



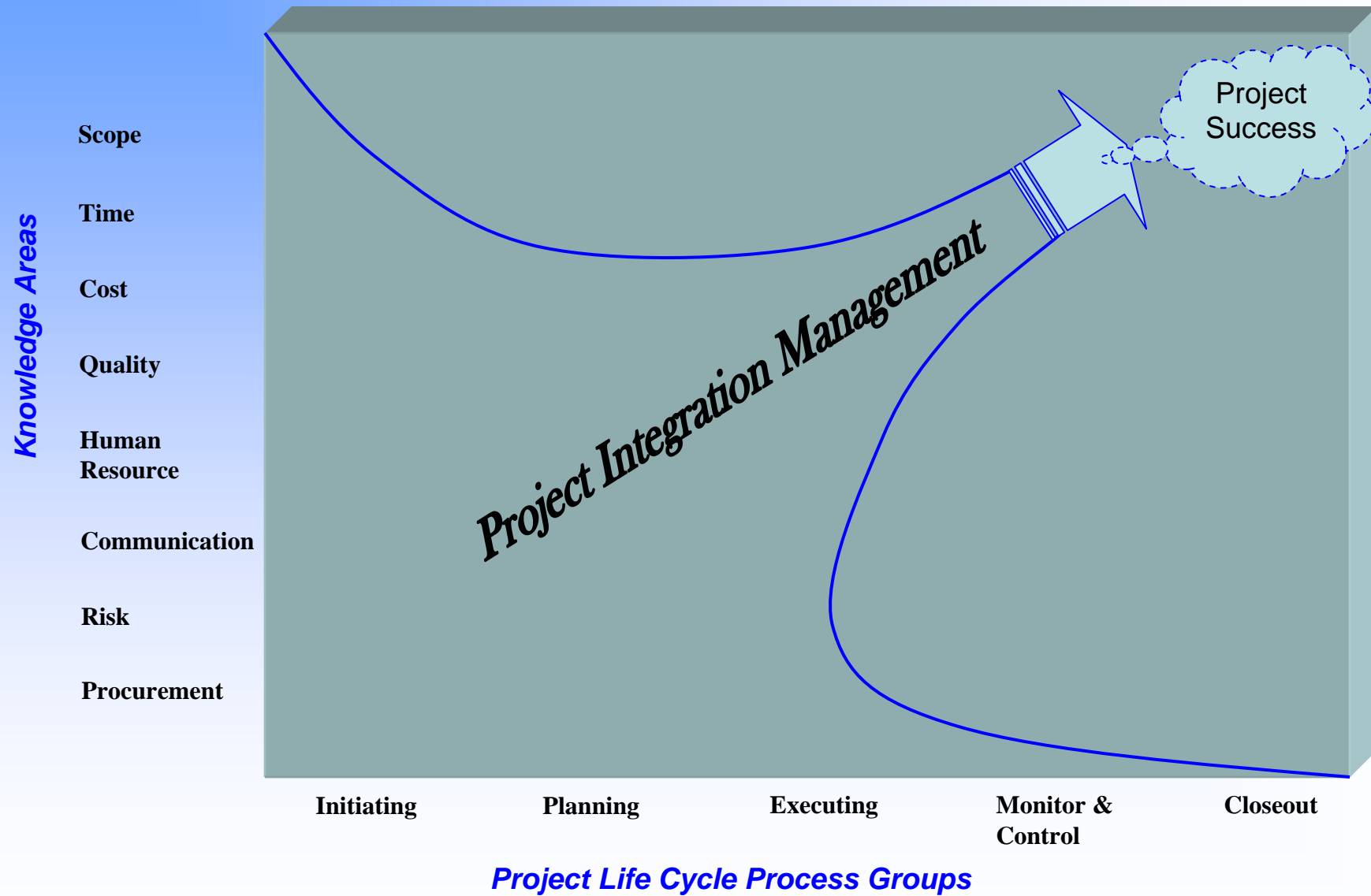
Project Integration Management

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Project Management Tutorial Series

Project Management Tutorial Series



Project Integration Management

Discussion Outline:

- **Introduction** – Project Integration Management Overview
- **Discussion** – PM Knowledge Areas: Risk Conditions and Consequent Risk Events
- **Scaleable Methodology** - Project Integration Management



Many new project managers have trouble
Looking at the big picture and want to focus
on too many details

Project Integration Management can be INTIMIDATING

➤ **Introduction** – Project Integration Management
Brief Overview

The Integrative Project Management Process

- ❖ Within the PMBOK® Guide project management processes are presented as discrete components with well defined interfaces while, in practice, they overlap and interact in ways that are not detailed in the guide.
- ❖ Most experienced PM practitioners know there is no single way to manage a project. They apply their PM knowledge, skills, and processes in different order and degree of rigor as required to successfully complete their project.
- ❖ Project Management is a iterative process.

