



Eskinder Mesfin Cherient

PMP/PRINCE2/MCSE/ITil-E/CISSP/CCNP/CISA

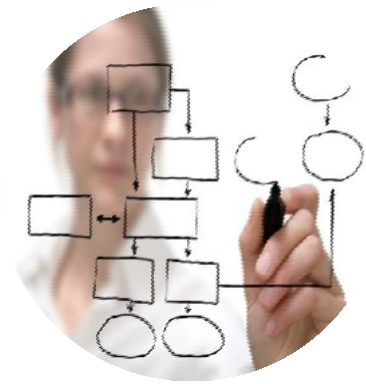
Emesfin@askiibez.com/+251-911-244599



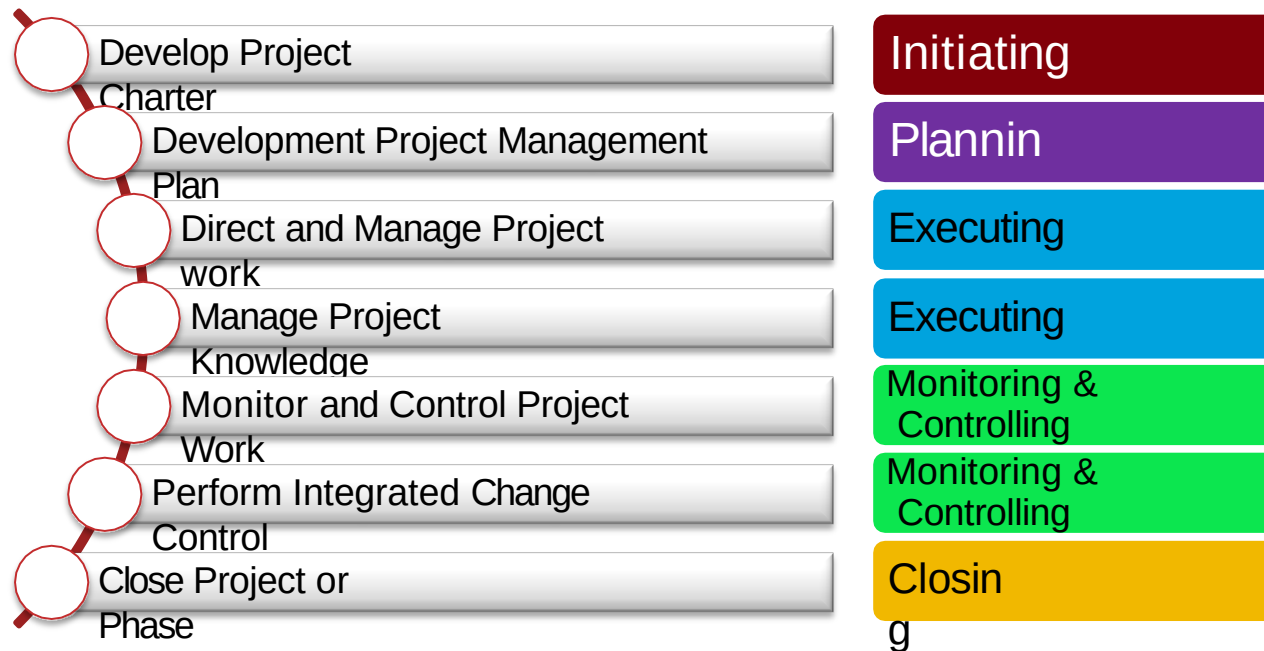
Lecture Three

Project Integration Management

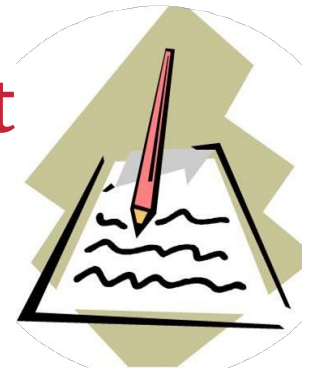
Quick Re-cap



Project Integration Management



Project Integration Management



Definition

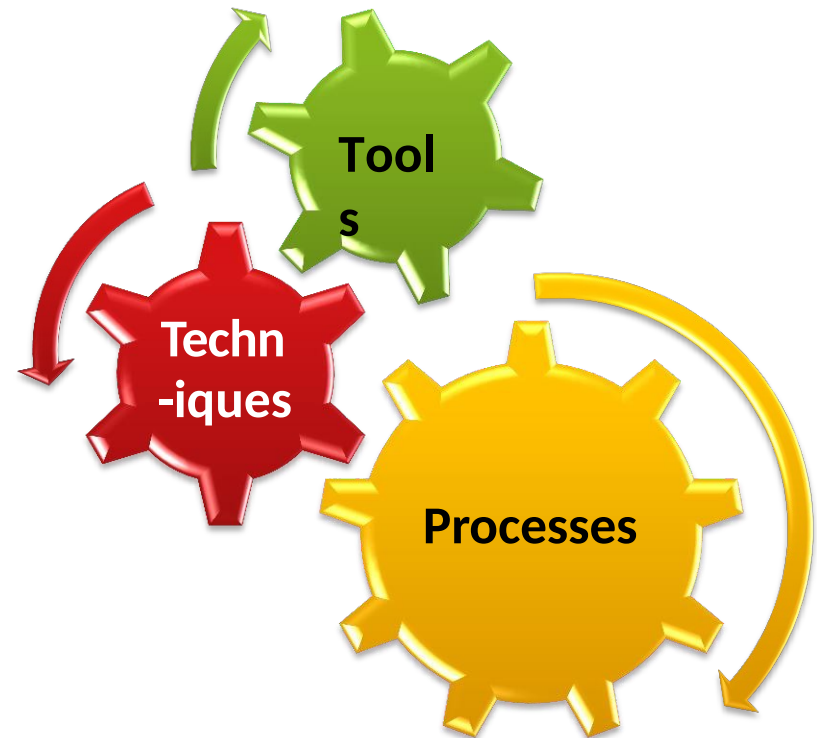
Project Integration Management includes the processes and activities to identify, **define, combine, unify**, and coordinate the various processes and project management activities within the Project Management Process Groups.

Project Integration Management

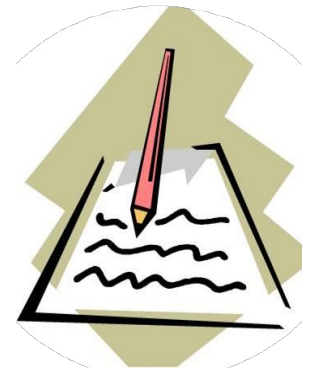


Understanding this topic will help you to..

- Ensures proper coordination among project management process groups.
- Helps in decision-making to meet or exceed stakeholders' expectations.



