

## Ch. 9: Project Control and Evaluation

1. All the planning and scheduling enable the project manager to achieve control of the project. Two kinds of control:
  - power/domination/command over people. (a) Why is this not the type of control meant by project management?
  
  - compare progress of project against the plan so corrective action can be taken when a deviation occurs.
    - b) Why should the project manager be able to take corrective action without asking permission?
  
    - c) What corrective action should really be cleared with the customer?
  
2. Why should every project team member have control over their own efforts when completing a task?
  
3. To achieve self-control by a team member, why must each of the 5 following basic conditions need to be met?
  - a) A clear definition of what they are supposed to be doing, with the purpose stated.
  
  - b) A personal plan for how to do the required work.
  
  - c) Skills and resources adequate to the task.
  
  - d) Feedback on progress that comes directly from the work itself.
  
  - e) A clear definition of their authority to take corrective action when there is a deviation from plan (and it cannot be zero!).
  
4. The control system must focus on the project objectives with a goal of achieving the project mission. When designing the project control system, why does the author suggest keeping the following questions in mind?
  - a) What is important to the organization?
  
  - b) What are we attempting to do?
  
  - c) Which aspects of the work are most important to track and control?
  
  - d) What are the critical points in the process at which controls should be placed?

5. Why should the Project Control System have each of the following characteristics?
- It should take corrective action.
  - The response to control data must be timely
6. Why would you want people to fill out **daily time reports** tracking how many hours they actually worked on a project?
7. Why is no single control system a good fit for all projects?
8. Why should the smallest control effort that achieves the desired result be used (i.e., KISS Principle)?
9. There are two aspects to project control:
- maintenance* - reviews to keep the project on track
  - improvement* - reviews to help project teams improve performance
- with three types of routinely conducted meetings:
- status reviews* - to assess where the project stands with respect to all four PCTS measures (i.e., on time, within budget, meet defined scope, and meet performance requirements)
  - process or lessons-learned reviews* - to learn lessons that can help the team to avoid doing things that cause undesired outcomes and to continue doing those things that help
  - design reviews* - appropriate only if you are designing hardware, software, or some sort of campaign (e.g. marketing campaign)
- Which type(s) of meeting is aimed at maintenance and which at improvement?
10. Project evaluations (*project process review*) should be done at major milestones of the project to determine whether the overall status of the work is acceptable (i.e, on track to satisfy the customer). These evaluations provide the basis for management decisions on how to proceed with the project (e.g., should it be cancelled).
- Ideally, why should the project process review/project evaluation be conducted by an independent examiner?
  - Why should the project process review be conducted in a spirit of learning, rather than in a climate of blame and punishment?

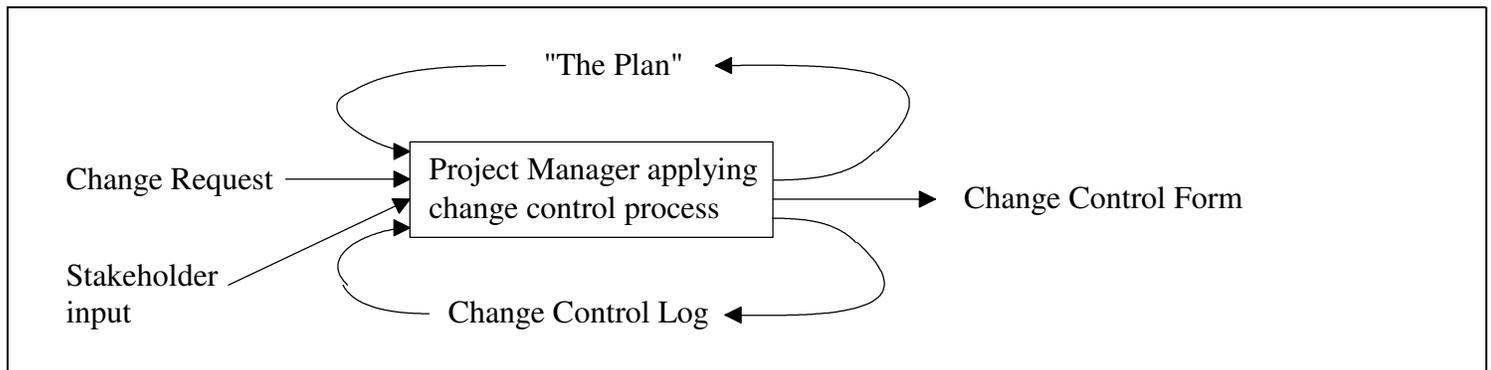
11. The project process review should be published (why?) and contain:

