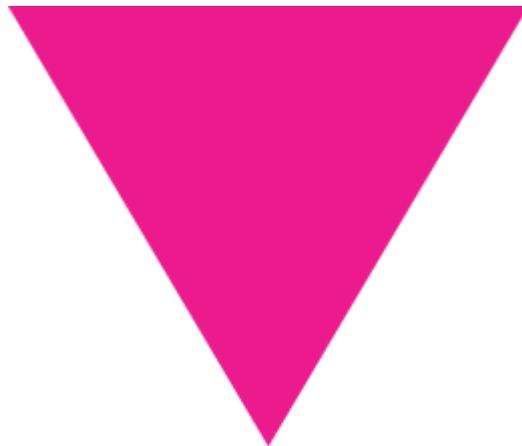




# Module Planner Template (MPT)

**Module 8: Monitoring & Controlling: Logs,  
Indicators, and Reporting**

**Course Title: Sustainable Project Management with  
PM² (SPM²)**



Co-funded by  
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## Standard Module Planner Template (MPT)

### Purpose:

This template must be used by all course authors when designing individual modules. It ensures coherence across the full course by standardizing the structure, terminology, and instructional components. The MPT provides clear guidance for instructors and instructional designers, facilitates alignment with learning outcomes, and supports high-quality delivery across diverse academic and institutional contexts.

Each of the 10 modules in your course must follow this format. Use the provided fields and instructions carefully, and ensure that supporting materials (e.g., templates, videos, practical tasks) are properly referenced and labeled in accordance with this plan.

### 1. GENERAL MODULE INFORMATION

**Instructions:** Fill out the fields below with accurate and concise information for each module.

Field	Instruction
Module Number	M8
Module Title	Monitoring & Controlling: Logs and Indicators
Course Title	Sustainable Project Management with PM <sup>2</sup> (SPM <sup>2</sup> )

### 2. MODULE OVERVIEW

**Instructions:** Write 3–5 sentences that summarize the core idea, scope, and role of this module in the course.

This module introduces students to the full cycle of monitoring and control in project management, with a strong emphasis on integrating sustainability indicators and performance measures. Students will learn how to track project progress, identify deviations, propose corrective actions, and ensure that project objectives—both operational and sustainability-related—remain on course.

Monitoring and controlling activities are guided by the Project Management Plans developed during the Planning Phase and are executed continuously throughout the project, especially during the Execution Phase. These activities rely on a robust set of artefacts that form the backbone of the SPM<sup>2</sup> controlling framework.

Learners will work with core PM<sup>2</sup> logs, including the Risk Log, Issue Log, Change Log, and Decision Log, gaining practical skills in identifying, documenting, and responding to uncertainties and changes. In parallel, checklists such as the Quality Review Checklist, Deliverables Acceptance Checklist, and Phase-Exit Review Checklists will be used to verify process integrity and output quality.

As part of the SPM<sup>2</sup> extension, students will explore the concept of a Sustainability Log, designed to monitor sustainability-specific objectives, risks, and actions.

By mastering these tools and processes, students will be able to apply a structured, evidence-based approach to project control—one that balances traditional performance management with accountability for sustainability outcomes.



### 3. LEARNING OBJECTIVES

**Instructions:** List 2–4 general learning objectives using action verbs from Bloom's Taxonomy (aligned with Course Syllabus Template (CST)) . Focus on what students will understand or be able to do after completing the module.

Note: The learning objectives here should be derived from and aligned with the overarching course-level learning objectives defined in the Course Syllabus Template (CST). You are encouraged to further specify or tailor the objectives to the unique focus of this module, while maintaining full coherence with the overall course direction.

