Project Management

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Week: 6

Lecture 28- Planning monitoring controlling cycle

Dear students, today we are going to discuss about a new lecture. First I started with project initiation, then I continued with the project planning, the third stage is project execution. In this I am going to discuss about the first lecture called planning, monitoring and controlling cycle. So the agenda for this lecture is first we will discuss what is the planning, monitoring and control cycle, then designing the monitoring system like in that I will discuss about work breakdown structures, then I will discuss about measurement of project performance. Then in the project monitoring five tell-tale signs of a project trouble, so five indicators of a project trouble, then I will discuss about information needs and reporting, what kind of information is needed and what is the different way of reporting. Then we will discuss about different reporting process and we discuss about the benefit of reporting, then the type of reporting, then we will discuss about the type of meeting, then common reporting problems.

The Planning–Monitoring–Controlling Cycle

- The key things to be planned, monitored, and controlled are time (schedule), cost (budget), and scope (performance).
- These, after all, encompass the fundamental objectives of the project.

First we will start with planning, monitoring and controlling cycle. So the key things to be planned, monitored and controlled are time, cost and scope. So these after all encompasses the fundamental objective of the project. However we are finding that with some more complex project scope is usually by far the most important three and invariably changes sometime substantially as the project progress.

The Planning–Monitoring–Controlling Cycle

- However, we are finding that with more complex projects, scope is usually by far the most important of the three and invariably changes, sometimes substantially, as the project progresses.
- Hence, the need for the project owner to work closely with the sponsor and PM.

The Planning–Monitoring–Controlling Cycle

- There is no doubt that some organizations do not spend sufficient time and effort on planning and controlling projects.
- It is far easier to focus on doing, especially because it appears to be more effective to "stop all the talk and get on with the work."
- We could cite firm after firm that incurred great expense because the planning process was inadequate for the tasks undertaken

Even though we say time, cost, scope very important, but the scope is most important that keep on changing. Hence the need for the project owner is to work closely with the sponsors and the project manager. There is no doubt that some organization do not spend sufficient time and effort on planning and controlling projects. It is far easier to focus on doing especially because it appears to be more effective to stop all the talk and get with the work. We could cite firm after firm that incurred great expense because of planning process was inadequate for the task undertaken.

Example of improper planning

1. A major construction project ran over budget by 63 percent and over schedule by 48 percent because the PM decided that, since "he had managed similar projects several times before, he knew what to do without going into all that detail that no one looks at anyway.

Example of improper planning

2. A large industrial equipment supplier "took a bath" on a project designed to develop a new area of business because they applied the same planning and control procedures to the new area that they had used (successfully) on previous, smaller, less complex jobs.

Now we will see some of the examples of improper planning. A major construction project ran over budget by 63 percentage and over the schedule by 48 percentage because

the project manager decided he had managed similar projects several times before he knew what to do without going into all the details that no one looks at anyway. So, this is the outcome of improper planning. The second example is a large industrial equipment supplier made a loss on a project designed to develop a new area of business because they applied the same planning controlling procedures to the new area that they had used on previous smaller less complex jobs. So, this is the learning.

Example of improper planning

3. A computer store won a competitive bid to supply a computer, five terminals, and associated software to the Kansas City office of a national firm.

- Admittedly, insufficient planning made the installation significantly late.
- Performance of the software was not close to specified levels.
- This spoiled job prevented the firm from being invited to bid on more than 20 similar installations planned by the client

So, things which have worked for one project may not work for the other project. The third example is a computer store own a competitive bid to supply a computer, five terminals and associated software to the consorties for national firm. Unfortunately insufficient planning made the installation significantly late. The performance of the software was not close to specified levels. So, this spoiled job prevented the firm from being invited to bid on more than 20 similar installation planned by the client.

Put the hassles up front

- The planning (budgeting and scheduling) methods we propose "**put the hassles up front.**"
- They require a significantly greater investment of time and energy early in the life of the project, but they significantly reduce the extent and cost of poor performance and time/ cost overruns.

