



PMP® Certification Training

Lesson 06: Project Integration Management

The PMI Registered Education Provider logo is a registered mark of the Project Management Institute, Inc.



This course is based on the Project Management Institute, A Guide to the Project Management Body of Knowledge PMBOK® Guide—Sixth Edition.
PMP, PMI, and PMBOK are registered marks of the Project Management Institute, Inc.



Objectives

- ▷ Define Project Integration Management
- ▷ Identify the key role of the project manager, project team, and project sponsor
- ▷ Explain various project selection methods
- ▷ Describe the Project Integration Management processes
- ▷ Identify key terminologies used in Project Integration Management

Project Integration Management

The Project Integration Management includes:

Processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups

Project Integration Management is high-level work that requires the project manager to manage interdependencies among the other knowledge areas. It deals with:

- Resource allocation
- Balancing competing demands
- Examining alternative approaches
- Tailoring the processes to meet the project objectives
- Managing the interdependencies among Project Management Knowledge Areas



Integration management ensures continuity across multiple knowledge areas.

Project Integration Management

KEY CONCEPTS

Project Integration Management is specific to project managers, whereas the rest of the knowledge areas can be managed by others.

The links among the processes in Project Management Process Groups are iterative in nature. Integration is required to:

- Ensure deliverables and due dates are achieved
- Provide a plan for managing the project
- Ensure use of appropriate knowledge when needed
- Manage performance in project management plan
- Integrate decision-making across knowledge and process groups
- Monitor and control work performance
- Implement risk strategies across efforts when indicated by events or performance
- Manage communications and engagements
- Effectively manage phase transitions

Project Integration Management

TRENDS AND EMERGING PRACTICES

Some of the evolving trends in integrated processes include:

- Use of automated tools such as PMIS (Project Management Information System)
- Use of visual management tools instead of written plans and other documents
- Implementing project knowledge management to secure knowledge
- Expanding the project managers' responsibility by involving them in development of business case and benefits management plan
- Applying hybrid methodologies such as use of agile and other iterative practices

Project Integration Management

TAILORING CONSIDERATIONS

Considerations for tailoring the way Project Integration Management Processes are applied:

- Project life cycle—What is an appropriate project life cycle?
- Development life cycle—Is predictive, adaptive, or hybrid approach appropriate for product, service, or result?
- Management approaches—What management processes are effective based on organizational culture?
- Knowledge management—How will knowledge be managed to foster collaborative working environment?
- Change—How will changes be managed?
- Governance—What control board and committees are part of the project?
- Lessons learned—What information should be collected throughout and at the end of the project? How will historical information and lessons learned be made available to future projects?
- Benefits—When and how should the benefits be reported?

Project Integration Management

AGILE/ADAPTIVE ENVIRONMENTS

- Control of the detailed product planning and delivery is delegated to the team members.
- PM's focus is on building a collaborative decision-making environment.

Role of Project Manager, Team, and Sponsor

Given below are the key roles of the project manager, project team, and the project sponsor:



Project Manager

The key role of a project manager is to integrate various activities of the project.



Project Team

The key role of a project team is to concentrate on completing the project activities.



Project Sponsor

The key role of a project sponsor is to protect the project team from unnecessary changes and loss of resources.

Project Selection Methods

An organization can undertake a project as a contract or driven by business needs. There should be a formal process for selecting projects to ensure that the limited corporate resources are optimized.

The two broad project selection methods are as follows:

Benefit measurement methods

These methods ascertain the costs and benefits of undertaking the project.

Examples:

- Murder board
- Peer review
- Scoring models
- Economic models
- Benefit compared to cost

Constrained optimization methods

These methods rely on mathematical modeling techniques to determine the selection of the best projects to achieve certain business objectives.

Examples:

- Linear programming
- Goal Programming
- Integer Programming



Understand the characteristics of various project selection methods to answer scenario-based questions.

Project Selection Methods (Contd.)



What type of project selection technique is peer review?



Peer review is a benefit measurement method.

Present Value (PV)

Present Value (PV) is the current value of a future cash flow. The amount of money received today is worth more than the same amount in the future. A discount factor has to be applied to reflect future cash flows in present values.



A sum of \$250 being paid right now will be more valuable than \$250 being paid 3 years from now.

PV analysis is important to ensure that an organization maximizes its profit, particularly when value will be delivered a long time in the future.



Farther the timing of the cash flow (future value), lower is the present value.

Net Present Value (NPV)

Net Present Value (NPV) is the difference between value of the total benefits (income or revenue) and the costs over a period of time. Present values of different items combined gives the NPV.



Project X will take 2 years to complete and has an NPV of \$35,000. Project Y will take 5 years to complete and has an NPV of \$95,000. Which project would you select?



Project Y, because it has a higher NPV.
Note: The project with the higher NPV is better.



Problems where a project has to be selected over other projects on the basis of its net present value can be expected in the exam.

Internal Rate of Return (IRR)

Internal Rate of Return (IRR) is the rate of discounting (used to reduce future cash flows to their present value) at which the present value of costs match the present value of benefits. In other words, it is the rate of return internal to the project.



Project A has an IRR of 25% and project B has an IRR of 15%. which project would you choose?



Project A, because it has a higher IRR.



The project with the higher IRR is better.

Payback Period

Payback Period is the number of time periods it takes to recover the investment from the project before profits start accumulating.

?

Project A has a payback period of 5 months and project B has a payback period of 12 months. Which project would you select?



Project A, because it has a lesser payback period.

!

The project with the lesser payback period is better.

Benefit Cost Ratio (BCR)

Benefit Cost Ratio (BCR) compares the present value of benefits to the present value of costs. A benefit cost ratio of more than 1 means that the benefits are greater than the costs.



Which project would you select if the BCR of Project A is 2.5 and BCR of Project B is 1.5?



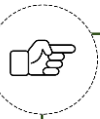
Project A, as it has higher BCR.



Accept a project with a BCR greater than 1. The project with the higher BCR is better.

Return on Investment (ROI)

Return on Investment (ROI) is the rate of return on the project normalized by the initial investment. It indicates the profitability of the project.



If a project involves an initial investment of \$100,000 and generates an average return of \$20,000 per year, ROI is $20,000/100,000$ or 20%.



Higher the ROI, the more profitable the project is.

Opportunity Cost

Opportunity cost is the cost related to the next best choice available after choosing from among several mutually exclusive choices. It is therefore the opportunity given up by selecting one project over another.



What is the opportunity cost of selecting Project B if Project A has an NPV of \$55,000 and Project B has an NPV of \$85,000?



