

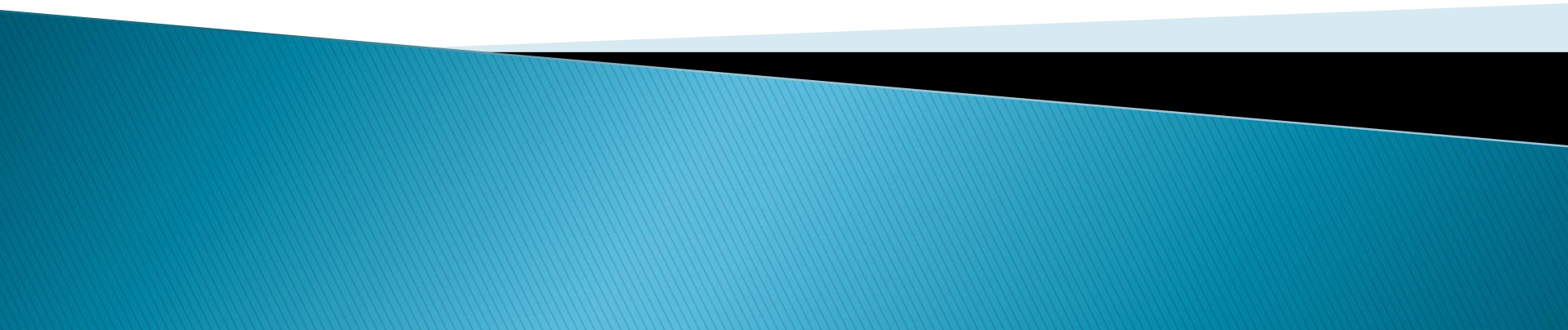
Project Monitoring and Controlling

Department of Library and Information Science

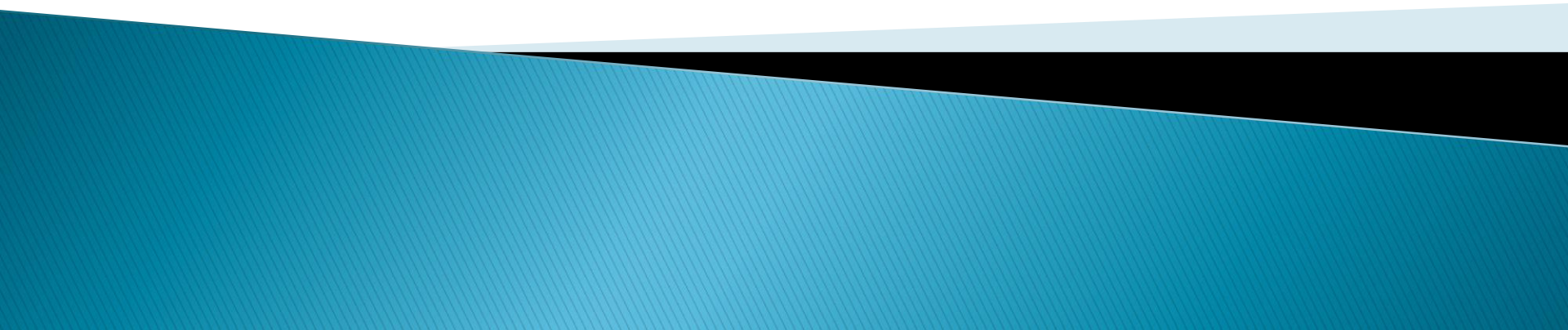
The Islamia University of Bahawalpur



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Introduction:-

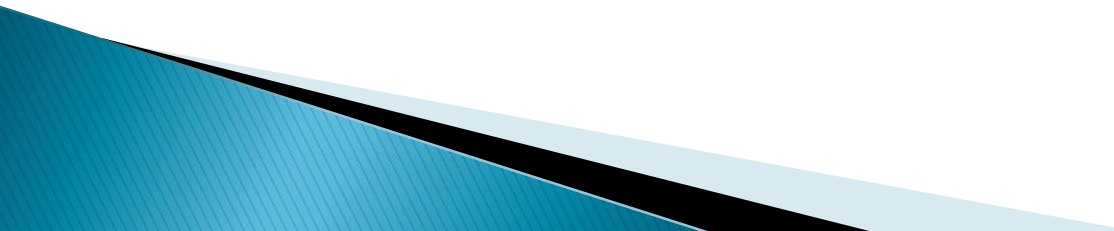
It is the fourth element in the Project Management Life Cycle. Monitoring and Controlling is a difficult task. It involves human behavior. Problems are rarely clear cut so there is a need for change and redirection.



