

PROJECT PLANNING & CONTROL

Lesson 7: Controlling the Project

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Chapter Description

- **Aims**

- The aim of this chapter to expose students to capture and apply the basic features of controlling the project in relation to project management

- **Expected Outcomes**

At the conclusion of this chapter, the students should be able to:

- Identify the control system and data
- Demonstrate strategic plan for control techniques
- Demonstrate SMART principles to a project



- **References**

- Erik W. Larson & Clifford F. (2014). Project Management: The Managerial Process (6th Ed.). McGraw-Hill Education, New York.

Contents of Lesson 7

CONTROLLING THE PROJECT

Establishing the Control System

Control Data

Control Charts and techniques

Project Reviews and Walkthrough



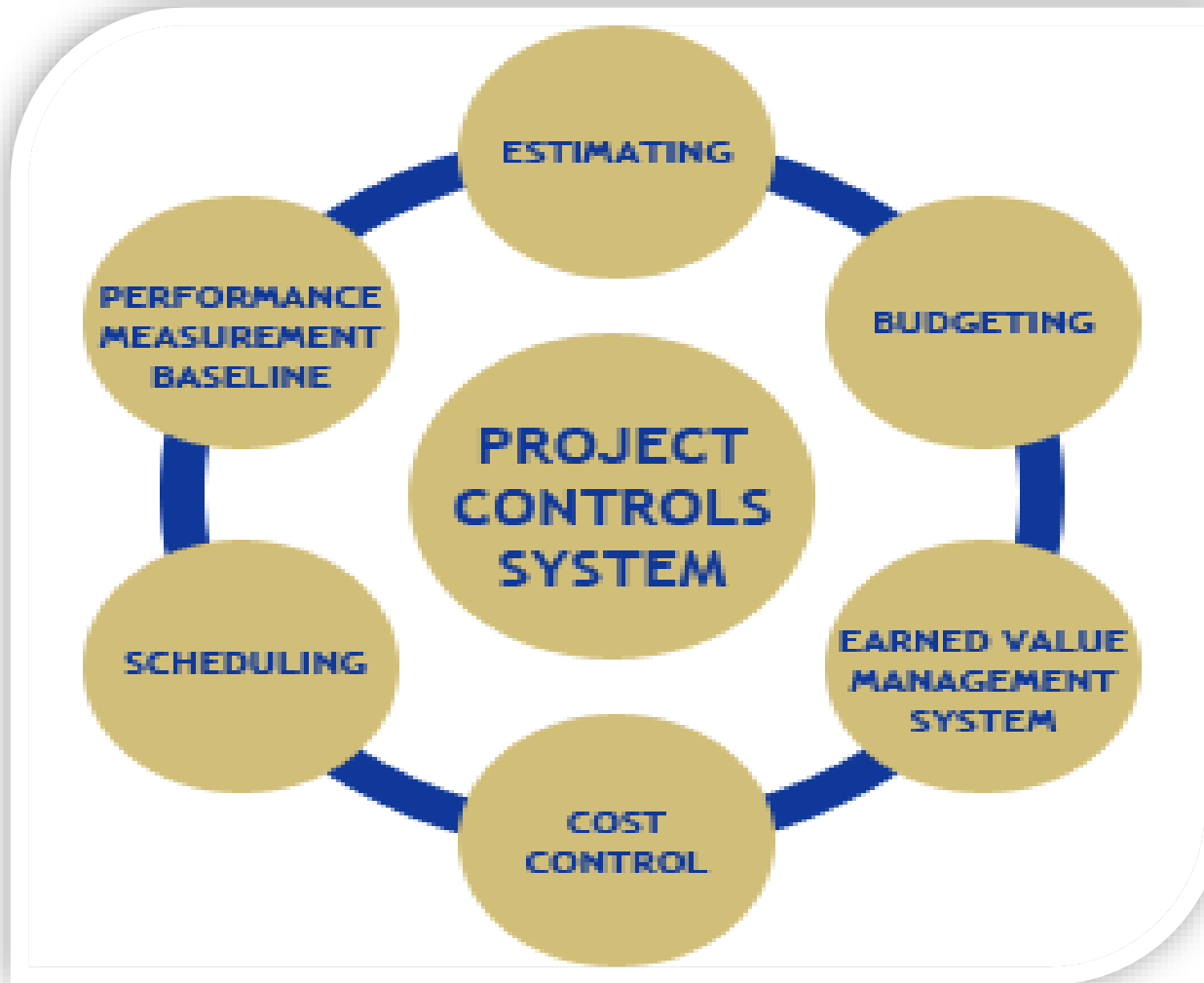
What is Project Control?

