

# Chapter 4: Project Integration Management

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PROJECT MANAGEMENT | 7e

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Note: See the text itself for full citations.

# Learning Objectives

- ▶ Describe an overall framework for project integration management as it relates to the other project management knowledge areas and the project life cycle
- ▶ Discuss the strategic planning process and apply different project selection methods
- ▶ Explain the importance of creating a project charter to formally initiate projects
- ▶ Describe project management plan development, understand the content of these plans, and review approaches for creating them

# Learning Objectives

- ▶ Explain project execution, its relationship to project planning, the factors related to successful results, and tools and techniques to assist in directing and managing project work
- ▶ Describe the process of monitoring and controlling a project
- ▶ Understand the integrated change control process, planning for and managing changes on information technology (IT) projects, and developing and using a change control system
- ▶ Explain the importance of developing and following good procedures for closing projects
- ▶ Describe how software can assist in project integration management

# The Key to Overall Project Success: Good Project Integration Management

- ▶ Project managers must coordinate all of the other knowledge areas throughout a project's life cycle
- ▶ Many new project managers have trouble looking at the “big picture” and want to focus on too many details (See opening case for a real example)
- ▶ Project integration management is *not* the same thing as software integration

# Project Integration Management Processes

- ▶ 1. Developing the project charter involves working with stakeholders to create the document that formally authorizes a project—the charter.
- ▶ 2. Developing the project management plan involves coordinating all planning efforts to create a consistent, coherent document—the project management plan.
- ▶ 3. Directing and managing project work involves carrying out the project management plan by performing the activities included in it.

# Project Integration Management Processes (cont'd)

- ▶ Monitoring and controlling project work involves overseeing activities to meet the performance objectives of the project
- ▶ Performing integrated change control involves identifying, evaluating, and managing changes throughout the project life cycle.
- ▶ Closing the project or phase involves finalizing all activities to formally close the project or phase.

# Figure 4-1. Project Integration Management Summary





# What Went Wrong?

- ▶ The Airbus A380 megajet project was two years behind schedule in Oct. 2006, causing Airbus' parent company to face an expected loss of \$6.1 billion over the next four years
- ▶ The project suffered from severe integration management problems, or “integration disintegration...Early this year, when pre-assembled bundles containing hundreds of miles of cabin wiring were delivered from a German factory to the assembly line in France, workers discovered that the bundles, called harnesses, didn't fit properly into the plane. Assembly slowed to a near-standstill, as workers tried to pull the bundles apart and re-thread them through the fuselage. Now Airbus will have to go back to the drawing board and redesign the wiring system.”\*

\*Matlack, Carol. “First, Blame the Software,” *BusinessWeek Online* (October 5, 2006).



# Strategic Planning and Project Selection

- ▶ **Strategic planning** involves determining long-term objectives, predicting future trends, and projecting the need for new products and services
- ▶ Organizations often perform a **SWOT analysis**
  - analyzing **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats
- ▶ As part of strategic planning, organizations
  - identify potential projects
  - use realistic methods to select which projects to work on
  - formalize project initiation by issuing a project charter

# Figure 4-2. Mind Map of a SWOT Analysis to Help Identify Potential Projects

