

EE3242 - Project Management

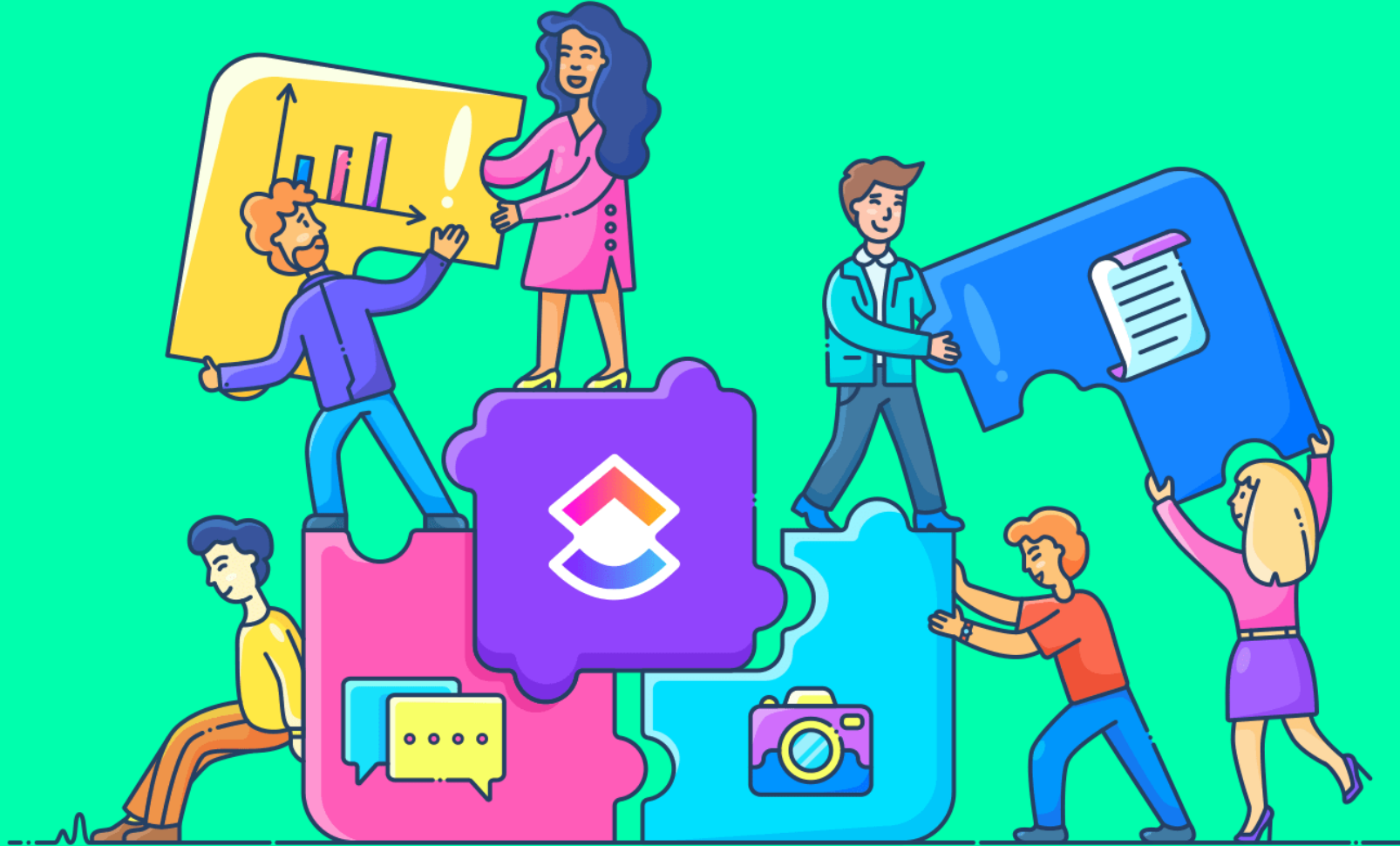
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Engineering

Lecture 3

Project Integration Management

Project Integration Management



Definition of Project Integration Management

- Project Integration Management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups.
- In simple terms: PIM refers to processes and activities that coordinate all elements of a project

