

# EE3242 - Project Management

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## Lecture 3

# Project Integration Management

# Project Integration Management



# Definition of Project Integration Management

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- 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

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- 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

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- 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						Microsoft									
Component of healthy Workplace						Investors									
Element of Performance Management						Users									
Overall create healthy workplace and retention of quality talent		Nina	Graphic Designer												
<b>OBJECTIVES</b>															
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	Overall process Impacts:		New Customizations or Changes									
					Potential Financial Budget:		\$100,000,000								
SCOPE	OPPORTUNITY	MILESTONES		STATUS	DUEDATE	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 Current Business Process Analysis Project Presentation Future Business Innovations Performance Analysis Final Application Delivery		In Progress	2021-04-17	NA									
		In Progress		In Progress	2021-04-26	NA									
		Not Started		Not Started	2021-06-25	NA									
		Not Started		Not Started	2021-07-25	NA									
		Not Started		Not Started	2021-08-04	NA									
		Not Started		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 there will be no major changes 2) We assume resources will 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													
<b>DELIVERABLES</b>															
1) Wireframes and prototype explaining the flow of the applications 2) Deliverables will be pushed every 3-4 weeks 3) Licenses 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

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Inputs	Tools & Techniques	Outputs
<ul style="list-style-type: none"><li>.1 Business documents<ul style="list-style-type: none"><li>* Business case</li><li>* Benefits management plan</li></ul></li><li>.2 Agreements</li><li>.3 Enterprise environmental factors</li><li>.4 Organizational process assets</li></ul>	<ul style="list-style-type: none"><li>.1 Expert judgment</li><li>.2 Data gathering<ul style="list-style-type: none"><li>* Brainstorming</li><li>* Focus groups</li><li>* Interviews</li></ul></li><li>.3 Interpersonal and team skills<ul style="list-style-type: none"><li>* Conflict management</li><li>* Facilitation</li><li>* Meeting management</li></ul></li><li>.4 Meetings</li></ul>	<ul style="list-style-type: none"><li>.1 Project charter</li><li>.2 Assumption log</li></ul>

# Inputs

## 1. Business documents

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- **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

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- 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

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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

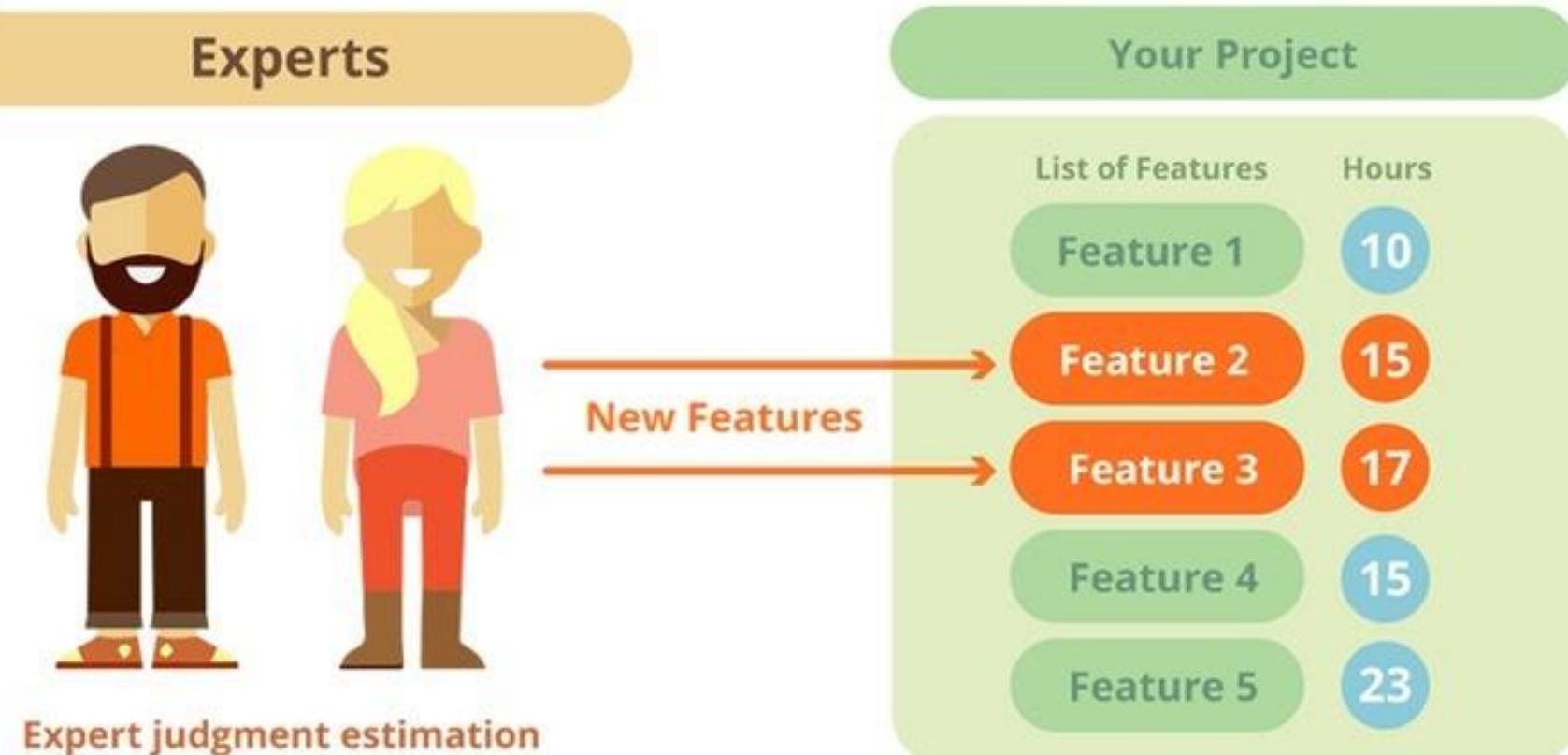
The organizational process assets that can influence the process of developing a Project Charter includes following,

