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Week 5 Reading Assignment 4

Information Assurance and Security CIS 563

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The traditional project management model includes five phases which are project initiation, project planning, project execution, project monitoring, and project closure. Together, these phases provide a structured framework for guiding a project from approval through completion (EC-Council, 2020; Landau, 2025).

Project initiation is the first phase, focused on approving and authorizing the project. It involves feasibility assessments, stakeholder identification, and consideration of constraints. These activities feed into the project charter, which formally establishes the project's purpose and scope. According to Landau (2025), this phase sets the foundation by ensuring organizational commitment before resources are allocated.

The second phase, project planning, develops the detailed roadmap for execution. Planning activities include defining deliverables, allocating resources, scheduling tasks, and documenting requirements. Resource planning and documentation are especially critical, as they provide structure and accountability. As Landau (2025) emphasizes, planning also sets baselines for cost, time, and scope, which later serve as benchmarks for monitoring performance.

The third phase, project execution, brings the plan into action. Resources are combined to produce deliverables as outlined in the project plan. Controls such as schedule management, financial oversight, and quality assurance ensure that the project remains aligned with its goals. Execution is closely tied to project monitoring, which occurs simultaneously. Monitoring uses key performance indicators (KPIs), scope management, and variance tracking to identify risks and keep work on schedule and within budget. Strong monitoring prevents scope creep and ensures corrective actions can be taken when deviations occur (EC-Council, 2020; Landau, 2025).

Finally, project closure formalizes the end of the project. Closure involves completing outstanding tasks, transitioning deliverables to their intended users, and releasing resources. Lessons learned are documented to promote continuous improvement in future initiatives. This step highlights that projects are temporary efforts with defined beginnings and endings, and closure ensures that the organization captures value beyond the single project itself (EC-Council, 2020; Landau, 2025).

References

EC-Council. (2020-11-01). Certified Chief Information Security Officer (CCISO) Version 3 eBook Ed. 3, 3rd Edition. [[VitalSource Bookshelf version]]. Retrieved from vbk://9781635673999

Landau, P. (2025, April 10). *The 5 Project Management Phases: A Quick Guide*. ProjectManager. <https://www.projectmanager.com/blog/project-management-phases>