



# Merrill Lynch connect past & future technology

Project

One would ask why Merrill Lynch decided to copy data from its mainframe to other platforms for customers to view their transaction; data that had errors and data was obsolete the moment it was copied from the mainframe, as real-time data is constantly stored in or sent to the mainframe.

Tano-Consultants  
7/1/2020



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## Introduction to the case study

### Introduction to the case study

For Merrill Lynch to remain competitive in our ever-rising technological world: it had to modernise its Information Technology infrastructure, according to The Economist (2001) most of its competitors had already modernised their IT infrastructure and were using Web service applications. Web service application is described by Manes (2003) as an application that provides Web application Programming Interface (API) which exposes the functionality of an application within Merrill Lynch IT infrastructure to other applications.

Merrill Lynch's present information technology infrastructure uses IBM mainframe, which is considered to be largest in the world, it runs over 23,000 programs daily to process customers' accounts and stock trading, covering over 80 millions transactions daily (Merrill Lynch, 2011)

The case study further explores how Merrill Lynch invested in its information technology infrastructure to remain competitive. The first task was to analyse its current system and design or purchase vendor software that would allow customers access to their portfolios and the right tools to work with them, without compromising the operations of its IBM mainframe in any respect, hence compatibility and security were considered during this analysis (Duvall, 2007)

The infrastructure team considered buying a software, would be easier than developing one, in this aspect, Merrill Lynch was trying to cut cost and remain competitive, most of the software considered did not meet the requirements of the project team, the use of SOA platforms meant Merrill Lynch would spend a further year to adapt to SOA platforms.

### Buying software from vendors was discarded for the following reasons:

- ❖ Compatibility issues
- ❖ Unfamiliar platforms
- ❖ New programming tools
- ❖ In experienced programmers to use new tools
- ❖ The cost of retraining users to cost over \$80 million
- ❖ The cost of buying new workstations

The big question was how Merrill Lynch could acquire an application while leveraging the processing power and wealth of its IBM mainframe. Merrill Lynch decided to approach the situation unconventionally by constructing a Web development platform and extend the capabilities of its legacy mainframe system, but this plan was put aside due to cost. The team avoided the cost of building a new infrastructure by copying data stored in its mainframe installation into the following database platforms

### Database platforms:

- ❖ Oracle
- ❖ Sybase

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## ❖ Microsoft SQL.

An idea, which did not last long, as it was slowing down business processes, as copied data became obsolete, clients had to wait 24hrs to see an update of their transactions and account balance. During this period, files were being corrupted due to disk error and space issues and it was time consuming, waste of resources as accurate data are always residing on the mainframe. Many clients could have left Merrill Lynch or decided to invest with competitors who had real-time processing infrastructure using Web service application (Manes, 2003)

Merrill lynch had to go back to the drawing board and come up with a business process strategy, Merrill Lynch embarked on a project, that would expose programs stored in its mainframe computers to its customers and advisors. After various consultations with key customers and advisors and the result of the consultations were, the project had to develop an application that would give clients direct access to their portfolios in real time mode, as most of its clients were trading with Merrill Lynch's competitors who were using Web service applications (Rangan & Bell, 2000)

## **How did they come about this breakthrough to remain competitive?**

Merrill Lynch built an information technology infrastructure (web services) using an application that describes data for other applications that are equipped with XML tags to interpret XML (Hagel III & Brown 2001). In addition, the use of SOAP which makes it possible for different software application on different platforms to communicate with each other(Snell *et al*,2001), hence the in-house tool known as X4ML could communicate with Merrill Lynch's IBM mainframe, without using additional layer of middleware which could minimise simplicity and speed (Manes,2003). The project team installed/implemented a past technology application directly onto the mainframe, this strategy reduced cost and other issues during translation, which promised better performance. The software programme which is rarely used in today's technological world, developed in the 1950s, also known as Assembly Language. The entire project lasted for three years and nearly \$1 billion was earmarked to develop and lunch X4ML (Manes,2003).The use of Assembly Language software and avoiding the use of a layer of middleware ... aspect of the project was very important, when it comes to security, reliability, availability and performance by extending the capability of its legacy mainframe systems.