What is Project Integration Management

“The processes and activities needed to integrate the various elements of project management, which are identified, defined, combined, unified, and coordinated within the Project Management Process Groups.”

PMBOK® Guide – Third Edition

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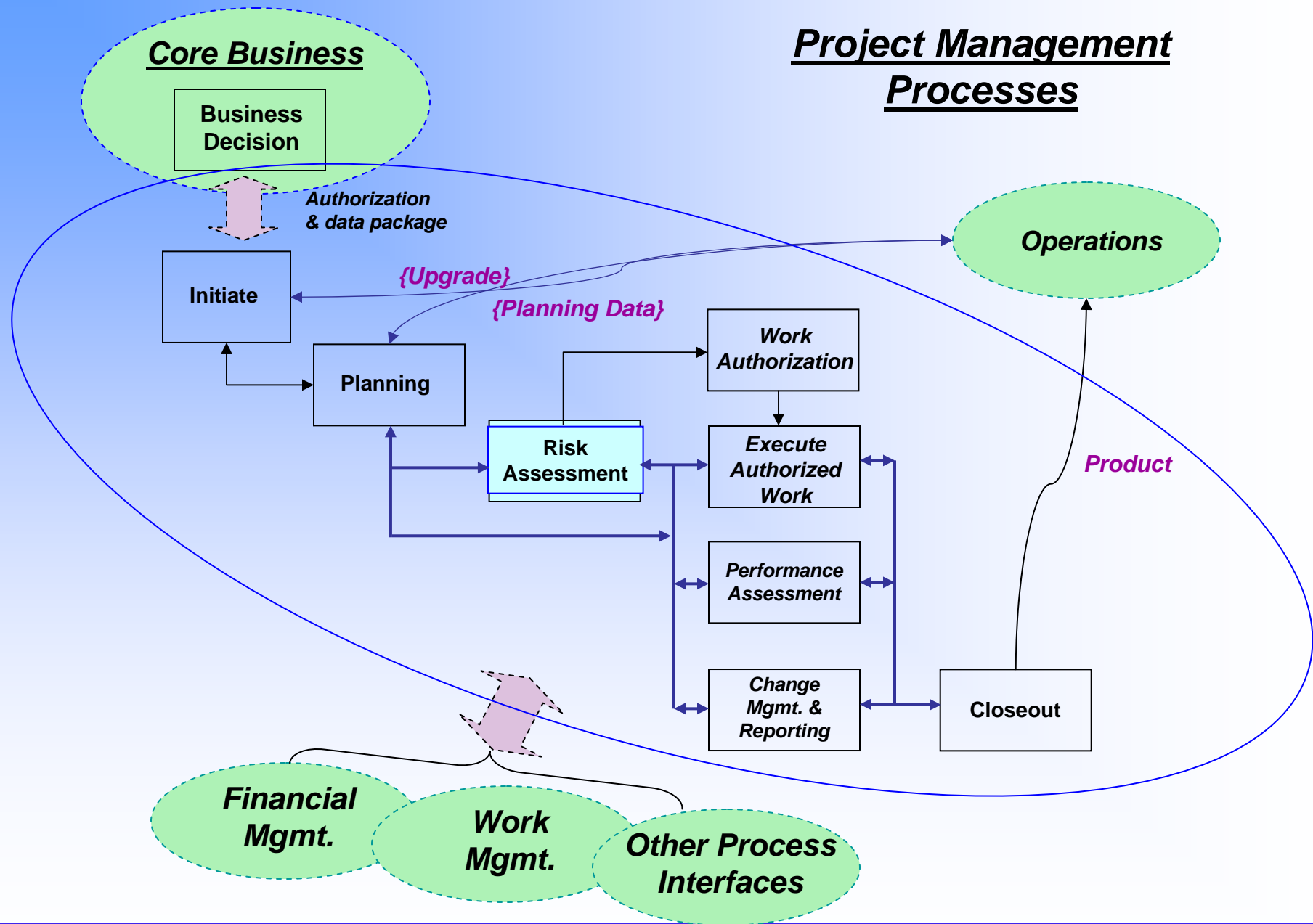
Mapping

