

# **INTEGRATION MANAGEMENT**

## Tailoring Project Integration Management

# INTEGRATION MANAGEMENT

## Tailoring Project Integration Management

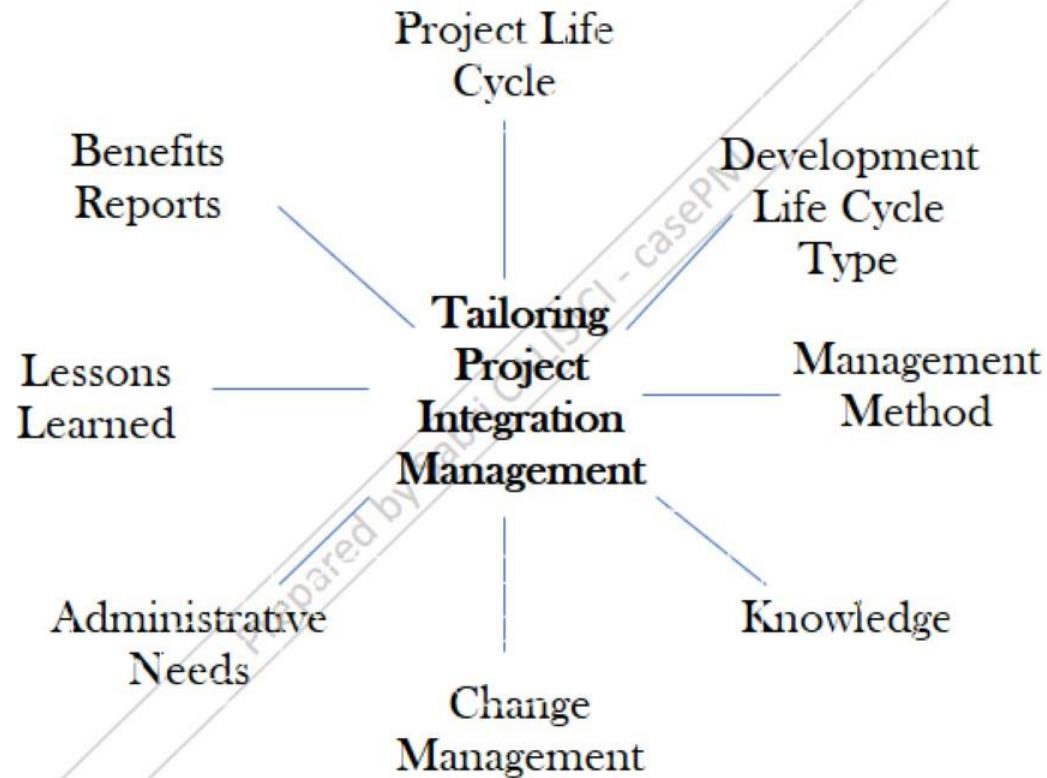
### Tailoring

One size does not fit all!



# INTEGRATION MANAGEMENT

## Tailoring Project Integration Management



## **INTEGRATION MANAGEMENT**

**About the Integration Management**

# INTEGRATION MANAGEMENT

## About the Integration Management

### Integration Management

- Primary role of the Project Manager is Integration Management

	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Integration Management	1	1	2	2	1

- Develop Project Charter // Initiating
- Develop Project Management Plan // Planning
- Direct and Manage Project Work // Executing
- Manage Project Knowledge // Executing
- Monitor and Control Project Work // M&C
- Perform Integrated Change Control // M&C
- Close Project or Phase // Closing

# **INTEGRATION MANAGEMENT**

## **Develop Project Charter Process**

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### Project Charter

- ➔ A formal document, which authorizes the project manager and the project team to start the project and execute the project tasks.

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

PROJECT CHARTER	
Project Name	
Project Description	
Project Manager	Sponsor
Authority Level of the Project Manager	Signature Date Approved
Business Case	
Estimated Budget	
Project Objectives	
Project Approval Requirements	
High Level Product Description / Key Deliverables	
Preassigned Resources	
Key Stakeholders	
Stakeholder Requirements	
High-Level Description of the Product	
High-level Assumptions	
High-level Constraints	
High-level Risks	
Summary Milestones	
Project Exit Criteria	
Project Success Criteria	

## **INTEGRATION MANAGEMENT**

**What Do We Need? What Do We Use? What Do We Get?**

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

What do we get?

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### What do we get?

→ The Project Charter is the primary document we get

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

What do we get?

- The Assumption Log is also created

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

Develop Project Charter Process

What do we need?

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### What do we need?

- The Business Case

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### What do we need?

- The Business Case → Business Document

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### Business Documents:

- The Business Case
- The Benefits Management Plan

The Sponsor is  
responsible

The Project  
Manager may  
recommend  
changes



Prepared by Sapri CALISICI - casePM

# INTEGRATION MANAGEMENT

Develop Project Charter Process

What do we need?

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### What do we need?

- Agreements

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### What do we need?

- Organizational Process Assets

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### What do we need?

- Enterprise Environmental Factors

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

What do we use?

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### What do we use?

- Expert Judgment

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### What do we use?

- Data Gathering Methods like Brainstorming, Focus Groups, Interviews, and etc.

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### What do we use?

- Meetings

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### What do we use?

- Interpersonal and Team Skills like Meeting Management, Conflict Management, Facilitation, and etc.

Prepared by Sabri CALISICI - casePM

# **INTEGRATION MANAGEMENT**

## **Business Case**

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### Business Case

- ➔ Business document
- ➔ Created before the project is chartered
- ➔ Reviewed and sometimes updated during the Project life-cycle (iterative)
- ➔ The Project Sponsor is responsible for the creation of the Business Case
- ➔ Assume the business case is necessary for every project

Prepared by Sabri CALISIC PMP

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### Business Case

- Business need
- Contribution to key objectives
- Strategic benefits and risks
- High-level constraints and assumptions

Prepared by Sabri CALISICI - caSEM

## INTEGRATION MANAGEMENT

### Important Notes on Develop Project Charter Process

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### Important Notes

- The Project Charter and the Assumption Log are created in the Initiating process group.
- The project manager may involve the development of project charter activities, but he is not responsible for it. The Project Sponsor is responsible for this process.
- Creating the Project Charter is the high-level planning of the Project.
- The Business Case (one of the two business documents) is the major input to this process. The Project Manager periodically reviews the Business Documents during the Project life-cycle and sometimes he may request changes on them.
- High-level constraints and assumptions are first identified in the Business Case, then listed in the Project Charter and the Assumptions log. They need to be managed and reviewed regularly.