## **S.W.O.T Analysis of Merrill Lynch.**

From the introduction one can agree that Merrill lynch had issues whilst trying to modernizing its IT infrastructure, these issues would be analysed by the team using an analysis tool known as SWOT analysis. Clow and Stevens (2009) describes SWOT analysis tool as a tool that helps identify the Strengths, Weaknesses, Opportunities, and Threats of an organization.

By definition, Strengths (S) and Weaknesses (W) are considered internal factors over which Merrill Lynch has some measure of control. Also, by definition, Opportunities (O) and Threats (T) are considered to be external factors over which Merrill Lynch have essentially no control (Clow and Stevens,2009 ).In other words it is a straightforward model that assesses what an organization can and cannot do as well as it potential opportunities and threats.(Chapman,2006).

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SWOT analysis determines what may assist the firm in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results (Chapman, 2006).

**The table below illustrates the SWOT analysis of Merrill Lynch as identified by the team.**

Strengths, Weaknesses, Opportunities and Threats		
Item	Description	Comments
<b>Strength</b>		
1.	World Leader	<p>Merrill Lynch is a worldwide financial management advisory service. They have offices in 36 countries employing 50,600 employees.</p> <p>As at 2011, the company has over 60,000 employees.</p> <p>Merrill Lynch presently has offices in over 40 countries and territories.</p>
2.	All financial management and advisory service Provider.	Company is providing brokerage, investment banking, financing, wealth management, advisory, asset management, insurance ending, and other product and services.
3.	Strong financial position	The company has total assets of \$1.6 trillion.
4.	Strong business growth	Merrill Lynch posted a record \$5.1 billion in net earnings and 15% increase over the previous year on net revenues of \$26 billion.
5.	Good information and technology infrastructure	<ul style="list-style-type: none"> <li>• Merrill Lynch World's largest IBM mainframe played a major role in the company's gain.</li> <li>• 23,000 programs installed in mainframe</li> <li>• Mainframe processed over 80 million transaction daily</li> </ul>
6.	The use of Assembly Language (past technology)	The installation of this application directly into its mainframe reduced the number of things that could go wrong during translation. It improved better performance as to having a middleware.

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Strengths, Weaknesses, Opportunities and Threats		
Item	Description	Comments
7.	Excellent web service Applications	Web services have saved the company \$41 million in application costs through wealth management applications and their X4ML development tool.
<b>Weakness</b>		
8.	Poor IT Policy(Now Resolved)	Just to avoid the cost of bespoke software for the company, Merrill Lynch opted to copy data stored in its mainframe to other platforms.
9.	Making wrong decisions in Modernising IT infrastructure	<ul style="list-style-type: none"> <li>• Declined to buy vendor software, as it did not meet requirement specification.</li> <li>• Declined to use the vendor's expertise and access to consultants familiar with integrating mainframe and web service application.</li> <li>• Copied data delayed business processes by over 24hrs.</li> <li>• Data became obsolete once copied</li> </ul>
10.	Lack of knowledge	<ul style="list-style-type: none"> <li>• Programmers did not know the deep rooted code of the IBM mainframe</li> <li>• Programmer did not have experience in new/recent development tools such as JAVA and NET.</li> </ul>
<b>Opportunities</b>		
11.	The creation of Web Service applications	Merrill Lynch project team created its own propriety web service tool and called it X4ML and its use saved the company \$41 million in application development.
12.	The Idea to sell its propriety tool X4ML	<p>The Idea to sell on this web service application was debated upon over 6months.</p> <p>The sale was made to SOA vendor for an undisclosed amount, the sale was appreciated by the management.</p>

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Strengths, Weaknesses, Opportunities and Threats		
Item	Description	Comments
13.	Enhancing scope through acquisition.	Due to companies strong financial position it can enhance in future through acquisition.
14	Improved Information technology infrastructure	<ul style="list-style-type: none"> <li>It became clear that there were huge opportunities to use technology to enhance Merrill's operations.</li> <li>Its primary business was creating, distributing, and using information, and it was drowning in the stuff.</li> <li>Internet offered a way to bring order and speed where there had been chaos.</li> </ul>
<b>Threats</b>		
14.	Sale of its propriety web service tools	<ul style="list-style-type: none"> <li>Merrill Lynch used past technology and future technology to create an application that could interact directly with its mainframe, after making various wrong decision to get this far.</li> <li>The decision to sell on X4ML was a surprise and the team believes that Merrill Lynch could lose its competitive advantage.</li> <li>The exit of its four key members that developed the X4ML.</li> </ul>
	Delayed Business Process	<ul style="list-style-type: none"> <li>Copying of data.</li> <li>Customer being frustrated.</li> <li>Customer might look elsewhere for better services.</li> <li>Competitors can take advantage and lure</li> </ul>
16	change in regulations	Changing government regulations and financial crisis like: <ul style="list-style-type: none"> <li>Recession</li> <li>Investment banking pressure on the rise</li> <li>Stiff competition</li> </ul>