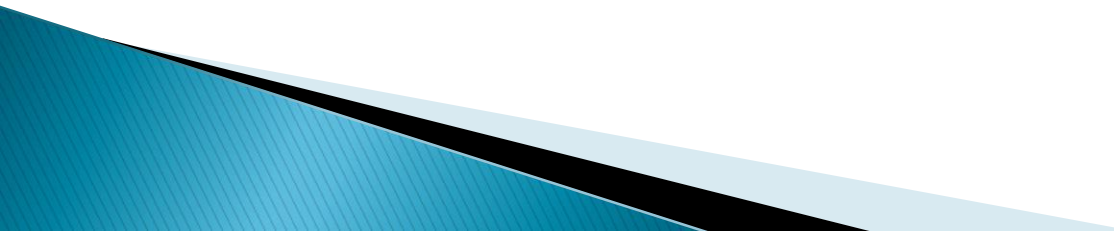
Definition:-

“The Monitoring and Controlling Process consists of those processes required to track and review the progress and performance of a project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.”

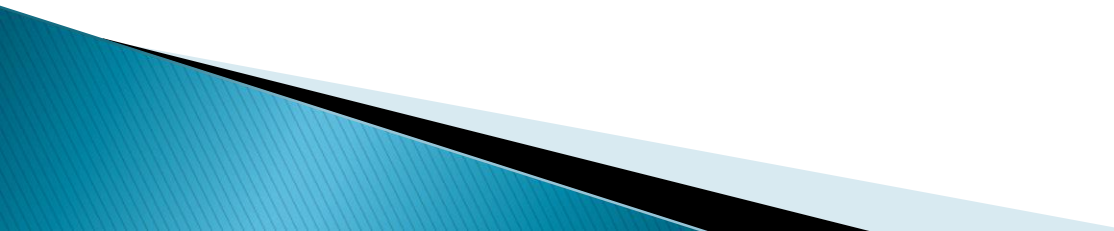
A Guide to the Project Management Body of Knowledge
(PMBOK Guide) Fifth Edition



Purposes of Monitoring and Control:-

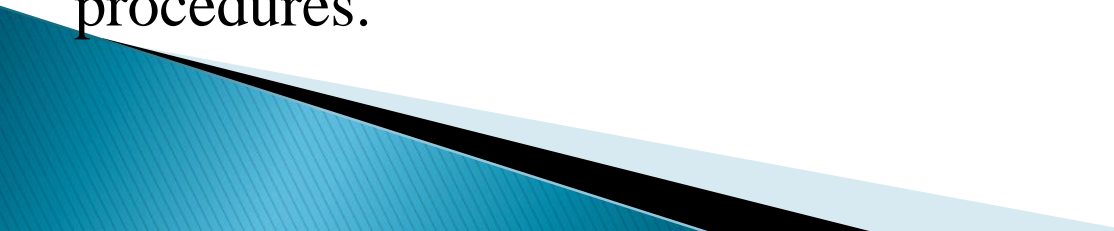
1. Stewardship of organizational assets
 2. Physical asset control
 3. Human resources management
 4. Financial control through the use of accounting tools
 5. Regulation of results through the alteration of activities
- 

Purposes of a Control System

1. Primary purpose is to correct errors
 2. Not to identify and punish the guilty
 3. Managers must realize that the past cannot be changed
 4. Control the investment, subject to diminishing returns
 5. Consider impact on creativity and innovation
 6. The control system should employ the lowest degree of hassle consistent with accomplishing its goals
- 

What is a monitoring and control system?