# INTEGRATION MANAGEMENT

## Develop Project Charter Process

### Important Notes

- Every Project should have a Project Charter and Business Case
- Without a Project Charter;
  - The Project cannot start, it cannot exist
  - The Project Manager cannot have the authority to spend Money for the Project
  - The Project Manager cannot have any authority to manage the Project
  - The resources cannot be attended to the Project

## **INTEGRATION MANAGEMENT**

**Develop Project Management Plan // What is Project Management Plan?**

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

Subsidiary Management Plans	
Scope Management	Scope Management Plan + Requirements Management Plan
Schedule Management	Schedule Management Plan
Cost Management	Cost Management Plan
Quality Management	Quality Management Plan
Resource Management	Resource Management Plan
Communications Management	Communications Management Plan
Risk Management	Risk Management Plan
Procurement Management	Procurement Management Plan
Stakeholder Management	Stakeholder Management Plan

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

Integration Management

Scope Management

Schedule Management

Cost Management

Quality Management

Resource Management

Communications Management

Risk Management

Procurement Management

Stakeholder Management

## Project Management Plan

Change Management Plan + Configuration Management Plan

Scope Management Plan + Requirements Management Plan

Schedule Management Plan

Cost Management Plan

Quality Management Plan

Resource Management Plan

Communications Management Plan

Risk Management Plan

Procurement Management Plan

Stakeholder Management Plan

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### Project Management Plan

Project Life Cycle	Change Management Plan	+	Configuration Management Plan
Development Approach	Scope Management Plan	+	Requirements Management Plan
Management Reviews	Schedule Management Plan		
Performance Measurement Baseline	Cost Management Plan		
- Scope Baseline	Quality Management Plan		
- Cost Baseline	Resource Management Plan		
- Schedule Baseline	Communications Management Plan		
	Risk Management Plan		
	Procurement Management Plan		
	Stakeholder Management Plan		

## **INTEGRATION MANAGEMENT**

**Develop Project Management Plan // Performance Measurement Baseline**

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### Performance Measurement Baseline

**Baseline:** Initial plan used for comparisons.

➔ Tool for measuring the Project performance

During planning:

1) Scope baseline

➔ Project Scope Statement

➔ Work Breakdown Structure (WBS)

➔ WBS Dictionary

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### Performance Measurement Baseline

**Baseline:** Initial plan used for comparisons.

→ Tool for measuring the Project performance

During planning:

- 1) Scope baseline
- 2) Schedule baseline
- 3) Cost baseline

Performance  
Measurement  
Baseline

Prepared by Sabri ALISICI - casePM

## **INTEGRATION MANAGEMENT**

**Develop Project Management Plan // Change Management Plan**

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### Change Management Plan

➔ The plan which explains how to deal with changes

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### CHANGE MANAGEMENT PLAN

Project Name/ID:

Change Management Approach:

#### DEFINITIONS OF CHANGE

##### CHANGE

SCOPE:

SCHEDULE:

BUDGET:

PROJECT DOCUMENTS:

#### CHANGE CONTROL BOARD

Name	Position	Responsibility	Authority

#### CHANGE CONTROL PROCESS

##### CHANGE REQUEST

Submittal

Tracking

Review

Disposition

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### Change Management Plan

→ The plan which explains how to deal with changes

### Important Notes

- Change Management Plan defines the change control procedures
- If there are changes, we have to do change control

# **INTEGRATION MANAGEMENT**

## **Develop Project Management Plan**

### **Change Control System**

- ➔ Software, reports, forms, procedures etc.
- ➔ Part of the Project Management Information System (PMIS) and the Enterprise Environmental Factors.

Prepared by Sabri CALISICI - casePM

## **INTEGRATION MANAGEMENT**

**Develop Project Management Plan // Configuration Management Plan**

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

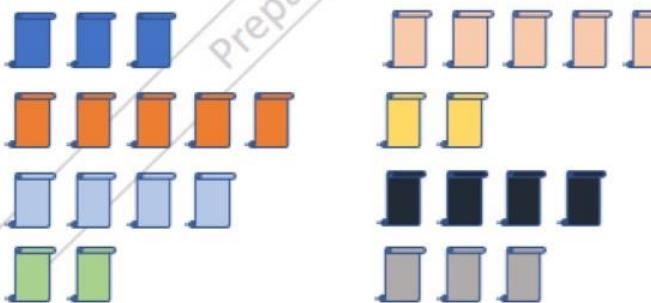
# Configuration Management Plan



Original Doc.1 Revision 1      Revision 2      Revision 3



Original Doc.2 Revision 1      Revision 2



Configuration Management Plan

# **INTEGRATION MANAGEMENT**

## **Develop Project Management Plan**

### **Configuration Management System**

- ➔ Organizational tools, processes and procedures
- ➔ Part of the Project Management Information System (PMIS)

Prepared by Sabri CALISICI - casePM

## **INTEGRATION MANAGEMENT**

**Develop Project Management Plan**

**What Do We Need? What Do We Use? What Do We Get?**

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### What Do We Get?

- Project Management Plan

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### What Do We Need?

- The Project Charter

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### What Do We Need?

- Outputs of other knowledge area processes

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### What Do We Need?

- Organizational Process Assets

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### What Do We Need?

- Enterprise Environmental Factors

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### What Do We Use?

- Expert Judgement

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### What Do We Use?

- Data Gathering Techniques like Brainstorming, Checklists, Focus Groups, Interviews, and etc.

Prepared by Sabri CALISICI - casePM

# **INTEGRATION MANAGEMENT**

## **Develop Project Management Plan**

### **What Do We Use?**

- Interpersonal and Team Skills like Conflict Management, Facilitation, Meeting Management, and etc.

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### What Do We Use?

