PROJECT INTEGRATION MANAGEMENT

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Consider the following

- In the course of a project, a project manager may have to schedule tasks, purchase products, address risks, replace project team members, re-schedule tasks, and accomplish many, many other things necessary to ensure successful project completion. Keeping track of these tasks can be overwhelming, and knowing how to manage outcomes when different project processes overlap is crucial. **Project integration management** helps a project manager coordinate differing project activities.

Introduction

- Project integration management is one of the most important knowledge areas in PMBOK because:
  - it coordinates the other eight knowledge areas and
  - all of the project management processes throughout the project's life cycle.
- The project manager must:
  - Ensure that the activities and processes are coordinated in order for the project to meet or exceed its MOV.
- All of these knowledge areas and processes must come together to:
  - support the development of the project plan,
  - its execution, and
  - overall change control.
- Project integration management includes:

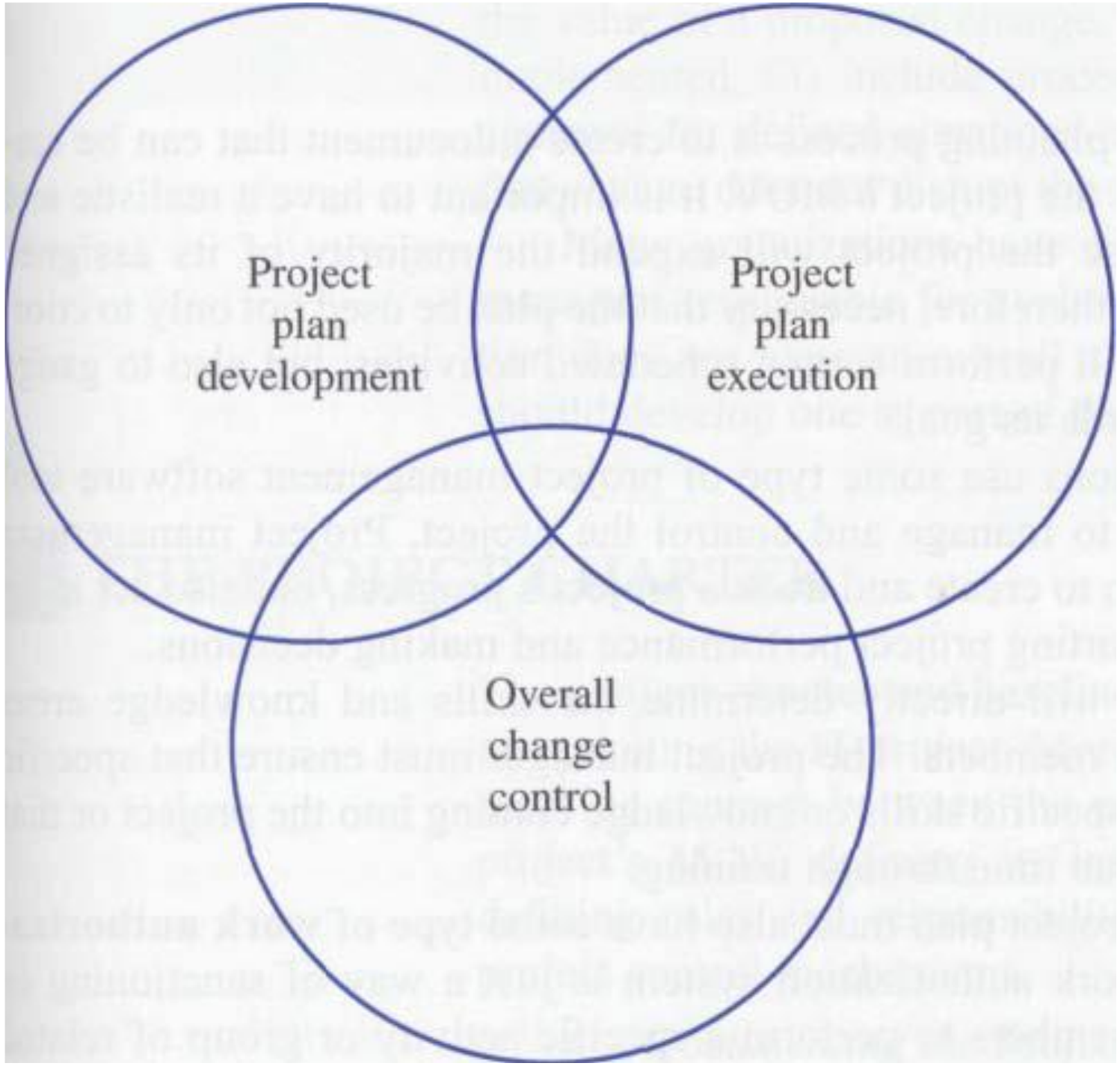
  A) project plan development,

  B) project plan execution, and

  C) overall change control.

What is Integration Management

The collection of processes required to ensure that the various elements of the **projects** are properly coordinated. It involves making trade-offs among competing objectives and alternatives to meet or exceed stakeholder needs and expectations. Comprised of: **Project** plan development.


Project
plan
development
Project
plan
execution
Overall
change
control

Processes involved in integration management

- Develop project charter
- Develop project management plan
- Direct and manage project work
- Perform integrated change control
- Close project or phase

Project Plan Development

- The purpose of project plan development is to create a useable, flexible, consistent, and logical document that will guide the work or activities of the project.
- The project plan provides a control mechanism for coordinating changes across the entire project.
- Project planning is an iterative process
  - First draft from the business case'
  - Historical information from past projects *(accuracy and completeness of estimates)*
