

# Business Tools for Career Readiness



# Project Management: The Basics for Success

## Module 4



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# Monitoring and Controlling



# Controlling

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

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# Track and Control the Project

- Monitor
- Evaluate
- Take controlling actions

***So you can***

- Successfully deliver results

# Tracking Requires Two Tools

1. A project schedule to tell you where you should be with the project
2. A communication plan to tell you where you actually are with the project

# The Communication Plan

## Communication Plan

Project Name: \_\_\_\_\_

**Project Manager** is contact for:

[illegible]

Team Member \_\_\_\_\_ is contact for:

[illegible]



# Communication is Essential to Success

- Who needs to be in the communication loops?
- Why do they need to be in the loops?
- How can the project manager keep people informed and involved?

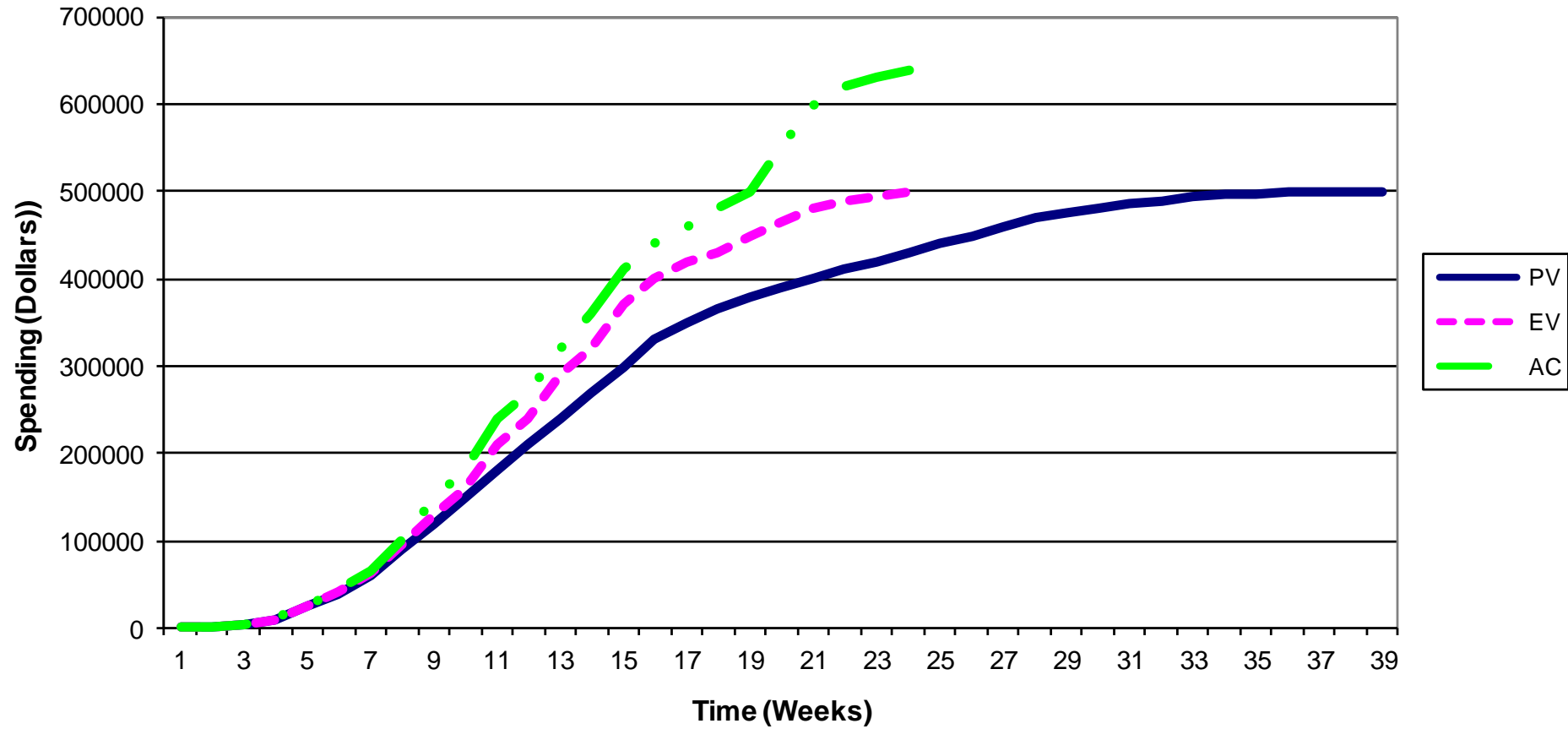
# Track Schedule Separately

	Estimated	Actual	Variance
Amount of Work Scheduled for Completion			

# Earned Value Management

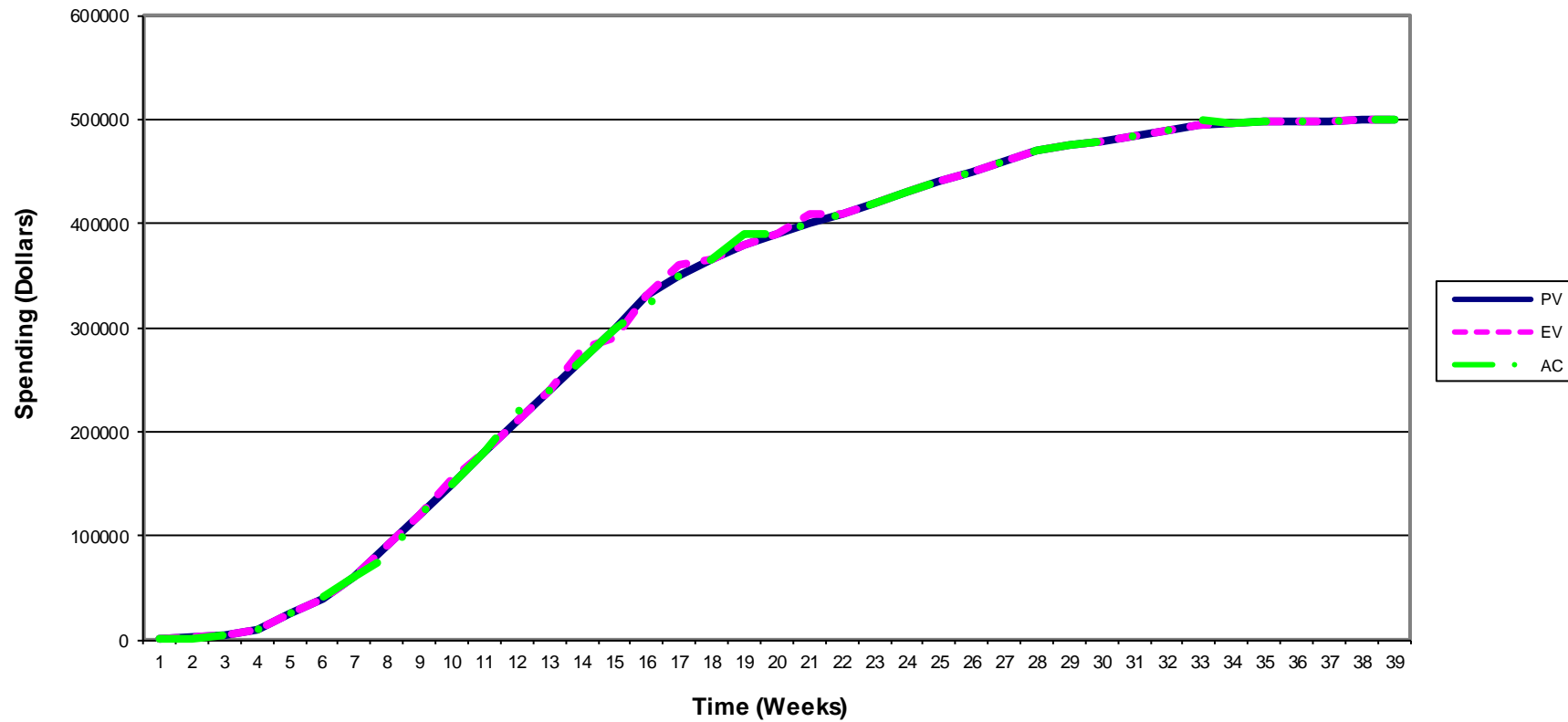
A tool that shows both SPENDING and PROGRESS on the same chart

# What does this tell us?



# The Best of Everything

Schedule on Target and Spending on Target



# Tracking the Project

To track the project, compare where the project is at any given point with where it should be at that point.

1. How much work is scheduled to be completed at this point compared with how much has actually been completed (SV or SPI)
2. How much money is budgeted to be spent at this point compared with how much has actually been spent (CV or CPI)

# If You Are Using Earned Value Management

To track the project you compare:

1. How much work is scheduled to be completed at this point (**PV**) compared with how much has actually been completed (**EV**)
2. How much money is budgeted to be spent for this amount of completed work (**EV**) compared with how much has actually been spent (**AC**)