Develop Project Charter



Definition

The 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 project activities

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

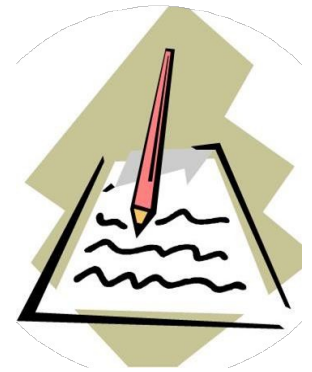
Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Develop Project Charter



Importance

- Provides Project Manager with the authority to use resources to the project
- Project Manager is identified
- Is issued by project initiator/sponsor (external to project), who is funding the project
- Project Manager participates in developing Project Charter

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

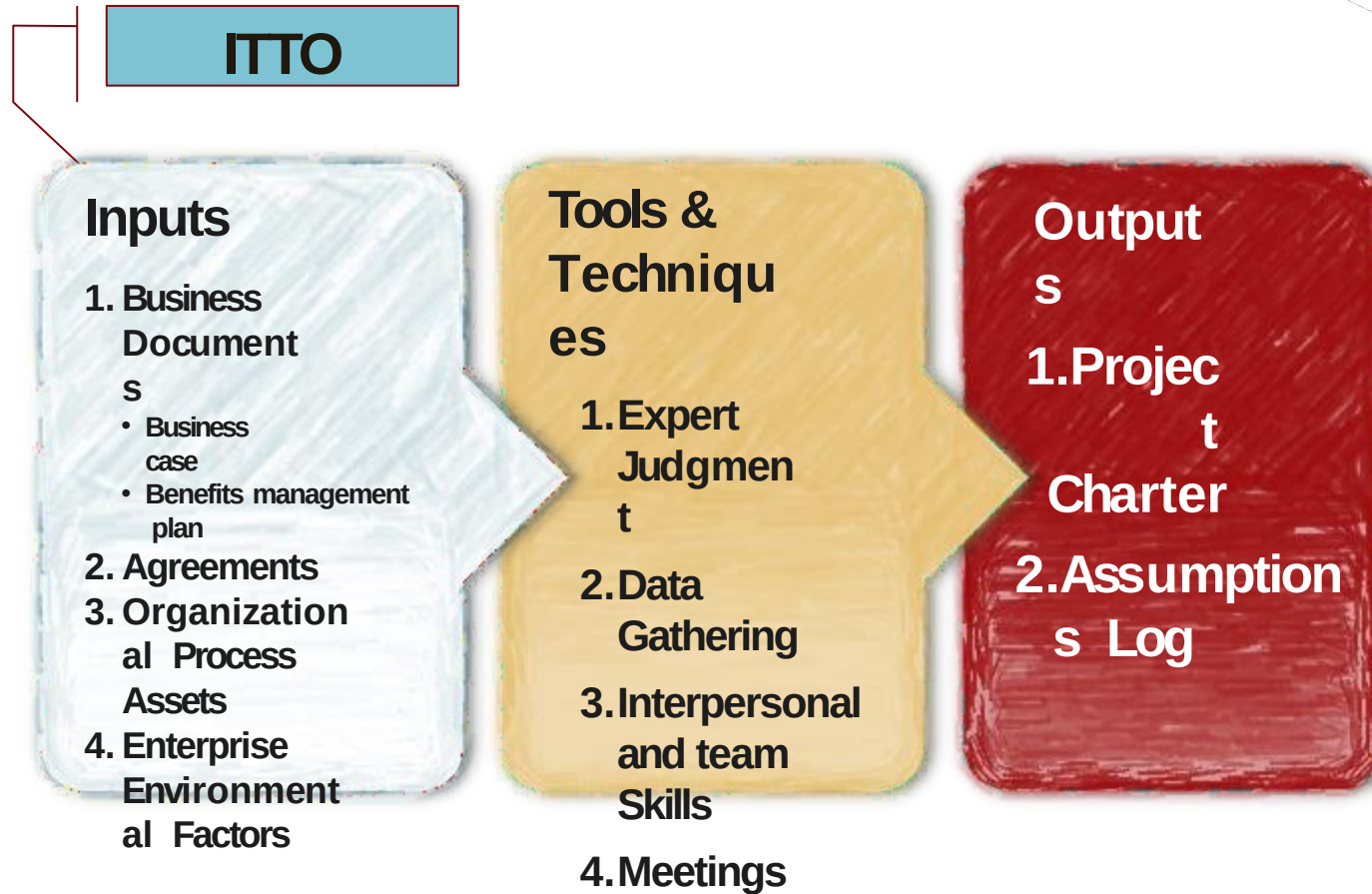
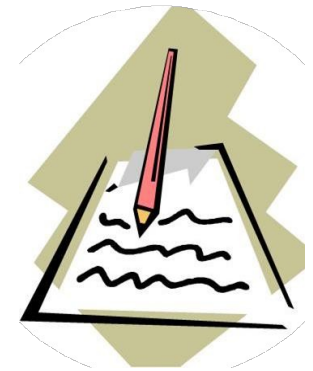
Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Develop Project Charter



Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

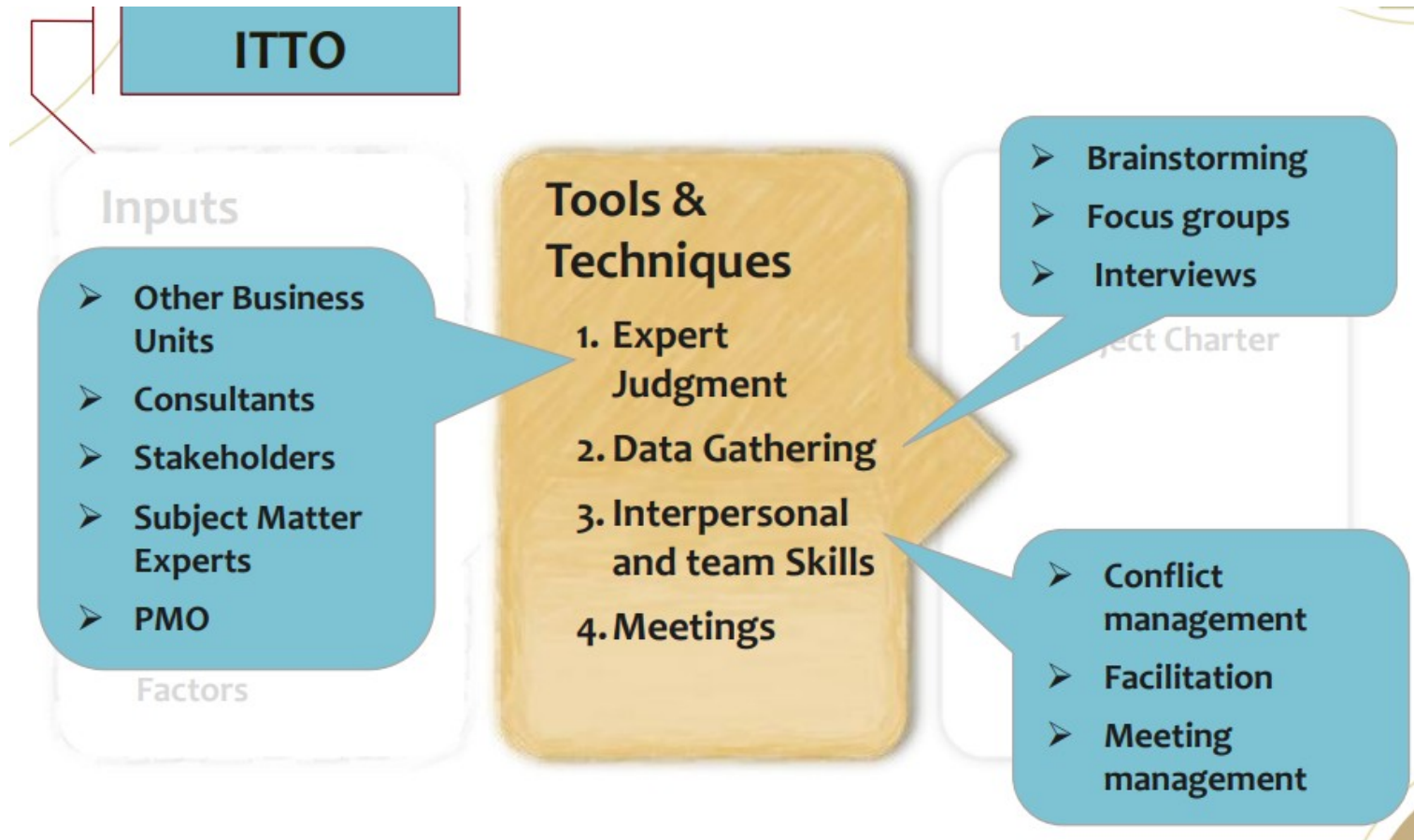
Manage Project Knowledge

Monitor and Control Project Work

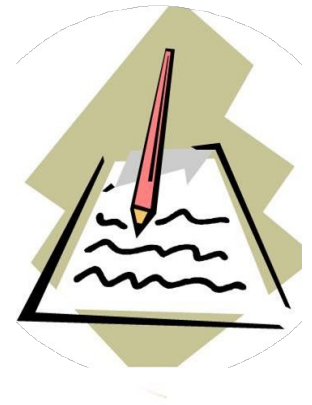
Perform Integrated Change Control

Close Project of Phase

Develop Project Charter



Develop Project Charter



ITTO

- Contents**
1. Purpose / justification
 2. Measurable Project objectives and success criteria
 3. High-level requirements
 4. High-level project description
 5. High-Level Risks
 6. Summary of Milestone Schedule
 7. Summary budget
 8. Project approval requirements
 9. Assigned project manager and authority
 10. Name and authority of the sponsor

Outputs

1. Project Charter
2. Assumptions Log

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Develop Project Management Plan



Definition

The process of **defining, preparing, and coordinating** all plan components and consolidating them into an integrated **project management plan**.

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project or Phase

Develop Project Management Plan



Notes

- Project Management Plan contents vary upon application area
- It is **progressively elaborated**
- Explains how plan is executed, monitored and controlled and closed
- Describes how to define, develop, integrate and coordinate subsidiary plans

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Develop Project Management Plan



Notes

- Project Management Plan integrates and consolidates the subsidiary management plans and baselines from planning processes
- Project Management Processes
- Level of implementing of the processes

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Develop Project Management Plan



Notes

- Descriptions of Tools and Techniques selected for use
- How work is executed
- How Change is Monitored and Controlled

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

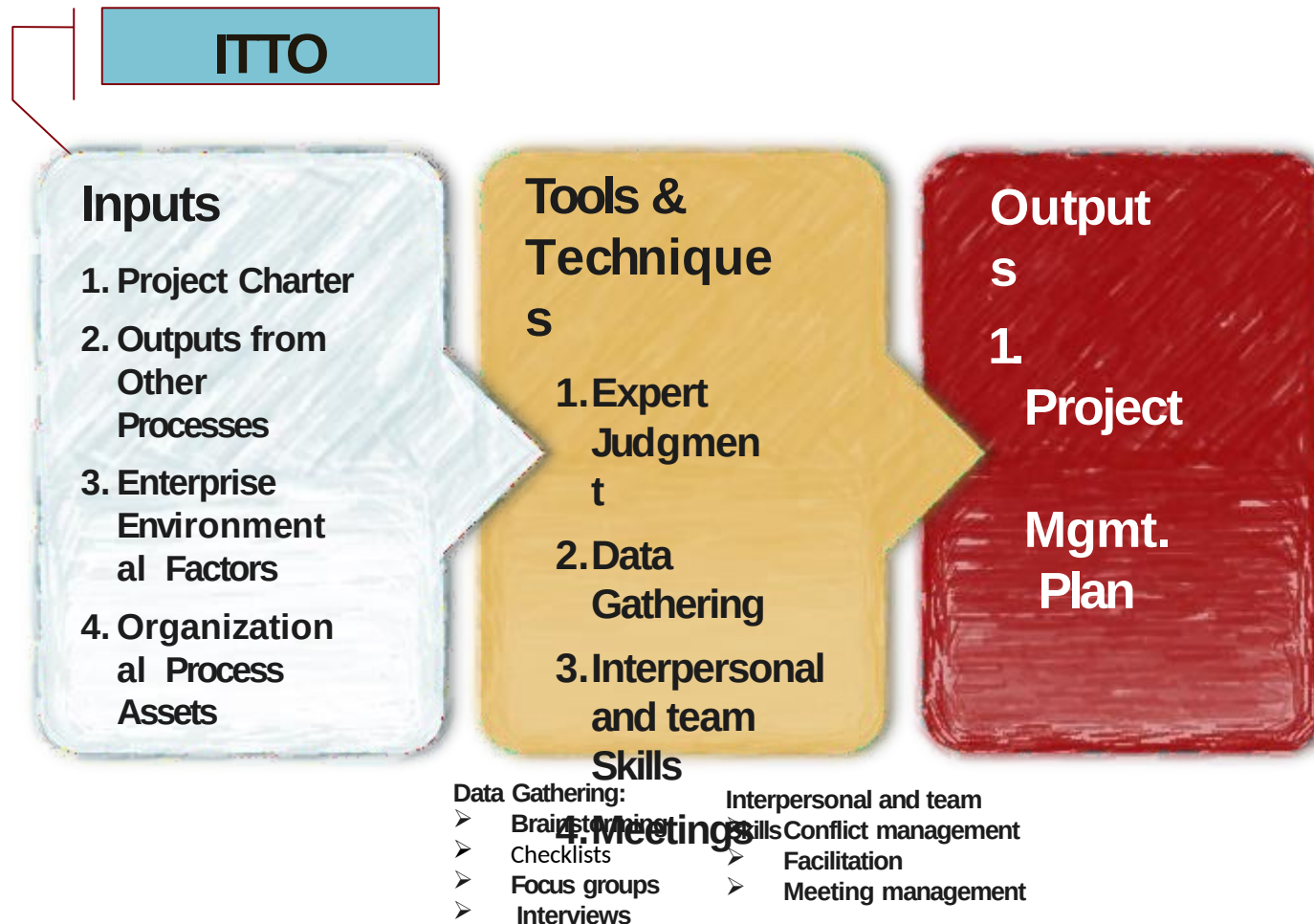
Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project or Phase