Processes of project integration management

1

- Develop Project Charter

2

- Develop Project Management Plan

3

- Direct and Manage Project Work

4

- Manage Project Knowledge

5

- Monitor and Control Project Work

6

- Perform Integrated Change Control

7

- Close Project or Phase

1. Develop Project Charter

- Development of Project Charter is the process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities

Project Charter Template						
PROJECT TITLE		Employee and Rewards recognition Application		DESCRIPTION		
		Automate and simplify rewards and recognition program with easy-to-use and customizable cloud-based solution.				
BUSINESS NEED		CORE TEAM MEMBERS		KEY STAKEHOLDERS		
Build a cost-effective rewards and recognition program that is scalable, customizable, and meets your company's goals.		Name	Role	Name	Role	
Improve organization ability to attract and recruit high quality talent and compete in the Market		Mark Tim	Project Manager	Microsoft	Sponsor	
Component of healthy Workplace		Vijay Kshyap	Team Leader	Investors	Shareholders	
Element of Performance Management		Neelam	Business Analyst	Users	Users	
Overall create healthy workplace and retention of quality talent		Nina	Graphic Designer			
OBJECTIVES						
To create a friendly environment and healthy place where resources would enjoy working in the organization and maintain long term professional relationship						
To recognize resource for their commendable and high quality service and commitment						
Automate and simplify your rewards and recognition program with our easy-to-use and customizable cloud-based solution.						
GOALS			SUMMARY PROJECT STATUS			
The goal of the project is to retain and hire high quality resources. Set standards for employees so they have concrete goals to reach and encourage resources to set goals that are Specific, Measurable, Attainable, Relevant and Timely – that provides employees a clear path to follow and gives their supervisors established metrics to measure progress.			Project Start Date:		2021-04-15	
			Project Completion Date:		2021-09-15	
			Overall process impacts:		New Customizations or Changes	
			Potential Financial Budget:		\$100,000,000	
SCOPE	OPPORTUNITY	MILESTONES		STATUS	DUE	DONE
The scope is to create a new Employee and Rewards recognition full fledged Application where user and supervisor measure their respective progress	Currently, Microsoft employee recognition portal doesn't help to measure progress neither encourages high quality resources. Microsoft foresees an opportunity to improve their HR processes so that they can attract the best talent available in the Market	Requirement Gathering		In Progress	2021-04-17	NA
		Current Business Process Analysis		In Progress	2021-04-26	NA
		Project Presentation		Not Started	2021-06-25	NA
		Future Business innovations		Not Started	2021-07-25	NA
		Performance Analysis		Not Started	2021-08-04	NA
		Final Application Delivery		Not Started	2021-09-09	NA
CONSTRAINTS		ASSUMPTIONS				
1) Time Constraint 2) Budget Constraint 3) Resource Constraint		1) We assume that the above estimation is based on the consideration that would be no major changes 2) We assume resources be available as required else there would be delay in overall deliveries 3) We assume stakeholders active participation else there would be a delay in deliveries				
DELIVERABLES						
1) Wireframes and prototype explaining the flow of the applications 2) Deliverables will be pushed every 3-4 weeks 3) Licences and plugin required will be provided by Sponsor 4) Hosting services will be purchased and provided by the client 5) IT Department will test new security and privacy settings.						
SPONSOR NAME			SIGN & DATE			
MATTHEW WATSON						

Develop Project Charter - Overview



Inputs

1. Business documents

- **Business case:** determines whether the project is worth the required investment or not. (refer Factors that Lead to the Creation of a Project)
- **Benefits management plan:** project benefits management plan is the document that **describes how and when the benefits of the project will be delivered** and describes the mechanisms that should be in place to measure those benefits.

It describes key elements of the benefits which includes,

- Target Benefits
- Strategic alignment
- Timeframe for realizing benefits
- Benefits owner
- Metrics
- Assumptions
- Risks

Inputs

2. Agreements

- An agreement is a mutually binding contract that obligates the seller to provide the specified products, services, or results; obligates the buyer to compensate the seller; and represents a legal relationship that is subject to remedy in the courts.
- The major components in an agreement document is follows,
 - Procurement statement of work or major deliverables
 - Pricing and payment terms
 - Inspection, quality, and acceptance criteria
 - Warranty and future product support
 - Incentives and penalties
 - Insurance and performance bonds
 - Subordinate subcontractor approvals
 - Change request handling
 - Termination clause and alternative dispute resolution mechanisms