Opportunity cost is \$55,000. This is the NPV of Project A.



Problems where a project has to be selected over other projects on the basis of net present value and opportunity cost can be expected in the exam.

Project Integration Management Knowledge Areas

Knowledge Areas		Project Integration Management	Project Scope Management	Project Schedule Management	Project Cost Management	Project Quality Management	Project Resource Management	Project Communications Management	Project Risk Management	Project Procurement Management	Project Stakeholder Management
Project Management Process Groups	Initiating	4.1 Develop Project Charter									13.1 Identify Stakeholders
	Planning	4.2 Develop Project Management Plan	5.1 Plan Scope 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS	6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule	7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget	8.1 Plan Quality Management	9.1 Plan Resource Management 9.2 Estimate Activity Resources	10.1 Plan Communications Management	11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Response	12.1 Plan Procurement Management	13.2 Plan Stakeholder Engagement
	Executing	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge				8.2 Manage Quality	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	10.2 Manage Communications	11.6 Implement Risk Response	12.2 Conduct Procurements	13.3 Manage Stakeholder Engagement
	Monitoring and Controlling	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	5.5 Validate Scope 5.6 Control Scope	6.6 Control Schedule	7.4 Control Costs	8.3 Control Quality	9.6 Control Resource	10.3 Monitor Communications	11.7 Monitor Risks	12.3 Control Procurements	13.4 Monitor Stakeholder Engagements
	Closing	4.7 Close Project or Phase									

Table 1-4. Project Management Process Group and Knowledge Area Mapping

Develop Project Charter

“Develop Project Charter is a 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 the project activities.”^[1] It belongs to the Initiating Process Group.

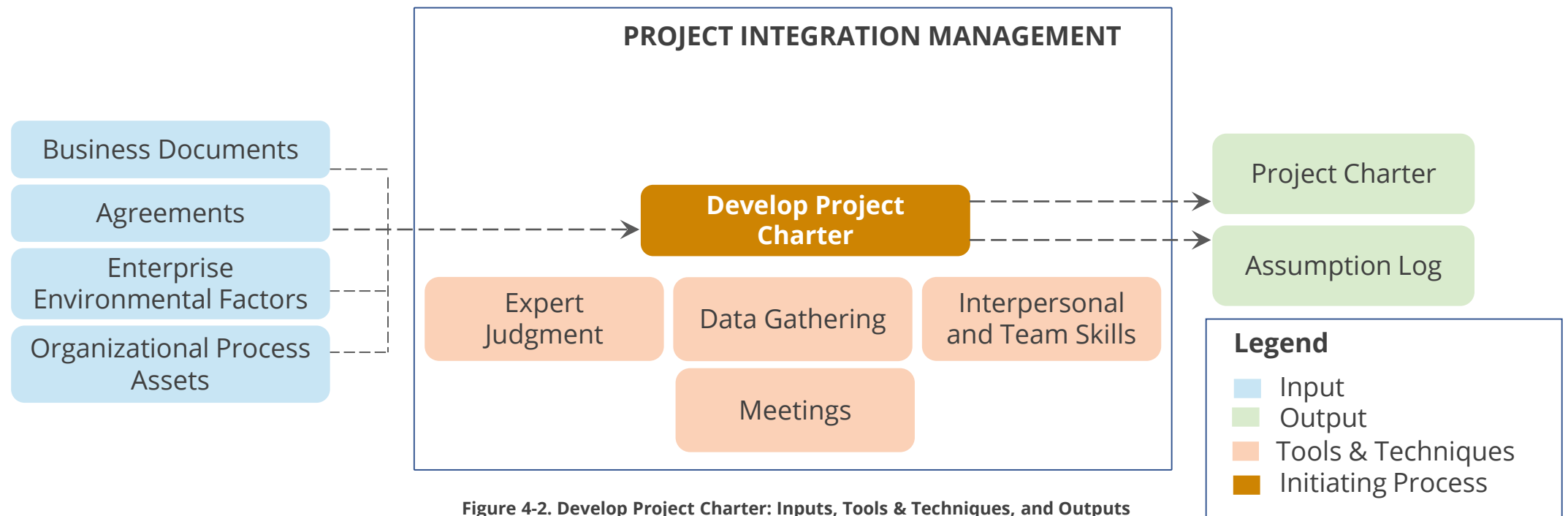


Figure 4-2. Develop Project Charter: Inputs, Tools & Techniques, and Outputs

Develop Project Charter

This process is the first opportunity for Project Manager to understand the vision and goals of the project as agreed to by the sponsor and stakeholders.

- Describes project purpose, vision, and initial scope
- Formally authorizes project and project manager
- Contains
 - Business problem to be solved
 - Measurable project objectives/requirements
 - Project boundaries and key deliverables
 - Risks
 - Critical success factors
 - Stakeholder list and roles/responsibilities
 - Constraints and assumptions
 - Project exit criteria
- Approved by project sponsor

Develop Project Management Plan

“Develop Project Management Plan is the process of defining, preparing, integrating, and coordinating all subsidiary plans and integrating them into a comprehensive project management plan.”

- Project management plan is a detailed document that describes how the project would be executed, monitored and controlled, and closed.
- Project management plan contains all the subsidiary management plans and their baseline values.
- Subsidiary plans can be separate documents, particularly on very large projects.



If the initial agreed time for a project is 180 days, it is the project baseline time value. If the agreed variance is 10%, the project should be executed in maximum $180 + 180 \times 10\% = 180 + 18 = 198$ days.

Develop Project Management Plan

PROCESS FLOW

The various inputs, outputs, and tools and techniques of developing the project plan are given below.

