

Actions in Monitoring and Controlling

Because monitoring and controlling is one of the most challenging process groups for many test takers, you should spend a considerable amount of time reviewing the following lists. It is important to pay special attention to the additional information we've included here, as it will help you develop a better overall understanding of what "monitoring and controlling" means.

Control Scope

- Follow the change management plan.
- Measure scope performance against the performance measurement baseline.
- Influence the factors that cause changes.
- Control scope changes and the impacts of those changes.
- Analyze work performance data and variances.
- Request changes.
- Update the scope baseline, other parts of the project management plan, and requirements documentation with approved changes.
- Validate changes to make sure they do not over- or undercorrect problems.
- Document lessons learned.

Control Schedule

- Follow the change management plan.
- Measure schedule performance against the performance measurement baseline.
- Influence the factors that cause changes.
- Control schedule changes and the impacts of those changes.
- Analyze work performance data and variances.
- Request changes.
- Update the schedule baseline, other parts of the project management plan, and schedule-related documentation with approved changes.
- Document lessons learned.
- Manage the schedule reserve.
- Use earned value analysis to create schedule forecasts.
- Validate changes to make sure they do not over- or undercorrect problems.

Control Costs

- Follow the change management plan.
- Measure cost performance against the performance measurement baseline.
- Influence the factors that cause changes.
- Control cost changes and the impacts of those changes.
- Analyze work performance data and variances.
- Request changes.
- Update the cost baseline, other parts of the project management plan, and cost estimates.
- Document lessons learned.
- Manage the cost reserve.
- Use earned value analysis to recalculate the estimate at completion and other cost forecasts.
- Obtain additional funding when needed.
- Validate changes to make sure they do not over- or undercorrect problems.

Control Quality

- Hold periodic inspections.
- Ensure the deliverables are meeting the standards.
- Influence the factors that cause changes.
- Request changes or improvements to work and processes.
- Make decisions to accept or reject work.
- Assess the effectiveness of project quality control systems.
- Analyze work performance data and variances.
- Update the quality management plan, as well as quality- and process-related documentation.
- Validate changes to make sure they do not over- or undercorrect problems.
- Document lessons learned.

Control Resources

- Confirm that the type and quantity of resources used are consistent with what was planned.
- Evaluate the effectiveness of the physical resources.
- Analyze work performance data and variances.
- Request changes.
- Validate changes to make sure they do not over- or undercorrect problems.
- Update the resource management plan, as well as resource-related documentation.
- Document lessons learned.

Monitor Communications

- Ensure information is being communicated to the appropriate people in the right way and at the right time.
- Analyze work performance data and variances.
- Request changes.
- Analyze information about communications to make sure they are meeting stakeholder needs.
- Validate changes to make sure they do not over- or undercorrect problems.
- Document lessons learned.

Monitor Risks

- Reassess risks, planned risk responses, and risk reserves.
- Identify new risks.
- Watch for the occurrence of risk triggers.
- Create and implement workarounds.
- Perform risk audits to evaluate the effectiveness of risk management processes. Analyze work performance data, work performance reports, and variances.
- Request changes.
- Evaluate the effectiveness of implemented risk response plans.
- Document lessons learned.

Control Procurements

- Monitor performance to make sure both parties to the contract meet contractual obligations.
- Inspect and verify the contract deliverables.
- Protect your legal rights.
- Follow the defined procurement management procedures, including the contract change control system.
- Analyze work performance data, seller work performance reports, and variances.
- Request and manage changes.
- Authorize contract-related work.
- Issue and review claims.
- Maintain comprehensive records.
- Report on seller performance compared to the contract.
- Review invoices and make payments.

- Update the project management plan and procurement documentation.
- Validate contract changes, control contracts to updated versions, and evaluate effectiveness of changes.
- Document lessons learned.
- Close out contracts as final deliverables are completed and accepted.

Monitor Stakeholder Engagement

- Analyze work performance data and variances.
- Evaluate stakeholder engagement and stakeholder relationships, and look for opportunities for improvement.
- Assess whether stakeholders' expectations are aligned with the project.
- Resolve conflicts.
- Maintain an issue log.
- Request changes.
- Update the stakeholder management plan and stakeholder register.
- Document lessons learned.
- Validate success of changes to stakeholder engagement strategy.