- *current project status* - as accurately as possible with a earned value analysis (ch. 11)
- *future status* - forecast of what is expected to happen in the project (e.g., significant deviations expected in schedule, cost, performance, or scope)
- *status of critical tasks* - especially tasks of high-levels of technical risk or being outsourced
- *risk assessment* - identify risks that could lead to monetary loss, project failure, or other liabilities
- *information relevant to other projects* - describe the lessons-learned in the review process that can be applied to other current or future projects
- *limitations of the process review* - factors that may limit the validity of the process review (e.g., missing data, suspect assumptions, etc.)

a) Why should the project process review report be as simple and straightforward as possible?

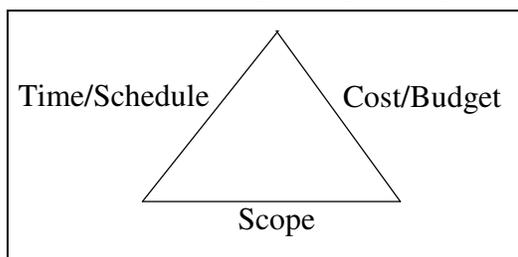
b) Why should it be organized so that both planned and actual results can be easily compared?

#### Ch 10: The Change Control Process



12. “The *change control process* establishes the stability necessary for you to manage the multitude of changes that affect the project throughout its life cycle.” Without a change control process, why might changes to the project plan cause significant imbalance regarding scope, schedule, and budget?

13. Sources of change are generally associated with one or more sides of the *triple constraints triangle*.



a) As changes “hit” the triangle, it is the project manager job to keep the triangle balanced by making necessary adjustments to the plan. Why should overall project quality be considered before approving a change request?

14. What is the purpose of each of the Six steps in the Change Control Process?
- i. Enter initial change control information into your change control log.
  - ii. Determine if the change should be processed.
  - iii. Submit recommendations to management and/or customer for review and approval.
  - iv. Update the project plan.
  - v. Distribute the updated plan.
  - vi. Monitor the change and track progress against the revised plan.

The change control form and the change log are the primary controlling documents.

Project Title: Moving Relocation Project		Date: 8/12/2011			
Project No.: 710	Task No.: 16	Revision No.: 1	Date Revised: 8/13/2011		
<b>Objective Statement:</b> Relocation of the accounting department to suitable and renovated quarters for 22 persons within the same building no later than December 31, 2011.					
<b>Description of Change:</b> Site #2 will not be available for evaluation until August 21 or 22. This will cause a two-day delay in the evaluation of all sites. This change will probably not cause a delay to the project but may delay the final site decision by one day.					
<b>Reason for Change:</b> The site will not be available for review and evaluation due to major corporate planning sessions that will consume that space for two days.					
<b>Schedule Change Information</b>					
Task No.	Task	Orig. Start Date	Orig. Comp. Date	New Start Date	New Comp. Date
16	Evaluate Site #2	8/15/11	8/20/11	8/17/11	8/22/11
Estimated Costs:					
<b>Approvals</b>					
Project Manager: Mr. Bill Boyd		Date: 8/11/11			
Task Manager: Mr. Dan O'Brien		Date: 8/12/11			
Functional Manager:		Date:			
Senior Manager:		Date:			

15. Why should thresholds be established when determining your response to project change?