So, the planning that is a budgeting and scheduling method we propose here is put the

hustles upfront. They require a significantly greater investment of time and energy yearly in the life of the project but they significantly reduce the extent and the cost of poor performance and time cost overruns. So, we have to spend enough time on planning the project. It is useful to pursue the control process as a closed loop system with revised plans and schedules following corrective actions. It is also useful to construct this process as an internal part of the organizational structure that is the planning and monitoring controlling cycle not something external to and imposed on it worse in conflict with it.

The Planning–Monitoring–Controlling Cycle

- It is useful to perceive the control process as a **closed-loop system**, with revised plans and schedules (if warranted) following corrective actions.

The Planning–Monitoring–Controlling Cycle

- It is also useful to construct this process as an internal part of the organizational structure of the project, not something external to and imposed on it or, worse, in conflict with it.
- Finally, experience tells us that it is also desirable, though not mandatory, that the planning–monitoring–controlling cycle be the normal way of life in the parent organization.

So, this the planning monitoring controlling process should be internal to the firm. It should not give it to the outside people. Similarly, experience it tells us that it is also desirable though not mandatory that the planning monitoring controlling cycle be the normal way of life in the parent organization. So, what is good for the project is equally good for the parent firm. In any case unless the project manager has a smoothly operating monitoring control system it will be difficult to manage the project effectively.

The Planning–Monitoring–Controlling Cycle

- What is good for the project is equally good for the parent firm.
- In any case, unless the PM has a smoothly operating monitoring/ control system, it will be difficult to manage the project effectively

Designing the Monitoring System

- The first step in setting up any monitoring system is to identify the key factors to be controlled.
- Clearly, the PM wants to monitor scope, cost, and time but must define precisely which specific characteristics of scope, cost, and time should be controlled and then establish exact boundaries within which control should be maintained.

Now, we will discuss about designing the monitoring system, project monitoring system. So, the first step in setting up any monitoring system is identify the key factors to be controlled. Clearly the project manager wants to monitor scope, cost and time but most and must define precisely which specific characteristics of scope, cost and time should be controlled and then establish exact boundaries within which control should be maintained. There may be other factors of importance worth noting at least at milestones or review point in the life of the project. For example, the number of labor hours used, the number or extent of process or output changes, the level of funder satisfaction and similar items may be worthy of note on individual projects.

Designing the Monitoring System

- There may also be other factors of importance worth noting at least at milestones or review points in the life of the project.
- For example, the number of labor hours used, the number or extent of process or output changes, the level of funder satisfaction, and similar items may be worthy of note on individual projects.

Designing the Monitoring System- WBS

- But the best sources of items to be monitored are the project work breakdown structure (WBS), change of scope orders, and the risk management plan.
- The WBS describes what is being done, when, and the planned level of resource usage for each task, work package, and work element in the project.

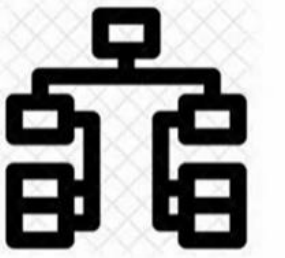
But the best sources of item to be monitored are the project work breakdown structure that is WBS and the change of scope orders and the risk management plan. So, even though we are monitoring many aspects of the project the first things has to be monitored is important items to be monitored is our work breakdown structure and noting down is there is any scope or any change in the scope of the project and the risk management plan. So, the work breakdown structure describes what is being done when and when the planned level of resource usage of each task and work package and work element in the project. So, monitoring risk found in the risk management plan keeps the project manager and the project team alert to specific risk and thus lower the probability of surprises. So, the monitoring system is a direct connection between planning and controlling.

Designing the Monitoring System- WBS

- Monitoring the risks found in the risk management plan keeps the PM and project team alert to specific risks and thus lowers the probability of surprises.
- The monitoring system is a direct connection between planning and control.