Inputs

3. Enterprise environmental factors

The enterprise environmental factors that can influence the process of developing a Project Charter includes following,

- Government or industry standards
- Legal and regulatory requirements and/or constraints
- Marketplace conditions
- Organizational culture and political climate
- Organizational governance framework
- Stakeholders' expectations and risk thresholds

Inputs

4. Organizational process assets

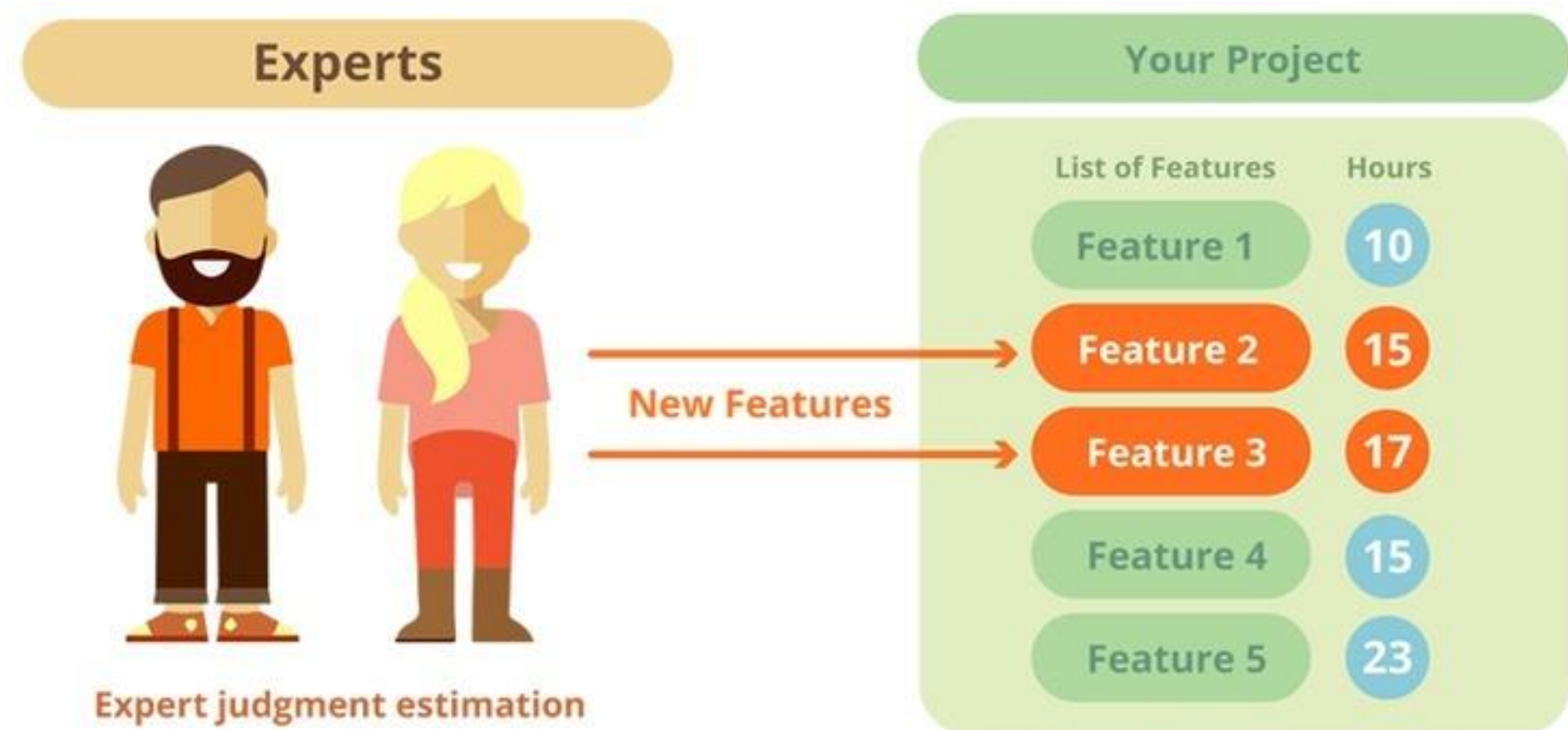
The organizational process assets that can influence the process of developing a Project Charter includes following,

- Organizational standard policies, processes, and procedures
- Portfolio, program, and project governance framework
- Monitoring and reporting methods
- Templates
- Historical information and lessons learned repository

Tools and techniques

1. Expert judgement

Expert judgement is defined as judgement provided based upon expertise in an application area, Knowledge Area, discipline, industry, etc., as appropriate for the activity being performed.