Develop Project Management Plan



Develop Project Management Plan



Questions

- How Configuration Management is performed?
- How Performance measurement baselines are maintained?
- How communications are established?
- How Risks are managed?
- How Quality is managed?

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Develop Project Management Plan

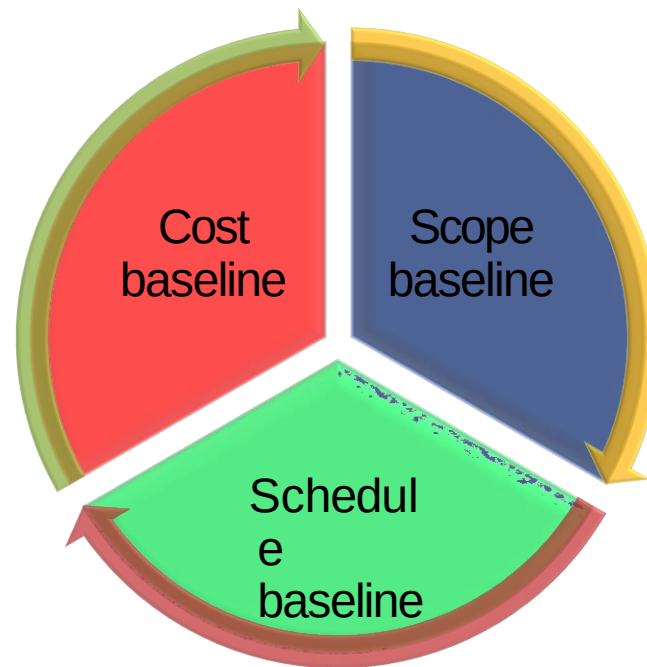


Develop Project Charter
Development Project Management Plan
Direct and Manage Project work
Manage Project Knowledge
Monitor and Control Project Work
Perform Integrated Change Control
Close Project of Phase

Develop Project Management Plan



Baselines



Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

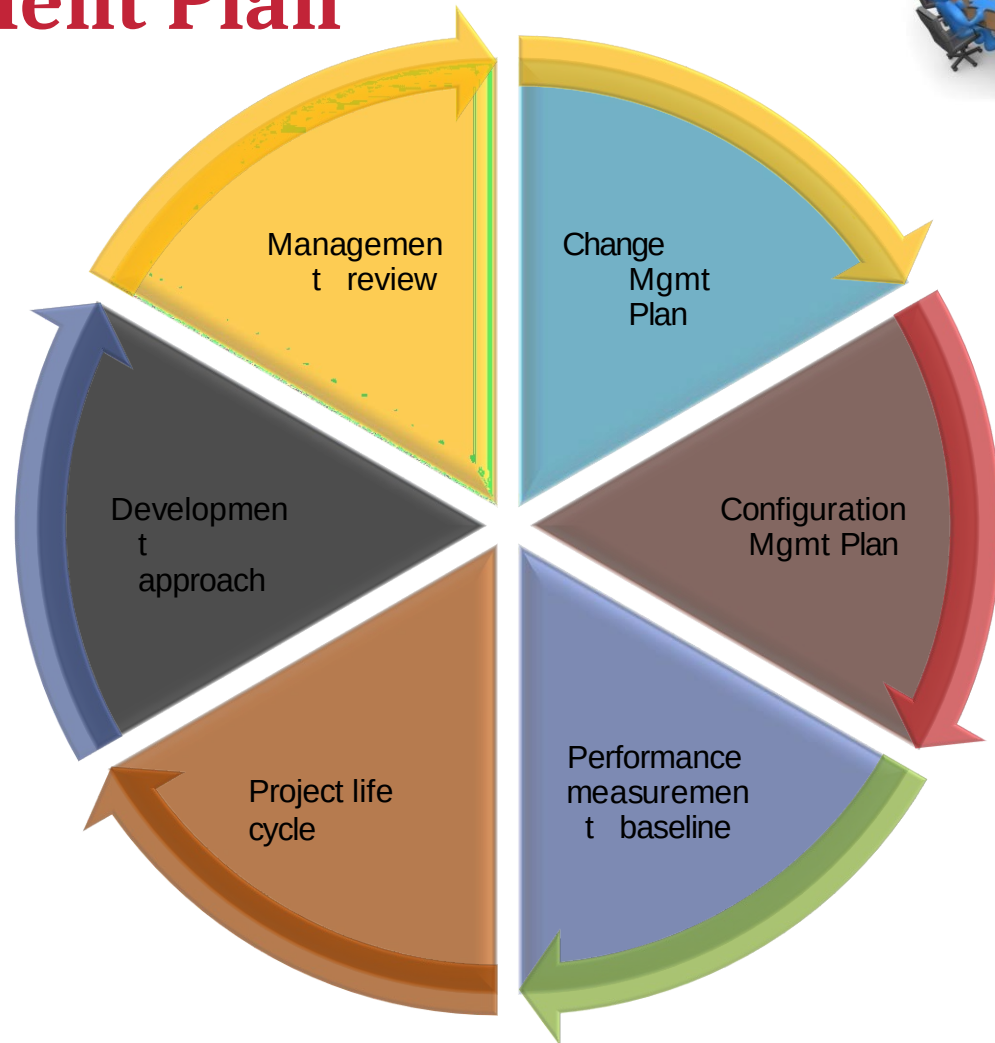
Perform Integrated Change Control

Close Project of Phase

Develop Project Management Plan



Additional Components



Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Direct and Manage Project Work



Definition

The process of **leading** and **performing** the work defined in the project management plan and **implementing approved changes** to achieve the project's objectives

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Direct and Manage Project Work



Notes

- The Process includes Project management **activities** and Project activities that deliver products/services as defined in Scope Statement.
- Perform activities to accomplish project objectives
- Spend funds to accomplish project objectives
- Staff, train and manage project team

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Direct and Manage Project Work



Notes

These **activities** are:

1. Obtain, bids and offers/proposals
2. Manage sellers
3. Obtain and manage resources
4. Implement planned methods and standards
5. Collect & document lessons learned
6. Manage risks & implement risk responses

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Direct and Manage Project Work



Notes

7. Adopt approved changes into project's subsidiary plans
8. Manage and implement change requests, corrective actions, preventive actions and defect repairs
9. Establish and manage communication channels
10. Collect project data and report cost, schedule, quality progress

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Direct and Manage Project Work



ITTO

Inputs

1. Project Management Plan
2. Project Documents
3. Approved change requests
4. Enterprise Environmental Factors
5. Organizational Process Assets

Tools & Techniques

1. Expert Judgment
2. Project Management Information System
3. Meetings

Outputs

1. Deliverables
2. Work Performance Data
3. Issue Log
4. Change Requests
5. Project Management Plan updates
6. Project Document updates
7. OPA updates

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Direct and Manage Project Work



ITTO

Inputs

1. Project Management Plan
2. Project Documents
3. Approved change requests
4. Enterprise Environmental Factors
5. Organizational Process Assets

- Change log
- Lessons learned register
- Milestone list
- Project communications
- Project schedule
- Requirements traceability matrix
- Risk register
- Risk report

Outputs

Verables
Performance
Change Requests
Management Plan
ates
Project Document
updates

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

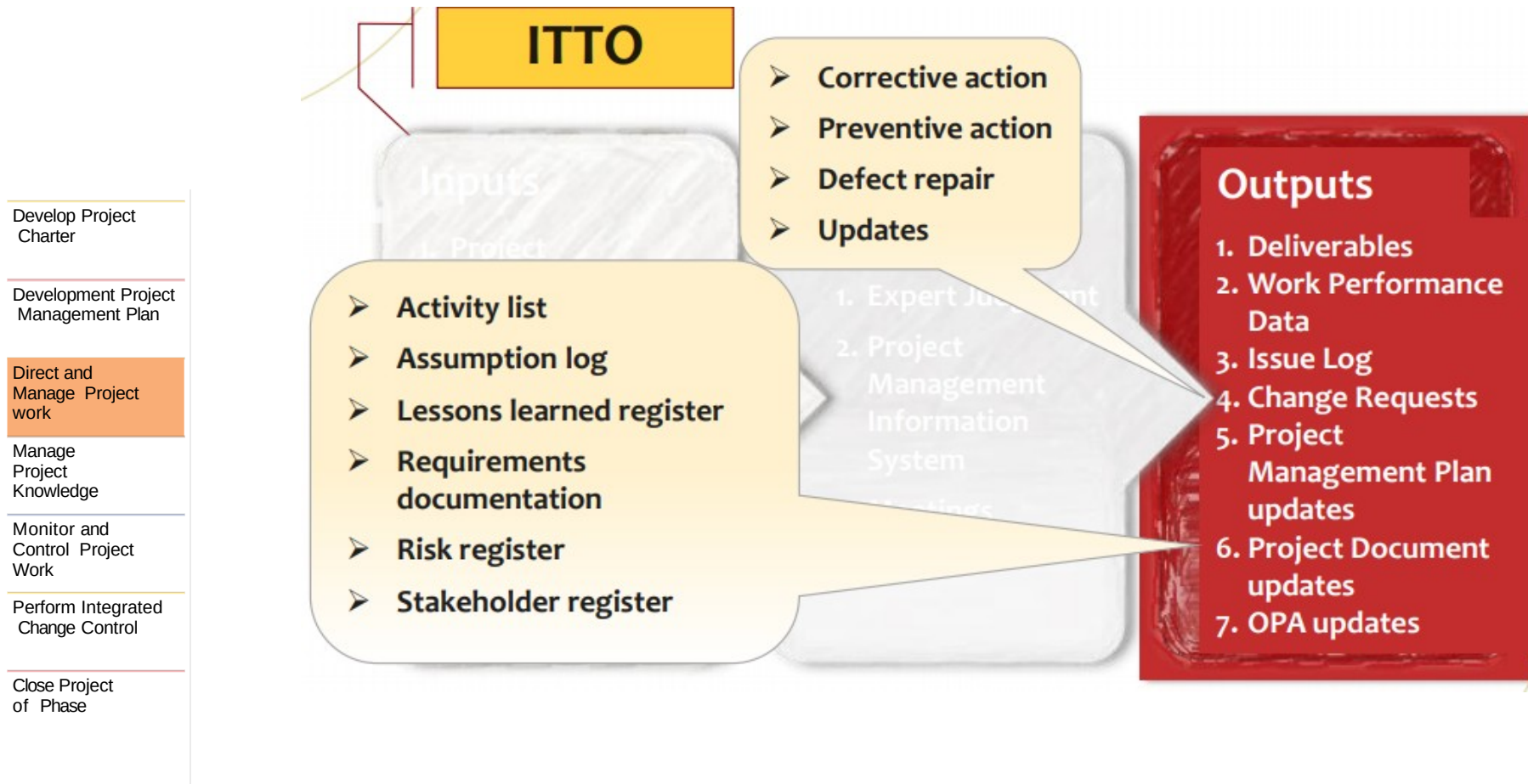
Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Direct and Manage Project Work



Manage Project Knowledge



Definition

The process of **using existing knowledge** and **creating new knowledge** to achieve the project's objectives and contribute to organizational learning.

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project or Phase

Manage Project Knowledge



Notes

Knowledge is commonly split into “explicit” (knowledge that can be readily codified using words, pictures, and numbers) and “tacit” (knowledge that is personal and difficult to express, such as beliefs, insights, experience, and “know-how”).

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Manage Project Knowledge



ITTO

Inputs

1. Project management plan
2. Project documents
3. Deliverables
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Expert Judgment
2. Knowledge management
3. Information management
4. Interpersonal and team skills