Upon successful completion of this module, students will be able to:

- **LO-1:** Explain the purpose, scope, and governance aspects of monitoring and controlling within the PM<sup>2</sup>/SPM<sup>2</sup> framework.
- **LO-2:** Apply core logs and checklists (Risk, Issue, Change, Decision, Quality Review, Deliverables Acceptance, Phase-Exit Review, etc. ) to track project performance and compliance.
- **LO-3:** Develop and maintain a Sustainability Log to monitor environmental, social, and governance-related project objectives, risks, and actions.
- **LO-4:** Analyse performance indicators and design corrective or preventive measures to ensure project alignment with sustainability objectives.

### 4. LEARNING OUTCOMES

**Instructions:** Define 1–3 specific and measurable learning outcomes for this module (aligned with Course Syllabus Template (CST)).

Note: Module-level outcomes should be directly linked to the learning objectives stated above and traceable to the course-level learning outcomes listed in the CST. Here you have the opportunity to disaggregate or operationalize broader course outcomes into concrete, assessable outputs for this module.

Upon successful completion of this course, students will be able to:

- **Outcome 1:** Accurately document project events and decisions using the appropriate PM<sup>2</sup>/SPM<sup>2</sup> logs and checklists.
- **Outcome 2:** Interpret and present performance data, including sustainability indicators, to support governance decision-making.
- **Outcome 3:** Propose and justify corrective actions based on deviations identified through monitoring activities, ensuring both operational and sustainability goals are addressed.
- **Outcome 4:** Demonstrate understanding of how PM<sup>2</sup>/SPM<sup>2</sup> logs, checklists, and performance indicators work together to support effective monitoring, control, and sustainability integration in project management.



## 5. MODULE LEARNING CONTENT (TOPICS & SUBTOPICS)

**Instructions:** Outline the instructional content that will be covered in this module. Structure the topics and subtopics logically to guide lecture flow and student learning.



Main Topic	Subtopics / Key Concepts
<b>Purpose and scope of Monitoring &amp; Controlling in SPM<sup>2</sup></b>	<ul style="list-style-type: none"> <li>- Role in ensuring alignment with baseline scope, schedule, cost, and sustainability objectives</li> <li>- Integration with governance structures and decision-making</li> </ul>
<b>Core PM<sup>2</sup> Logs</b>	<ul style="list-style-type: none"> <li>- Risk Log: structure, update process, sustainability risks</li> <li>- Issue Log: documenting and resolving issues</li> <li>- Change Log: recording, assessing, and approving changes</li> <li>- Decision Log: tracking governance decisions and rationale</li> </ul>
<b>Sustainability Log in SPM<sup>2</sup></b>	<ul style="list-style-type: none"> <li>- Purpose and structure</li> <li>- Linking sustainability objectives to risks, issues, and actions</li> <li>- Using the log for continuous sustainability monitoring</li> </ul>
<b>Checklists and quality controls</b>	<ul style="list-style-type: none"> <li>- Quality Review Checklist</li> <li>- Deliverables Acceptance Checklist</li> <li>- Phase-Exit Review Checklist</li> <li>- Role of checklists in maintaining quality and sustainability compliance</li> </ul>
<b>Performance indicators and KPIs</b>	<ul style="list-style-type: none"> <li>- Schedule, cost, and quality KPIs</li> <li>- Sustainability indicators (environmental, social, governance)</li> <li>- Methods for collecting and analysing indicator data</li> </ul>
<b>Corrective and preventive actions</b>	<ul style="list-style-type: none"> <li>- Identifying and addressing deviations</li> <li>- Impact assessment on project scope, schedule, cost, and sustainability outcomes</li> <li>- Escalation and governance decision protocols</li> </ul>
<b>Reporting for Monitoring &amp; Controlling</b>	<ul style="list-style-type: none"> <li>- Status reports, progress reports, and sustainability reports</li> <li>- Stakeholder-specific reporting approaches</li> </ul>
<b>From theory to application</b>	<ul style="list-style-type: none"> <li>- How monitoring outputs inform governance</li> <li>- Ensuring traceability and accountability for sustainability commitments</li> </ul>



## 6. MODULE LEARNING ACTIVITIES AND DELIVERY STRUCTURE

**Instructions:** Fill in the table to describe teaching content and activities, reflecting a blend of pre-class, in-class, and post-class elements. Ensure alignment with digital and active learning principles.