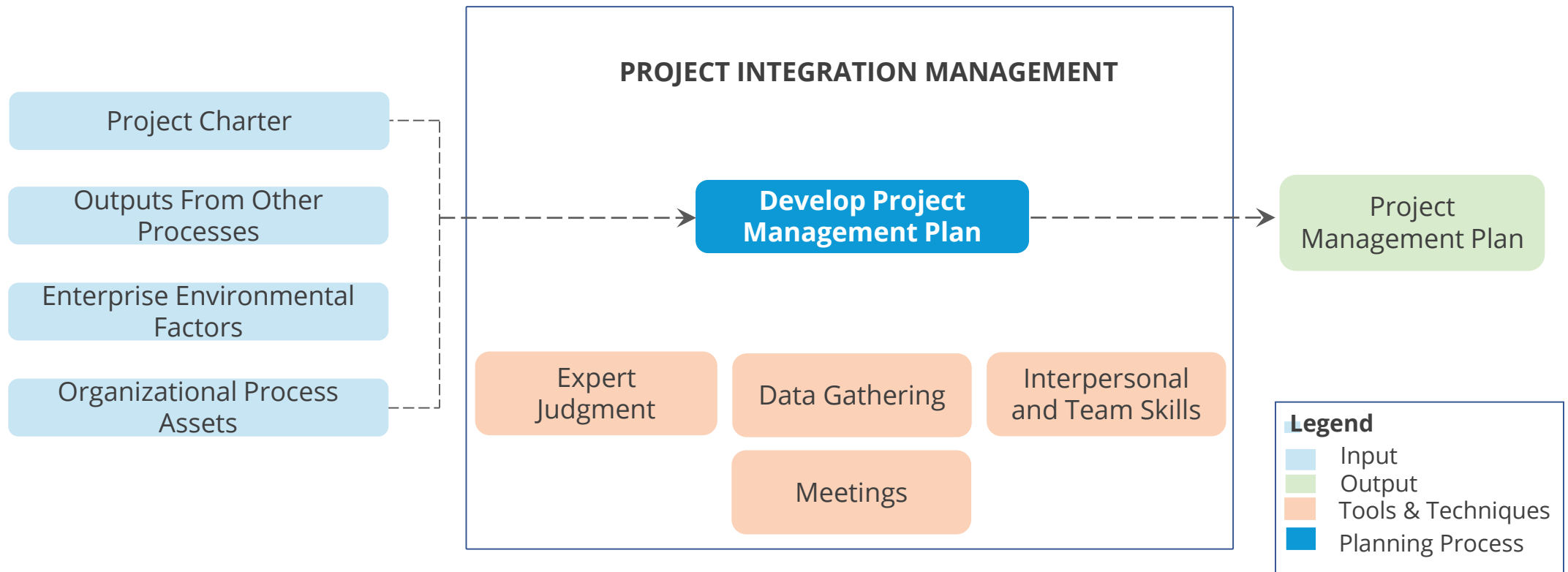


Figure 4-4. Develop Project Management Plan: Inputs, Tools & Techniques, and Outputs

Contents of Project Management Plan

Regardless of how the plan is organized, it should contain a section referencing or covering:

- 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 Engagement Plan
- Change Management Plan
- Configuration Management Plan
- Scope Baseline
- Schedule Baseline
- Cost Baseline
- Performance Measurement Baseline
- Project Life cycle
- Development Approach
- Management Reviews

Project Documents

The following is a list of project documents.

- Activity Attributes
- Activity List
- Assumption Log
- Basis of Estimates
- Change Log
- Cost Estimates
- Cost Forecasts
- Duration Estimates
- Issue Log
- Lessons Learned Register
- Milestone List
- Physical Resource Assignments
- Project Calendars
- Project Communications
- Project Schedule
- Project Schedule Network Diagram
- Project Scope Statement
- Project Team Assignments
- Quality Control Measurements
- Quality Metrics
- Quality Report
- Requirements Documentation
- Requirements Traceability Matrix
- Resource Breakdown Structure
- Resource Calendars
- Resource Requirements
- Risk Register
- Risk Report
- Schedule Data
- Schedule Forecasts
- Stakeholder Register
- Team Charter
- Test and Evaluation Documents

Key Terms

The following key terms are essential to understand project management processes:

***Corrective Action**

An intentional activity that realigns the performance of the project work with the project management plan

***Preventive Action**

An intentional activity that ensures the future performance of the project work is aligned with the project management plan ^[3]

*Definitions taken from the Glossary of the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute, Inc., 2017, Page 703,714.

Key Terms (Contd.)

The following key terms are essential to understand project management processes:

***Change Control System**

A set of procedures that describes how modifications to the project deliverables and documentation are managed and controlled

***Configuration Management System**

A collection of procedures used to track project artifacts and monitor and control changes to these artifacts

*Definitions taken from the Glossary of the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute, Inc., 2017, Page 700,701.

Direct and Manage Project Work

“Direct and Manage Project Work is the process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project objectives.” It belongs to the Executing Process Group.

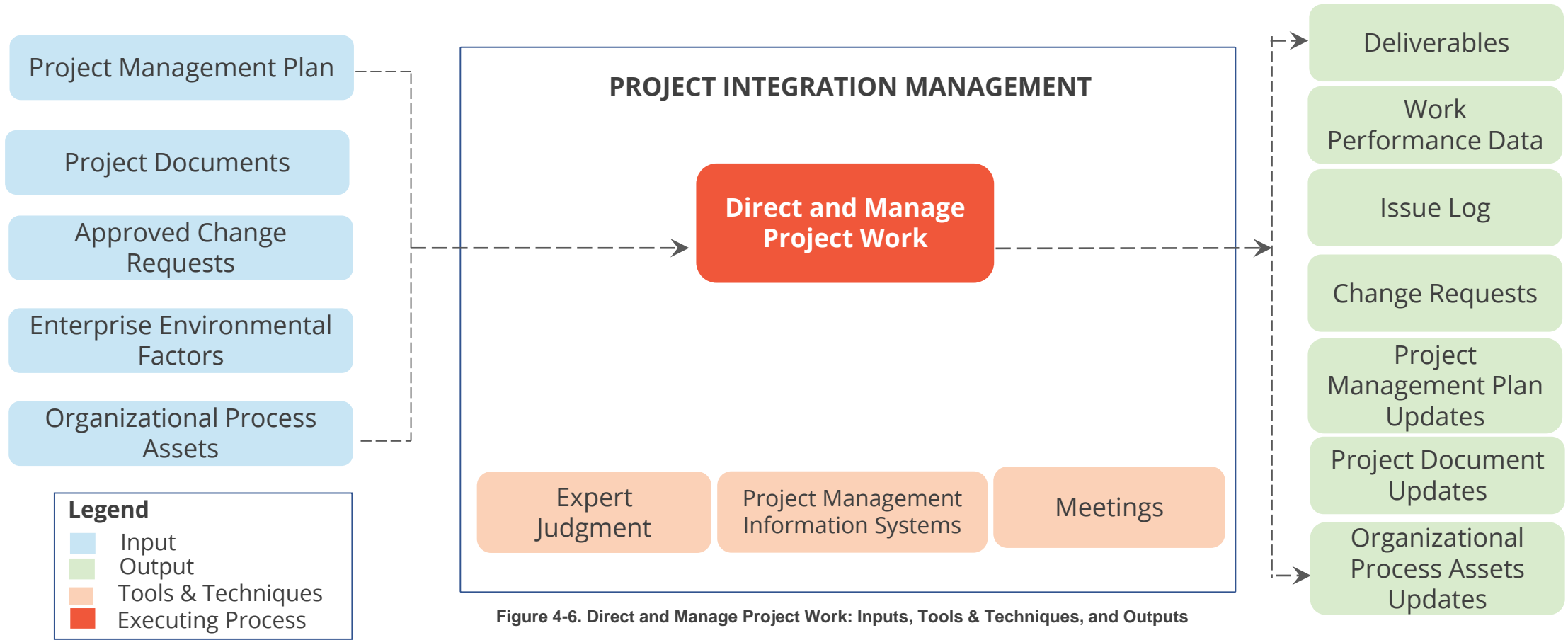


Figure 4-6. Direct and Manage Project Work: Inputs, Tools & Techniques, and Outputs

Direct and Manage Project Work (Contd.)

