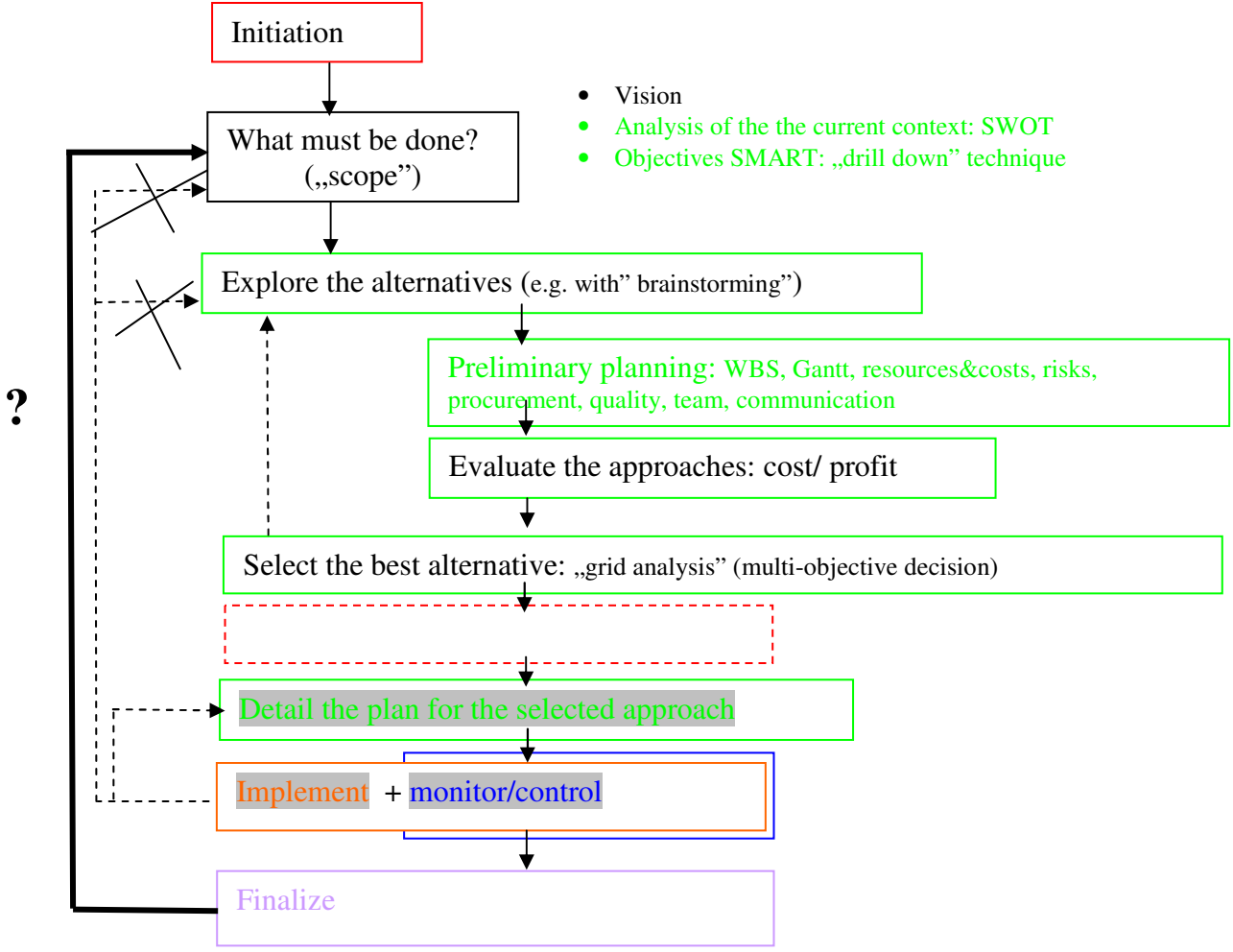
# 10. Integration Management

## 10. 1. Processes of integration management

= the processes which ensure that all the components of the plan are well correlated

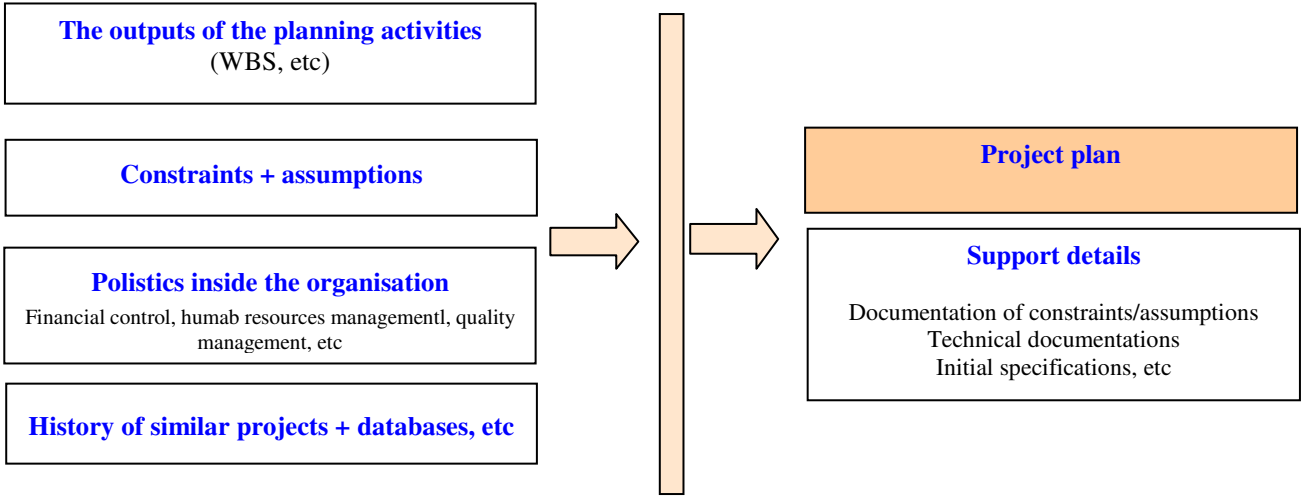
| | |
|---|---|
| project plan development | integrate of all plan components into a coherent, consistent plan |
| plan execution | coordinate the execution of the activities comprised by the plan |
| change integration | coordinate the changes occurred within the project |