Remote monitoring and control (M&C) systems are designed to control large or complex facilities such as factories, power plants, network operations centers, airports, and spacecraft, with some degree of automation. M&C systems may receive data from sensors, telemetry streams, user inputs, and pre-programmed procedures.



Primary Mechanisms by which Project Manager Exerts Control:-

1. Process reviews

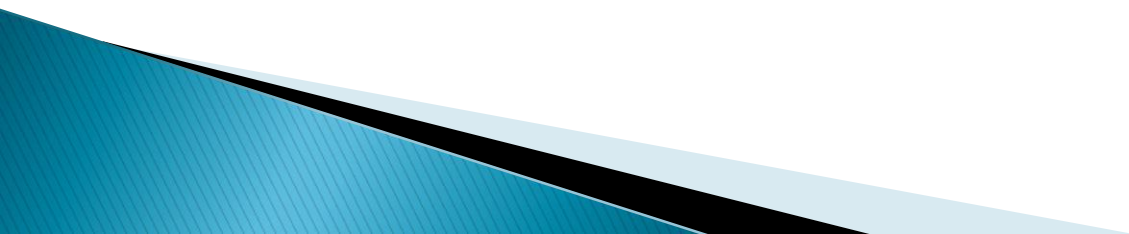
An analysis of the process of reaching the project objectives

2. Personnel assignment

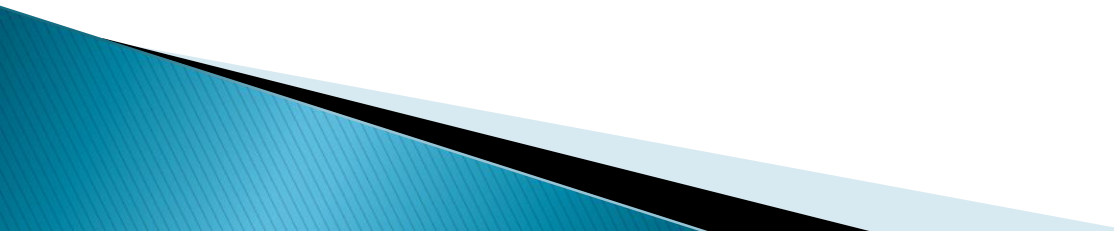
Control can also be exercised through personnel assignments based on past productivity

3. Resource allocation

Resources are usually allocated to the more productive or important tasks and this can significantly influence the attainment of project results



Rules for Controlling Scope:-

1. Include a change control system in every project contract
 2. Require all changes be introduced by a change order
 3. Require approval in writing by the client's agent and senior management
 4. Consult with project manager prior to preparation of change order
 5. Amend master plan to reflect changes
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Types of Control Systems:-

Cybernetic control systems

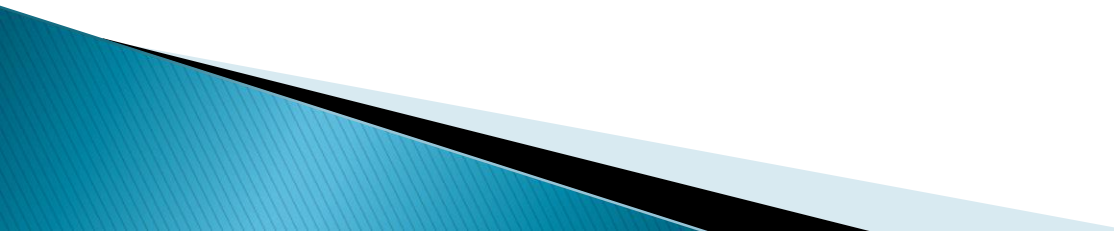
A control system that uses all five components of a control system also known as steering controls

Go/no-go controls

A predetermined standard must be met for permission to be granted to continue

Post-control (post-performance reviews)

Applied after the project has been completed. Purpose is to allow future projects to learn from past project experience