Designing the Monitoring System- WBS

- If it does not collect and report information on some significant element of the plan, control can be faulty or missing.
- The WBS furnishes the key items that must be measured and reported to the control system, but it is not sufficient.



So, when you monitor proper only we can control it. If it does not collect and report information on significant element of the plan the control can be faulty or missing. So, the work breakdown structure furnishes the key items that must be measured and reported to the control system but it is not sufficient. For example, the project manager might want to know about changes in the client's attitude towards the project. So, information on morale of the project team might be useful in preparing for organizational or personal changes on the project.

Designing the Monitoring System- WBS

- For example, the PM might want to know about changes in the client's attitudes toward the project.
- Information on the morale of the project team might be useful in preparing for organizational or personnel changes on the project.
- These two latter items may be quite important but are not usually reflected in the project's WBS.

Designing the Monitoring System- WBS

- Unfortunately, it is common to focus monitoring activities on data that are easily gathered—rather than important—or to concentrate on "objective" measures that are easily defended at the expense of softer, more subjective data that may be more important to control.

These two later items may be a quite important but are not usually reflected in the project that is the attitude of the project people. Unfortunately, it is common to focus monitoring activities on data that are easily gathered rather than important or concentration on objective measures that are easily defended at the expenses of softer more subjective data that may be more important to control. So, we have to focus where the data can be easily gathered and it can be easily controlled. Above all monitoring should be concentrate primarily on measuring various facets of output rather than intensity of the activities. You have to look at the different aspect of the output we need not go the content of that output.

Designing the Monitoring System- WBS

- Above all, monitoring should concentrate primarily on measuring various facets of output rather than intensity of activity.
- It is crucial to remember that effective PMs are not primarily interested in how hard their project teams work.
- They are interested in achieving results

It is crucial to remember that the effective project managers are not primarily interested in how hard their project teams work. They are interested in achieving result. So, we have to monitor and control only the result. The measurement of the project performance usually poses the most difficult data gathering the problem. There is a strong tendency to let the project input serve as a surrogate measure of output.

Designing the Monitoring System- The measurement of Project performance

- The measurement of project performance usually poses the most difficult data gathering problem.
- There is a strong tendency to let project inputs serve as surrogate measures for output.
- If we have spent 50 percent of the budget (or of the scheduled time), we assume that we have also completed 50 percent of the project or reached 50 percent of our performance goal.

Designing the Monitoring System- The measurement of Project performance

- If the item being referenced is a small work unit, it does not make a significant difference if we are wrong.
- If, however, the reference is to a task or to the entire project, the assumption of input/output proportionality (hereafter, the "proportionality rule") is often seriously misleading.

We say that if somebody consume more input, we say that it is indirectly measuring their level of output. So, if we have spent 50 percentage of the budget, we assume that we have also completed 50 percentage of the project or reached 50 percentage of our performance goal. If the item being referenced is a small work unit, it does not make significant difference if we are wrong. If however, the reference is to task or the entire project, the assumption of input and output proportionately is often a seriously misleading concept. Further, it is common to specify performance to a level of precision that is both unnecessary and unrealistic or a level of lenience that is worthless.

Designing the Monitoring System- The measurement of project performance

- Further, it is common to specify performance to a level of precision that is both unnecessary and unrealistic or a level of lenience that is worthless.
- For example, a communications software project specified that a telephone "information" system had to locate a phone number and respond to the queries in 5 seconds or less.
- Is 5.1 seconds a failure?

For example, a communication software project specified that a telephone information system had to locate a phone number and respond to the queries in 5 seconds or less. 5.1 second is a failure? because we mentioned the 5, but the actual is 5.1. Does the specification mean 5 seconds or less every time or merely that response time should average 5 seconds or less.

Designing the Monitoring System- The measurement of project performance

- Does the specification mean 5 seconds or less every time or merely that response times should average 5 seconds or less?
- Is the specification satisfied if the response time is 5 seconds or less than 90 percent of the time?