- 44 PM processes into
- 5 PM process groups &
9 PM Knowledge Areas

Process Groups							
Knowledge Areas		Initiating	Planning	Executing	Monitoring & Controlling	Closing	
	Integration	Develop Project Charter	Develop Project Management Plan	Direct and Manage Project Execution	Monitor & Control Project Work	Close Project	
		Develop Preliminary Project Scope Statement			Integrated Change Control		
	Scope			Scope Planning		Scope Verification	
				Scope Definition		Scope Control	
				Create WBS			
	Time						
				Activity Definition		Schedule Control	
				Activity Sequencing			
				Activity Resource Estimating			
			Schedule Development				
	Cost						
				Cost Estimating		Cost Control	
				Cost Budgeting			
	Quality						
				Quality Planning	Perform Quality Assurance	Perform Quality Control	
	Human Resources			Human Resource Planning	Acquire Project Team	Manage Project Team	
					Develop Project Team		
	Communications			Communication Planning	Information Distribution	Performance Reporting	
					Manage Stakeholders		
Risk			Risk Management Planning		Risk Monitoring and Controlling		
			Risk Identification				
			Qualitative Risk Analysis				
			Quantitative Risk Analysis				
			Risk Response Planning				
Procurement							
			Plan Purchases and Acquisitions	Request Seller Responses	Contract Administration	Contract Closure	
			Plan Contracting	Select Sellers			

PMBOK® Guide Table 3-45 page 70

Project Management Processes



Discussion

PM Knowledge Areas: Risk Condition and Consequent Risk Events

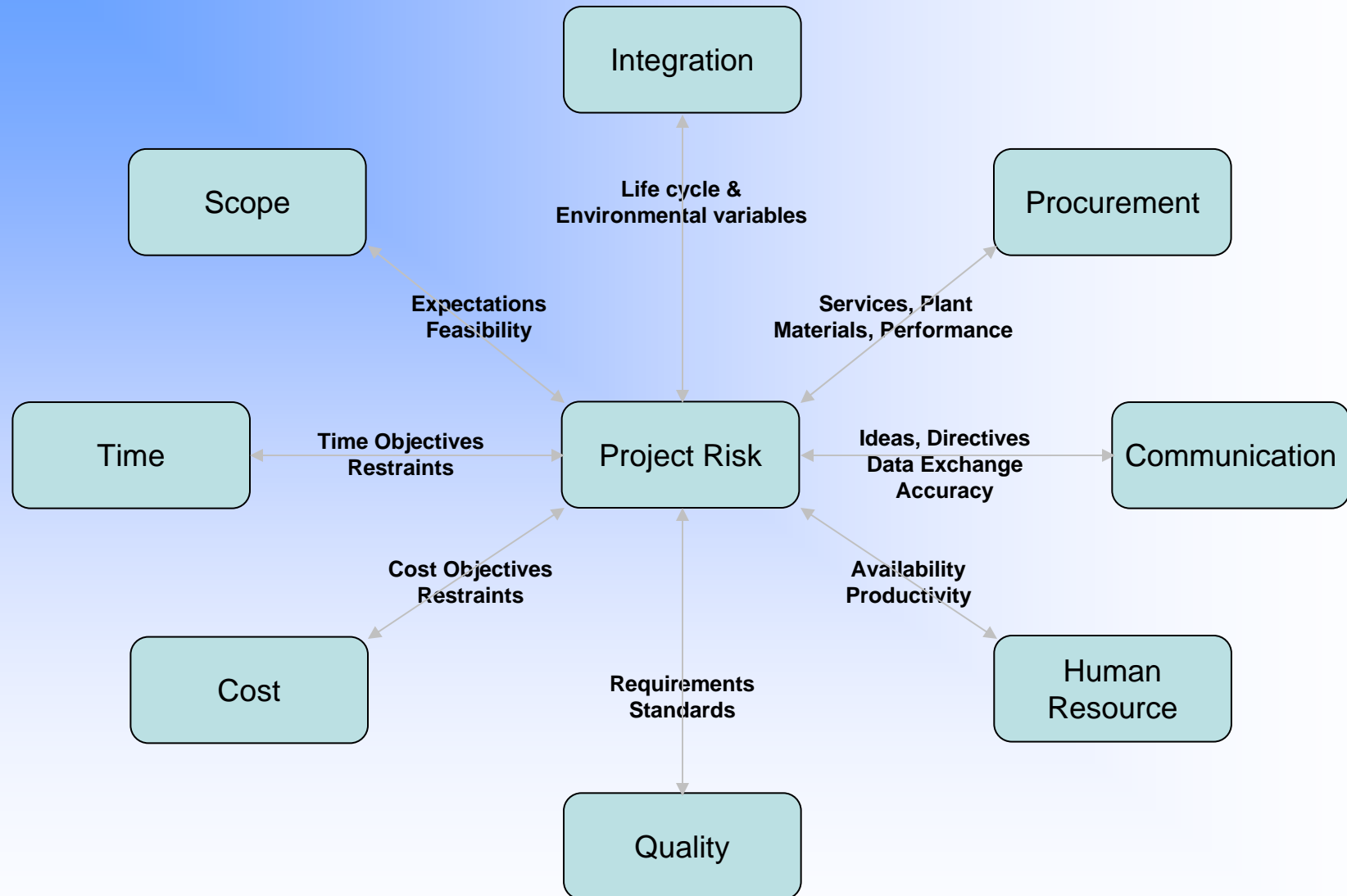
Discussion – PM Knowledge Areas: Risk Condition and Consequent Risk Events