During Direct and Manage, the Project Manager focuses on:

- Project Team development and coordination
 - Ensure appropriate training, reference material, availability of experts
 - Coordinate efforts within team
 - Resolve conflicts and issues with internal/external groups or contractors
 - 5 minute meetings
- Interfacing with all stakeholders
 - Following Communication plan
 - Following Stakeholder Engagement plan
 - Reporting metrics
 - Reporting progress
 - Additional reporting requirements as defined in the Communication plan

Direct and Manage Project Work (Contd.)

During Direct and Manage, the Project Manager focuses on:

- Project Plan Monitoring (actual vs. planned)
 - Gathering actual completion dates
 - Determining task completion status
- Overall quality management
 - Quality in all deliverables
 - Compliance with process
- Risk management
 - Identifying risks
 - Implementing mitigation strategies
 - Communicating risks
- Scope and product change management
 - Implement the process
 - Look for unauthorized changes
 - Ensure scheduled changes are incorporated and completed

Direct and Manage Project Work (Contd.)

During Direct and Manage, the Project Manager focuses on:

- Facilitating project meetings and performance reviews (communications management)
 - Follow Communication plan
 - Execute Stakeholder Engagement Management Plan
 - Document inputs from meetings and communications with stakeholders and team members
- Documenting progress and work performance
- Updating project records, reports (communications management), and deliverables management

Execution

During Execution, Project Leadership is a critical success factor.

The PM must lead the Project Team and stakeholders with respect to the project.

- Essential prerequisite for project success is the PM's ability to lead the Project Team in what can be an unstructured environment.
- Provide leadership throughout each phase of the project to motivate team members, ensure consistent interpretation of the requirements, keep the project on schedule and within budget, and make sure all milestones (e.g., deliverables submissions) are met.

Manage Project Knowledge

“Manage Project Knowledge is the process of using existing knowledge and creating new knowledge to achieve project objectives and contribute to organizational learning.” It belongs to the Executing Process Group.

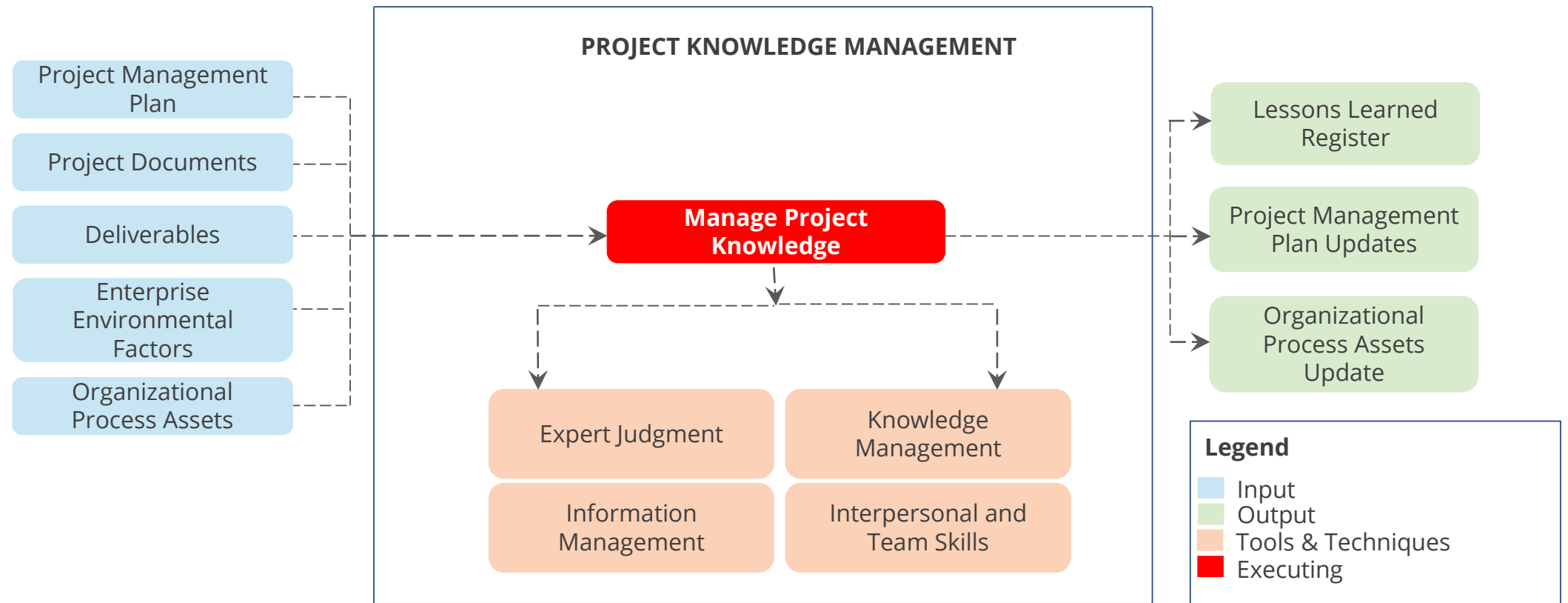


Figure 4-8. Manage Project Knowledge: Inputs, Tools & Techniques, and Outputs

Manage Project Knowledge

Project knowledge is broken into explicit and tacit knowledge and is intended to increase organizational success factors as well as achieve project objectives.

- Explicit knowledge is information that can be easily documented and communicated
- Tacit knowledge is personal and difficult to communicate (expertise, experience, insights, etc.)
- Both types of knowledge are required for Project Knowledge
- Ensure that tacit and explicit knowledge are used before, during, and after project development
- Knowledge Management is more than lessons learned, change requests, and risks

Monitor and Control Project Work

“Monitor and Control Project Work is the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan.” It belongs to the Monitoring and Controlling Process Group.