- 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

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## 2. Data gathering

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

- Brainstorming
- Focus groups
- Interviews

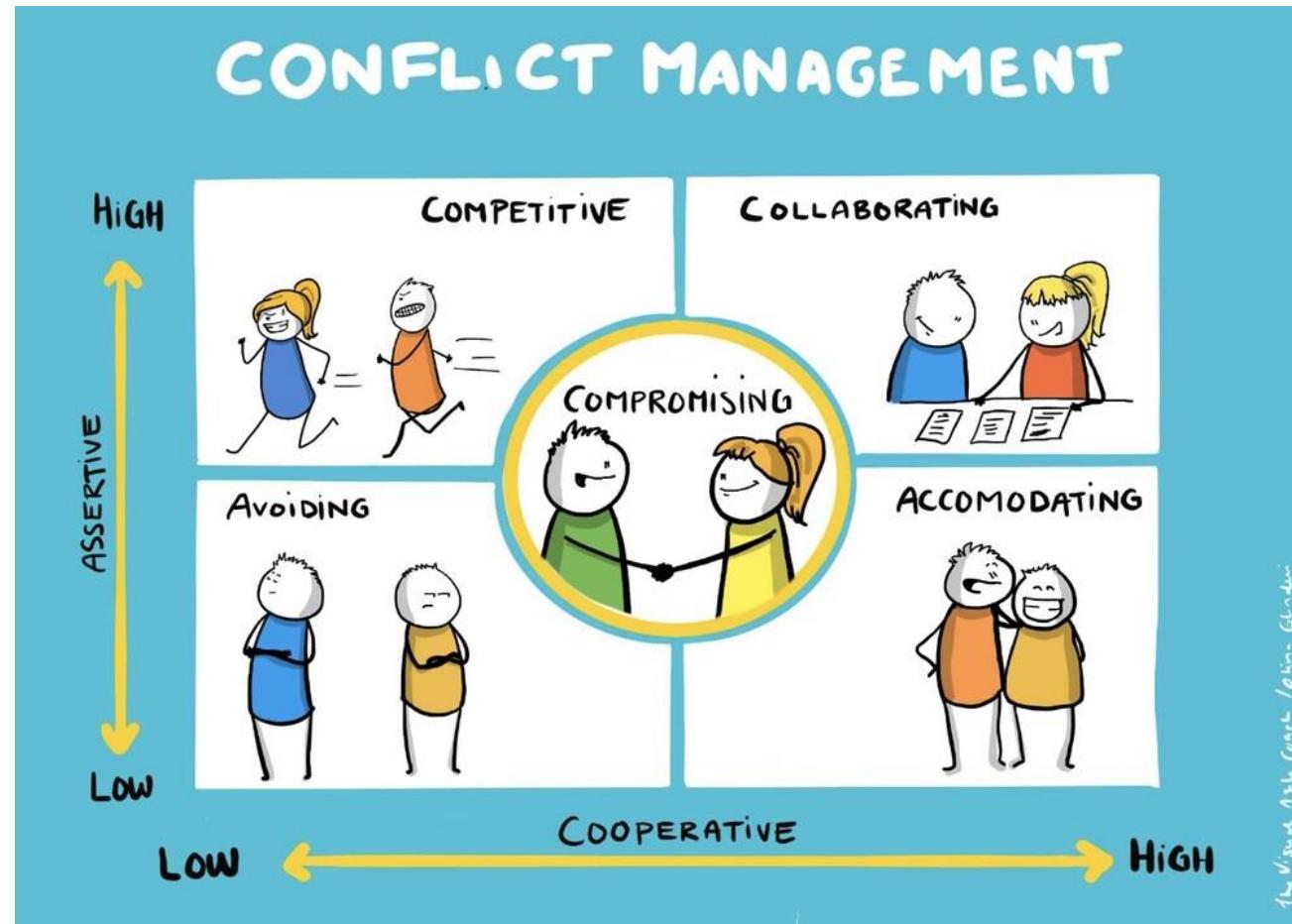


# Tools and techniques

## 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

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## 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

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- **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

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## 2. Assumption log

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

# Processes of project integration management

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- 2 • **Develop Project Management Plan**
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## 2. Develop Project Management Plan

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- 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

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## 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

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

# Tools and techniques- cont.

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**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

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- 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

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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

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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

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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

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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

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7

## • Close Project or Phase

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

# Activity

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

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

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# Thank You!