So, specification has to be told properly. Is the specification satisfied if the response time is 5 second or less than the 90 percentage of time. The monitoring system we described however, focus mainly on time and cost as measures of performance not scope. While we are most certainly concerned with keeping the project on specification and do consider some of the problem of monitoring output, the subject is not fully developed here because the software designed to monitor the project is not constructed to deal with performance adequately. Now, we will discuss about 5 signs of a project trouble.

Designing the Monitoring System- The measurement of project performance

- The monitoring systems we described, however, focus mainly on time and cost as measures of performance, not scope (performance).
- While we are most certainly concerned with keeping the project "on spec," and do consider some of the problems of monitoring output, the subject is not fully developed here because the software designed to monitor projects is not constructed to deal with performance adequately

Monitoring- five telltale signs of project trouble

Alderton (2013) suggests five indicative signs of project trouble it is wise to monitor

1. Muddy Waters

- The project plan is often the starting point for project trouble, especially if it is unduly long or confusing in its goals, scope, deliverables, and processes.
- "The most common cause of troubled projects...is that the scope is not well defined or well understood."
- Vague or incomplete project requirements are a major red flag.

This was proposed by Alderton. He suggests 5 indicative sign of project trouble. It is wise to monitor. The first one is muddy water. The project plan is often starting point for project trouble especially if it is unduly long or confusing in its goals, scope, deliverable and processes.

Monitoring- five telltale signs of project trouble

2. Mysterious Stakeholders

- Full and detailed stakeholder descriptions and analysis are key to avoiding late problems and delays.
- Incomplete documentation of all stakeholders is a major risk for any project.

The most common cause of troubled project is that scope is not well defined or well understood. Wake or incomplete project requirements are a major red flag. The second sign is mysterious stakeholders. Full and detailed stakeholders description and analysis are key to avoiding late problems and delays. An incomplete documentation of all stakeholders is a major risk for any project.

Monitoring- five telltale signs of project trouble

- There should be two versions of the stakeholder description:
  - A formal one that identifies who each one is, their role, how to reach them, and their preferred mode of communication.
- The other also includes whether they are a supporter of the project or a detractor, or perhaps a fence sitter, so the PM can anticipate any trouble that may occur later and get to these people early to head it off

There should be 2 versions of the stakeholder description. A formal one that identifies who each one is, their role, how to reach them and their preference mode of communication. The other also includes whether they are a supporter of the project or a detractor or perhaps a fence sitter. So the project manager can anticipate any trouble that may occur later and get to these people early to head it off. The third sign is unconstrained constraint.

Monitoring- five telltale signs of project trouble

3. Unconstrained Constraints

- Knowing how much leeway there is in your schedule and budget for each task, and where delays or cost overruns can be made up, keeps a project out of trouble.
- "If you don't have a detailed project schedule, the chance of the project failing increases exponentially."

Knowing how much leeway there is in your schedule and budget for each task and where the delays or cost overruns can be made up, keep your project out of trouble. If you do not have a detailed project schedule, the chance of the project falling increases exponentially. Milestones are especially important since they usually have the least give. So establish tolerant limits on each task and intervene when they are exceed. The fourth indicator is suspicious status report.

Monitoring- five telltale signs of project trouble

- Milestones are especially important since they usually have the least give.
- Establish tolerance limits on each task, and intervene when they are exceeded.

Monitoring- five telltale signs of project trouble

4. Suspicious Status Reports

- Status reports that are unclear, inconsistent, late, or lack specific measures are a red flag for coming trouble.
- Vague or overly optimistic language such as “very soon” or “marginal increase” in costs also indicates trouble ahead.

Status reports that are unclear, inconsistent, late and lack of specific measures are a red flag for coming trouble. Vague or overly optimistic language such as very soon, marginal increase in cost also indicate trouble ahead. Then discard and drama. Unhappy team members can cause major trouble in the project though hard to detect early on. Meeting minutes can show team members who are consistently missing, have low participation or seem to have excessive objections and complaints.