Processes in the Monitoring and Controlling:-

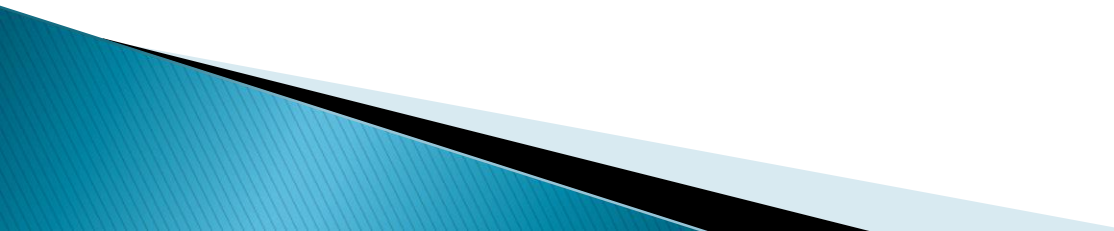
There are several processes in the Monitoring and Controlling Process Group.

1. Monitor and Control Project Work

This process involves tracking, reviewing, and reporting project progress. Some outputs are change requests, work performance reports, updates to the project management plan, and updates to the project documents.

2. Perform Integrated Change Control

As this process involves reviewing change requests, some outputs are approved change requests, the change log, updated project management plan, and updated project documents.



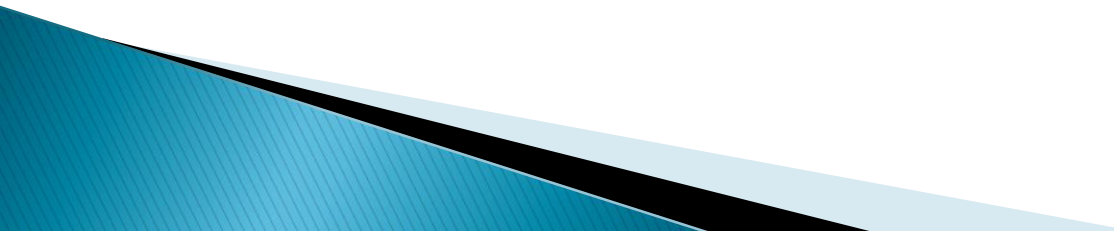
3. Control Costs

The Control Costs process belongs to the Project Cost Management knowledge area.

The key outputs of this process are work performance information, cost forecasts, and change requests. The project management plan and project documents may also need to be updated. In this process, the Earned Value Management technique is used.

4. Control Quality

This process is part of the Project Quality Management knowledge area. The key outputs of the Control Quality process are:

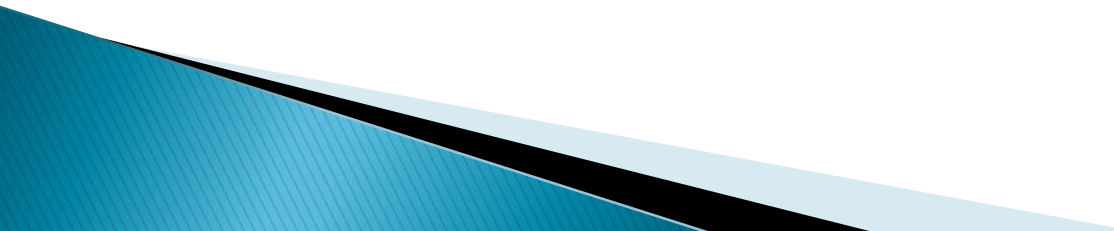
- Quality control measurements
 - Validated changes and verified deliverables
 - Work performance information and change requests
- 

5. Control Risks

This process is part of the Project Risk Management knowledge area. It involves tracking identified risks, which are documented in the risk register, and identifying new risks. The process can trigger change requests, which can include corrective and preventative actions.

6. Control Stakeholder Engagement

This process is part of the Project Stakeholder Management knowledge area. It involves managing stakeholders and the strategy used to engage them. Meetings and expert judgment are key techniques used in this process.



References

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