Segment	Activity Type	Description	Duration	Delivery Format
<b>Pre-class</b>	Intro Video + Guided Reading + Artefact/Template Review	Learners complete three preparatory tasks: <ul style="list-style-type: none"> <li>- Watch a video introducing Monitoring &amp; Controlling in SPM<sup>2</sup>, including module learning objectives, outcomes, and structure, with a focus on logs and sustainability indicators.</li> <li>- Read selected content from the SPM<sup>2</sup> Guide on monitoring activities, logs, checklists, and indicators.</li> <li>- Review sample project logs (Risk, Issue, Change, Decision, Sustainability) and relevant checklists for governance-ready reporting.</li> </ul>	~2 h	LMS / SPM <sup>2</sup> , Guide (asynchronous)
<b>In-class</b>	Interactive Lecture + Discussion Group	Instructor presents the purpose, governance integration, and sustainability alignment of monitoring & controlling activities in SPM <sup>2</sup> . Group discussion explores how the Sustainability Log can be effectively integrated with other core logs to strengthen decision-making.	~3 h	F2F or Hybrid (lecture + facilitated discussion)
<b>In-class</b>	Applied Workshop / Simulation	Complex simulation where teams work with a provided project scenario that includes operational and sustainability-related events. They must: <ol style="list-style-type: none"> <li>1. Update the Sustainability Log.</li> <li>2. Link relevant entries to Risk, Issue, and Change Logs.</li> <li>3. Propose corrective actions and escalation points for governance review.</li> <li>4. Prepare a short “Monitoring &amp; Sustainability Update” for the Steering Committee.</li> </ol>	~3 h	F2F / Workshop Format
<b>Post-class</b>	Knowledge Check Quiz	Learners complete:	~1 h	LMS Submission (asynchronous)



		<p>- Knowledge Check (10 questions) testing understanding of logs, checklists, indicators, and sustainability integration in monitoring &amp; controlling.</p>		
<b>Post-class</b>	Individual Written Reflection Task	Learners write a reflection on how effective monitoring & controlling practices, supported by sustainability logs and indicators, can improve governance decision-making and long-term project outcomes.	~2 h	LMS Submission (asynchronous)



## 7. PRACTICAL TASK(S) / ASSESSMENT SUMMARY

### Instructions:

List each practical assignment in this module in a separate row. For each task, complete the table and provide a clear reference to the Practical Task Description Template (PTDT) document, where full task instructions and grading criteria are given.

The typologies below are **examples only** and intended to guide consistency across modules.

### Suggested Task Typologies (for reference only):

- **Case-Based Task** – Analyze real-world or simulated scenarios.
- **Scenario or Game-Based Simulation** – Participate in role-plays or simulations.
- **Design and Planning Task** – Develop strategies, plans, models, or tools.
- **Analytical Task** – Work with data, conduct evaluations, generate insights.
- **Reflection or Personal Development Task** – Engage in self-assessment, journaling, or mindset analysis.
- **Evaluation or Critical Assessment Task** – Critique existing practices using structured criteria.

If your task does not fall neatly into any of the predefined typologies, you may add your own under “Task Typology.”