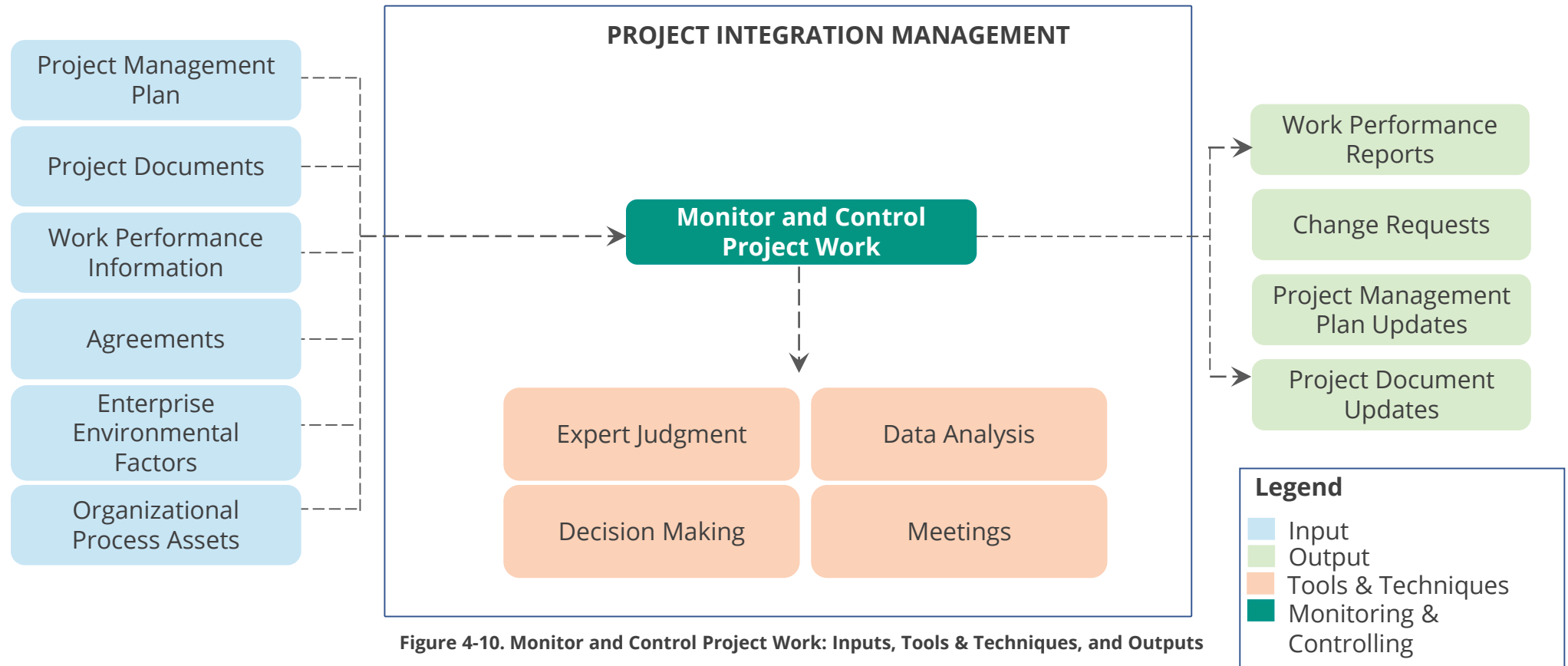


Figure 4-10. Monitor and Control Project Work: Inputs, Tools & Techniques, and Outputs

Monitor and Control Project Work (Contd.)

During Monitor and Control Project Work, the Project Manager focuses on:

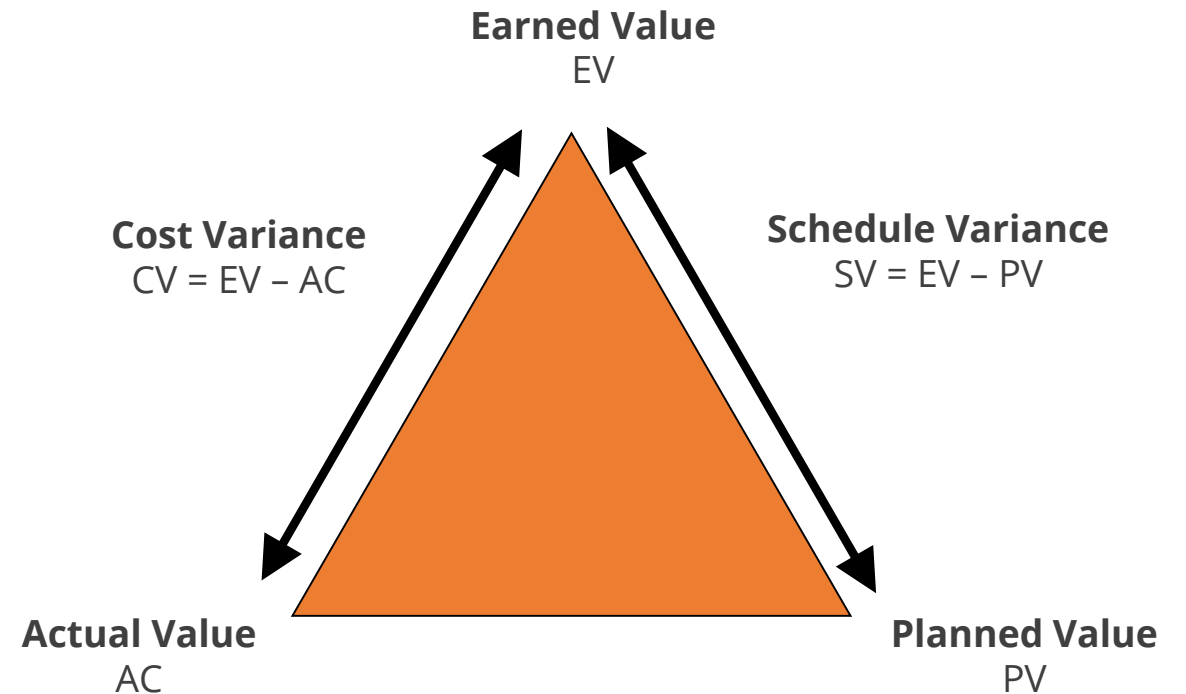
- Evaluating work performance
- Developing Variance analysis
 - Monitor metrics and evaluate and report on variance
 - Evaluate for impact and correct if necessary
 - Evaluate trending work performance and project status and look for indicators in project variables
- Earned value management
 - Overlap with Control and Monitoring process
 - Collect information to develop analysis model
 - Communicate results of model throughout the team
 - Make decisions to improve performance, burn-rate, or both
 - Evaluate staffing decisions for performance