The need for integration in project management becomes quite evident in situations where individual processes interact.

- The **knowledge areas** of project Management
 - ✓ Are all interrelated – hence must be managed collectively
 - ✓ Example: Scope change involves as a minimum cost, schedule, human resources and risk management
- Risk management, it
 - ✓ Must be allied to all knowledge areas – scope, time, cost, etc.

The following slides provides examples, but first lets examine the “risk wheel

Review the Risk Wheel for Relationship Failure



Project Integration Management

- Risk Conditions
 - ✓ Inadequate planning, integration or resource allocation
 - ✓ Lack of clear objectives and key success indicators*
 - ✓ Lack of thorough project management
 - ✓ Inadequate or lack of life cycle project reviewers
- Consequent Risk Event
 - ✓ Absence or late start of integrated project management
 - ✓ Classic project management failure and chaos
 - ✓ Accidents
 - ✓ Project stop work

* Reduces the probability of project success

Scope Management

- Risk Conditions
 - ✓ Inadequate requirements assessment
 - ✓ Insufficient planning – lack of lead time
 - ✓ Poor definition of scope breakdown and work packages
 - ✓ Scope changes without corresponding time and budget changes
- Consequent Risk Event
 - ✓ Changes in scope “to make things work”
 - ✓ Unbudgeted work and rework
 - Leads to serious cost and time overruns -

Time Management

- Risk Conditions
 - ✓ Poor estimating of time or resource requirements
 - ✓ Poor management of critical path, and/or float
 - ✓ Excessive overtime
- Consequent Risk Event
 - ✓ Specific delays: skills or material shortages, workforce without motivation, strikes
 - ✓ Need for acceleration
 - ✓ Earlier release of competitive product
 - ✓ Lost competitive advantage and project aborted

Cost Management

- Risk Conditions
 - ✓ Estimating errors/omissions
 - ✓ No investigation of predictable problems
 - ✓ Over-optimistic productivity assumptions
 - ✓ Lack of cost, change or contingency control
- Consequent Risk Event
 - ✓ Serious budget overruns
 - ✓ Money runs out and project aborted

Quality Management

- Risk Conditions
 - ✓ Inconsistent, incomplete or unclear definition of quality requirements
 - ✓ Poor attitude toward quality
 - ✓ Substandard design/materials/workmanship
 - ✓ Inadequate quality assurance/control program
- Consequent Risk Event
 - ✓ Rejection of work
 - ✓ Uncompetitive product quality
 - ✓ Product performance failure

Human Resource Management

- Risk Conditions
 - ✓ Inappropriate organizational structure or allocation of responsibility
 - ✓ Inferior leadership or vacillating management style
 - ✓ Absence of motivation and accountability
 - ✓ Conflict not managed
 - ✓ Incompetent workers
- Consequent Risk Event
 - ✓ General absence of team effort
 - ✓ Organizational failure, terminations, strikes

Communication Management

- Risk Conditions
 - ✓ Carelessness in planning and in communicating plans
 - ✓ Lack of understanding and improper handling of complexity
 - ✓ Inadequate consultation with stakeholders - *all*
- Consequent Risk Event
 - ✓ Unreliable or incorrect information leading to wrong action or inaction
 - ✓ Failed stakeholder expectations