- Regular meetings and kick-off meeting

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### Kickoff Meeting

- ➔ Key parties (Sponsor, project team, customer, sellers, senior executives, functional managers etc.) involve this meeting
- ➔ The key parties are agreed with the Project objectives and roles & responsibilities of the stakeholders
- ➔ Everyone will start to speak the same language

Prepared by Sarita CALISIC, CPM

## **INTEGRATION MANAGEMENT**

**Develop Project Management Plan // Important Notes**

# INTEGRATION MANAGEMENT

## Develop Project Management Plan

### Important Notes

- The Change Management Plan and the Configuration Management Plan are created during this process
- Project Management Plan should be formally approved by the executives, the sponsor, the Project Team and other important stakeholders.
- Project Management Plan is not the sole source needed to manage the Project. Project Documents are also needed.
  - Some Project Documents: Issue Log, Project Schedule, Cost Estimates, Assumption Log, Quality Report etc.
- Project Documents are **NOT** included in the Project Management Plan
- Project Documents are not approved by the Project Sponsor

# **INTEGRATION MANAGEMENT**

## **Direct and Manage Project Work**

ISSUE LOG									
Issue #	Issue Description	Impact Level	Report Date	Reported By	Responsible	Due Date	Status	Notes	
001	The client is insisting for work that is not covered in the scope	High	2-Mar-18	John C.	William L.	2-Apr-18	Closed		
002	Key project team member is not working out	Medium	3-May-18	Marry P.	Brad H.	4-Jun-18	Open	Waiting for the approval of the executive management	
003	User name allows HTML Injection	High	5-Jun-18	George W.	Tom F.	7-Jul-18	Closed		

# **INTEGRATION MANAGEMENT**

## **Direct and Manage Project Work**

### **Direct and Manage Project Work**

→ Manage and perform the work as it is explained in the Project Management Plan

- Manage the people
- Hold meetings
- Create deliverables (Physical instrument, Management Plans, etc.)
- Work performance data is collected
- Issue Log is created
- Change Requests are created
- Updates on Project Management Plan, Project Documents and Organizational Process Assets are applied
- PMIS is used (Scheduling Software, Work Authorization System, Configuration Management System, Time Tracking Software, etc.)

# **INTEGRATION MANAGEMENT**

**Direct and Manage Project Work**

## **Work Authorization System**

- ➔ Part of the organizational PMIS
- ➔ Provides the Project Manager manage the schedule in more detail

Prepared by Sabri CALISICI - casePM

**Direct and Manage Project Work Process**

**What Do We Need? What Do We Use? What Do We Get?**

# INTEGRATION MANAGEMENT

## Direct and Manage Project Work

### What do we get?

- Deliverables
- Work performance data
- Issue Log
- Change requests
- Project management plan updates
- Project document updates (Revisions in: Activity list, Assumption log, Lessons learned register, Requirements documentation, Risk register, Stakeholder register)
- Organizational process assets updates

### What do we need?

- Project management plan
- Project documents (Change log, Lessons learned register, Milestone list, Project communications, Project schedule, Requirements traceability matrix, Risk register, Risk report)
- Organizational process assets
- Approved change requests
- Enterprise environmental factors

# INTEGRATION MANAGEMENT

Direct and Manage Project Work

## What do we use?

- Project Management Information System (PMIS)

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

Direct and Manage Project Work

## What do we use?

- Project Management Information System (PMIS)
- Meetings

Prepared by Sabri CALISICI - casePM

# **INTEGRATION MANAGEMENT**

**Direct and Manage Project Work**

## **What do we use?**

- Project Management Information System (PMIS)
- Meetings
- Expert judgment

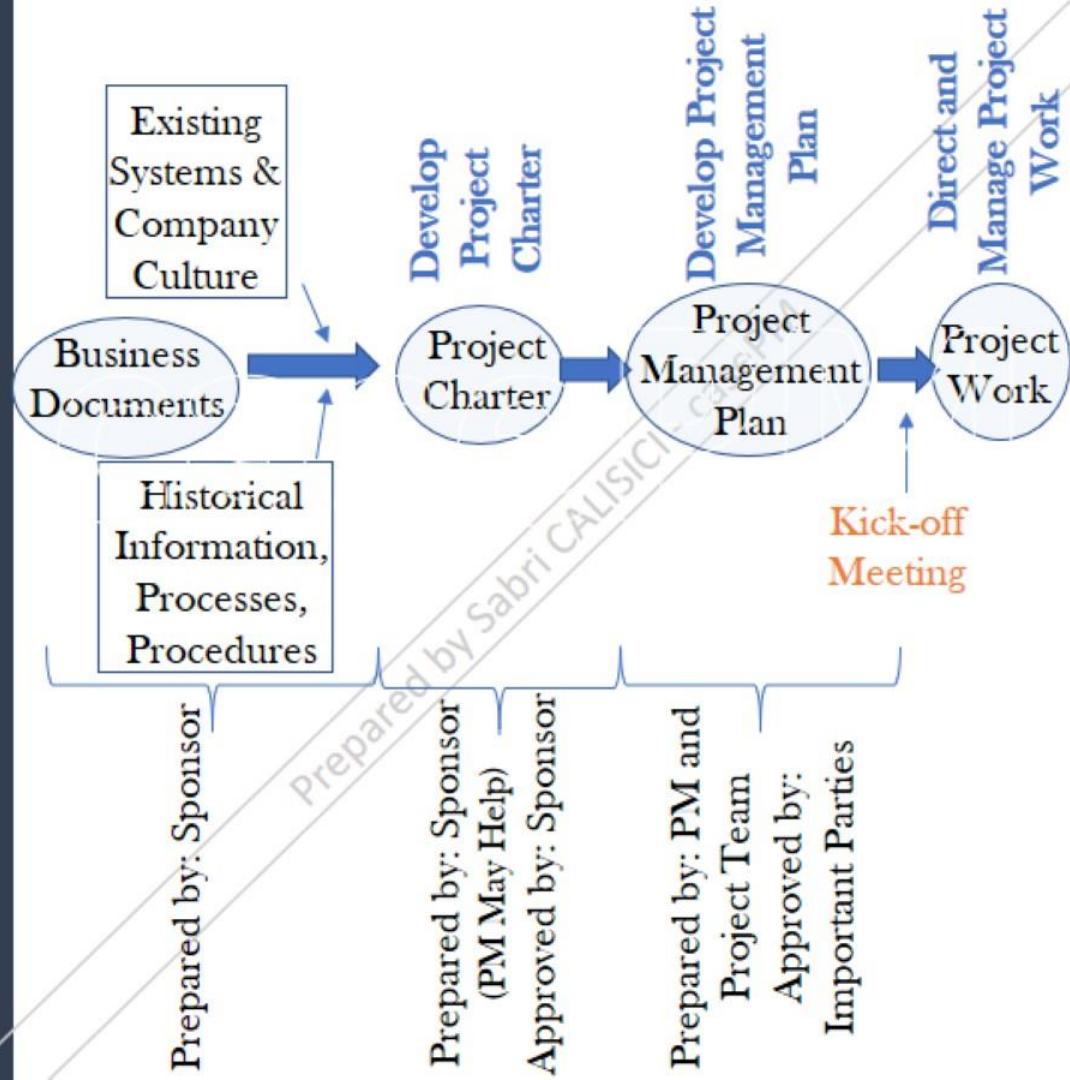
Prepared by Sabri CALISICI - casePM

## **INTEGRATION MANAGEMENT**

**Direct and Manage Project Work // Important Notes**

# INTEGRATION MANAGEMENT

## Direct and Manage Project Work



# **INTEGRATION MANAGEMENT**

## **Manage Project Knowledge**

# INTEGRATION MANAGEMENT

## Manage Project Knowledge

### Manage Project Knowledge

- ➔ Deals with storing and sharing the knowledge
- ➔ Project Manager is responsible for managing the Project Knowledge
- ➔ Stakeholders should be encouraged to interchange the knowledge
- ➔ Stakeholders should not fear while providing knowledge they learned from their mistakes