Monitoring- five telltale signs of project trouble

5. Discord and Drama

- Unhappy team members can cause major trouble in the project, though hard to detect early on.
- Meeting minutes can show team members who are consistently missing, have low participation, or seem to have excessive objections and complaints.

Monitoring- five telltale signs of project trouble

- The PM needs to be a coach and mentor for the team by establishing trust and respect within the team and an open and honest feedback environment.
- Create a positive team dynamic as soon as possible

So the project manager needs to be a coach and mentor for the team by establishing a trust and respect within the team and an open and harnessed feedback environment. Create a positive team dynamics as soon as possible. Then we will talk about information needs and reporting for project monitoring and controlling. Everyone concerned with the project should be appropriately tied into the project reporting system. Reporting system ought to be constructed so that it addresses every level of management, but reports need not be the same depth or at the same frequency of each level.

Information Needs and Reporting

- Everyone concerned with the project should be appropriately tied into the project reporting system.
- The monitoring system ought to be constructed so that it addresses every level of management, but reports need not be of the same depth or at the same frequency for each level.

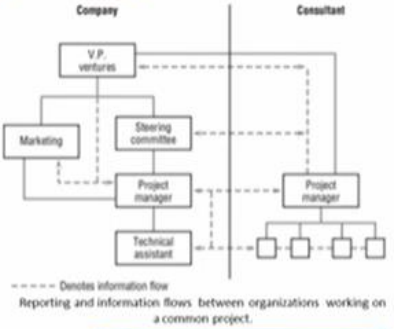
Information Needs and Reporting

- Lower-level personnel have a need for detailed information about individual tasks and the factors affecting such tasks.
- Report frequency is usually high.
- For the senior management levels, overview reports describe progress in more aggregated terms with less individual task detail unless senior management has a special interest in a specific activity or task.

Low level personnel have a need for detailed information about individual task and the factors affecting such task. Here report frequency is usually high. For a senior management level, overview report describe the progress in a more aggregated terms with less individual task detail unless senior management has a special interest in a specific activity or task. Now we will discuss about information needs and reporting. The reports are issued less often to the senior managers.

Information Needs and Reporting

- Reports are issued less often.
- In both cases, the structure of the reports should reflect the WBS, with each managerial level receiving reports that allow the exercise of control at the relevant level.
- At times, it may be necessary to move information between organizations, as illustrated in Figure , as well as between managerial levels.



Reporting and information flows between organizations working on a common project.

Information Needs and Reporting

- The proliferation of electronic mechanisms along with a wide array of software has made the process of collecting and disseminating information much faster and less arduous than previously.
- In addition to its use for conducting the routines of project management, the Internet is a rich source of information, including databases on almost anything, patent information, and technical aid for managing projects, to mention only a small fraction of readily available information.

In both the case, the structure of the report should be reflect on work breakdown structure with each managerial level receiving reports that allow the exercise of control at their relevant level. At times, it may be necessary to move information between organization as illustrated figure as well as between managerial levels. The figure the right shows the information flow. The proliferation of electronic mechanism along with a wide array of software has made the process of collecting and disseminating information much faster and less orders than the previously. In addition to use for conducting the routine of project management, the internet is a rich source of information including databases on almost anything, patent information and technical aid for managing projects to mention only a small fraction of readily available information.

Information Needs and Reporting

- Many current project management software packages allow easy connection to the Internet and e-mail to transmit information, charts, networks, and

The Reporting Process

- The relationship of project reports to the project WBS is the key to the determination of both report content and frequency.
- Reports must contain data relevant to the control of specific tasks that are being carried out according to a specific schedule.
- The frequency of reporting should be great enough to allow control to be exerted during or before the period in which the task is scheduled for completion.