### Summary of SWOT analysis

From the above illustration, one would agree that Merrill Lynch was in a very strong position in the finance management business, they also had a very good Information Technology Infrastructure,

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which needs to be modernised to remain competitive. The project team were indecisive concerning the types of business process to apply in modernising its IT infrastructure.

The SWOT analysis also shows the negative impact of business process used how it weakened their position, by delaying business transactions, wasting resources and time. SWOT analysis also illustrates the opportunities created by the project team and the threat they were exposed to after selling on a newly developed Web service application to a software vendor. The exit of the project four key members was a threat, while the copying of data from its mainframe to other platforms was seen as a weakness and threat as it delayed transaction processes.

### **Identification of a single critical SWOT**

As identified above, Merrill Lynch is worldwide leader in financial management and advisory services, who had to modernise their information infrastructure to remain competitive. Merrill Lynch had to make a choice regarding its legacy computers and applications. The main purpose for modernising its infrastructure was to allow its customer access to their portfolios and tools to work with them in real-time mode (Dawson, 2002)

Most of the software sought after, were not compatible with Merrill Lynch's mainframe computer, and they were not ready to develop a software from scratch, neither were they ready to retrain their programmers with over \$80million.

*Merrill lynch tried to avoid cost and opted to copy data into the following platforms:*

- ❖ Oracle
- ❖ Sybase
- ❖ Microsoft SQL.

The team debated about all identified SWOT issues and agreed that, the copying of data into other platforms was a weakness, major problem and the most important issue for Merrill Lynch. The copying of data (weakness) from its mainframe to other platforms is more important than other issues are: Merrill Lynch spent a lot of money copying data, customers could not see their portfolio in real-time mode, and they had to wait over 24hrs to see an update of their account, and sometime more, if the disk had errors. A client could not tell if their transactions were authorised until 24 hrs.

### **Critical Evaluation:**

As explained above, the most important issue was Merrill Lynch copying data from its mainframes into other platform; data during this period was either corrupted or obsolete. This was a weakness of Merrill lynch, a weakness that could have created opportunities for its competitors.

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Always remember that, all Merrill Lynch wanted was a modernisation of their IT infrastructure. The organisation had various options in modernising its IT infrastructure to remain worldwide leaders in financial management:

### Options

- ❖ To develop an application from the scratch
- ❖ To purchase an SOA platform
- ❖ To change its entire IT infrastructure.

Merrill Lynch discarded the listed options, due to cost, and decided, they would copy data from its mainframe into other platforms.

One could argue that this implementation of technology, copying of data into different platforms contributed negatively to Merrill Lynch Business operations and might/could have created opportunities for its competitors;

### The negative impact, data copying had on Merrill Lynch are as follows.

- ❖ Clients could not see an update of transactions in real-time mode; they had to wait over 24hrs.
- ❖ Most of the copied data became corrupted due to disk errors
- ❖ Read errors or running –out-of-space errors
- ❖ By the time the data copied are installed into other platforms, it had become obsolete (out-of-date as soon as it is copied)
- ❖ The up to date information is/was always in its mainframe in real time.
- ❖ Customers /advisors needed to see information about transactions in real time mode

During the period of data copying, instead of developing or purchasing a Web service application, customers during this period could have ended up being frustrated and look elsewhere where they could see their transaction and account balances in real-time mode(Dawson,2003). Customers had to wait over 24hrs to have access to transactions carried out the previous day to find out if these transactions were authorised or declined.

Merrill lynch competitors during this period, were carrying out transaction in real-time mode, they could or did take advantage of the weakness Merrill Lynch possessed. This Process was a waste of resources and time

### What Alternatives did Merrill Lynch have?

One will ask why Merrill Lynch decided to copy data from its mainframe to other platforms for customers to view their transaction; data that had errors and data was obsolete the moment it was copied from the mainframe , as real-time data is constantly stored in or sent to the mainframe. The main issue was how Merrill Lynch and its customers could use applications to communicate directly with its mainframe computers without compromising it. (Kizza, 2005)

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Merrill Lynch had other options than copying data to other platforms, which led to its business transaction delayed and customers had to wait over twenty-four hours to confirm if their transactions were authorised or declined. This process must have been very frustrating for Merrill Lynch's advisors and customers, this weakness became a threat.