# INTEGRATION MANAGEMENT

## Manage Project Knowledge

### Manage Project Knowledge

#### → Explicit Knowledge

- Based on or concerned with true events and experiences
- Easy to express with words and/or numbers

#### → Tacit Knowledge

- Based on feelings, emotions and ability
- Not easy to express with words or numbers

- Project Manager is responsible for both the Information Management and the Knowledge Management

**Tools:** Software, online applications, discussion forums, meetings, work shadowing, activity observation, etc.

Information  
Management

Knowledge  
Management

## **Manage Project Knowledge Process**

**What Do We Need? What Do We Use? What Do We Get?**

# INTEGRATION MANAGEMENT

## Manage Project Knowledge

### What do we get?

- Lessons Learned register

Prepared by Sabri CALISICI - casePM

## LESSONS LEARNED REGISTER

### TECHNICAL

Date	Submitted by	Experience Type	Description of the problem/situation	Proposed Solution

### MANAGEMENT

Date	Submitted by	Experience Type	Description of the problem/situation	Proposed Solution

### PROJECT MANAGEMENT

Date	Submitted by	Experience Type	Description of the problem/situation	Proposed Solution

# INTEGRATION MANAGEMENT

## Manage Project Knowledge

### What do we get?

- Project Management Plan revisions
- Organizational Process Assets revisions

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Manage Project Knowledge

### What do we need?

- Project Management Plan

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Manage Project Knowledge

### What do we need?

- Project Documents like Lessons learned register, Project Team Assignments, Resource Breakdown Structure, Stakeholder Register, and etc.

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Manage Project Knowledge

### What do we need?

- Deliverables

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Manage Project Knowledge

### What do we need?

- Enterprise Environmental Factors
- Organizational Process Assets

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Manage Project Knowledge

### What do we use?

- Expert Judgment

Prepared by Sabri CALISICI - casePM

# **INTEGRATION MANAGEMENT**

## **Manage Project Knowledge**

### **What do we use?**

- Knowledge Management
- Information Management

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Manage Project Knowledge

### What do we use?

- Interpersonal and Team Skills like Active Listening, Facilitation, Leadership, Networking, Political Awareness, etc.

Prepared by Sabri CALISICI - casePM

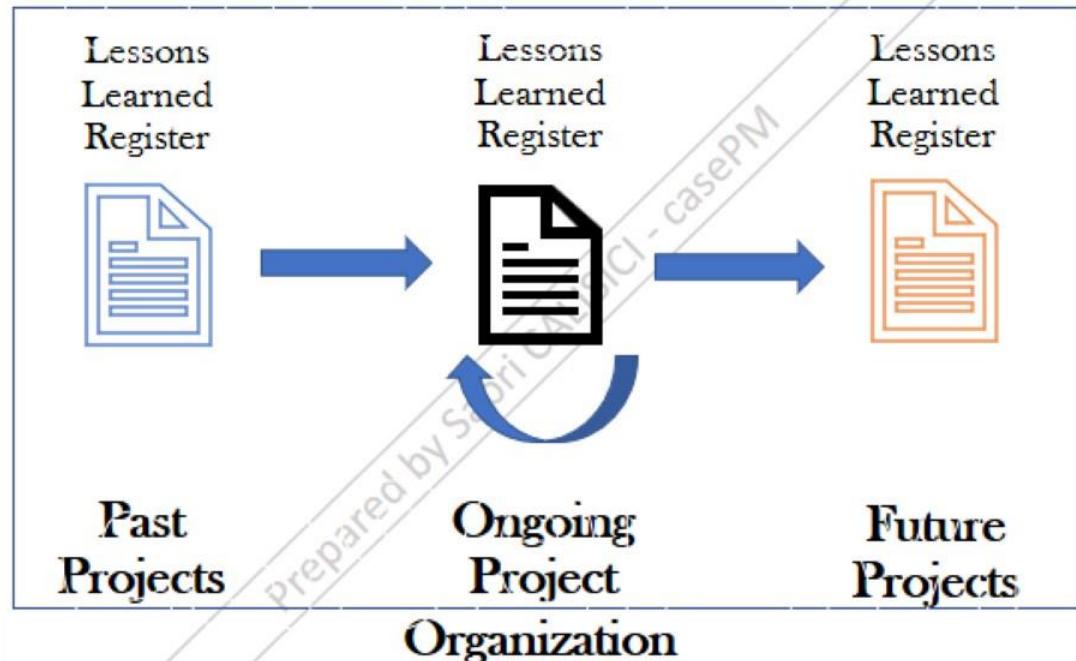
## **INTEGRATION MANAGEMENT**

**Manage Project Knowledge // Important Notes**

# INTEGRATION MANAGEMENT

## Manage Project Knowledge

### Project Knowledge



Project knowledge is continuously transferred and improved throughout the organization.

# **INTEGRATION MANAGEMENT**

## **Manage Project Knowledge**

### **Project Manager is responsible for:**

- Managing the Project Knowledge
- Providing a trustful environment
- The knowledge to be documented in the lessons learned register
- Sharing the new knowledge to the parties who may need it

