**Learning Journal ( Chapter 8-9 )**

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**Journal URL** : <https://github.com/TazinMorshed/SOEN-SPM>

**Course: SOEN 6841**  
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| **Key Concepts Learned** | This week, I learned about Project Monitoring and Control, which are essential parts of running a project. Monitoring means constantly gathering and looking at performance data like schedule progress and budget use. Control involves fixing problems when things don't go as planned. One important method is Earned Value Management (EVM), which compares what was planned with what actually happened to find delays or budget problems early. This works well with keeping accurate records of schedule, cost, and project scope.  I also studied Project Closure activities, which are needed to properly finish a project. These include delivering final products, saving important documents, and recording lessons learned for future projects. Good closure ensures that project knowledge is saved and mistakes aren't repeated. |
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| **Application in Real Projects** | I used EVM principles in a small web development project by breaking the work into packages and assigning costs to each one. This helped me track both schedule progress and budget use more clearly. When I noticed a cost difference, I could quickly check if we were using too many resources or if the project scope was growing too much.  For closure practices, I created a simple checklist to make sure we delivered everything needed and properly saved the source code. We also had a meeting with the whole team to record feedback on what went well and what could be improved next time. |
|  | Challenging Component: One challenge was balancing the detailed record-keeping needed for EVM with the need for quick changes in an agile environment. Another difficulty was convincing team members to spend time on the project closure process instead of rushing to new tasks. Both problems showed how important clear communication is about the value of these processes. |
| **Peer Interactions & Collaboration** | I participated in productive discussions on how to integrate schedule optimization into ongoing sprints. Fellow classmates recommended using a real-time dashboard that integrates with JIRA, so we could track tasks, resources, and potential slippage more effectively. Their feedback helped refine my approach to resource loading, ensuring no one was overloaded or left idle.  We also compared our project closure strategies. I discovered that some peers use retrospective meetings similar to Scrum ceremonies but focus more deeply on documentation, metrics, and knowledge transfer. This reinforced the importance of structured closure as a best practice for future projects. |
|  | Challenging Component: Maintaining consistent data accuracy for monitoring was difficult. With evolving requirements, we had to adjust our baselines frequently. Ensuring these updates flowed into EVM calculations and dashboards demanded extra diligence and coordination with the team. |

### **Challenges Faced**

To solve these challenges, I spent more time improving baseline updates to ensure any approved change automatically updated both schedule and budget baselines. I also automated data collection using built-in reporting tools to reduce manual errors. I scheduled a formal closure step, like sign-offs and final code reviews, to add the project's last-minute lessons to our knowledge base. By addressing these problems systematically, I improved both the reliability of EVM data and the team's awareness of final project responsibilities.

### **Personal Development Activities**

During this time, I improved my technical and managerial skills by studying advanced EVM metrics to predict potential problems. I also strengthened my closure process by trying different closure checklist templates and archiving strategies. I worked on leadership and communication by encouraging the team to participate in closure discussions and making sure everyone understood how their input could influence future improvements.

### **Goals for the Next Week**

Next week, I plan to learn more about iterative control by researching good practices for using EVM in short sprints without reducing flexibility. I will improve risk management tactics by including more frequent risk reviews in the monitoring cycle to catch problems earlier. I will also prepare a presentation that clearly shows this project's successes, challenges, and lessons learned, ensuring a strong closure phase.