Monitor and Control Project Work

CHALLENGES

Project Managers must manage both cost and schedule

- “Poor cost variance combined with good schedule variance does not mean everything is alright.” – Humphreys 2002
- Spend more and make up time (SV decrease)
- Spend less and lose time (CV decrease)



Monitor and Control

LESSONS LEARNED

The monitor and control project work is an opportunity to adjust and adapt the work to ensure project success. It is also an opportunity to learn new approaches and techniques that other projects can benefit from. This process:

- Generates real-time lessons learned for current and future efforts
- Defines additional approaches for future efforts
- May result in schedule modifications
 - Corrective / Preventative Actions
 - Fast-track schedule
 - Schedule Optimization
 - Implementation of mitigation plans

Perform Integrated Change Control

“Perform Integrated Change Control is the process of reviewing all change requests; approving and managing changes to deliverables, project documents, and the project management plan; and communicating the decisions.” It belongs to the Monitoring and Controlling Process Group.

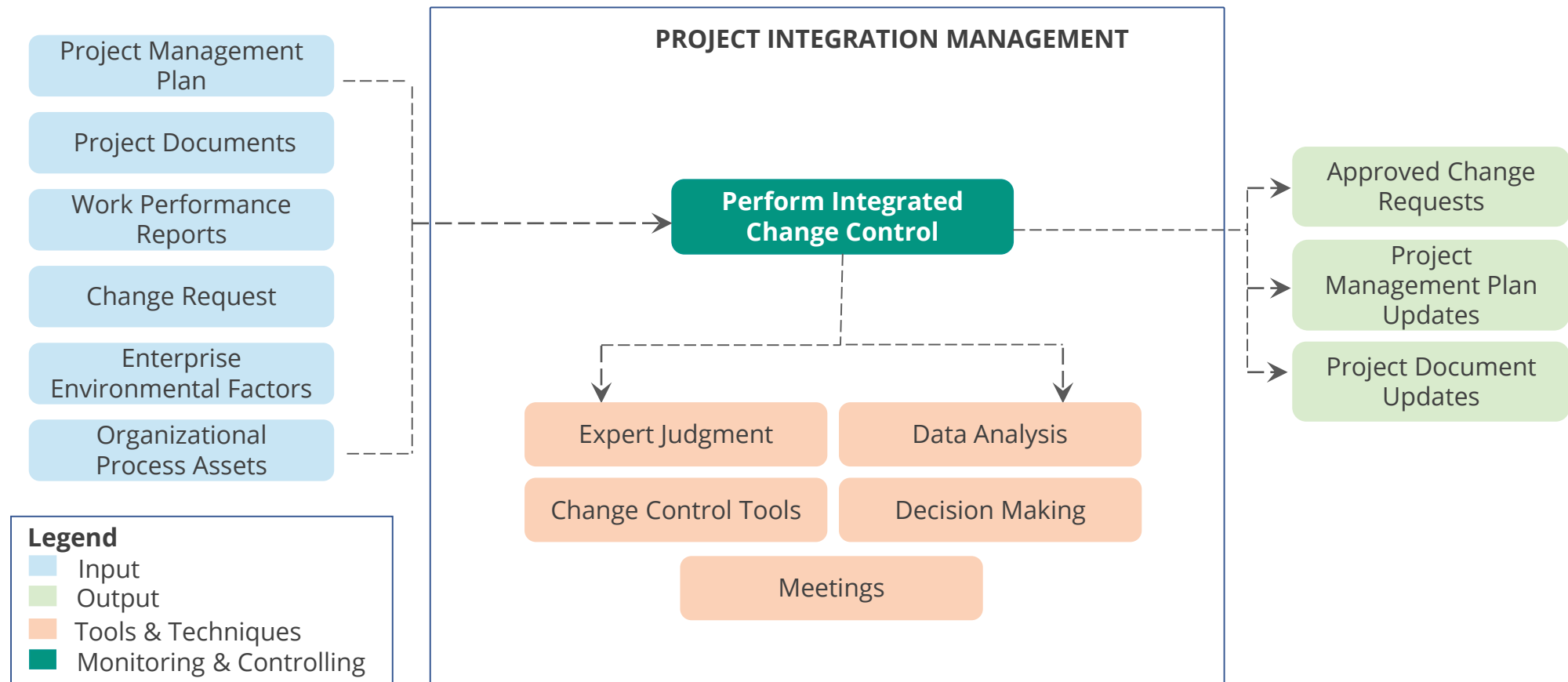


Figure 4-12. Perform Integrated Change Control: Inputs, Tools & Techniques, and Outputs

Change Management Process

The process of change management is as follows:



Ability of a project manager to manage change will be tested in the exam.

Integrated Change Control

Projects seldom run according to plan.

- The only constant is change
- Identify that a change needs to occur or has occurred
- Influence the factors that circumvent change control
- Review and approve changes
- Manage approved changes
 - Monitor when and how changes occur
 - Analyze risk impact
 - Socialize and seek change approval (Change Control Board (CCB), Sponsor, Stakeholders)
 - Schedule change
 - Release only approved changes
 - Update project documents (schedule, cost, risk, quality plan, change log)

Business Scenario

PROBLEM STATEMENT



You are the project manager of a new corporate initiative that is focused on revising and reclassifying the staffing positions in its Design Division. The project plan has been developed. Initially, there were some challenges as the teams adjusted to the new staffing positions. However, you have worked with the teams to provide insight on their roles and responsibilities and everything is now progressing smoothly. The past five project team review meetings have shown that you are on schedule and 5% under budget.

Now, you are preparing a project status report for your upcoming meeting with the Project Sponsor. You are positive and excited at your project status despite the rocky start. Unfortunately, the meeting with the Project Sponsor does not go as planned. You are informed by the Sponsor that the deadline for the project needs to be moved up by 30 days and the budget will remain the same. The Sponsor has asked you to submit a plan of action on how you would accomplish this new deadline. What should you do?