Outputs

1. Lessons learned register
2. Project management plan updates
3. Organizational process assets updates

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

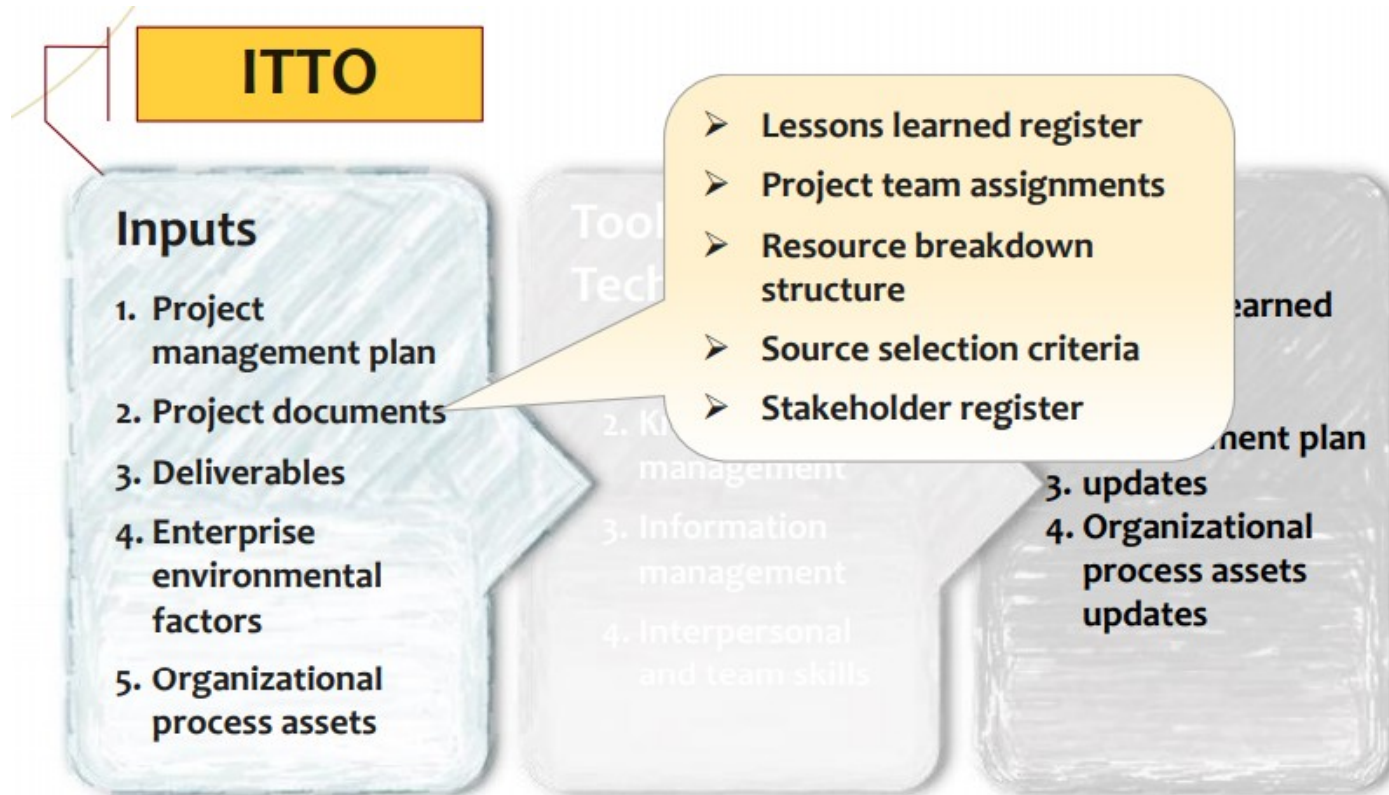
Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Manage Project Knowledge



Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Monitor and Control Project Work



Definition

The process of **tracking, reviewing, and reporting** project progress against the performance objectives defined in the project management plan.

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Monitor and Control Project Work



Notes

The Process includes the **activities** required to monitor and control the project as desired.

- The activities are:
1. Comparing actual project performance against project plan
 2. Assess and implement needed corrective / preventive actions

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Monitor and Control Project Work



Notes

The Process includes the **activities** required to monitor and control the project as desired.

- The activities are:
3. Analyzing and tracking and monitoring Project risks and implementing risk responses accordingly
 4. Monitoring Implementation of approved changes

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Monitor and Control Project Work



ITTO

Inputs

1. Project management plan
2. Project documents
3. Work performance information
4. Agreements
5. EEF
6. OPA

Tools & Techniques

1. Expert judgment
2. Data analysis
3. Decision making
4. Meetings

Outputs

1. Work performance reports
2. Change requests
3. Project management plan updates
4. Project documents updates

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Monitor and Control Project Work



ITTO

Inputs

1. Project management plan
2. Project documents
3. Work performance information
4. Agreements
5. EEF
6. OPA

- Assumption log
- Basis of estimates
- Cost forecasts
- Issue log
- Lessons learned register
- Milestone list
- Quality reports
- Risk register
- Risk report
- Schedule forecasts

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Monitor and Control Project Work



ITTO

Tools & Techniques

1. Expert judgment
2. Data analysis
3. Decision making
4. Meetings

- Alternatives analysis
- Cost-benefit analysis
- Earned value analysis
- Root cause analysis
- Trend analysis
- Variance analysis

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Monitor and Control Project Work



ITTO

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

- **Cost forecasts**
- **Issue log**
- **Lessons learned register**
- **Risk register**
- **Schedule forecasts**

Outputs

1. **Work performance reports**
2. **Change requests**
3. **Project management plan updates**
4. **Project documents updates**

Perform Integrated Change Control



Definition

The process of reviewing **all change requests; approving changes and managing changes to deliverables, project documents, and the project management plan; and communicating the decisions.**

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

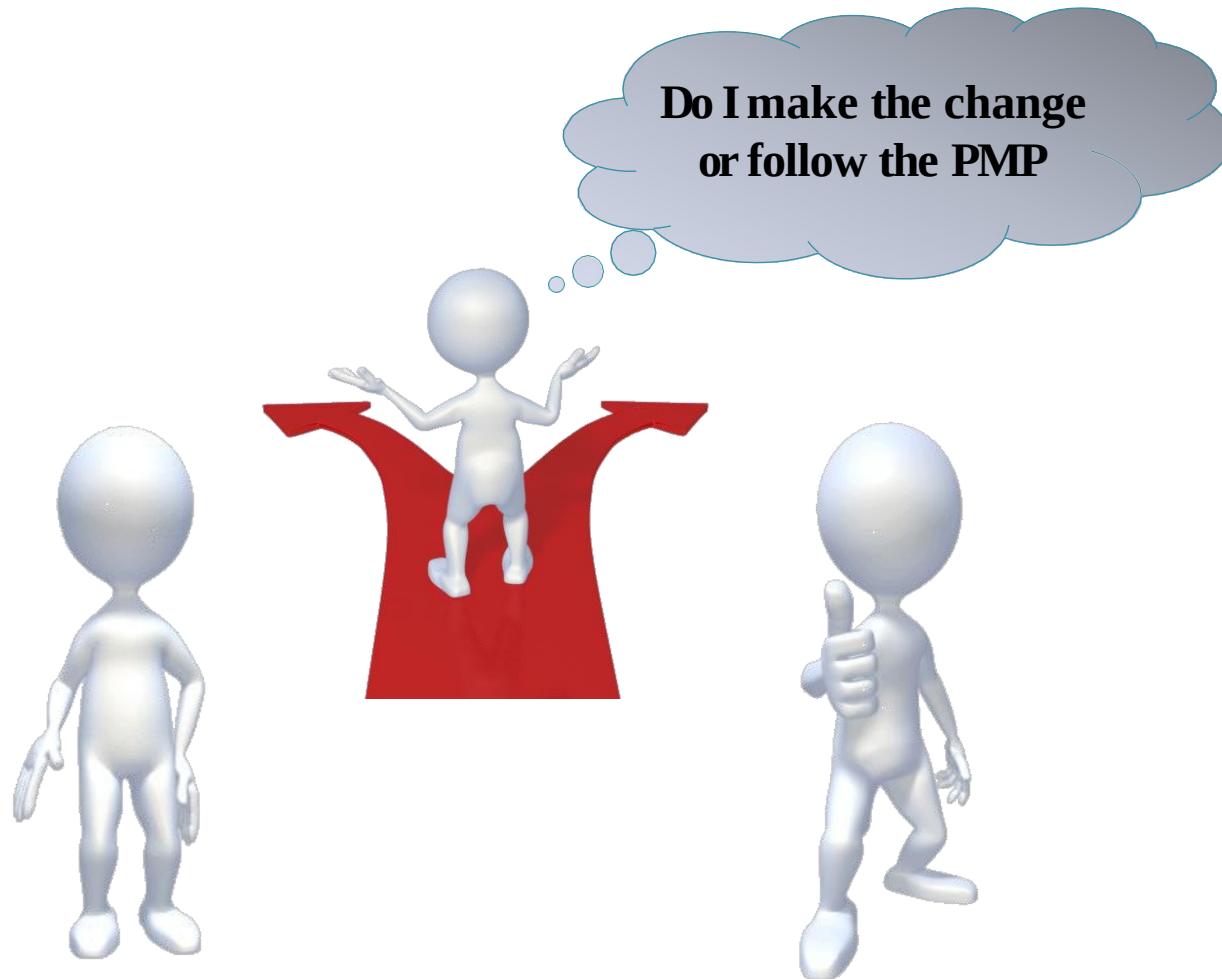
Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Perform Integrated Change Control



