

## Assignment 1 Specification

Marks allocated:	25% of the overall course mark
Submission deadline:	Sunday 27 Sep 2020 at 23:59 Melbourne time
Work mode:	Group work
What to submit:	Project Charter and Teamwork Mechanics
Who to submit:	Group leader
Where to submit:	Canvas in the Assignments section
Submission format:	Word or PDF

### **Overview:**

Projects vary in size and complexity. No matter what the characteristics of a project, all projects can be mapped to the following generic lifecycle structure:

1. Commencement,
2. Organisation & Preparation,
3. Execution, and
4. Closure.

In this assignment we will focus on the crossover between the first and second stages by developing a Project Charter based on an entirely fictitious scenario. You will take on a role of a Project Manager of a small software development company that provides sales apps for its clients. One of your clients has recently conducted a Third Party Risk Management (TPRM) review of your business and identified a number of cybersecurity and data related risks which they have deemed too high for their risk appetite.

In order to minimise or mitigate the identified risks, the client has developed a list of Recommendations and requested that you implement them in three months or risk having their contract with you terminated. Since this is one of your major clients, your executive team has decided to accept the review findings and implement all Recommendations in the specified period of time. You have been tasked with managing the project end to end and overseeing its successful delivery.

For this assignment you have been provided with a Project Charter template to follow, or you can choose to develop one of your own, however if you opt for the latter please ensure that at a minimum you capture the same information as the template. You are also required to work in a team and schedule/attend regular meetings with your team members to discuss the progression of your work. All details of your meetings must be recorded in the Teamwork Mechanics section.

Please note, you do not have to include the preparation of project artefacts (e.g., the project charter) as part of your project planning and timeline.

### **Project Charter**

The PMBOK defines the Project Charter as a 'document that formally authorises a project and documents initial requirements that satisfy the stakeholders' needs and expectations'. It is an integral part of the initial stages of the project lifecycle and serves as a focal point throughout the later stages of the project lifecycle, therefore it is important that it is carefully planned and developed.

Although typically the inputs to develop a Project Charter would include documents such as the Statement of Work, Business Case, and Contracts just to name a few, we will only leverage the scenario provided in this Specification document in order to simplify the process. You may find however that the information provided in the scenario is insufficient for your task and that you may need to do additional private research to fill in the gaps, or alternatively there is simply too much information. Oftentimes this is the case in the industry, and the aim of this exercise is to accustom you to such experiences.

### **Scenario**

*Sales Power* was established in 2011, and aims to provide off-the-shelf and bespoke sales apps to clients from various industries. It has steadily grown since its inception and currently employs 55 staff — 40 of these staff are based Australia and the rest operate out of Indonesia. The Indonesian arm of the business is responsible for the technical development of the products while the Australian staff manage and operate the business and drive sales. The c-suite chart is shown on page 7.

*Sales Power* supplies its apps to companies from various industries such as Consumer Products, Media & Entertainment, Power & Utilities, Telecommunications, and others. As previously mentioned, they offer their clients off-the-shelf apps or bespoke solutions

meaning apps that are specifically designed for a particular client. Clients purchase the app for a one-off fee, and subscribe to a service which provides them with ongoing support and maintenance of their purchased apps for a monthly or annual fee.

One of *Sales Power's* largest clients, *Teleport*, is a Telecommunications company that has purchased a bespoke solution from *Sales Power* to assist its agents (who are also provided by a third party called *Field Agents 'R' Us*) in their door knocking campaigns. *Field Agents 'R' Us* staff will go on door knocking campaigns to residential addresses and try to sell *Teleport's* services (e.g., phone and internet packages). If they are successful, they then record the new customer's details using *Sales Power's* iPad app.

