

## Insight On Project Management

On the surface, the role of the monitoring and controlling process group seems like it can be simply explained as a set of processes used to ensure that the project is producing the results that were expected in the project's plans to meet the project objectives. However, the most current definition set out in *A Guide to The Project Management Body of Knowledge, Fifth Edition* is "The Monitoring and Controlling Process Group consists of those processes required to track, review, and orchestrate the progress and performance of a project; identify any areas in which changes to the plan are required; and initiate the corresponding changes" (Rowe, 2015). This means that in addition to making sure the project is meeting project plans, the monitoring and controlling process group also makes sure that plans are properly adjusted so that the end objectives for the project can be met.

In order to keep the project working towards meeting its objectives, nearly all of the project knowledge areas' progress should be involved in the monitoring and controlling processes (Schwalbe, 2015). For project integration management, this means project work should be monitored and controlled while also making sure integrated change control is performed. The project scope should be validated and controlled for project scope management. In addition, the schedule, cost, quality, communications, stakeholder engagement, risks, and procurements should all be controlled as well for their respective project knowledge areas.

Each project knowledge area that is involved in the monitoring and controlling process group produces a variety of outputs as part of the process. While there are a number of output that are unique to each project knowledge area, quite a few are produced in all of the

knowledge areas involved in the monitoring and controlling process group. The outputs of monitoring and controlling that are common to all of the knowledge areas involved are work performance information, change requests, and project documents updates. An additional output that is found in nearly all of the knowledge areas involved is the organizational process assets updates.

A monitoring and controlling process in the project integration management knowledge area is performing integrated change control. Integrated change control is a process that involves identifying, evaluating, and managing changes throughout the project (Schwalbe, 2015). There are three main objectives that are the focus of this process. The first is to ensure that the change being made is beneficial to the organization by influencing the factors behind the change. The second objective of this process is to be able to realize when a change has occurred. Finally, the third objective is to actively manage the changes as they take place. Together, these objectives allow team members to use the integrated change control as a method to make sure that changes that do occur actually improve the organization and ultimately, work accordingly to allow the project achieve its objectives.

Projects that involve parties outside of the organization may utilize contracts in order to create a legally binding agreement. Since it is legally binding, changes to the contract should be well documented and then communicated to stakeholders that are affected (Schwalbe, 2015). In fact, changes to the contract should not be made in the actual contract, but at the end in an addendum. It is important that changes to a contract should be well documented because the project may need to be adjusted appropriately to meet the new changes. If team members are

unaware of the changes made, they could potentially increase the cost of the project by initiating work on the project that is no longer covered under the contract.

Project team members should be careful to keep an eye out for for constructive change orders. Schwalbe (2015) states that “Constructive change orders are oral or written acts or omissions by someone with actual or apparent authority that can be construed to have the same effect as a written change order.” To be brief, these changes orders are not necessarily officially written out, but may be informally written out or said by someone with the authority to make such changes. It is important to treat these changes as formal written orders as they can effect the project’s ability to meet the original plans.

It is important to manage all changes within a project. Neglecting to do so can have detrimental effects on being able to meet the project objectives while also staying within the project’s scope and budget. It is as equally important that project team members and stakeholders involved be aware of any changes so that they can make appropriate adjustments in their course of actions or expectations.

## References

- Rowe, S. F. (2015). *Project Management for Small Projects, Second Edition* (2nd ed.). Tysons Corner, VA: Management Concepts.
- Schwalbe, K. (2015). *An Introduction to project management* (5th ed.). Minneapolis, MN: Schwalbe Publishing.