Prepared by Sabri CALISI - caseP

# **INTEGRATION MANAGEMENT**

## **Monitor and Control Project Work**

# INTEGRATION MANAGEMENT

## Monitor and Control Project Work

### Monitor and Control Project Work

Planned Values

vs

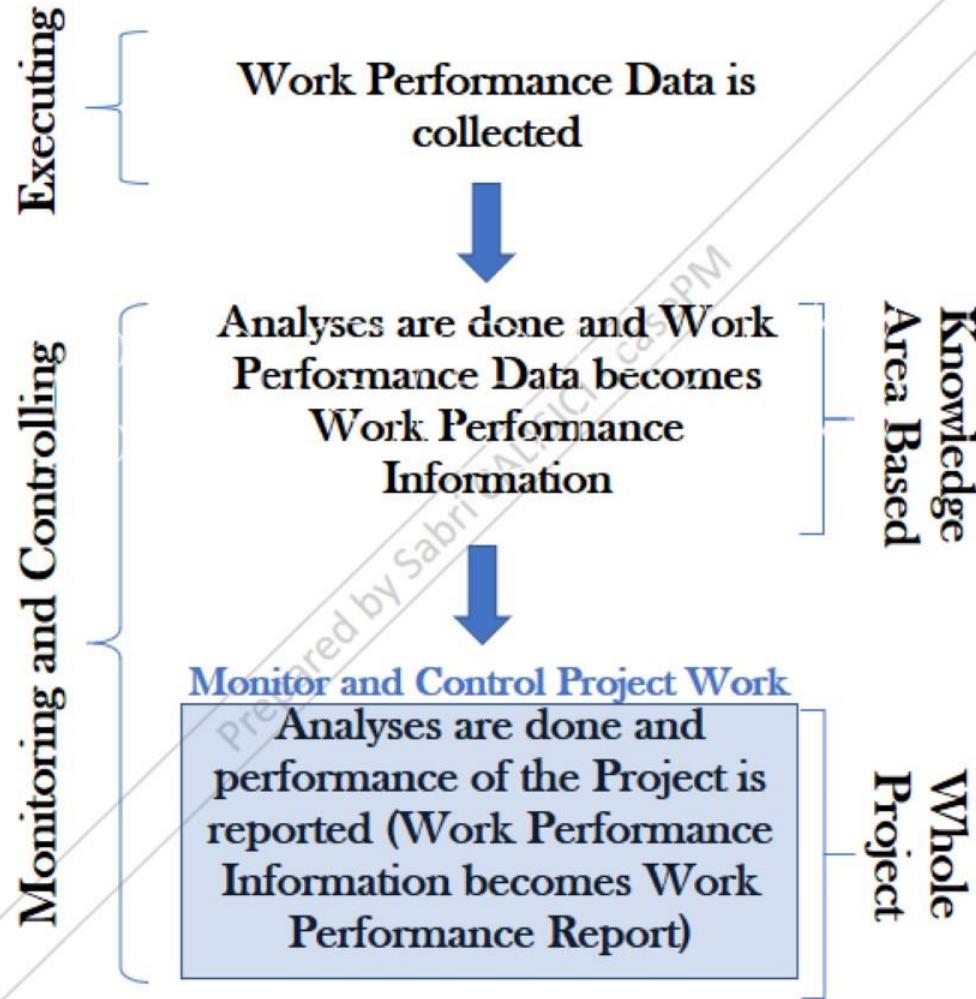
Actual Values

Monitoring and Controlling Processes

Prepared by Sabri CALISI - casePM

# INTEGRATION MANAGEMENT

## Monitor and Control Project Work



# **INTEGRATION MANAGEMENT**

## **Monitor and Control Project Work**

### **Change Requests**

Three main groups:

- Corrective Action
- Defect Repair
- Preventive Action

#### **Corrective Action**

→ Changing the future plans

#### **Defect Repair**

→ Doing the work one more time to correct it

#### **Preventive Action**

→ Changing the plans for the problems not to occur in the future

## **Monitor and Control Project Work Process**

**What Do We Need? What Do We Use? What Do We Get?**

# INTEGRATION MANAGEMENT

## Monitor and Control Project Work

### What do we get?

- Work performance reports
- Change requests
- Updates on the Project Management Plan
- Updates on the Project Documents (Lessons Learned register, Schedule Forecasts, Cost Forecasts, Risk Register, Issue Log)

### What do we need?

- Project Management Plan
- Work Performance Information
- Agreements
- Project Documents (Lessons Learned Register, Schedule Forecasts, Cost Forecasts, Risk Register, Issue Log, Assumption Log, Basis of Estimates, Milestone List, Quality Reports, Risk Report)
- Enterprise Environmental Factors
- Organizational Process Assets

# INTEGRATION MANAGEMENT

## Monitor and Control Project Work

### What do we use?

- Expert Judgment
- Data Analysis (Alternatives Analysis, Cost-benefit Analysis, Earned Value Analysis, Root Cause Analysis, Trend Analysis, Variance Analysis)
- Decision Making (Voting)
- Meetings

Prepared by Sabri CALISICI - casePM

# **INTEGRATION MANAGEMENT**

## **Monitor and Control Project Work // Important Notes**

# INTEGRATION MANAGEMENT

## Monitor and Control Project Work

### Monitor and Control Project Work

- Iterative
- Happens all the way through the Project (From Initiating to Closing)
- This is the only process that generates the Work Performance Reports

Prepared by Sabri CALISIUS CCEPM

# INTEGRATION MANAGEMENT

## Monitor and Control Project Work

What should you do if you find out a variation as a result of monitoring and controlling activities?

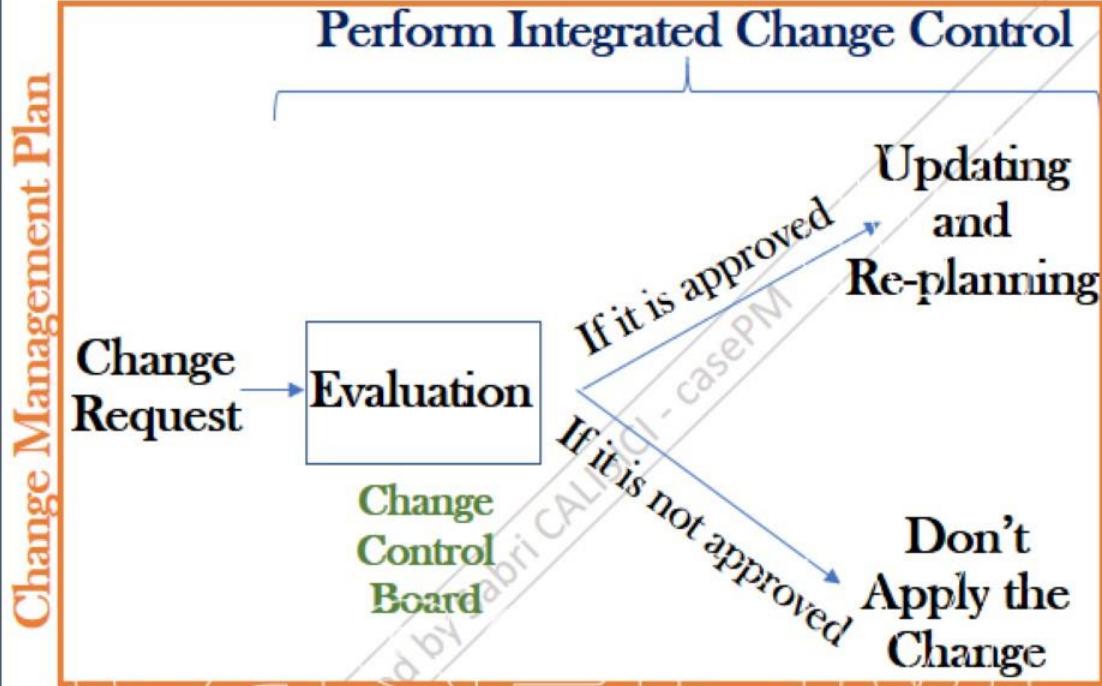
- 1) Search for the problem that causes the variation
- 2) Find out the root cause of the problem
- 3) Solve the root cause of the problem
- 4) Point out the works that may need corrective action
- 5) Investigate the impact of the change within the related knowledge area
- 6) Request corrective action (Change request)
- 7) Perform Integrated Change Control (We will see in the following lectures)