Tools and techniques

2. Data gathering

Data-gathering techniques that can be used for this process include but are not limited to,

- Brainstorming
- Focus groups
- Interviews

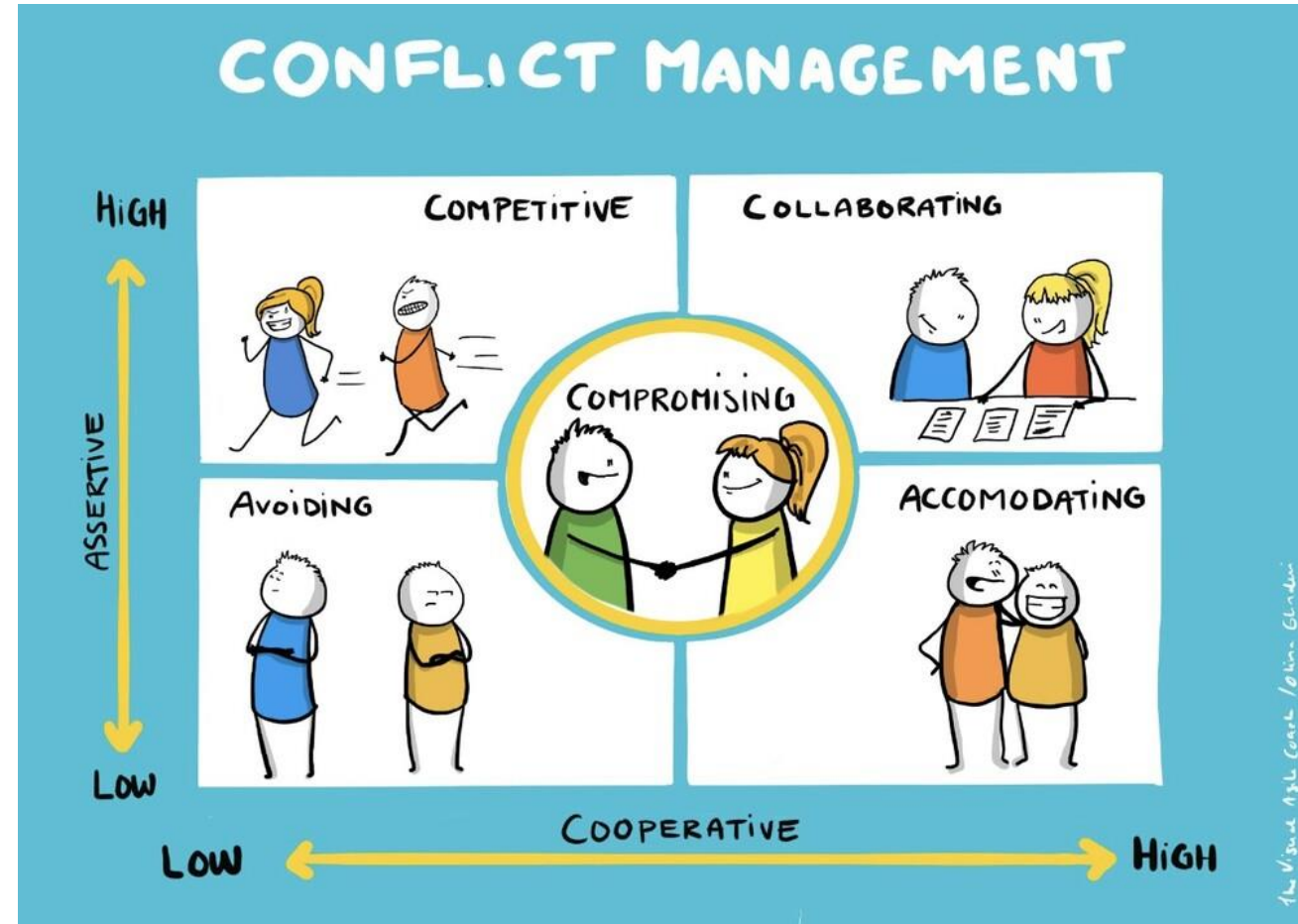


Tools and techniques

3. Interpersonal and team skills

Interpersonal and team skills that can be used for this process include but are not limited to

