancies.

### 10.1 Project Procurement Plan

Sr. No.	Job Title	Role
1	Project Manager	Overlooks the whole project
2	Deputy Project Manager	Under Project Manager
3	Project Technical lead	Sub-project team lead
4	S/W Subproject Manager	Responsible for time, quality, and budget

## 10.2 Conducting Procurements

Inputs	Techniques	Outputs
Procurement Management Plan	Bid Conferences	Selected Sellers
Procurement Document Package	Proposal Evaluations	Agreements
Source Selection Criteria	INdependent Estimates	Resource Calendars
Qualified Seller List	Procurement Negotiations	Change Requests
Seller Proposals	Advertising	Updates
Project Documents		
Teaming Agreements		
Organizational Process Assets		

## 10.3 Controlling Procurements

From:	To:	Date
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Request:

Signature of Requester:

Signature of Approval:

#### 10.4 Closing Procurements

What Worked Well:

Scope	<i>description</i>
Quality	<i>description</i>
Schedule	<i>description</i>
Cost	<i>description</i>
Other	<i>description</i>

What Can Be Improved:

Scope	<i>description</i>
Quality	<i>description</i>
Schedule	<i>description</i>
Cost	<i>description</i>
Other	<i>description</i>