## **INTEGRATION MANAGEMENT**

### **Perform Integrated Change Control**

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control



- After the «updating and re-planning» affords, approved changes are implemented in the Direct and Manage Project Work, Control Quality and Control Procurements processes.
- Change Requests are created only for the approved (or finalized) documents

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### Evaluation of the Change Request

**Ex:** The project you are involved is exceeding the budget. To cut off the costs, the project manager of the project decided to decrease the number of engineers working for the project. He made a Change Request for this reason. He made all the cost related calculations for this request and he comes up with this result: The project will save almost \$1,000,000 if the number of engineers would be decreased from 10 to 5. As a member of the Change Control Board, how would you evaluate this situation?

You should investigate the impacts of this change on other aspects of the Project!

- Schedule
- Quality
- Scope
- Customer Satisfaction
- Risks
- Resource Motivation, etc.

**Monitor and Control Project Work Process**  
**Perform Integrated Change Control // How To Deal With Changes**

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### Changes

Project Management Plan,  
Project Documents, Project  
Charter, Baselines, Company  
Policies, Procedures,  
Contracts, Statements of Work

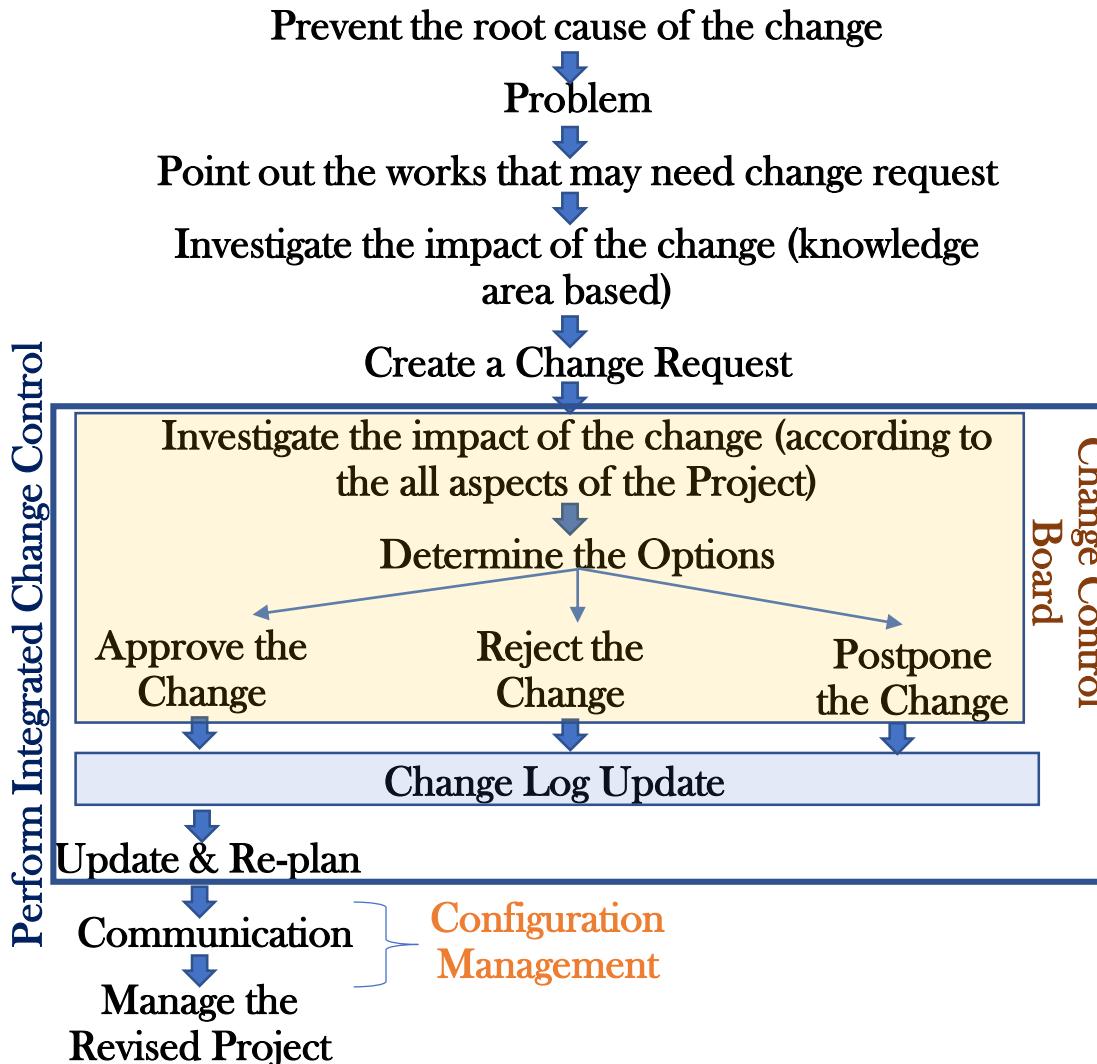
Affecting

Not affecting

**Approval of CCB or  
Sponsor is needed**

**Approval of Project  
Manager may be enough**

Change Management Plan



**Perform Integrated Change Control Process**

**What Do We Need? What Do We Use? What Do We Get?**

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### What do we get?

- Approved Change Requests

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### What do we get?

- Project Management Plan revisions

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### What do we get?

- Change Log revisions

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### What do we need?

- Change Requests

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### What do we need?

- Change Management Plan

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### What do we need?

- Configuration Management Plan

Prepared by Sabri CALISICI - casePM

# **INTEGRATION MANAGEMENT**

## **Perform Integrated Change Control**

### **What do we need?**

- Scope Baseline
- Schedule Baseline
- Cost Baseline

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

- Change Management Plan
- Configuration Management Plan
- Scope Baseline
- Schedule Baseline
- Cost Baseline

Project  
Management  
Plan

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

Perform Integrated Change Control

## What do we need?

- Project Documents (Basis of Estimates, Requirements Traceability Matrix, Risk Report)

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### What do we need?

