10/15/2019

PMBOK book

Chapter 4:
"Project integration Management (PIM) 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" pg 69.

PIM is specific for project managers only!! pg 72

PIM makes choices about
- Resource allocation
- Balancing competing demands
- Examining any alternative approaches
- Tailoring the processes to meet the project objectives
- Managing the interdependencies among the Project Management Knowledge Areas
pg 69

Process for PIM
- Develop Project Charter : Doc that formally authorizes existence of project
- Develop Project Management Plan : defining, preparing,coordinating plans for project. How it will be executed, monitored, controlled and closed.
- Direct and Manage Project Work : lead and perform work defined in the plan
- Manage Project Knowledge : use existing knowledge to achieve project's objectives
- Monitor and Control Project Work : track, review, report overall progress of project
- Perform Integrated Change Control : review, approve, manage changes/deliverables
- Close Project or Phase : Finalizing all activities for the project, phase, or contract
pg 70
Pg 71 Project Integration Management Overview

Project manager is responsible for beginning and ending a project. They also have the responsibility to tailor the way the PIM processes are applied. The bigger they are the more complex everything is and the project manager has to decide how the team should approach the project and what will be most effective.
Some things that might need to be tailored are:
- Project life cycle
- Development life cycle
- Management approaches
- Knowledge management
- Change : how it will be managed
- Governance
- Lesson learned
- Benefits
In adaptive work environments like agile, the PM focuses on building a collaborative decision-making environment and ensures the the team has the ability to respond to change.
pg 74