

## 7.1: Introduction

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### Learning Objectives

1. Explain the monitoring and controlling process and differentiate between monitoring and controlling.
2. Describe qualitative monitoring for project management knowledge areas except for schedule and cost.
3. Describe Earned Value Management (EVM), a quantitative monitoring tool, to monitor and control of the progress of project activities.
4. Define the change control process.
5. Discuss the importance of getting the fundamentals right and keeping them right throughout a project.
6. Explain the value of project reviews and audits.
7. Describe issues related to correcting course mid-project and decisions about terminating a project.
8. Discuss the project closure phase.
9. Recognize the importance of concluding a project with lessons learned.

### Overview

The monitoring and controlling process differentiates from other processes (i.e., initiating, planning, executing, and closing out), in that, it spans throughout the whole project. Project managers should ensure that everything is on track (e.g., scheduled activities are completed on time, there is no budget overrun), and take the project back on track if it deviates from its three main baselines, which are triple (iron) constraints, scope, schedule and cost, and other constraints such as quality and resources, and the satisfaction of the client and stakeholder eventually. Project managers implement a holistic approach by focusing on all the aspects of a project to keep the project on track and accomplish a successful closeout where the client and stakeholders are satisfied with the project outcomes. There are various techniques utilized to monitor and control the projects.

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