Project control: keeps project on-track, on-time and within budget.

- Managing the budget and schedule of a project.
- Planning, tracking, analysis, and reporting of the cost and schedule data for a project



Project Controls System



Establishing the Control system

The success of a project depends on communication and the good working relationships among team members



Communication Tips – Improving Relationships among the team

- Respect people's differences
- Think positively
- Acknowledge co-workers
- Listen to co-workers when they talk to you
- Appreciate others
- Pitch in and help
- Live up to your end of the job
- Respect people's time and priorities
- Be willing to admit mistakes and apologize gracefully
- Invest in other parts of your life
- Understand that life on the job will not be perfect



Establishing the Control system

1. **Contract Management:** contract requirements and negotiations
2. **Project Management:** meet contractual requirements on time and on budget
3. **Billing/AR:** payment status & questions
4. **Finance:** profitability of project
5. **Subcontract management:** funding

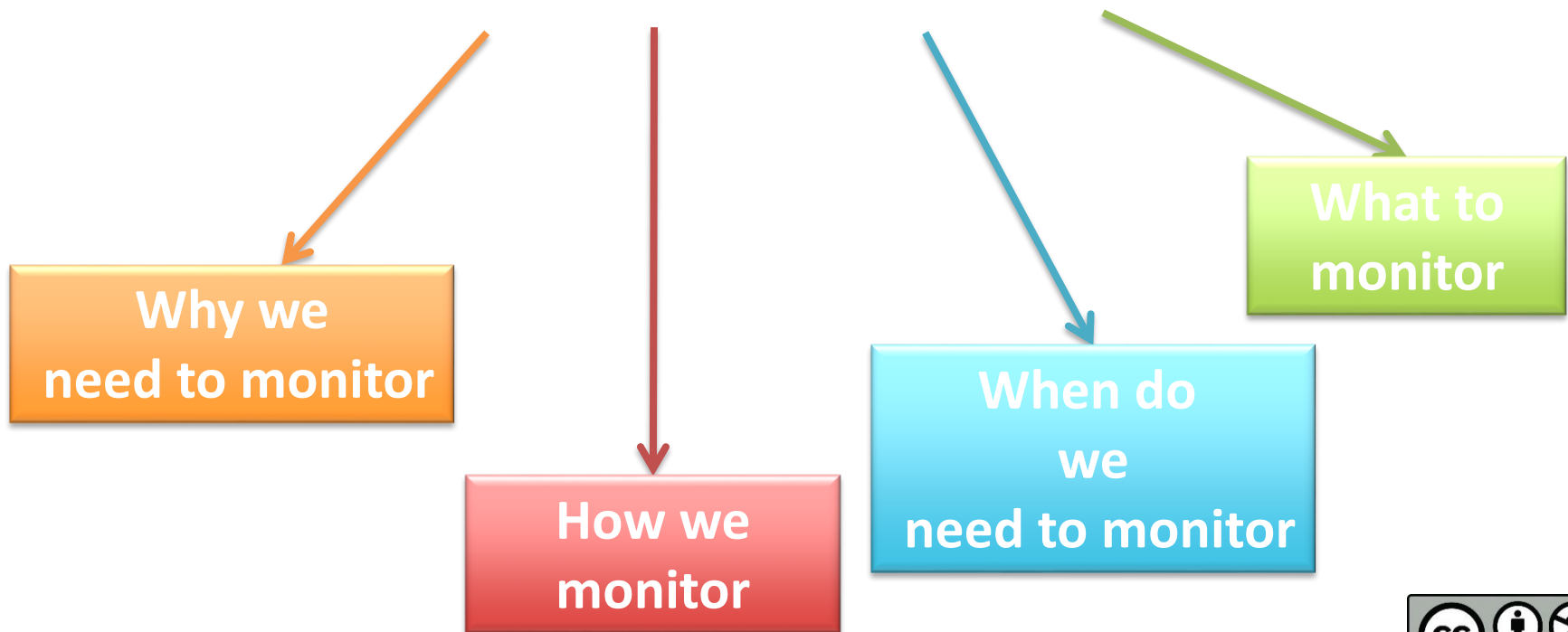
Project Controller Responsibilities

- Project management challenge: to deliver a product or service that meets the *customer's requirements on time and within budget along with keeping the customer satisfied*
- The Project Controller's primary responsibilities are *to assist the Project Manager in meeting these goals*