Develop Project Charter
Development Project Management Plan
Direct and Manage Project work
Manage Project Knowledge
Monitor and Control Project Work
Perform Integrated Change Control
Close Project of Phase

Perform Integrated Change Control



Notes

This process includes the **change management** activities:

1. Identifying the change need or change occurred.
2. Ensuring only approved changes are implemented
3. Reviewing and approving change requests
4. Managing approved changes

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Perform Integrated Change Control



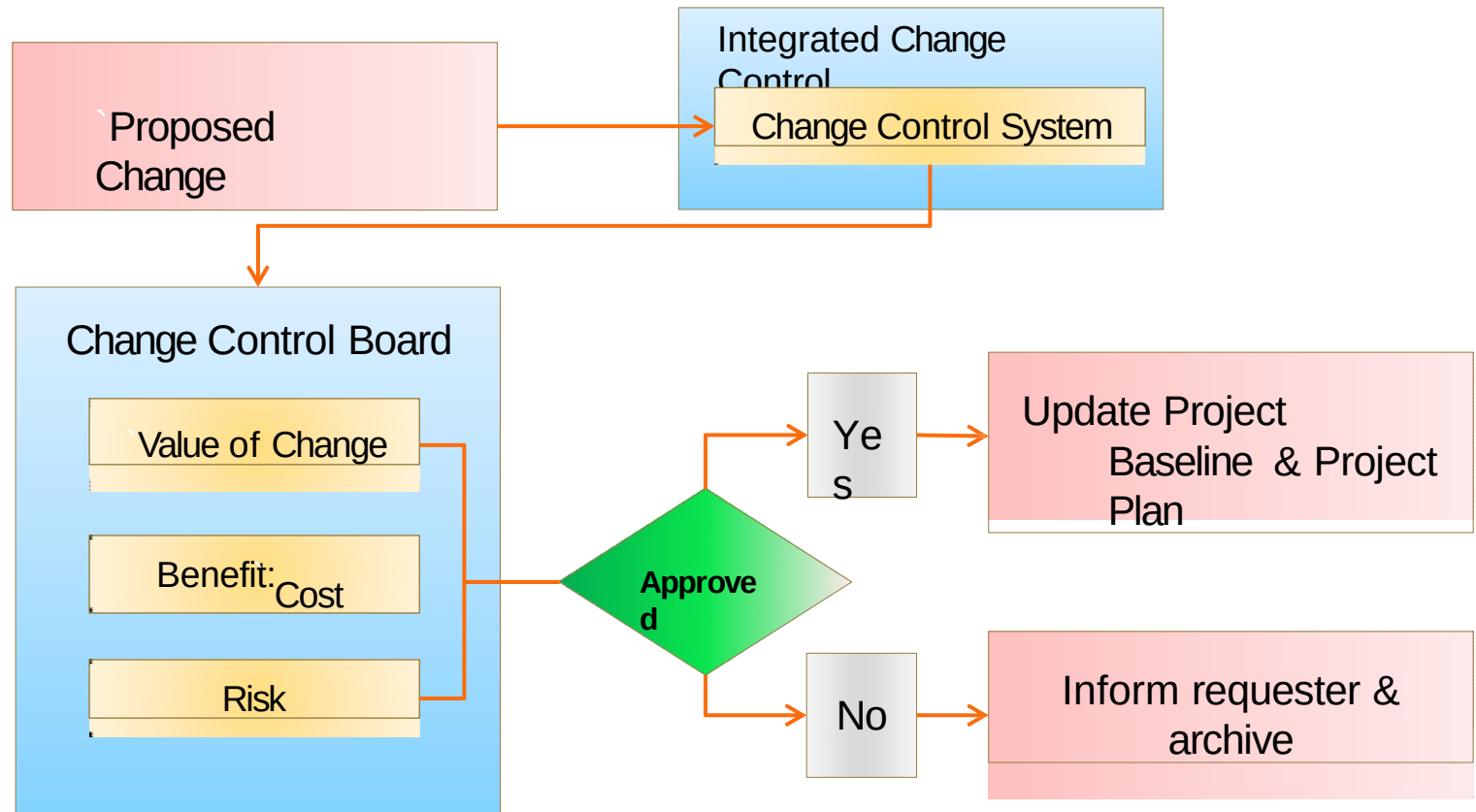
Notes

The **Configuration Management**

activities:

1. Configuration Identification Selection and identification of a configuration item.
2. Configuration Status Accounting Information is recorded and reported.
3. Configuration Verification and Audit Ensuring the composition of configuration items.