  - Organizational policies and procedures
  - Constraints and assumptions

Project Plan Development

- Constraints are things that can limit the project and can have an impact on the *scope, schedule, budget or quality*
- Assumptions are those things that must go right for the project plan to be completed as planned

- Use a method for project planning
  - A software tool can be useful
  - Project plan should consider:
    - Who will be needed
    - When they will be needed
    - How they will be needed

Project Plan Execution

- Purpose of the project planning process is to create a document that:
  - Can achieve the project's MOV.
  - Must be realistic and usable – resources
  - the plan would be used to coordinate the resources that will perform certain scheduled activities, and
  - gauge the project's progress towards its goal.
- Organizations use some type of project management software tool
  - Microsoft Project
    - manage and control the project.
    - create and track a project's progress,
    - Used as an IS for reporting project performance and making decisions

Project Plan Execution cont’d

- The project's product directly determines the skills and knowledge areas needed by the project team members.
- The project manager must ensure that specific team members either have specific skills or knowledge coming into the project or that they will acquire them in due time through training.
- Execution requires a **work authorization system** to be in place.
  - It is a way of sanctioning or authorizing project team members to perform a specific activity or group of related activities to ensure that the right things are done in the proper sequence.
  - Depends on size and complexity of the project
  - Can be formal or informal

Project Plan Execution cont’d

- Status Review Meetings
  - Regularly scheduled meetings that the project manager and project team members have with key stakeholders
  - Useful tool for coordinating the project processes and activities.
  - The purpose of these meetings is to keep everyone informed about the status of the project.
  - Project status meetings can be formal or informal
  - Can include different levels of stakeholders.
  - Regular status meetings keeps everyone informed
  - Helps focus the project team's attention on meeting key deadlines for deliverables.

