**1. Overview of Integration Management**

* **Key Processes:**
  + Developing the project proposal.
  + Developing the project management plan.
  + Directing and managing the work.
  + Monitoring and controlling performance.
  + Performing integrated change control.
  + Closing down the project.
  + Mapping project processes.

**2. Developing the Project Proposal**

* **Purpose:** Confirms the existence of the project and aligns it with the strategic direction of the organization.
* **Components:**
  + Organizational need.
  + Assumptions.
  + Constraints.
  + Stakeholder requirements.
  + Provisional estimates (time and money).
  + High-level risks.

**3. Developing the Project Management Plan**

* **Goal:** Integrate all plans into a single, comprehensive, and endorsed project management plan.
* **Plans Included:**
  + Scope management plan.
  + Time management plan.
  + Cost management plan.
  + Quality management plan.
  + Human resource management plan.
  + Communications management plan.
  + Risk management plan.
  + Procurement management plan.
  + Stakeholder management plan.
  + Integration management plan.
  + Triple Bottom Line (TBL) plan.

**4. Directing and Managing the Work**

* **Objectives:**
  + Ensure project objectives are accomplished.
  + Create deliverables in line with the planned work.
  + Provide opportunities for team learning and development.
  + Obtain and allocate required resources.
  + Establish open communication channels.
  + Generate performance reports.
  + Engage with stakeholders.
  + Monitor risk events and treatment responses.
  + Document lessons learned.

**5. Monitoring and Controlling Performance**

* **Activities:**
  + Compare actual performance against planned performance.
  + Assess performance to identify corrective or preventative actions.
  + Recommend follow-up actions.
  + Identify and respond to risks.
  + Maintain accurate records.
  + Circulate relevant reports and information.
  + Verify implementation of approved changes.

**6. Performing Integrated Change Control**

* **Process:**
  + Formalized, agreed, and practiced from project inception.
  + Ensure only approved changes are incorporated into the revised baseline.
  + Document changes in variation registers or change logs.
  + Work with stakeholders to review, evaluate, approve, delay, reject, or action changes.
  + Communicate decisions regarding changes.

**7. Closing Down the Project**

* **Steps:**
  + Review project documentation.
  + Conduct financial reconciliations.
  + Analyse requested and approved contract changes.
  + Complete inspection and testing procedures.
  + Report and rectify defects or damages.
  + Audit the procurement process.
  + Confirm project or supplier's involvement completion.
* **Client Acceptance:**
  + Detailed completion checklist.
  + Satisfaction surveys.
  + Defects warranty.
  + Formal acceptance procedures.
  + Specification conformance inspection and testing.
  + Reviews and evaluations.
  + Walkthroughs.
  + Final payment.

**8. Debriefing Stakeholders**

* **Questions:**
  + Was the project delivered on time, on budget, on scope, and on specifications?
  + Were variations and scope changes addressed competently?
  + Were TBL and life cycle included?
  + Were communication channels effective?
  + Was reporting documentation accurate?
  + Was the project managed professionally?
  + Confidence in project manager and team?
  + Were issues resolved with win-win solutions?
  + Improvements for future stakeholder management?

**9. Project Performance Review**

* **Components:**
  + Final 'kick-out' meeting.
  + Concise project history.
  + Explanation of variances.
  + Document successes and failures.
  + Evaluate lessons learned.
  + Recommendations for future projects.
  + Identify processes requiring amendment.
  + Assess administrative support.
  + Review project performance.
  + Evaluate tools and processes.
  + Critically assess organizational structure.
  + Review accuracy of estimates.
  + Evaluate team performance.

**10. Learning Lessons**

* **Common Issues:**
  + Missed deadlines.
  + Inaccurate estimates and calculations.
  + Schedule revisions.
  + Inspection and testing failures.
  + Poor contractor performance management.
  + Lack of team cohesion.
  + Cost overruns.
  + Unauthorized scope changes.
  + Poor quality work requiring rework.
  + Unresolved and escalated conflict.

**11. Mapping Project Processes with KRAC**

* **Framework:**
  + **K (Keep):** If it works, keep it.
  + **R (Remove):** If it doesn’t work, remove it.
  + **A (Add):** If something is missing, add it.
  + **C (Change):** What can change for improvement.

**12. Celebrating Team Achievements**

* **Actions:**
  + Arrange a kick-out meeting.
  + Acknowledge team effort.
  + Introduce team to the client.
  + Formally appraise and record positive performance.
  + Ask how the team would like to be rewarded.
  + Give constructive feedback.
  + Assign challenging new duties.
  + Channel feedback up the chain of command.
  + Recommend team members for promotion.
  + Hold a memorable party.

**13. Archiving the Project File**

* **Steps:**
  + Create a single-source location.
  + Include all supporting information.
  + Use a completion close-out checklist.
  + Obtain required approvals and sign-off.
  + Secure the complete project file.