- Conflict management
- Facilitation
- Meeting management



Tools and techniques

4. Meetings

For this process, meetings are held with key stakeholders to identify the project objectives, success criteria, key deliverables, high-level requirements, summary milestones, and other summary information



Outputs

1. Project Charter

- **Project charter is the document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.** It documents the high-level information on the project and on the product and/ or service and will mainly include following :
 - Project purpose
 - Measurable project objectives and related success criteria
 - High-level requirements
 - High-level project description, boundaries, and key deliverables
 - Overall project risk
 - Summary milestone schedule
 - Preapproved financial resources
 - Key stakeholder list
 - Project approval requirements
 - Project exit criteria
 - Assigned project manager, responsibility, and authority level
 - Name and authority of the sponsor or other person(s) authorizing the project charter

Outputs

2. Assumption log

The assumption log is used to **record all assumptions and constraints throughout the project life cycle.**

Processes of project integration management

- 1 • Develop Project Charter
- 2 • **Develop Project Management Plan**
- 3 • Direct and Manage Project Work
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- 7 • Close Project or Phase

2. Develop Project Management Plan

- Process of **defining, preparing, and coordinating all planning components and combining them into an integrated project management plan**
- Key benefit - production of a comprehensive document that defines the basis of all project work and how the work will be performed
- Performed once or at predefined points in the project

Develop Project Management Plan - Overview

Inputs

- .1 Project charter
- .2 Outputs from other processes
- .3 Enterprise environmental factors
- .4 Organizational process assets

Tools & Techniques

- .1 Expert judgment
- .2 Data gathering
 - Brainstorming
 - Checklists
 - Focus groups
 - Interviews
- .3 Interpersonal and team skills
 - Conflict management
 - Facilitation
 - Meeting management
- .4 Meetings

Outputs

- .1 Project management plan

Inputs

1. Project charter

- Used as a starting point for initial project planning

2. Outputs from other processes

3. Enterprise environmental factors

4. Organizational process assets

Tools and techniques

1. Expert judgement

2. Data gathering (Brainstorming, Checklists, Focus groups, Interviews)

Tools and techniques- cont.

3. Interpersonal and team skills (Conflict management, Facilitation, Meeting management)

4. Meetings - meetings are used to discuss the project approach, determine how work will be executed to accomplish the project objectives, and establish the way the project will be monitored and controlled.

Outputs

Project management plan

- Document that describes how the project will be **executed, monitored, and controlled, and closed.**
 - i. Scope management plan
 - ii. Scope baseline
 - iii. Requirements management plan
 - iv. Schedule management plan
 - v. Schedule baseline
 - vi. Cost management plan
 - vii. Cost baseline
 - viii. Quality management plan
 - ix. Resource management plan
 - x. Communications management plan
 - xi. Risk management plan
 - xii. Procurement management plan
 - xiii. Stakeholder engagement plan
 - xiv. Change management plan
 - xv. Configuration management plan
 - xvi. Performance measurement baseline
 - xvii. Project life cycle
 - xviii. Development approach

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Processes of project integration management

3

• Direct and Manage Project Work

- Process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives

Processes of project integration management

4

• Manage Project Knowledge

- Process of using existing knowledge and creating new knowledge to achieve the project's objectives and contribute to organizational learning.

Processes of project integration management

5

• Monitor and Control Project Work

- Process of tracking, reviewing, and reporting the overall progress to meet the performance objectives defined in the project management plan

Processes of project integration management

6

• Perform Integrated Change Control

- Process of reviewing all change requests; approving changes and managing changes to deliverables, project documents, and the project management plan; and communicating the decisions.

Processes of project integration management

7

- Close Project or Phase

- Process of finalizing all activities for the project, phase, or contract

Activity

Explain the processes of Project Integration Management relevant to a one of the following projects,

- Construction of an Office Building
- Development of a Mobile App to obtain Customer Feedback

Thank You!