Perform Integrated Change Control



- Develop Project Charter
- Development Project Management Plan
- Direct and Manage Project work
- Manage Project Knowledge
- Monitor and Control Project Work
- Perform Integrated Change Control**
- Close Project of Phase

Perform Integrated Change Control



ITTO

Inputs

1. Project Management Plan
2. Project documents
3. Work Performance reports
4. Change Requests
5. EEF
6. OPA

Tools & Techniques

1. Expert Judgment
2. Change control tools
3. Data analysis
4. Decision making
5. Meetings

Outputs

1. Approved Change Request
2. Project Management Plan updates
3. Project Documents updates

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

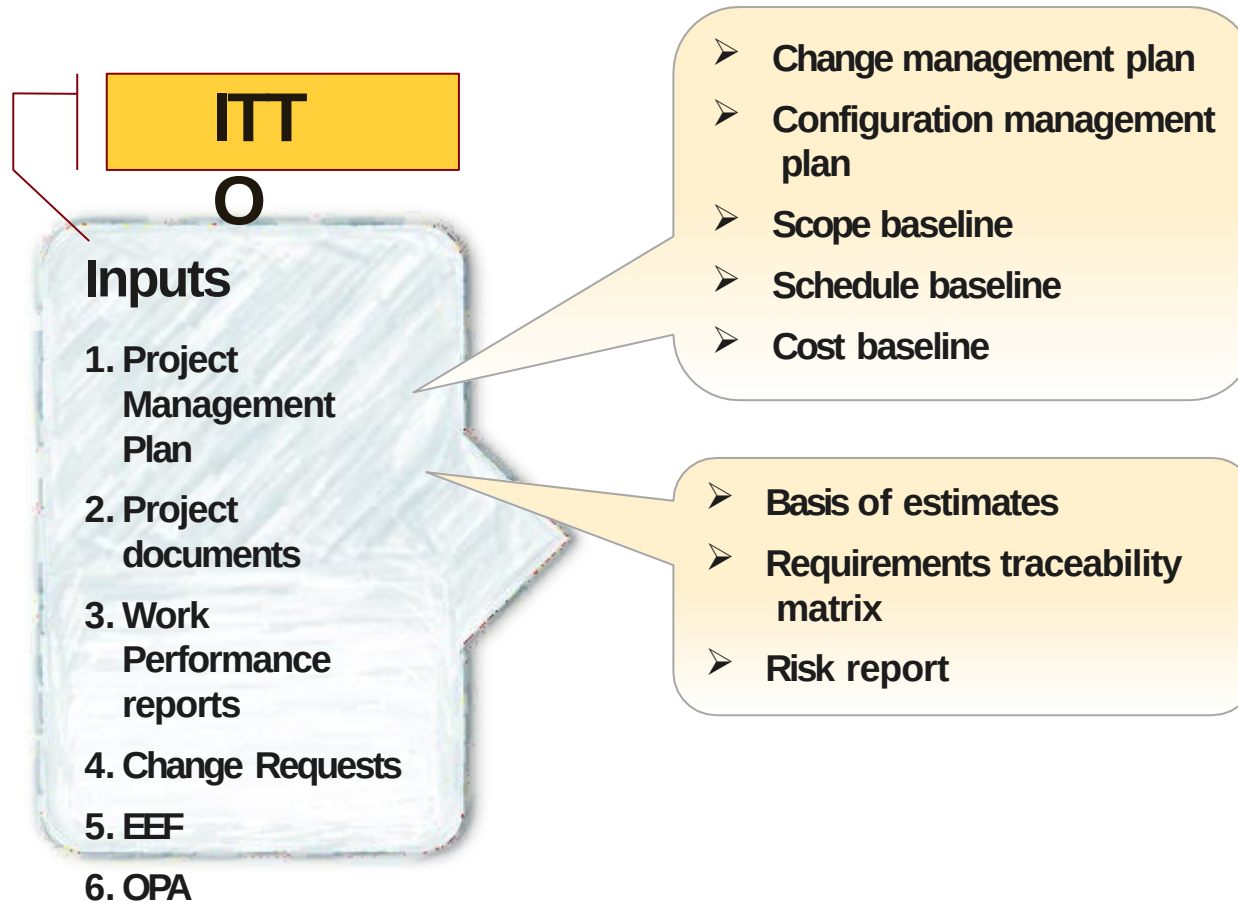
Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Perform Integrated Change Control



Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Perform Integrated Change Control



ITTO

Tools & Techniques

1. Expert Judgment
2. Change control tools
3. Data analysis
4. Decision making
5. Meetings

- Alternatives analysis
- Cost-benefit analysis

- Voting
- Autocratic decision making
- Multicriteria decision analysis

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Perform Integrated Change Control



- Develop Project Charter
- Development Project Management Plan
- Direct and Manage Project work
- Manage Project Knowledge
- Monitor and Control Project Work
- Perform Integrated Change Control**
- Close Project of Phase

Outputs

1. Approved Change Request
2. Project Management Plan updates
3. Project Documents updates

➤ Change log

Close Project / Phase



Definition

The process of **finalizing all activities** for the project, phase, or contract.

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Close Project / Phase



ITTO

Inputs

1. Project Charter
2. Project Management Plan
3. Project documents
4. Accepted Deliverables
5. Business documents
6. Agreements
7. Procurements documentation
8. OPA

Tools & Techniques

1. Expert Judgment
2. Data analysis
3. Meetings

Outputs

1. Project documents updates
2. Final Product, Service or result transition
3. Final Report
4. Organizational Process Assets

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Close Project / Phase



ITT

O

Inputs

1. Project Charter
2. Project Management Plan
3. Project documents
4. Accepted Deliverables
5. Business documents
6. Agreements
7. Procurement documentation
8. OPA

1. Assumption log
2. Basis of estimates
3. Change log
4. Issue log
5. Lessons learned register
6. Milestone list
7. Project communications
8. Quality control measurements
9. Quality reports
10. Requirements documentation
11. Risk register
12. Risk report

1. Business case
2. Benefits management plan

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Close Project / Phase



ITTO

Tools & Techniques

1. Expert Judgments
2. Data Analysis
3. Meetings

1. Document analysis
2. Regression analysis
3. Trend analysis
4. Variance analysis

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Close Project / Phase



ITTO

Tools &

1 Lessons learned register

Contents

Outputs

1. Project documents updates
2. Final Product, Service or result transition
3. Final Report
4. Updated Organizational Process

Develop Project Charter

Development Project Management Plan

Direct and Manage Project work

Manage Project Knowledge

Monitor and Control Project Work

Perform Integrated Change Control

Close Project of Phase

Project Integration Management



To Sum up..

- ◆ We know **processes in project Integration Management**
- ◆ We know how to **Develop Project Charter**
- ◆ We know how to **Develop Project Management Plan**
- ◆ We know how to **Direct and Manage Project Work**

Project Integration Management



To Sum up..

- ◆ We know how to **Manage Project Knowledge**
- ◆ We know how to **Monitor and Control Project Work**
- ◆ We know what is **Integrated Change Control**
- ◆ We know how to **Close the Project or Phase**

Questions ?