Many current project management software packages allow easy connection to the internet and email to transmit information charts, networks and so on. Then we will talk about reporting processes. The relationship of project reports to the project work breakdown structure is the key to the determination of both report content and frequency. Report must contain data relevant to the control of specific task that are being carried out according to a specific schedule. The frequency of reporting should be great enough to allow control to be exerted during or before the period in which the task is scheduled for completion.

The Reporting Process

- For example, efficacy tests of drugs do not produce rapid results in most cases.
- Thus, there is no reason for weekly (and perhaps not even monthly) reports on such tests.
- When test results begin to occur, more frequent reports and updates may be required.

For example, efficacy test of drug do not produce rapid result in most cases. Thus, there is no reason for weekly, even perhaps not even monthly report on such test. When test result begin to occur, more frequent report and updates may be required. Then we will discuss about the benefits of timely reports. There are many benefits of detailed timely reports delivered to the proper people.

Benefits of timely reports

There are many benefits of detailed, timely reports delivered to the proper people. Among them are:

- Mutual understanding of the goals of the project
- Awareness of the progress of parallel activities and of the problems associated with coordination among activities
- Understanding the relationships of individual tasks to one another and to the overall project
- Early warning signals of potential problems and delays in the project

They are mutual understanding of the goals of the project, then awareness of the progress of parallel activities and of the problem associated with coordinating among other activities, then understanding the relationship of individual task one another and to the overall project and yearly warning signals of potential problems and delays in the project. Then other benefits are minimizing the confusion associated with the change, reducing delays in communicating the change, then higher visibility to top management including attention directed to the immediate need of the project, keeping the client and other interested outside parties up to date on project status, particularly regarding the project cost, milestone and deliverables. Then we will discuss about different reporting types. For the purpose of project management, we can consider three distinct types of report.

Report Types

- For the purposes of project management, we can consider three distinct types of reports: routine, exception, and special analysis.

Report Types

The routine reports are those issued on a regular basis; but, as we noted earlier, regular does not necessarily refer to the calendar.

- For senior management, the reports will usually be periodic and at major milestones, but for the PM and lower-level project personnel, critical events may be used to trigger routine reports.
- At times, it may be useful to issue routine reports on resource usage periodically, occasionally on a weekly or even daily basis.

One is routine, exception and special analysis. Then discuss about routine reports. Routine reports are those issued on a regular basis. In fact, as we noted earlier, regular does not necessarily refer to the calendar, it is not every day. For senior management, the report will usually be periodic at a major milestone, but for the project manager and lower level project personnel, critical events may be used to trigger routine reports. At times, it may be useful to issue routine reports on resource usage periodically, occasionally, on a weekly or even daily basis.

Report Types

Exception reports are useful in two cases.

- First, they are directly oriented to project management decision-making and should be distributed to the team members who will have prime responsibility for decisions or who have a clear "need to know."

Then we discuss about exception reports. First, they are directly oriented to project management decision making and should be distributed to the team members who will have prime responsibility for decisions or who has a clear need to know. Then the third report is special analysis report. These are used to disseminate the result of special studies conducted as a part of the project or as a response to a specific problems that arise during the project. Usually, they cover matters that may be of interest of other project managers or make use of analytical methods that might be helpful for other projects. Finally, we will discuss about the different meetings.

Report Types

Special analysis reports are used to disseminate the results of special studies conducted as part of the project or as a response to special problems that arise during the project.

- Usually, they cover matters that may be of interest to other PMs or make use of analytic methods that might be helpful on other projects.

Meetings

- There is no doubt that meetings of project teams are necessary and often helpful.
- The main complaints are that they are interminably long, come to no conclusions, and waste everyone's time.
- Indeed, a short commentary on how not to run a meeting is entitled, "Creative Time Wasting"

There is no doubt that meeting of personal teams are necessary and often helpful. The main complaints are that they are interminably long, come to no conclusion and waste everyone's time. Indeed, a short commentary on how not to run a meeting is entitled creative time wasting. A few simple rules can remove most of the pain associated with project meeting. Avoid show and tell meeting, sometimes called status and review meetings.