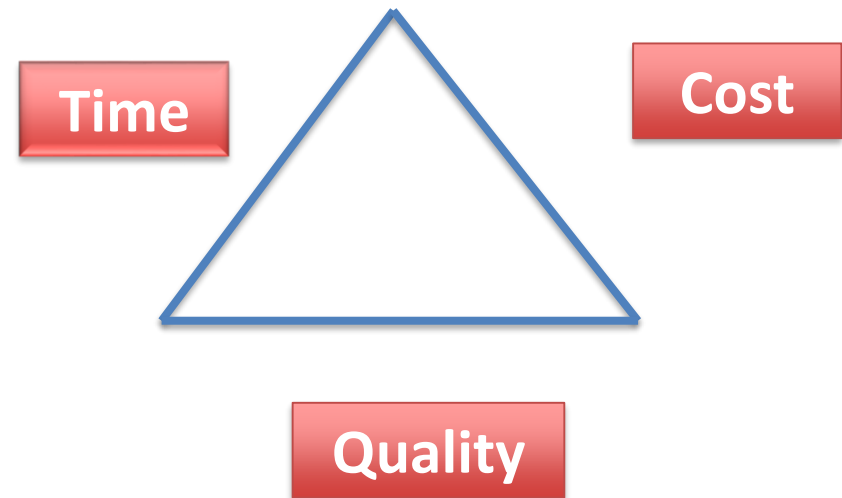
Control Data Monitoring

- Monitoring – collecting, recording, and reporting information concerning project performance that project manager and others wish to know.



How and what to monitor?

- Through meetings with clients, parties involved in project (Contractor, supplier, etc.)
- Updated CPA, PERT Charts Update Gantt Charts
- Using Earned Value Analysis
- Calculate Critical Ratios
- Milestones
- Reports



Sample Weekly Status Report

- | | Plan | Actual | Status |
|---|-------------|---------------|---------------|
| • Milestones | | | |
| — Complete 3270 testing | 5 Jun | 9 Jun | Complete |
| — Event Recorder Activated in Tampa | 6 Aug | | On schedule |
| — Presentation to NWA Finance Com | 6 Sep | | On schedule |
| • Issues Requiring Discussion/Assistance | | | |
| — Need definition of WORLDSPAN/CORDA Change Management Process | | | |
| — IMPACT: Need process that notifies ResNet of scheduled system changes | | | |
| — ASSIGNED TO: J. Huss | | | |
| • Last period's Accomplishments | | | |
| — Completed initial design of Event Recorder analysis and began coding | | | |
| — Researched slow response times in Tampa. Look at Baltimore response times | | | |
| — Completed minor adjustments to measurement reports per customer request | | | |
| • Next Period's Goals | | | |
| — Conduct formal review session for Address Verification approval | | | |
| — Beta test Event Recorder in the Hotline area in Bldg C | | | |