Business Scenario

SOLUTION

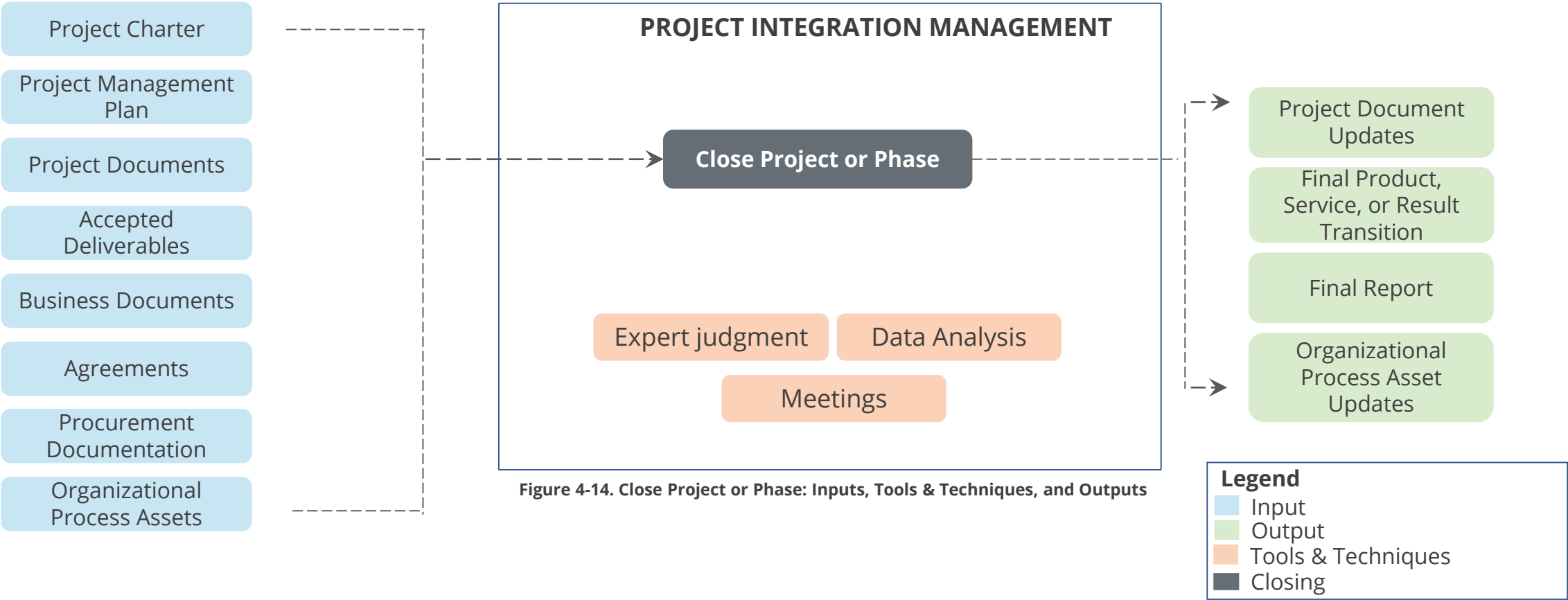


You need to schedule a team meeting to discuss your strategy and plan for implementing the change. After reviewing your change management plan, your team should first look at the remaining work to be completed to assess what it would take to complete the activities. This relates to the triple constraint of scope, budget, and schedule and other measurable constraints such as quality metrics, risk reassessment, and resources. Then, the team will be able to brainstorm and analyze how to adjust the calendar accordingly, see if there are opportunities to reduce scope, work overtime, and still meet the budgetary constraint.

After approaching the problem using the triple constraint and change management process, you will be able to create a new viable plan of action so that you will both meet the new deadline and not compromise on the integrity of the deliverable. Using the triple constraint and change control process is a great framework for assessing change and making decisions around change.

Close Project or Phase

“Close Project or Phase is the process of finalizing all activities for the project, phase, or contract.” It belongs to the Closing Process Group.



Business Scenario

PROBLEM STATEMENT



The ABC Fencing Line of Business (LOB) has been progressing for the past two years and it is now ending. The new LOB is finally ready for its 'Go live' date and will become a new service option for the company. In the last week of work on the project schedule, only 10 of the 50 project team members involved in the life of the project are needed to complete the remaining tasks that will take it live.

You have already been assigned your next project, which starts in 4 weeks, and you are starting to transition into your new responsibilities. What should you be concerned about as you try to close your project?

Business Scenario

SOLUTION



With both yourself and many of the team members leaving the project, you need to ensure that everyone contributes to the Lessons Learned process before they leave.

Some team members could be apprehensive about contributing because they do not see the value or benefit in this process and feel you could have done it on your own. In that case, you need to explain that lessons learned and historical information are valuable because they give insight and a potential starting point for new projects.

You should inform the team that this is also part of the updates to Organization Process Assets, which is necessary to close the project formally.



Key Takeaways

- ▷ Project Integration Management involves unification, consolidation, articulation, and integrative actions that are crucial for successfully completing the project.
- ▷ Integrating the project activities is the key role of a project manager; the project team focuses on completing the project activities, and the project sponsor protects the team against unsolicited changes.
- ▷ Benefit measurement methods ascertain the costs and benefits of undertaking the project, while constrained optimization methods rely on mathematical modeling to select the best projects that achieve business objectives.
- ▷ Various Project Integration Management processes are Develop Project Charter, Develop Project Management Plan, Direct and Manage Project Work, Manage Project Work, Monitor and Control Project Work, Perform Integrated Change Control, and Close Project or Phase.

Additional Reading

(Refer to the exercises provided in the PMP Classroom Exercises)



- Exercise 4
- Exercise 5
- Exercise 6



Quiz

Quiz



1. With respect to change, which of the following is the most important for a project manager to focus on?

- A ▶ Undertake the change
- B ▶ Track and record the change
- C ▶ Prevent uncontrolled change
- D ▶ Inform project sponsor of the change

Quiz



1. With respect to change, which of the following is the most important for a project manager to focus on?

- A ▶ Undertake the change
- B ▶ Track and record the change
- C ▶ Prevent uncontrolled change
- D ▶ Inform project sponsor of the change



The correct answer is: **C**

It is the responsibility of the project manager to proactively manage the project. This includes preventing unnecessary changes. The changes are actually undertaken by the project team.

Quiz



2. In the middle of a project, you are informed that the resources promised at the beginning of the project are no longer available. As a project manager, what would you do?

- A ➤ Raise a concern that you can no longer execute this project
- B ➤ Evaluate the impact of not having the promised resources
- C ➤ Move forward without the promised resources
- D ➤ Identify other resources that can be provided to you in lieu of the earlier promised resources

Quiz



2. In the middle of a project, you are informed that the resources promised at the beginning of the project are no longer available. As a project manager, what would you do?