In the wake of the new data regulations being introduced (e.g., EU's GDPR), and news of countless customer data breaches around the world, *Teleport* has decided to follow suit with the rest of its competitors and conduct TPRM reviews of all its vendors, including *Sales Power*. Their review of *Sales Power* uncovered a number of risks in *Sales Power's* systems and operations which *Teleport* deemed to be too high for their organisation's risk appetite, and as such they have requested that *Sales Power* implement a number of Recommendations to minimise or mitigate the identified risks. An excerpt of the review report is shown below:

ID	Risk	Recommendation
1	There is currently no documented cybersecurity training and awareness programme for <i>Sales Power</i> staff.	Develop a comprehensive information security awareness training programme, including associated documentation (e.g., policies, procedures, training calendars, etc.).
2	<i>Sales Power</i> does not have a formal Business Continuity (BC) or Disaster Recovery (DR) systems in place.	Develop a formal Business Continuity Management (BCM) system that establishes, implements, operates, monitors, reviews, maintains and improves BC and DR.
3	Privacy obligations are not well understood and communicated inside <i>Sales Power</i> . There is no documented process or guidance on how to collect,	Identify privacy requirements and uplift privacy framework. Consider establishing a Chief Privacy Officer role.

ID	Risk	Recommendation
	use, store and disseminate Personally Identifiable Information (PII).	
4	There is no defined, intelligence-lead approach to vulnerability identification, detection and remediation.	Perform regular red-teaming exercises and uplift vulnerability remediation process.
5	Third party vendors are not assessed to identify risks associated with them, and determine compensating controls.	Develop a TPRM programme that identifies and assesses cybersecurity risks associated with new and existing vendors.

### **Task**

*Sales Power's* executive team has carefully considered *Teleport's* review report and decided that implementing all of *Teleport's* Recommendations would be an investment for the future as it would lift *Sales Power's* Information Security capability and ultimately benefit all its current and future clients. The PMO has secured \$450,000 in funds for this project and engaged an external consulting agency, *Nippon Solutions*, to assist with the implementation of all Recommendations. The budget does not allow for ongoing costs (e.g., subscriptions). Your available resources and their associated costs are as follows (note that you can engage multiple resources of the same type if you wish, such as more than one Consultant):

- Consultant @ \$30,000/month;
- Senior Consultant @ \$45,000/month;
- BCM Specialist @ \$30,000/month; and
- Project Manager (i.e., you) @ \$6,500/month.

Consultants are skilled in developing policies and training materials. Senior Consultants are highly experienced cybersecurity professionals with a firm grasp of all cybersecurity domains, as well as Australian Privacy Principles (APPs).

You are required to complete the project in no more than three months and there is no more money in the budget if you overspend. You should ensure that there is enough slack in your time and resource planning to cover any unforeseen risks. The CEO of the company, Danièle Delorme, has asked for visibility of the project progress through regular weekly reporting to her and the rest of the c-suite. If this project is not completed in the allocated time, *Teleport* has indicated that it will cease to do business with *Sales Power* which would

likely result in significant financial loss and reputational damage, not to mention any hope of you getting a promotion any time soon.

### **Marking Guide**

#### *Project Charter:*

Executive Summary:	2 %
Introduction:	2 %
Project Organisation:	3 %
Budget Estimate:	3 %
Schedule and Responsibilities:	4 %
Assumptions and Risks:	4 %
Project Evaluation:	3 %
Appendices, writing style & report elegance:	2 %

#### *Teamwork:*

Teamwork Mechanics (at least 4 meetings):	2 %
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	25 %

### **Further guidance**

Meredith et al (10th edition) contains useful information about the project charter on page 192. The course notes and references available on Canvas will also be useful. If you have any questions please post them on the Assignment 1 Discussion Board on Canvas.

### **Group issues**

It is expected that all team members will be available and engaged for the duration of this assessment and provide equal input. Students who do not contribute an equal amount of work will risk getting reduced marks (or zero if no contribution was made at all). The information provided in the Teamwork Mechanics section may be used to determine how many marks each student in the team receives.

### **Late submissions**

A penalty of 10% per day of the total marks will be applied for each late day, including weekends and public holidays. After five days, you will receive zero marks for the whole

assignment. Extension requests for up to 7 days should be made to the Course Instructor, Nebojsa Pajkic via email: [nebojsa.pajkic@rmit.edu.au](mailto:nebojsa.pajkic@rmit.edu.au). Visit <https://www.rmit.edu.au/students/student-essentials/assessment-and-exams/assessment/extensions-of-time-for-submission-of-assessable-work> for information about extension requests for 7 days or more.