Task Title	Task Type	Task Typology	Description	PTDT Reference
<b>Integrated Sustainability Log Workshop</b>	Group Assignment	Scenario or Game-Based Simulation	Teams analyse a simulated project scenario containing operational and sustainability-related developments. They update the Sustainability Log, connect entries with other relevant logs (Risk, Issue, Change), define corrective actions, and prepare a governance-ready monitoring update.	<a href="#">PTDT_M8_SustainabilityLogWorkshop.docx</a>
<b>Knowledge Check Quiz: Monitoring &amp; Controlling</b>	Individual Assessment	Analytical Task	A 10-question quiz testing knowledge of PM <sup>2</sup> /SPM <sup>2</sup> logs, checklists, KPIs, and sustainability integration in monitoring & controlling.	<a href="#">PTDT_M8_KnowledgeCheckQuiz.docx</a>
<b>Monitoring-Sustainability Reflection</b>	Individual Assignment	Reflection or Personal Development Task	Learners reflect on how integrating Sustainability Log updates with other logs enhances transparency, governance readiness, and long-term value creation.	<a href="#">PTDT_M8_SustainabilityReflection.docx</a>



## **8. DIGITAL LEARNING RESOURCES AND MULTIMEDIA SUPPORT**

### **Instructions:**

List all digital, multimedia, and interactive resources used to support the delivery of this module and learner engagement. Include links to videos, downloadable templates, interactive tools, and LMS-integrated components (e.g., quizzes, polls, checklists). Microlearning materials should also be listed here



Type	Description	Format	Developer
<b>Reading Material</b>	Extract from the SPM <sup>2</sup> Guide – Sections on Monitoring & Controlling Phase: Risk, Issue, Change, and Decision Logs; Quality and Acceptance Checklists; Sustainability Log.	PDF	SPM <sup>2</sup> Editorial Team
<b>AI Video Intro</b>	<i>Monitoring &amp; Controlling in SPM<sup>2</sup></i> : Animated explainer covering the continuous monitoring cycle, governance roles, key logs and checklists, and integration of sustainability indicators.	MP4	SPM <sup>2</sup> Authoring Team
<b>Microlearning Unit 1</b>	Core PM <sup>2</sup> Logs Overview – Downloadable templates for Risk Log, Issue Log, Change Log, Decision Log, and Sustainability Log.	DOCX	SPM <sup>2</sup> Authoring Team
<b>Downloadable Template</b>	<ul style="list-style-type: none"> <li>• Case scenario PDF</li> <li>• Sustainability Log Workshop Dataset (XLSX)</li> <li>• Reflection Template (DOCX)</li> </ul>	PDF/XLSX/ DOCX	Authoring Team
<b>LMS Activity</b>	Knowledge Check Quiz – Module 8: 10-question quiz on monitoring activities, use of logs and checklists, and sustainability integration in controlling.	SCORM Package	eLearning Team
<b>LMS Activity</b>	Monitoring-to-Decision Reflection: Individual written task on how evidence from logs and indicators supports informed, sustainability-aligned project decisions.	LMS Form Submission	Course Instructor
<b>Optional Resource</b>	<ul style="list-style-type: none"> <li>• Optional In-class Prompt: “Which log entries in your projects have had the greatest governance impact – and why?”</li> <li>• Optional Post-class Prompt: “From Logs to Lessons: Turning monitoring data into governance insights.”</li> </ul>	LMS Forum	Course Instructor



## 9. REQUIRED READINGS AND RESOURCES

**Instructions:** Divide the required learning materials into *Mandatory* and *Optional* sections.

### **Mandatory Readings and Tools**

- **SPM² Guide – Chapter on Monitoring & Controlling** (focus on governance cycle, key logs, quality and acceptance checklists, and integration of sustainability indicators)
- **Monitoring & Controlling Artefacts and Templates:**

### **Optional Readings and Resources**

- (To be tailored by instructor based on learners' background and course context)

## 10. FINAL QUALITY CHECK (SELF-REVIEW)

**Instructions:** Use this checklist before submitting your module. Confirm alignment with the pedagogical flow, and digital readiness. Mark only what is **completed**.

- Each practical task has a PTDT reference
- Readings are categorized (Mandatory/Optional)
- Teaching activities cover pre/in/post-class formats
- Multimedia and microlearning materials are specified
- Linkages to other modules are clearly defined
- All digital learning resources and multimedia components are noted and delivery-ready or marked "pending"