

**INDIVIDUAL ASSIGNMENT**

**COURSE: MS Project Management**

**SUBJECT: Advanced Project Management**

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**Tutor Name: Rashid Maqbool**

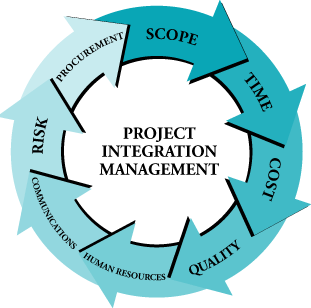
**NAME OF STUDENT: Yasir Shabir Butt PASSPORT NO: FA13-RPM-224**

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# **Project Integration Management**

Project integration management is a key concept and skill that is the hallmark of PMI and the project management professional. It includes the processes that are required to ensure that all the various elements of a project plan are properly coordinated. The key is coordination and integration. Using Project Integration Management, all the pieces of a complex project plan fit together. This is how we balance time, cost and quality.



Construction **industry**

The clients of the construction industry are primarily concerned with quality, time and cost and yet the majority of construction projects are procured on the basis of only two of these parameters, namely time and cost

This is understandable since the majority of project management control systems highlight time and cost, and overlook the relative importance of quality the major failings in traditional approaches to project delivery have been in extensive delays in the planned schedules, cost overruns, serious problems in quality, and an increase in the number of claims and litigation associated with construction projects. In order to plan and manage a successful project, the three parameters of time, cost and quality should be considered. Hughes and Williams (1991), in arguing for the consideration of these three factors in attaining the client’s objectives, propose that these factors are the three points of a triangle and that neglecting one factor will have a corresponding detrimental effect upon the other two. In support of this, Lansley (1993) argued strongly for the importance of studying the behavioral aspects of management in attempting to address the problems facing the construction industry, i.e. the issue of the ‘human factor’ involved in construction projects that needs to be ad dressed. Rwelamila andHall (1995) further argued that little evidence exists of successful projects where these three factors have been balanced and there is a need to embrace time, cost and quality management as a human activity system.

Quality

To the client, quality may be defined as one of the components that contributes to “value for money” **(**Flanagan and Tate, 1997). Vincent and Joel (1995) define total quality management as:

“*The integration of all functions and processes within an organization in order to achieve continuous improvement of the quality of goods and services. Goal is customer satisfaction.”*

Furthermore, in order to achieve successful project quality management three separate drivers to quality management must be managed, namely:

1. Integration of the project team so as to have a single objective and a common culture.
2. Customer focus for the team thereby facilitating the provision of products and services that will meet the client’s needs.
3. A Process of continuous improvement in the management of the construction project.

When these three components are success fully integrated, the project will begin to realize significant, measurable and observable improvements in the attainment of the clients’ objectives. We argue that an efficient way to address these shortfalls is to recognize the ‘human’ factor within the management of time, cost and quality. An analysis of the perceptions held by clients, contractors and building professionals, concerning client objectives relating to time, cost and quality management will allow this proposition to be explored. So this way integration management can enhance the performance of Construction Projects.

**References**

Managing Construction Projects, 2nd Edition [Graham M. Winch](http://eu.wiley.com/WileyCDA/Section/id-302479.html?query=Graham+M.+Winch)

Charles, T.J. and Andrew, M.A. Predictors of cost-overrun rates. Journal of Construction Engineering and Management, ASCE, 116, 548–552.

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