## **Plagiarism**

You are expected to follow the University guidelines in terms of academic integrity and not plagiarise. Plagiarism includes but is not limited to:

- Submitting text and/or other material that is not your own and without referencing;
- Allowing others to copy your work;
- Posting assignment questions (in full or partial) on external forums;
- Engaging someone else to do the work on your behalf; and
- Copying work from students from previous semesters.

We will use Turnitin software to check all assignments for plagiarism. When you submit your assignment, you will receive a similarity score. *Please ensure that your similarity score is less than 20%, otherwise a penalty will apply.*

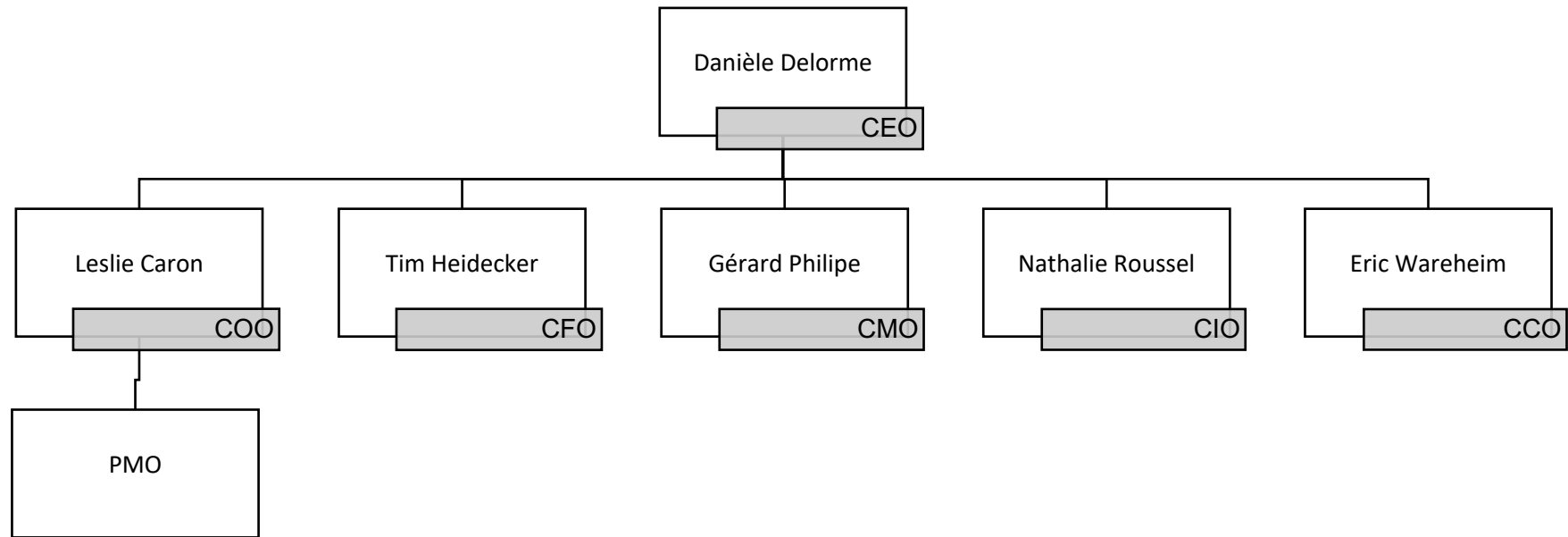
More information about plagiarism can be found here:

<https://www.rmit.edu.au/students/student-essentials/rights-and-responsibilities/academic-integrity>

Plagiarism can lead to disciplinary action which may include:

- A meeting with the Head of School and a score of zero for the assignment,
- A permanent record of copying in your personal University records, and/or
- Expulsion from the University in some severe cases.

Remember that we are marking your own work, and not someone else's, so use external sources at discretion (i.e., not a lot, and try to paraphrase as much as possible), and take care to reference them appropriately. *Penalties will apply for suspected cases of plagiarism. There are no exceptions and no excuses.*



*Figure 1 – Sales Power's C-Suite Chart*

CEO = Chief Executive Officer  
COO = Chief Operating Officer  
CFO = Chief Financial Officer  
CMO = Chief Marketing Officer  
CIO = Chief Information Officer  
CCO = Chief Customer Officer  
PMO = Project Management Office