One would at this stage agree that Merrill Lynch was wasting a lot of resources and time and its position been threatened and weakened, hence creating business opportunities for its competitors, as most financial institutions during this period had implemented Web services application into their Information technology infrastructure, which enabled customers with real-time mode access to portfolios and variety of tools to take advantage of, in a more user-friendly web interface. Clients could see their account balance almost immediately after transactions and not waiting 24hrs (Dawson, 2003)

According to the case study and research carried out by the team, Merrill Lynch had the following options, before assessing these options, it would be appropriate to assess the **details of Merrill Lynch's Information technology Infrastructure.**

- ❖ The largest IBM mainframe computer in the world  
23,000 programs installed in it  
Performed 80 million transactions daily (*accessing customers' accounts and stock trades*)
- ❖ Mainframes was built using COBOL programming tools

***The options available were the following business process management tools:***

- ❖ Business process re/design or engineering
- ❖ Business process automation
- ❖ Business process improvement

The alternative to address the critical SWOT issue that Merrill Lynch possessed was to use Redesign Knowledge Management, which can arguably be a combination of BPI and BPR as opposed to BPA.

The alternative business process suggested for Merrill lynch is Business process redesign, which involves critical redesign of its service delivery process, by dramatically improving the analysis and merge the capabilities embedded in its IBM mainframe, to provide better full-service value to its customers (Holsapple, 2004).

### **Recommendation**

The project team are in favour of technology already implemented by Merrill Lynch. The implementation of XML tags to describe data for other applications that are equipped with XML (Hagel III & Brown 2001) and SOAP software that makes communication possible for applications running under different operating systems (Duvall, 2007). These two standards and the implementation of past technology, a translation code written in assembler (Assembly Language) directly into the IBM

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mainframe, made it possible for online application to communicate effectively with the mainframe with speed and simplicity; hence, customer could transact businesses in real-time mode.

The Redesign Knowledge Management, (BPR) which Merrill used to modernise its IT infrastructure, saved the company \$2million a year and a further \$41 million in application development cost due to investment in Web service applications. (Duvall, 2007).

### Conclusion

The team has learnt a lot about Merrill Lynch's leadership in the financial management business and how it was bought by the Bank of America during the credit crunch. One has also learnt about how it made wrong decisions when trying to modernise its technology infrastructure to remain competitive. We have also learnt, how much it can cost a very big organisation like Merrill Lynch to change the way it serves its customers and operates its business.

Copying of data to other platforms was a very wrong strategy and the sale of its propriety tools (X4ML) can be seen as a threat and a business opportunity.

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## Group meetings

### IM2043

#### Meeting Minutes & Action Points

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**Assignment:** IT Planning and Infrastructure

**Meeting Chair:** Ozane

**Apologies:** None

**Attendees:** Ozane, Saima, Jonathan

Venue of Meeting	Date of Meeting	Chair
Library ICT 05	18/10/2011	Ozane
Minutes Confirmation	Date of Meeting	Verified by Team
45 Minutes	18/10/2011	Yes

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Action Points				
Item	Title	Description	Owner	Status
1	Work Plan	<ul style="list-style-type: none"><li>Organize brainstorm notes into a Work Plan</li><li>Ensure the format follows the instructions detailed in the handbook</li></ul>	Ozane	In progress
2	Task List	<ul style="list-style-type: none"><li>Assign initial tasks for Assignment and discussed case study</li><li>Everybody will read Merrill Lynch case study to start with and everybody will bring research about Merrill Lynch with proof.</li></ul>	All	Completed
3	Glossary	<ul style="list-style-type: none"><li>Complete glossary task to ensure team understands terms and ensure all planning procedures are followed.</li></ul>	All	In progress
4	Recurring Meeting	<ul style="list-style-type: none"><li>Agree for recurring meeting to be attended in the library ICT 05 each Tuesday @ 1:00</li></ul>	All	Completed

