CHAPTER 3

**Project Integration Management**

# Hand Out # 3

# Learning Objectives

After reading this chapter you will be able to:

1. Understand the importance of project integration management
2. Describe an overall framework for project integration management as it relates to the other project management knowledge areas and the project life cycle
3. Describe project plan development and the key components of a good project plan
4. Explain project plan execution and key aspects of getting work results
5. Describe the integrated change control process and the creation of project plan updates, corrective action, and lessons learned

# Chapter Outline

**What is Project Integration Management?**

**Project Plan Development**

**Project Plan Execution**

###### Overall Change Control

Change Control on IT Projects

Change Control System

# Lecture Notes

## What is Project Integration Management?

Many people confuse integration management with systems integration. The definition of project integration management ⎯ **the processes involved in coordinating all of the other project management knowledge areas throughout a project's life cycle.** Figure 3-1 summarizes the inputs, tools and techniques, and outputs of each process for project integration management. The PMBOK Guide provides similar figures for each knowledge areas.

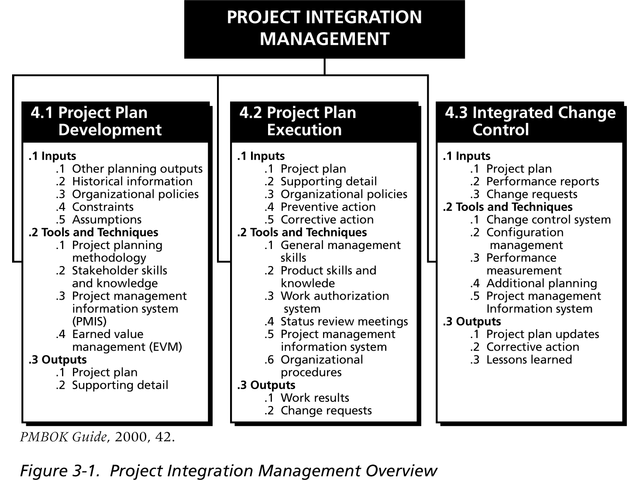
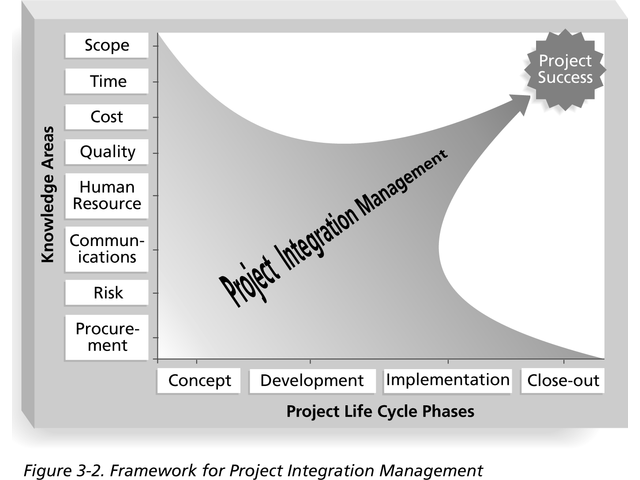


Figure 3-2 shows this concept in a graphical format.

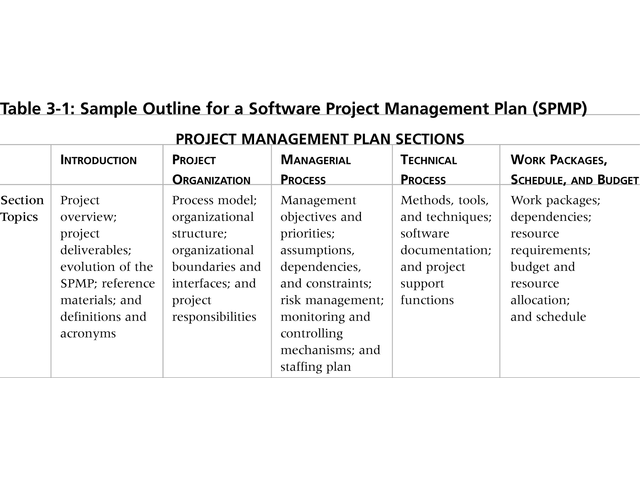


To be a good project manager, one must focus on performing integration management. It is especially difficult for people with non-technical backgrounds to delegate many technical tasks, so that they can focus on integration management and the “big picture” view of the project. The opening case illustrates this common problem and the need for project managers to communicate well with the project sponsor⎯in this case, senior management.

## a) Project Plan Development (PPD)

A project plan is very important in project management, in contrast to some plans written in other settings that are often exercises in bureaucracy. The project plans, unlike other plans, are written to guide project execution. Performance is based on how well the project team executes the plan.

It is fact that project plans are unique, just as all projects are unique. Table 3-1 provides an outline of a software project management plan.



The importance of performing a stakeholder analysis as shown in Table 3.2 provides an example of how a fairly simple analysis can improve a project manager's understanding of whom is involved in or affected by a project and how to manage relationships with them.

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## b) Project Plan Execution (PPE)

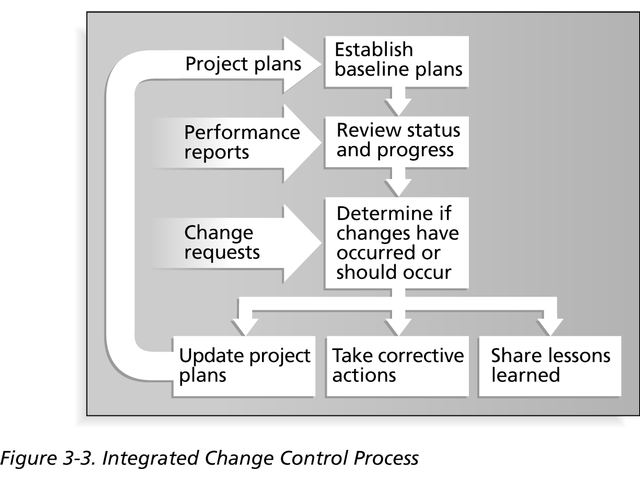
Project plan execution refers to managing and performing the work described in the project plan. The project team produces the project’s products during execution. Application area knowledge is very important for good project execution. The “What Went Right?” provides a project manager who used his product knowledge to deliver projects more effectively. The “What Went Wrong?” illustrates that the main purpose of project plans is to guide execution, and project managers must practice what they preach.

## c) Integrated Change Control (ICC)

Very few projects go exactly as planned. It is important to plan for some changes, but not to let them get out of hand. Many successful project managers know when to say "No" to changes. The change control is a difficult yet very important part of being a project manager. The three main objectives of integrated change control;

* Influencing factors that create changes to ensure that changes are beneficial,
* Determining that a change has occurred, and
* Managing actual changes as they occur.

Many people only focus on the last objective. Figure 3-3 provides a integrated change control process.



Change control, as well as a formal change control system, is very important on information technology projects. Table 3-3 provides suggestions for managing integrated change control.