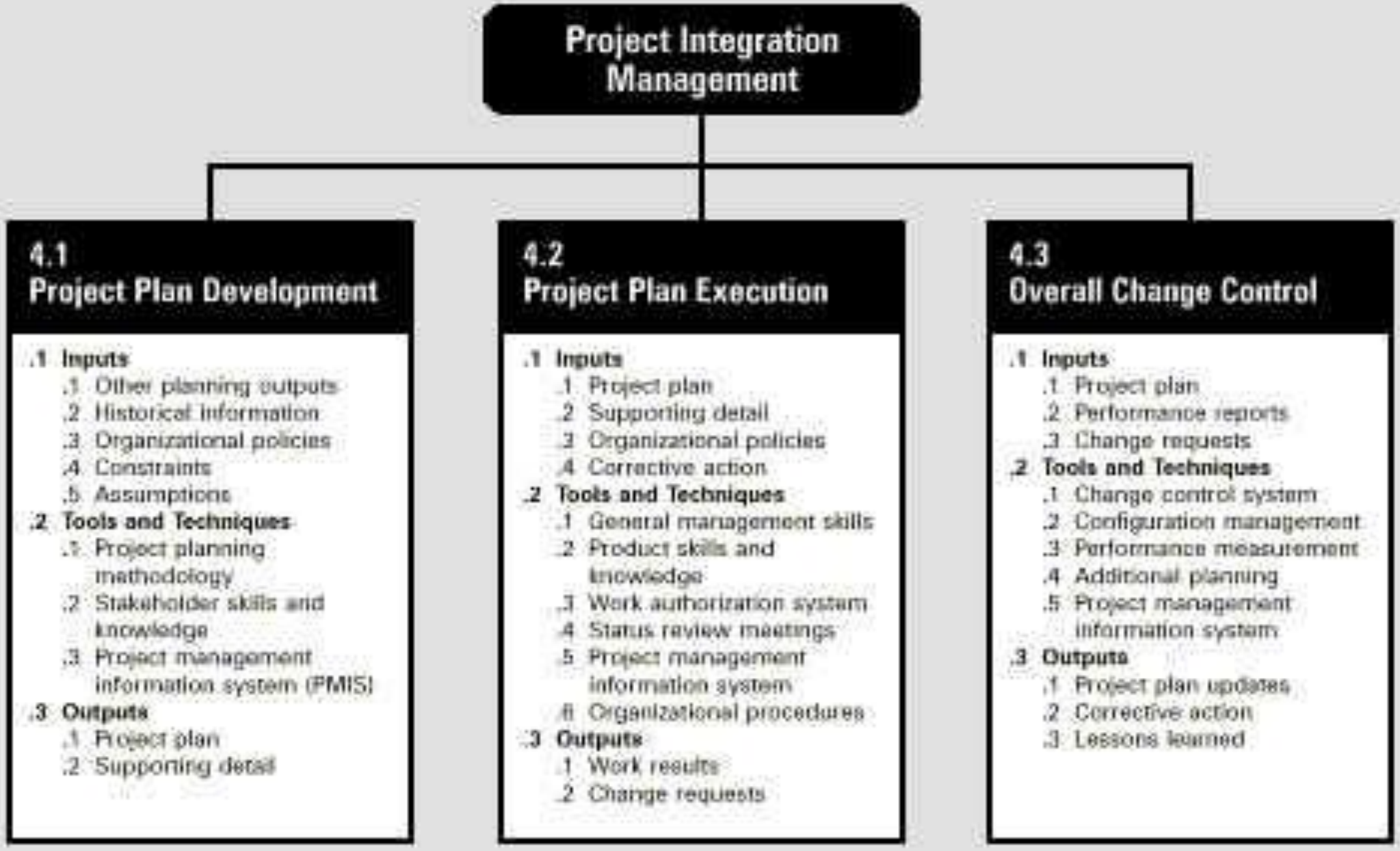
Overall Change Control

- Status review meetings provide a catalyst or at least an opportunity for change.
  - An idea by a project stakeholder may introduce a change or expand the scope of the project.
  - Whether or not the change increases or decreases the project's value to the organization, there must be project controls in place to manage the change.

Overall Change Control….cont’d

- Overall change controls must:
  - ensure that a process is in place to evaluate the value of a proposed change,
  - determine whether an accepted change has been implemented,
  - include procedures for handling emergencies—that is, automatic approval for defined situations
  - help the project manager manage change so that change does not disrupt the focus or work of the project team.
- Change Control Board (CCB)
  - made up of various managers responsible for evaluating and approving change requests.
  - If an organization does not have an overall change control process in place, the project manager should develop one as part of the project charter

Figure 4–1. Project Integration Management Overview



Conclusion

- Project integration is a critical component of project management. Without it a project' success can be greatly hampered.

QUESTIONS