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Action Points				
Item	Title	Description	Owner	Status
5	Project Workspace	<ul style="list-style-type: none"> <li>A project office documentation management system needs to be identified. Saima set up a Business Live Project Management page Where team can update the document, add new document and save all recommendation.</li> </ul>	Ozane	Completed
6	Tools	<ul style="list-style-type: none"> <li>Initial analysis to establish what applications and systems are required for the assignment. We discussed about the Swot and how we will do our research for this we are going to use Library system and Google search.</li> </ul>	All	In progress

Notes	
1	Ozane chaired this week's meeting. The chair will be rotated to ensure that each member of the team gains experience chairing meetings. Next week chair will be assigned at the start of the next meeting.

## IM2043

### Meeting Minutes & Action Points

**Assignment:** IT Planning and Infrastructure

**Meeting Chair:** Jonathan

**Apologies:** None

**Attendees:** Ozane, Saima, Jonathan

Venue of Meeting	Date of Meeting	Chair
Library ICT 05	25/10/2011	Jonathan
Minutes Confirmation	Date of Meeting	Verified by Team

## Merrill Lynch connect past & future technology

45 Minutes	25/10/2011	Yes
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Action Points				
Item	Title	Description	Owner	Status
1	Work Plan	<ul style="list-style-type: none"> <li>Organize brainstorm notes into a Work Plan</li> <li>Ensure the format follows the instructions detailed in the handbook</li> </ul>	Ozane	Completed
2	Task List	<ul style="list-style-type: none"> <li>Everybody did the research and we have discussed all assignments topics.</li> <li>We decided to start from task one and two which is introduction and Swot.</li> <li>Everybody will do these tasks and we will add everybody's best parts.</li> <li>We will be in touch on phone and on our workspace so that we can give each other feedback.</li> <li>Within next Sunday all of us will upload the work on work space and we will check each other's work so that we can discuss on Tuesday.</li> </ul>	All	In progress
3	Recurring Meeting	<ul style="list-style-type: none"> <li>Agree for recurring meeting to be attended in the library ICT 05 each Tuesday @ 1:00</li> </ul>	All	Completed
4	Project Workspace	<ul style="list-style-type: none"> <li>A project office documentation management system needs to be identified. Saima set up a Business Live Project Management page Where team can update the document, add new document and save all recommendation.</li> </ul>	Saima	Completed
5	Tools	<ul style="list-style-type: none"> <li>Initial analysis to establish what applications and systems are required for the assignment. We discussed about the Swot and how we will do our research for this we are going to use Library system and Google search.</li> </ul>	All	Completed

Notes	
1	Jonathan chaired this week's meeting. The chair will be rotated to ensure that each member of the team gains experience chairing meetings. Next week chair will be assigned at the start of the next meeting.

## IM2043

### Meeting Minutes & Action Points

**Assignment:** IT Planning and Infrastructure

**Meeting Chair:** Saima

**Apologies:** None

**Attendees:** Ozane, Saima, Jonathan

Venue of Meeting	Date of Meeting	Chair
Library ICT 05	1/11/2011	Saima
Minutes Confirmation	Date of Meeting	Verified by Team
70 Minutes	1/10/2011	Yes

Action Points				
Item	Title	Description	Owner	Status
1	Work Plan	<ul style="list-style-type: none"> <li>Organize brainstorm notes into a Work Plan</li> <li>Ensure the format follows the instructions detailed in the handbook</li> </ul>	Saima	Completed
2	Task List	<ul style="list-style-type: none"> <li>We have checked each other's work before coming to meeting.</li> <li>Worked together and made the final introduction and Swot.</li> <li>We have decided a single critical Swot issue in the meeting and decided to move on the next question which is the most important and have most marks in the assignment.</li> <li>Because question 4 has 7 marks we have decided to have a meeting during the week as well. Till next meeting everybody will work on question 4.</li> </ul>	All	In progress
3	Recurring Meeting	<ul style="list-style-type: none"> <li>Agree for recurring meeting to be attended in the library ICT 05 Friday @ 1:00</li> </ul>	All	Completed

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Action Points				
Item	Title	Description	Owner	Status
4	Project Workspace	<ul style="list-style-type: none"> <li>A project office documentation management system needs to be identified. Saima set up a Business Live Project Management page Where team can update the document, add new document and save all recommendation.</li> </ul>	Saima	Completed
5	Tools	<ul style="list-style-type: none"> <li>Initial analysis to establish what applications and systems are required for the assignment. We discussed about the Swot and how we will do our research for this we are going to use Library system and Google search.</li> </ul>	All	Completed

Notes	
1	Saima chaired this week's meeting. The chair will be rotated to ensure that each member of the team gains experience chairing meetings. Next week chair will be assigned at the start of the next meeting.