- Work Performance Reports

Prepared by Sabri CALISICI - casePM

# **INTEGRATION MANAGEMENT**

## **Perform Integrated Change Control**

### **What do we need?**

- Enterprise Environmental Factors
- Organizational Process Assets

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### What do we use?

- Expert Judgment

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### What do we use?

- Change Control Tools

Prepared by Sabri CALISICI - casePM

# **INTEGRATION MANAGEMENT**

## **Perform Integrated Change Control**

### **What do we use?**

- Data Analysis (Alternatives Analysis, Cost-benefit Analysis)

Prepared by Sabri CALISICI - casePM

# **INTEGRATION MANAGEMENT**

**Perform Integrated Change Control**

## **What do we use?**

- Decision Making (Voting, Autocratic Decision Making, Multicriteria Decision Analysis)

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### What do we use?

- Meetings

Prepared by Sabri CALISICI - casePM

## **INTEGRATION MANAGEMENT**

**Perform Integrated Change Control // Important Notes**

# INTEGRATION MANAGEMENT

## Perform Integrated Change Control

### Perform Integrated Change Control

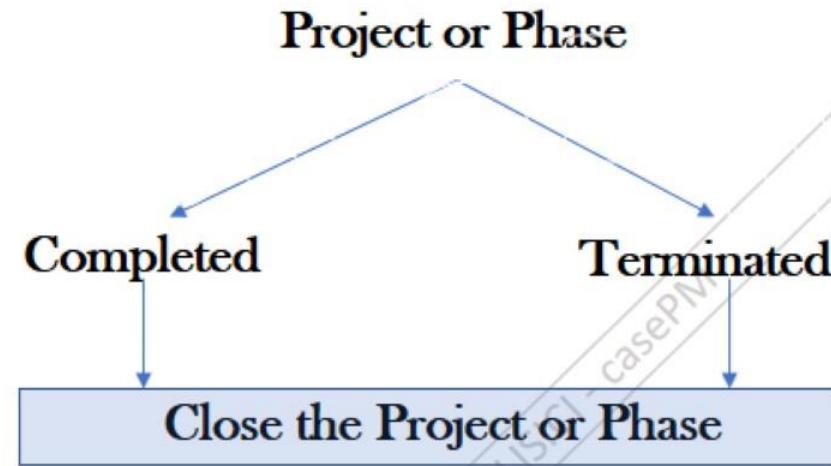
- Project Manager is responsible for this process
- Happens all the way through the Project (From Initiating to Closing)
- Changes may happen verbally, but they should also be documented
- To be able to evaluate the change request, you should have a **realistic** Project Management Plan and a **complete** Project scope and a Product Scope
- Changes are inevitable, but you should try not to have too many of them; you need to do risk management
- If there are too many changes, the business case may need to be reevaluated or the Project may be terminated

# **INTEGRATION MANAGEMENT**

## **Close Project or Phase**

# INTEGRATION MANAGEMENT

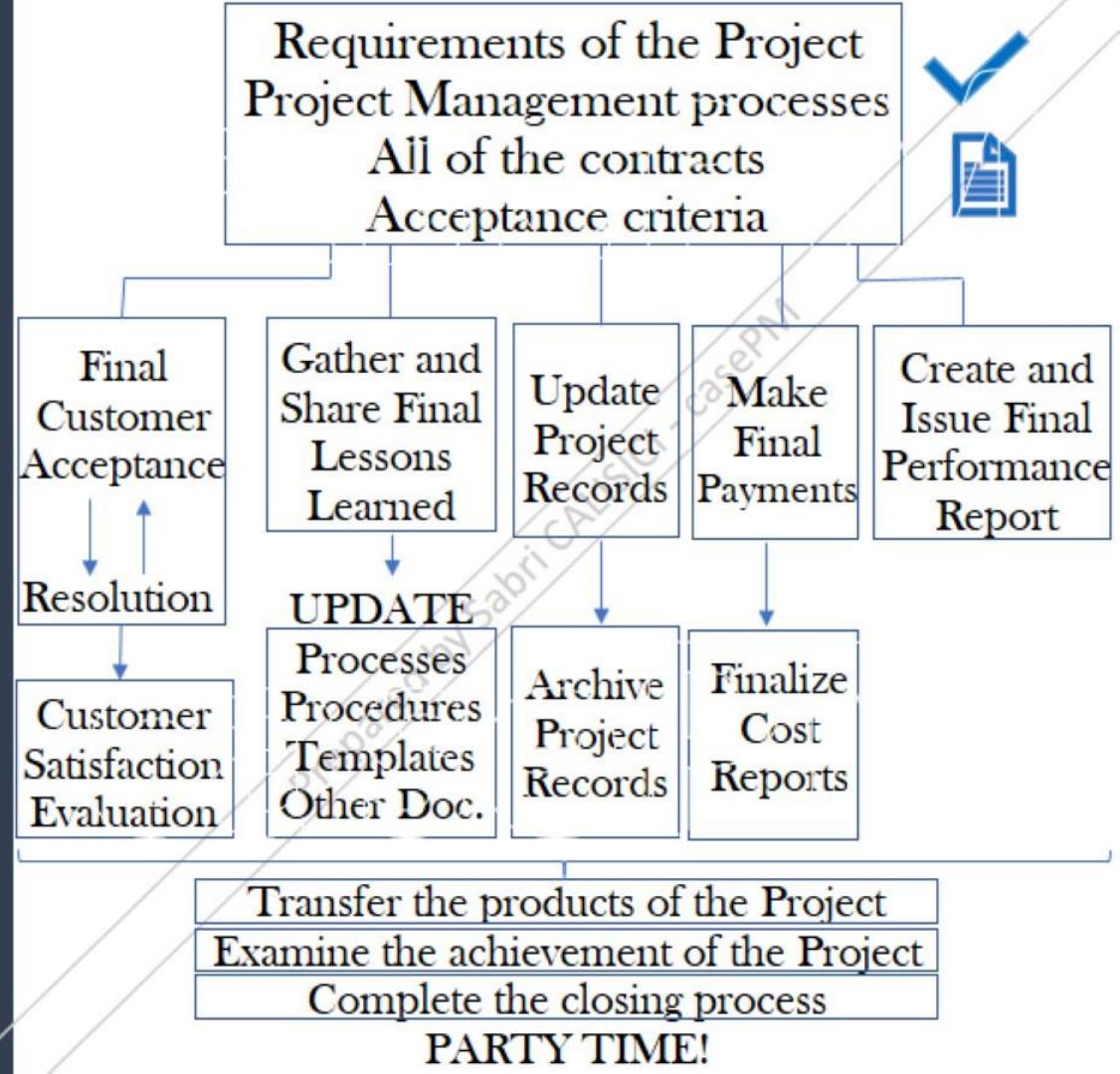
## Close Project or Phase



casePN  
Prepared by Sabri CALISKAN

# INTEGRATION MANAGEMENT

## Close Project or Phase



## **Close Project or Phase Process**

**What Do We Need? What Do We Use? What Do We Get?**

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we get?

