**NURS\_6441\_DiscussionWK7**

**Principles of monitoring and controlling to adjust the plan for the scenario in terms of cost, scope, and time.**

In this situation, as a project manager, I would bring all the team members together with everyone participating in deciding who possesses the new work with the due date if indicated. If the new plan is associated with a milestone, then I would establish a milestone and document it in the work plan. Finally, I would communicate the set expectations to everyone involved in the project, including stakeholders and leadership. (Sipes, 2019)

**Scope**

Some non-essential features were planned over two phases, I would focus on delivering only the core essential functionalities needed for immediate operation and then defer non-essential features for a later phase. I would implement strict change control mechanisms to prevent scope creep. I would carefully evaluate any change to the system’s feature against the impact on time and cost. Adjusting the scope and time will also impact project costs.

**Cost**

In terms of cost, budget analysis must be done by closely tracking how much budget has been used and how much is left. Planning should be done regarding future expenses that might occur. Weekly reports from the team members can be gathered to know how much work is left so that we can decide on cost or the need for additional cost. (Sipes, 2019)

I would keep track of expenses closely so that I can make sure any increased costs from overtime, additional staffing, or expedited procurement stay within acceptable limits.

**Time**

I would use a critical path analysis to find out the most time-sensitive tasks and I would make sure that they are completed first and then continuously monitor the progress against the revised schedule using tools like Gantt charts or project management software. Doing this my project will remain on track despite the shortened timeline.

**Communicating modifications to key stakeholders / Rationale**

I would explain the value of Triple constraints to the key stakeholders that allow us to measure the project management process over time. Following value Triple Constraints, we can compare how much value is resulting from one year as compared to another. We can measure not only the delivered value of each project but also the delivered value against the predicted or budget value meaning. It allows us to separate project success from estimating success. It represents a true relationship between Value, Scope, and Capability. (Baratta, 2006)

I will be very clear and transparent with the key stakeholders. I willsend a detailed report explaining the new timeline and rationale such as the inflow of patients due to the nearby hospital’s damage, features that can be delivered and that will be postponed, and any budget changes especially if any more resources are required. This is needed to meet the critical needs of the hospital during an emergency. Being clear and transparent will assist stakeholders in adjusting expectations and planning accordingly. I think it is important to highlight the fact that core functions will be in place to support patient care and lessen strain and that nonessential features will be delivered later to ensure timely deployment. I would explain the risks of accelerating the timeline such as delays in delivering non-essential features but reassure stakeholders that the most important elements will be ready to handle the new patient load.

**References:**

Baratta, A. (2006). [The triple constraint: A triple illusionLinks to an external site.Links to an external site.](https://www.pmi.org/learning/library/triple-constraint-erroneous-useless-value-8024). Paper presented at PMI Global Congress 2006—North America, Seattle, WA. Newtown Square, PA: Project Management Institute. Retrieved from https://www.pmi.org/learning/library/triple-constraint-erroneous-useless-value-8024

Sipes, C. (2019). Project management for the advanced practice nurse (2nd ed.). New York, NY: Springer Publishing Company.

Chapter 6, “Monitoring and Controlling: Project Management—Phase 4” (pp. 147–168)

**Response: 1**

Hello Xiaoying

Great post,

I enjoyed reading your post, you brought up some important communication strategies and I would like to add one more strategy for communicating the modifications to key stakeholders. I think a documented communication plan can be an excellent source for any group of people and Sipe asserts the four steps to developing a communication plan that includes Identifying the purpose of the meeting and key stakeholders, documenting the communication strategies, obtaining sign-off from the key stakeholders, and establishing monitoring plan. It’s also important to have our communication be succinct and to the point. If we send unnecessary information to the stakeholders, then there is a high chance that they will stop reading updates therefore we need to focus on getting the right information to the right people at the right time.

**References:**

Sipes, C. (2019). Project management for the advanced practice nurse (2nd ed.). New York, NY: Springer Publishing Company.

Chapter 4, Planning: Project Management —Phase 2” (pp. 109)

**Response:2**

Hello Adriene

I agree that there should be monitoring and controlling principles applied to adjust the plan by considering triple constraints in mind. Monitoring and controlling principles also include revision and evaluation. According to Sipes, if any problem arises, revision and evaluation should be done to make sure all activity can be monitored and tracked. We need to make sure new work that was not previously part of a project plan is identified and assigned. Evaluation needs to be done to see if the set milestones and due dates are being met or not. Critical path analysis and/ or ways to crash the project need to be considered if there is any issue.

**References:**

Sipes, C. (2019). Project management for the advanced practice nurse (2nd ed.). New York, NY: Springer Publishing Company.

Chapter 6, “Monitoring and Controlling: Project Management—Phase 4” (pp. 147–168)