## IM2043

### Meeting Minutes & Action Points

**Assignment:** IT Planning and Infrastructure

**Meeting Chair:** Ozane

**Apologies:** None

**Attendees:** Ozane, Saima, Jonathan

Venue of Meeting	Date of Meeting	Chair
Library ICT 05	4/11/2011	Ozane
Minutes Confirmation	Date of Meeting	Verified by Team
70 Minutes	4/10/2011	Yes

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Action Points				
Item	Title	Description	Owner	Status
1	Work Plan	<ul style="list-style-type: none"> <li>Organize brainstorm notes into a Work Plan</li> <li>Ensure the format follows the instructions detailed in the handbook</li> </ul>	Ozane	Completed
2	Task List	<ul style="list-style-type: none"> <li>We have checked each other's work before coming to meeting on the workspace.</li> <li>Worked together on question 4. But still we were not satisfied with this progress so we have researched more and had a longest meeting. Finalized question 4. And moved on to next question.</li> <li>We have already decided Alternatives and recommendations.</li> <li>For next meeting we all will do question 6 and 7 as we have decided in meeting.</li> <li>Everybody will provide References for final submission.</li> <li>Before next meeting we all will update workspace with additional and final work.</li> </ul>	All	In progress
3	Recurring Meeting	<ul style="list-style-type: none"> <li>Agree for recurring meeting to be attended in the library ICT 05 every Tuesday @ 1:00</li> </ul>	All	Completed
4	Project Workspace	<ul style="list-style-type: none"> <li>A project office documentation management system needs to be identified. Saima set up a Business Live Project Management page Where team can update the document, add new document and save all recommendation.</li> </ul>	Ozane	Completed
5	Tools	<ul style="list-style-type: none"> <li>Initial analysis to establish what applications and systems are required for the assignment. We discussed about the Swot and how we will do our research for this we are going to use Library system and Google search.</li> </ul>	All	Completed

Notes	
1	Ozane chaired this week's meeting. The chair will be rotated to ensure that each member of the team gains experience chairing meetings. Next week chair will be assigned at the start of the next meeting.

## IM2043

### Meeting Minutes & Action Points

**Assignment:** IT Planning and Infrastructure

**Meeting Chair:** Ozane

**Apologies:** None

**Attendees:** Ozane, Saima, Jonathan

Venue of Meeting	Date of Meeting	Chair
Library ICT 05	8/11/2011	Ozane
Minutes Confirmation	Date of Meeting	Verified by Team
45 Minutes	8/10/2011	Yes

Action Points				
Item	Title	Description	Owner	Status
1	Work Plan	<ul style="list-style-type: none"> <li>Organize brainstorm notes into a Work Plan</li> <li>Ensure the format follows the instructions detailed in the handbook</li> </ul>	Ozane	Completed
2	Task List	<ul style="list-style-type: none"> <li>We have checked each other's work before coming to meeting on the workspace.</li> <li>Worked together on question 6. Finalized every piece of work.</li> <li>Updated work on workspace.</li> <li>Showed Swot to Anne and she said it's very good.</li> <li>Saima will do proof reading.</li> <li>We all will submit on submission day.</li> </ul>	All	Completed
3	Recurring Meeting	<ul style="list-style-type: none"> <li>Agree for meeting on Thursday at 9 for submitting the work.</li> </ul>	All	Completed

## Merrill Lynch connect past & future technology

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Action Points				
Item	Title	Description	Owner	Status
4	Project Workspace	<ul style="list-style-type: none"><li>A project office documentation management system needs to be identified. Saima set up a Business Live Project Management page Where team can update the document, add new document and save all recommendation.</li></ul>	Ozane	Completed
5	Tools	<ul style="list-style-type: none"><li>Initial analysis to establish what applications and systems are required for the assignment. We discussed about the Swot and how we will do our research for this we are going to use Library system and Google search.</li></ul>	All	Completed

Notes	
1	Ozane chaired this week's meeting.