Project Control

COST VS QUALITY

Proven that cost can be reduced without affecting quality

TIME VS COST

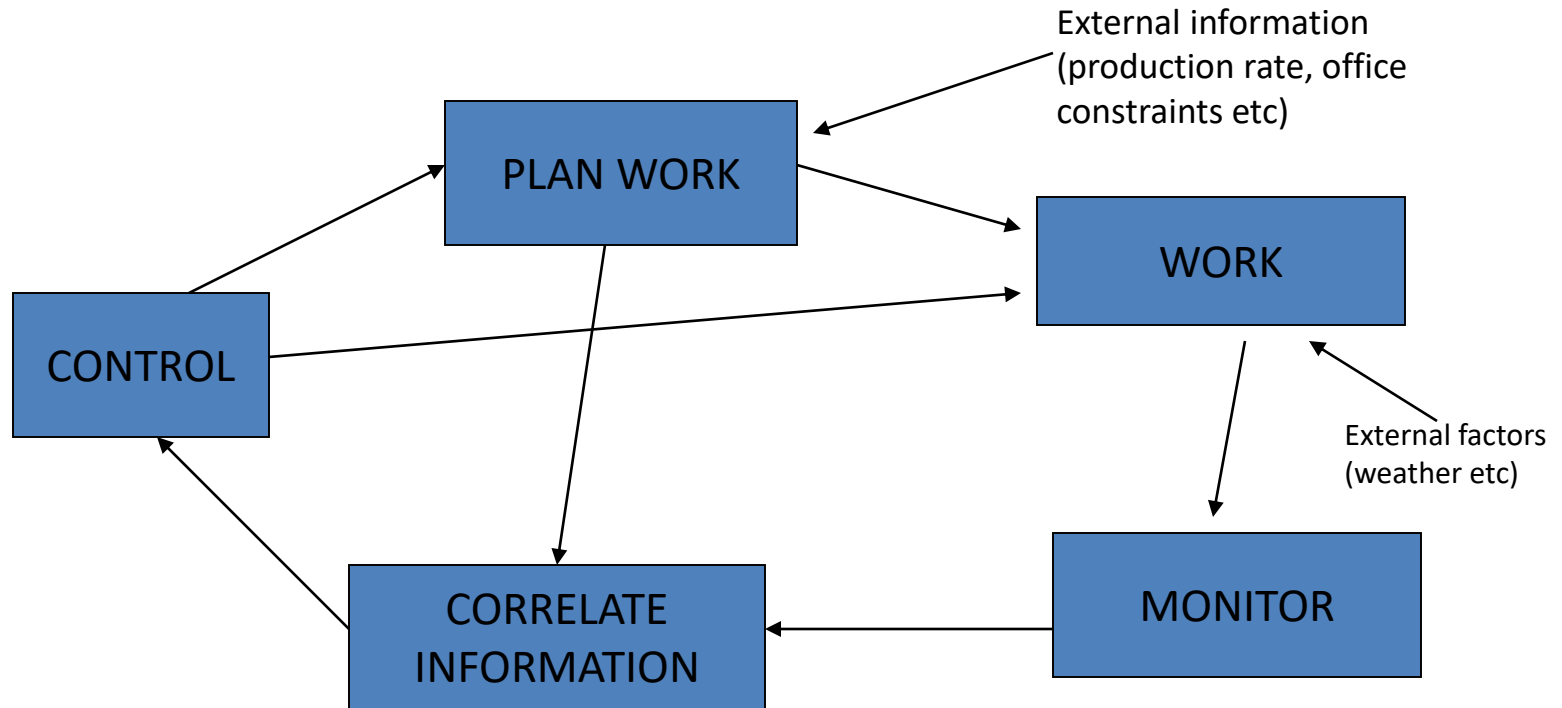
Optimum time for completion of project. If longer or shorter, project will cost more