Meetings

A few simple rules can remove most of the pain associated with project meetings

1. Use meetings for making group decisions or getting input for important problems.

- Avoid "show-and-tell" meetings, sometimes called "status and review meetings."
- If the latter type of meeting has been used to keep project team members informed about what others are doing on the project, insist that such information be communicated personally or electronically by the relevant individuals to the relevant individuals

If the latter type of meeting has been used to keep the project team members informed about what others are doing on the project, insist that such information be communicated personally or electronically by the relevant individuals to the relevant individuals. So, no need for meeting. Then have preset starting and stopping time as well as written agenda. So, stick with both and above all do not penalize those who show up on time by making them wait or those who are tardy. The third is make sure that you and others do your homework prior to the meeting that is be prepared.

Meetings

2. Have preset starting and stopping times as well as a written agenda.

- Stick with both, and above all, do not penalize those who show up on time by making them wait for those who are tardy

3. Make sure that you (and others) do your homework prior to the meeting. Be prepared!

If you chair the meeting, take your own minutes. Reality is too important to be left to the most junior person present. Distribute the minutes as soon as possible after the meeting, no later than the next work day. The fifth point is avoid attributing remarks on viewpoints to individuals in the minutes. This decision makes people quite wary about what they say in meeting and damps creativity as well as controversy.

Meetings

4. If you chair the meeting, take your own minutes.

- Reality (and the minutes become reality as soon as the meeting is over) is too important to be left to the most junior person present.
- Distribute the minutes as soon as possible after the meeting, no later than the next workday

Meetings

5. Avoid attributing remarks or viewpoints to individuals in the minutes.

- Attribution makes people quite wary about what they say in meetings and damps creativity as well as controversy

6. Avoid overly formal rules of procedure.

- A project meeting is not a parliament and is not the place for Robert's Rules of Order, though courtesy is always in order.

Avoid overly formal rules of procedures. A project meeting is not the parliament and is not the place for Robert's rule of order, though courtesy is always in order. The seventh point is if a serious problem on crisis arises, call a meeting for the purpose of dealing with that issue only. The stopping time for such meeting may be when the problem has been solved. Some types of meeting should never be held at all. That means the problem has to be solved as quick as possible.

Meetings

7. If a serious problem or crisis arises, call a meeting for the purpose of dealing with that issue only.

- The stopping time for such meetings may be "When the problem has been solved." Some types of meetings should never be held at all.

If it is problem solved, we need not have the meeting. So common reporting problems. There are three common difficulties in the design of project report. The first, there is usually too much detail, both in the report themselves and the input being solicited from workers. Unnecessary detail result in the reports not being read. In addition, it prevent project team members from finding the information they need.

Common Reporting Problems

There are three common difficulties in the design of project reports.

- First, there is usually too much detail, both in the reports themselves and in the input being solicited from workers.
- Unnecessary detail (or too frequent reporting) usually results in the reports not being read.

Common Reporting Problems

- In addition, it prevents project team members from finding the information they need.
- Furthermore, the demand for large quantities of highly detailed input information often results in careless preparation of the data, thereby casting doubt on the validity of reports based on such data

Furthermore, the demand for large quantities of highly detailed input information often result in careless preparation of the data, thereby casting doubt on the validity of the report based on such data. A second major problem is the poor interface between the project information system and the parent firm's information system. In our experience, the project manager may try to force a connection. It rarely works well. The parent organization information system must serve as the definitional prototype for the project's information system.

Common Reporting Problems

- A second major problem is the poor interface between the project information system and the parent firm's information system.
- In our experience, the PM may try to force a connection.
- It rarely works well. The parent organization's information system must serve as the definitional prototype for the project's information system.

Common Reporting Problems

- Obviously, different types of reports must be constructed for managing the project, but they can be built by using standard data, for the most part.
- The PM can feel free to add new kinds of data to the information base but cannot insist that costs, resource usage, and the like be reported in the project differently from how they are reported in the parent organization.