- Final Performance Report (Final Report)

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we get?

- Project Documents revisions (Including Lessons Learned Register)

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we get?

- Organizational Process Assets revisions

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we get?

- Handing off the final product or service

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we need?

- Project Charter

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we need?

- Project Management Plan

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we need?

- Project Documents (Assumption Log, Basis of Estimates, Change Log, Issue Log, Lessons Learned Register, Milestone List, Project Communications, Quality Control Measurements, Quality Reports, Requirements Documentation, Risk Register, Risk Report, etc.)

Prepared by Sabri CALISICI - casePNT

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we need?

- Accepted Deliverables & Agreements

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we need?

- Business Documents (Business Case, Benefits Management Plan)

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we need?

- Procurement Documentation

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we need?

- Organizational Process Assets

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we use?

- Expert Judgment

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we use?

- Data Analysis (Document Analysis, Regression Analysis, Trend Analysis, Variance Analysis, etc.)

Prepared by Sabri CALISICI - casePM

# INTEGRATION MANAGEMENT

## Close Project or Phase

### What do we use?

- Meetings

Prepared by Sabri CALISICI - casePM

# **INTEGRATION MANAGEMENT**

## **Benefits Management Plan**

# INTEGRATION MANAGEMENT

## Close Project or Phase Process

### Benefits Management Plan

- ➔ Business document
- ➔ Created before the project is chartered
- ➔ Reviewed and sometimes updated during the Project life-cycle (iterative)
- ➔ The Project Sponsor is responsible for the creation of the Benefits Management Plan

Prepared by Sabri CALISI  
Project Management

# INTEGRATION MANAGEMENT

## Close Project or Phase Process

BENEFITS MANAGEMENT PLAN POLICY	
Introduction	
Roles and Responsibilities	
Information Management	
Assurance	
Budget	
Schedule	
Interfaces	
PROCEDURE	
Quantify	
Value	
Plan Benefits Realisation	
Realise Benefits	

# INTEGRATION MANAGEMENT

## Close Project or Phase Process

### Benefits Management Plan

- The description of the benefits
- The information about who owns the benefits
- The information about when will the benefits deliver
- The method of measuring the benefits
- Risks which are considered during the determination of the benefits
- Which assumptions are made while determining the benefits

Prepared by Sabi CALISIUS caspiM

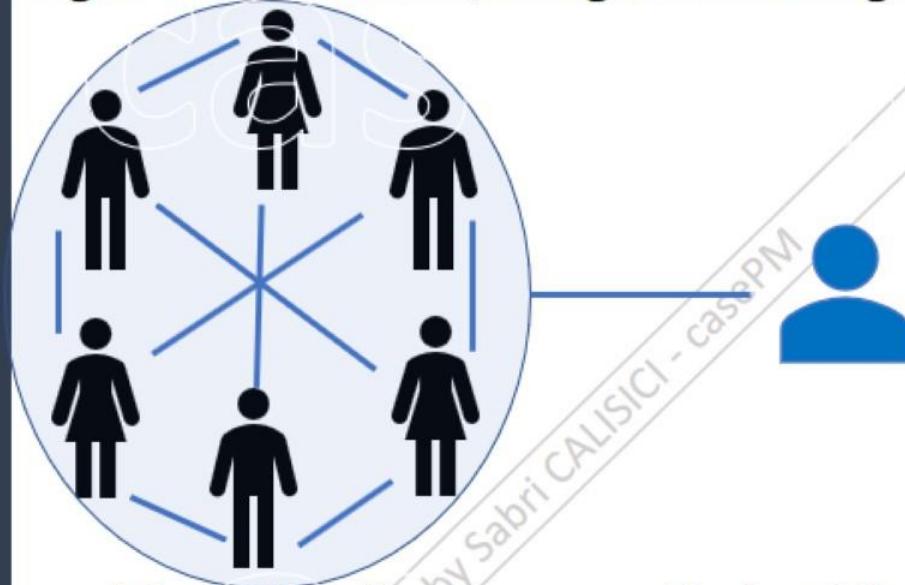
# **INTEGRATION MANAGEMENT**

## **Agile Considerations**

# INTEGRATION MANAGEMENT

## Agile Considerations

### Agile considerations / Integration Management



#### Team Members

- They are Local Domain Experts
- They have the control of the detailed planning of the project
- They decide the integration of plans
- They are generalists

#### Project Manager

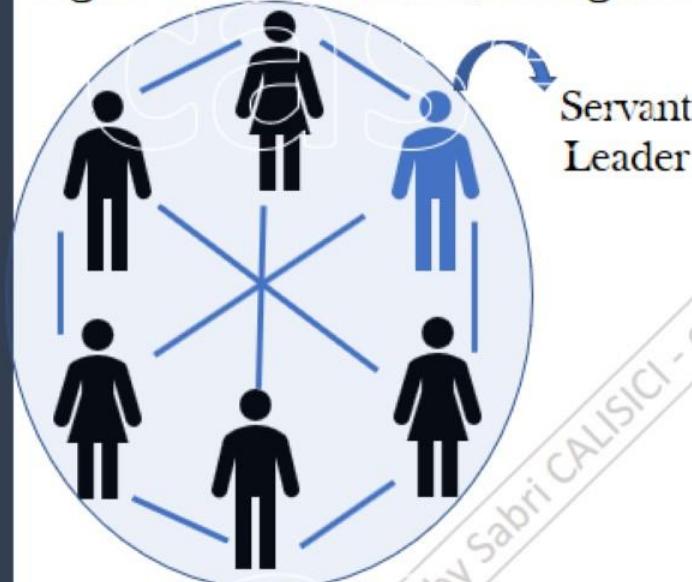
- Responsible for the big picture
- Leadership
- Collaborative environment

#### Servant Leader

# INTEGRATION MANAGEMENT

## Agile Considerations

### Agile considerations / Integration Management



#### Team Members

- They are Local Domain Experts
- They have the control of the detailed planning of the project
- They decide the integration of plans
- They are generalists

#### Project Manager

- Responsible for the big picture
- Leadership
- Collaborative environment

#### Servant Leader