# What if it Goes off Track?

## **Check the:**

- S,Q,C,T targets
- Strategy
- Estimates
- Reporting of schedule and spending
- Human elements
  - your team
  - the organization
  - the customer
  - other stakeholders



# Do Something to Fix It

- Monitor the project
- Evaluate what is happening and determine why
- Take controlling actions
  - On the task and technical side
  - On the human dynamics side

## ***So you can***

- Successfully deliver results

# Crashing the Project

A specific type of project schedule compression technique ... to decrease the total project schedule duration...Typical approaches ...include reducing schedule activity durations and increasing assignment of resources

Crashing often increases project costs.

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# Fast Tracking the Project

A specific type of project schedule compression technique that changes network logic to overlap phases that would normally be done in sequence...or to perform schedule activities in parallel

Fast Tracking often increases risks.

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# Reduce the Scope

The possibility to reduce the scope of the project is always present. This option might not be available to us because of stakeholder demands. With this option we simply remove some elements from the project and do not provide those related deliverables.

Project managers cannot do magic. Projects have to obey the laws of the physical universe. So consider: crashing, fast tracking, or reducing scope.

It all goes back to the S,Q,C,T targets and the strategy

1. Lower the quality to reduce task durations or eliminate tasks
2. Reduce the scope
3. Increase the budget
4. Develop a new strategy
5. Replace team members
6. Anything else you can imagine

## If Expectations Change (and they will)

- Refocus the customer or stakeholder
- Adjust the project (scope change)
- Re-define the project
  - ✓ S,Q,C,T targets and relationships
  - ✓ Strategy

# UCI Extension

## Continuing Education