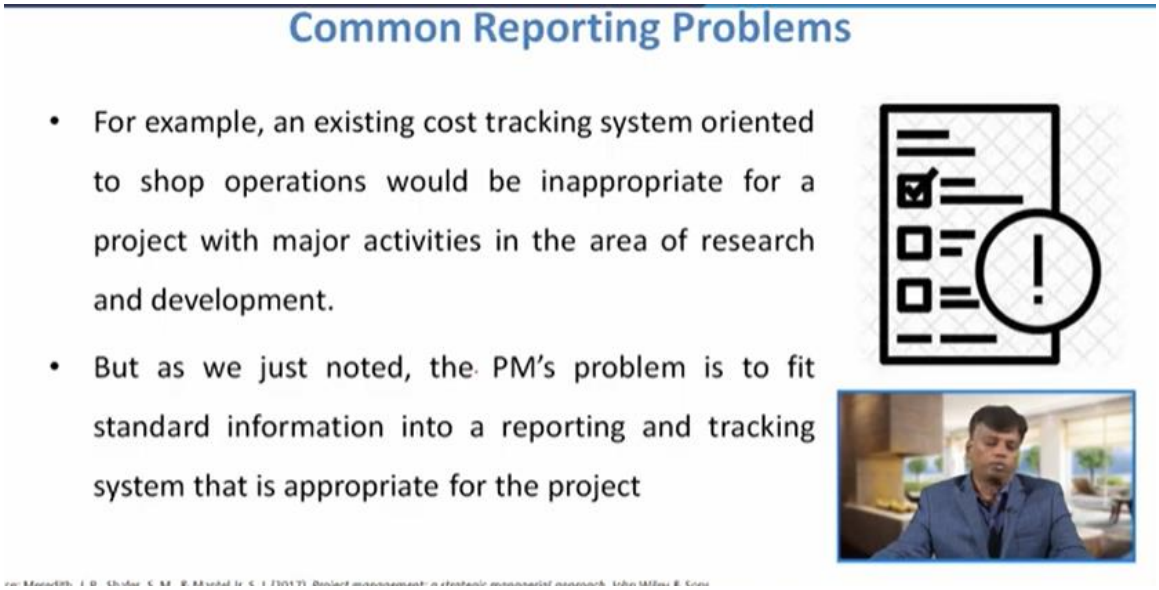
If there is a mismatch, then the project people cannot pass the information to the parent organization. Obviously, different types of report must be constructed for managing the project, but they can be built by using standard data for the most part. So the project manager can feel free to add new kinds of data to be information based, but cannot insist the cost, resource usage and the like be reported in the project differently from how they are reported in the parent organization. So if there is a mismatch, so the project manager cannot dictate what is to be reported by the parent organization. The third problem concern the poor correspondence between planning and monitoring system.

Common Reporting Problems

- The third problem concerns a poor correspondence between the planning and the monitoring systems.
- If the monitoring system is not tracking information directly related to the project's plans, control is meaningless.
- This often happens when the firm's existing information system is used for monitoring without modifications specifically designed for project management.

If the monitoring system is not tracking information directly related to the project plans, so control is meaningless. So we have to track the right information. This often happens when the firm's existing information system is used for monitoring without modification specifically designed for the project management. So that information system may be for some other project. The same information system can be used for the new project without

doing any modification, so that will not help at all.



For example, an existing cost tracking system oriented to shop operations would be inappropriate for your project with the major activities in the area of research and development. But as we just noted, the project manager's problem is to fit standard information into the reporting and tracking system that is appropriate to the project. In this lecture, I discussed about planning, monitoring, controlling cycle and its importance. Then while designing the monitoring system, some of the input that has to be noted down is work breakdown structure and the measurement of project performance. Then I have discussed about some of the symptoms for some of the indications for the project in the trouble.

Then talk about the information needs and reporting. Then I have discussed about reporting processes, reporting types, meetings and finally I have concluded with the common reporting problems. Thank you. Thank you.