QUALITY VS TIME

Generally, there is an optimum time. Quality may be affected if too fast

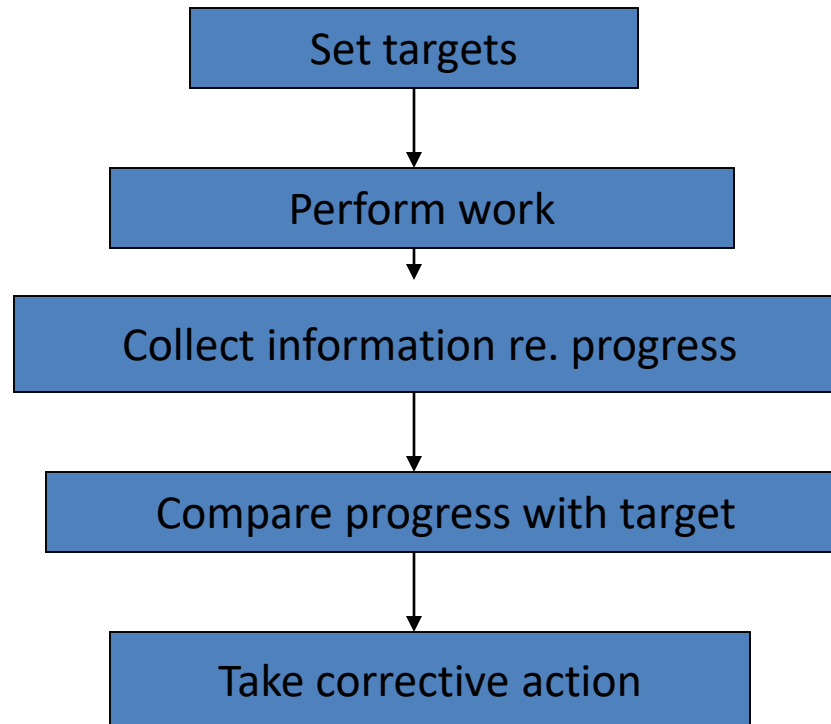


THE PLANNING AND CONTROL CYCLE



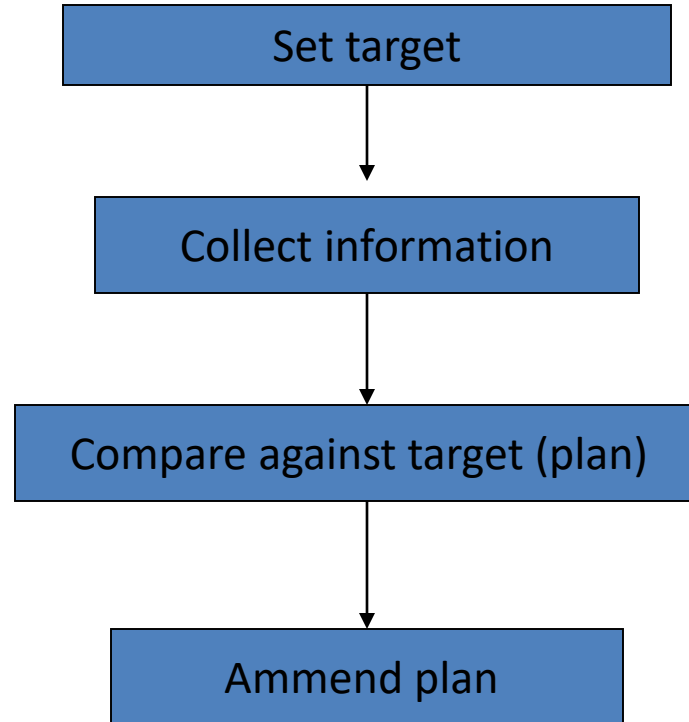
PROJECT CONTROL

RE-ACTIVE CONTROL (or feedback control)