- A ➤ Raise a concern that you can no longer execute this project
- B ➤ Evaluate the impact of not having the promised resources
- C ➤ Move forward without the promised resources
- D ➤ Identify other resources that can be provided to you in lieu of the earlier promised resources



The correct answer is: **B**

Although all the responses here seem feasible, the first thing to do is to evaluate the impact of not having the promised resources.

Quiz



3.

A customer is known for requesting numerous changes to projects. You have been assigned as the project manager for this customer's new project. What would you do in the beginning of the project to manage this customer?

- A ► Check who the customer's manager is and inform him/her about the customer's past record
- B ► Involve the customer as early in the project as possible
- C ► Be firm and say no to the customer a few times
- D ► Send the customer a copy of your company change control procedure

Quiz



3. A customer is known for requesting numerous changes to projects. You have been assigned as the project manager for this customer's new project. What would you do in the beginning of the project to manage this customer?

- A ➤ Check who the customer's manager is and inform him/her about the customer's past record
- B ➤ Involve the customer as early in the project as possible
- C ➤ Be firm and say no to the customer a few times
- D ➤ Send the customer a copy of your company change control procedure



The correct answer is: **B**

In real life, you might consider doing all the options listed, but the best way to handle such a scenario is to involve the customer as early in the project as possible.

Quiz



4. Who performs project integration?

- A ▶ Project Sponsor
- B ▶ Project Manager
- C ▶ Project Team
- D ▶ Customer

Quiz



4. Who performs project integration?

- A ▶ Project Sponsor
- B ▶ Project Manager
- C ▶ Project Team
- D ▶ Customer



The correct answer is: **B**

The project manager's primary role is to integrate the various activities and processes in the project to help fulfill the project's requirements.

Quiz



5. As a project manager, what would you do if you received a change request that does not impact the project schedule?

- A ➤ Go ahead and do the change
- B ➤ Evaluate the impact on the other project constraints
- C ➤ Get in touch with the change control board
- D ➤ Ask your boss's permission

Quiz



5. As a project manager, what would you do if you received a change request that does not impact the project schedule?

- A ➤ Go ahead and do the change
- B ➤ Evaluate the impact on the other project constraints
- C ➤ Get in touch with the change control board
- D ➤ Ask your boss's permission



The correct answer is: **B**

Whenever there is a change request, you should look at the impact on all of the project constraints, not just the schedule.

Quiz



6.

You have been assigned as the project manager of a project that is halfway through execution. You meet the customer and inform him that project is within the baselines, but the customer informs you that he is not happy with the performance of the project. What should you do first?

- A ► Meet with the project team to understand the customer's concerns
- B ► Meet with the project sponsor and discuss the customer's concerns
- C ► Inform the customer that the project team has met the stated expectations
- D ► Show the customer the performance of similar other projects

Quiz



6.

You have been assigned as the project manager of a project that is halfway through execution. You meet the customer and inform him that project is within the baselines, but the customer informs you that he is not happy with the performance of the project. What should you do first?

- A** ▶ Meet with the project team to understand the customer's concerns
- B** ▶ Meet with the project sponsor and discuss the customer's concerns
- C** ▶ Inform the customer that the project team has met the stated expectations
- D** ▶ Show the customer the performance of similar other projects



The correct answer is: **A**

As the customer is directly informing you that he is not happy, the best option is to meet the project team and discuss the customer's concerns before doing anything else.

Quiz



7.

You are managing a software development project, and one of the developers tells you that he added a new feature that he heard the sponsor talking about in a hallway conversation. The developer did the work after hours and it does add a lot of value to the solution. How should you manage this?



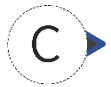

- A** ▶ Thank the developer for his hard work and communicate this as a 'win' in your next status report.
- B** ▶ Document this as a Change Request and follow the Change Control process to ensure it is documented and approved.
- C** ▶ As there were no costs incurred from the work and no schedule impact, you do not need to do anything.
- D** ▶ Tell the developer to immediately back the change out as it was not approved and explain that any scope changes must be reviewed and approved before implementation.

Quiz



7.

You are managing a software development project, and one of the developers tells you that he added a new feature that he heard the sponsor talking about in a hallway conversation. The developer did the work after hours and it does add a lot of value to the solution. How should you manage this?

-  **A** Thank the developer for his hard work and communicate this as a 'win' in your next status report.
-  **B** Document this as a Change Request and follow the Change Control process to ensure it is documented and approved.
-  **C** As there were no costs incurred from the work and no schedule impact, you do not need to do anything.
-  **D** Tell the developer to immediately back the change out as it was not approved and explain that any scope changes must be reviewed and approved before implementation.



The correct answer is: **B**

Although the developer did the work after hours and it appears to address the needs of the sponsor, it should be documented as a change. This feature will need to be tested and there is risk that it might affect other parts of the system. It's also possible that the sponsor's requirement was not fully understood if it was talked about in a hallway conversation.

Quiz



8. What makes Project Integration Management unique among the other ten knowledge areas?

- A It is the only knowledge area with processes in each of the project process groups (Initiating, Planning, Execution, Monitoring and Controlling, and Closing).
- B Integration Management is the only knowledge area where no resources are assigned as it is a coordination function that is the responsibility of the project manager.
- C Integration Management is the only knowledge area that can be completed in the Planning phase.
- D When closing integration planning, it is not necessary to have sign-off as it only delivers subsidiary plans.

Quiz



8. What makes Project Integration Management unique among the other ten knowledge areas?

- A** ▶ It is the only knowledge area with processes in each of the project process groups (Initiating, Planning, Execution, Monitoring and Controlling, and Closing).
- B** ▶ Integration Management is the only knowledge area where no resources are assigned as it is a coordination function that is the responsibility of the project manager.
- C** ▶ Integration Management is the only knowledge area that can be completed in the Planning phase.
- D** ▶ When closing integration planning, it is not necessary to have sign-off as it only delivers subsidiary plans.



The correct answer is: **A**

Project Integration Management has processes in each project process group and ensures that the entire project is planned, executed, and managed effectively.

The PMI Registered Education Provider logo is a registered mark of the Project Management Institute, Inc.



This concludes
“Project Integration
Management.”



The next lesson is
“Project Scope
Management.”

This course is based on the Project Management Institute, A Guide to the Project Management Body of Knowledge PMBOK® Guide—Sixth Edition.
PMP, PMI, and PMBOK are registered marks of the Project Management Institute, Inc.