Risk Management

- Risk Conditions
 - ✓ Ignoring risk or “assuming it away”
 - ✓ Unclear assignment of risk responsibility – internal team, contractors, and third parties
 - ✓ Reluctance to accept risk responsibility ownership
 - ✓ Poor insurance management
- Consequent Risk Event
 - ✓ Avoidable risk events occur
 - With consequent delays and cost overruns
 - Damage to quality
 - Damage to Institutional Brand

Procurement Management

- Risk Conditions
 - ✓ Uncompetitive purchasing
 - ✓ Unenforceable contract clauses, conditions
 - ✓ Financial weakness of contracting parties
 - ✓ Adversarial and non-cooperative contractual relations
 - ✓ Inappropriate contractual assignment of risk
- Consequent Risk Event
 - ✓ Claims litigation, settlements
 - ✓ Contractor incapacity, insolvency, failure

Project Integration Management
- Scalable Methodology -

The Integrative Project Management Process

- Develop Project Charter
- Develop Preliminary Project Scope Statement
- Develop Project Management Plan
- Direct and Manage Project Execution
- Monitor and Control Project Work
- Integrated Change Control
- Close Project

Project Integration Management - Scaleable Methodology

	Priority			
Element	4 <i>Small investment, informal schedule goals, low organizational priority and visibility.</i>	3 <i>Moderate investment, definite schedule target, some organizational priority and visibility.</i>	2 <i>Significant investment, important schedule goals, medium organizational priority and visibility.</i>	1 <i>Major investment, critical schedule goals, substantial organizational priority and visibility, significant technical and cost risks.</i>
Project Charter	Prepare a one page memo of understanding between the sponsor and the PM outlining project objectives, resources, commitments, and constraints.	Identify quantifiable objectives, cost and schedule targets; outline staffing commitments, funding, and assets.	Define specific performance goals and cost and schedule thresholds; describe PM authority and organizational commitment.	Define PM responsibilities and authority; describe specific objectives and make express commitments of staffing, funds, and assets.
Stakeholder	Identify project stakeholders (customers, sponsors, users, etc.) and bulletize their interests and objectives on one page; review the project plan to ensure stakeholder satisfaction will be achieved.	Map stakeholder interests to specific initiatives to ensure satisfaction; develop, maintain, and post team success metrics; plan proactive stakeholder communications.	Prepare stakeholder management plan, and allocate staff and budget to periodic reassessments and corrective actions; focus specific initiatives to achieve stakeholder satisfaction.	Prepare and update a structured stakeholder analysis supporting a stakeholder management plan; map to the quality plan, risk management plan, and to project reporting initiatives.
Project Plan	Summarize project objectives, approach, time constraints, cost estimates, and staffing plan; ensure these fit together and are realistic and achievable; define milestones; and link tasks to owners and deliverables.	Employ planning process to build team ownership and facilitate peer review; apply systematic methods to assess cost and schedule realism; plan more heavily in risk areas; apply all PM principles in plan.	Prepare a plan that links the requirements, task plans, timelines, cost estimates, staffing, deliverables, and test plan; make sure cost, scope, and time are bounded; define success criteria for milestones.	Produce an integrated family of documents defining all project activities and disciplines; plan for mapping and traceability throughout major documents; systematically address all <u>PMBOK</u> areas.
Project Management Methodology	Apply sound <u>project management principles</u> such as: clearly documented requirements, a realistic plan, project baseline controls, and periodic reviews; maintain a PM notebook.	Include outline of proposed project management methodology in project plan document; identify vital PM systems and procedures.	Document PM approach, including baseline management, reviews, data collection, project metrics, and control responsibilities; monitor and report status of PM implementation.	Prepare project management plan describing methodology, reviews, baseline controls, and organizational roles and responsibilities; establish metrics to track integrity of PM disciplines.

Project Management Scalable Methodology Guide
James R. Chapman

The Elevator Speech

- ❖ Project Integration Management is a key concept and skill that is the hallmark of PMI and the project management professional. It includes the processes that are required to ensure that all the various elements of a project plan are properly coordinated. The key is coordination and integration. Using Project Integration Management, all the pieces of a complex project plan fit together. This is how we balance time, cost and quality. Where do you think we would be without Project Integration Management?