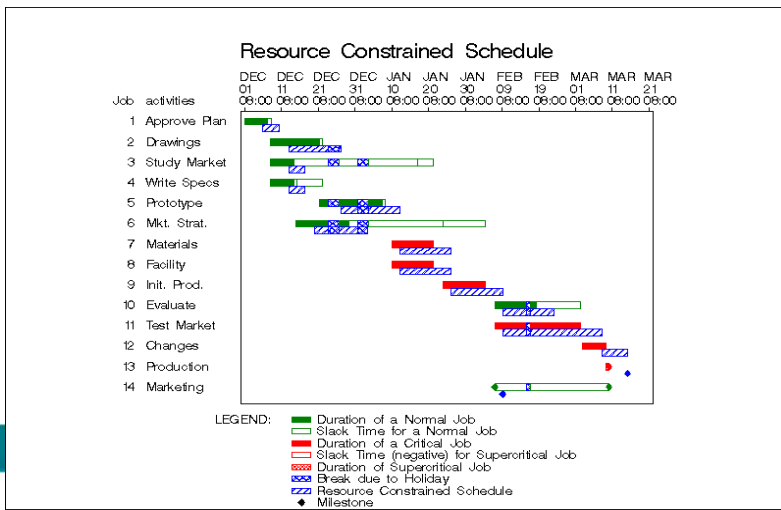
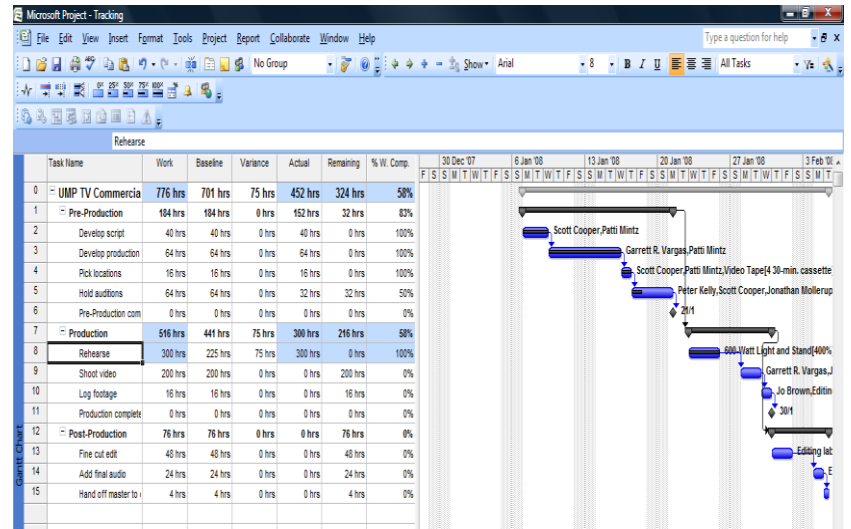
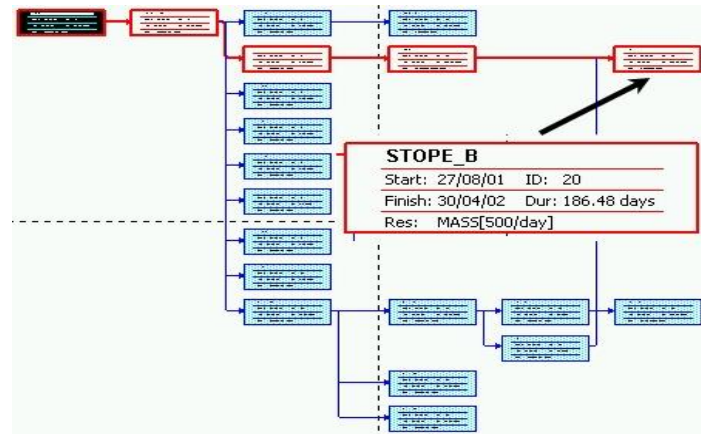
PROJECT CONTROL

PRO-ACTIVE CONTROL (or feed forward)



Control charts and techniques

- There are some useful charts and techniques for the purpose of controlling project
- Depends on:
 - Time control
 - Cost control
 - Quality control



Cost Control

- As design develops, the QS will check design against the cost allocated for each element. If exceeded, the client can either:-
 1. Change another element to ensure total cost remain.
 2. Change that element to get it back to the original cost
 3. Accept the increase in cost as inevitable
- Weakness of this is that quality may be affected when the cost of certain element is reduced
- Value engineering and management may be a better alternative

Project Reviews and Walkthrough

- **Reviews**

- Formal & informal meetings with stakeholders
- May focus on specific deliverables or milestones
- Used to get acceptance, surface problems or issues, or make key decisions

- **Status Reporting**

- Describes present state of the project
- Compares actual progress to baseline plan
 - Scope, schedule, and budget
- Like a snap shot of the project at a specific time

Problem Tracking & Management

- **Daily – project manager tracks**
 - progress against schedule
 - problems
- **Successful problem management**
 - identify before happens or at least at first symptoms
 - put recovery plans in place – don't delay
- **Problem management process**
 - identify & determine criticality
 - assign an owner
 - document recovery plan
 - monitor progress, daily if critical

Conclusion

To make a controlling successful, a Project Manager should have:

- Specific organisational activities being focused on
- Different kinds of organisational goals
- Timely corrective action
- Communication of the mechanics of the control process

THANK YOU