Initiation
What must be done? („scope")
Explore the alternatives (e.g. with" brainstorming")
Preliminary planning: WBS, Gantt, resources&costs, risks, procurement, quality, team, communication
Evaluate the approaches: cost/ profit
Select the best alternative: „grid analysis" (multi-objective decision)
Detail the plan for the selected approach
Implement + monitor/control
Finalize
?
Vision
Analysis of the the current context: SWOT
Objectives SMART: „drill down" technique

# 10. 1. 1. Project plan development (PN)

= integrate all the components of the plan into a unitary, coherent, consistent document, organized on different levels of details

INTEGRATE!



**Remarks:**

- The plan should allow its utilization for **multiple purposes**:
  - Coordinate project activities
  - Monitor and control the project
  - Communicate efficiently, simply with all stakeholders
  - Illustrate easily the monitoring/control keys for top management
  - Document all alternatives
  - Allow incremental detailing

    >> organized on different levels of details

- **Recommended structure**
  - Project Charter
  - Vision (strategy - abstract)
  - Scope statement (objectives, list of main deliverables)
  - WBS – leaf level to be compliant with the needs of project control
  - For each deliverable (according to the granularity desired for project control): cost estimations, start/end date, responsible people
  - Plots for performance monitoring (objectives, time, cost): schedule, budget baseline, etc.
  - Milestones
  - Human resources: categories, costs, effort (durations)
  - Risk management plan – identified risks, response plans
  - Other documents obtained during planning processes, such as:
    - Scope management plan
    - Schedule management plan
    - Cost management plan
    - Human resources management plan
    - Quality Procurement management plan

Procurement management plan

Open problems

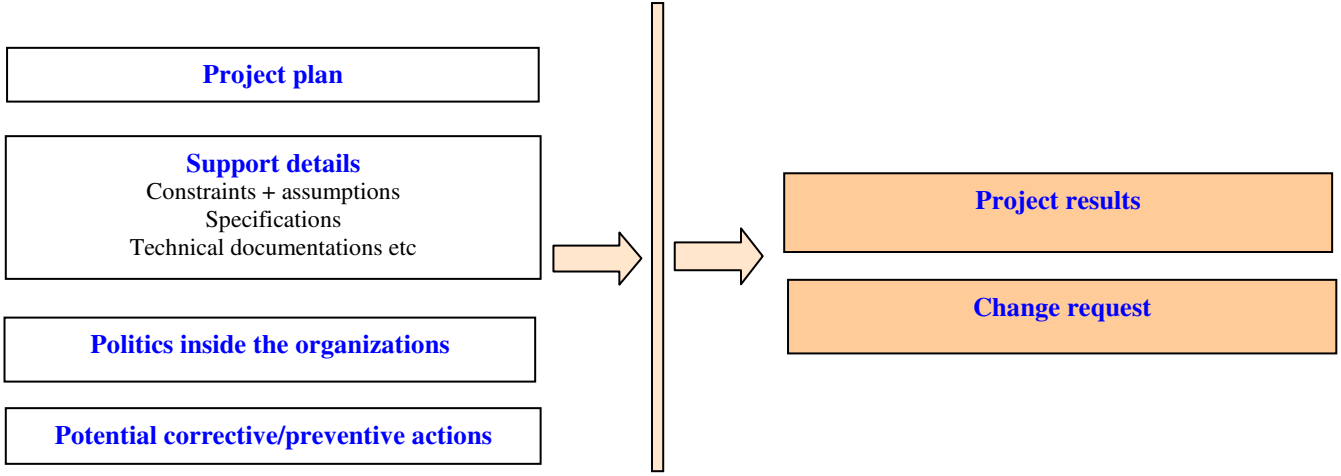
**Recommendation concerning the working procedures:**

- Use the templates available inside the organization
- Cooperate with all the stakeholders – including accountants, technical experts, team, etc
- Ensure the context in which all the stakeholders could be involved efficiently
- Use efficiently the available PMIS („Project Management Information System")
    - it includes tools and techniques which allow gathering, integrating and disseminating the outputs of MP processes (automatically/manually)

# 10. 1. 2. Project Execution

= coordinate the team for fulfilling the activities of plan

FOLLOW THE PLAN!!!



**Recommendations:**

- Learn and apply the **working procedures available inside the organization**

  Other working procedure can be confusing for the team and can make the cooperation with other departments harder

- **Use PMIS** („Project Management Information System")

- **Use WAS** („Work Authorization System")

  = formal written procedure which ensure that the activities are carried out in the proper sequence

- **For the success of the project:**

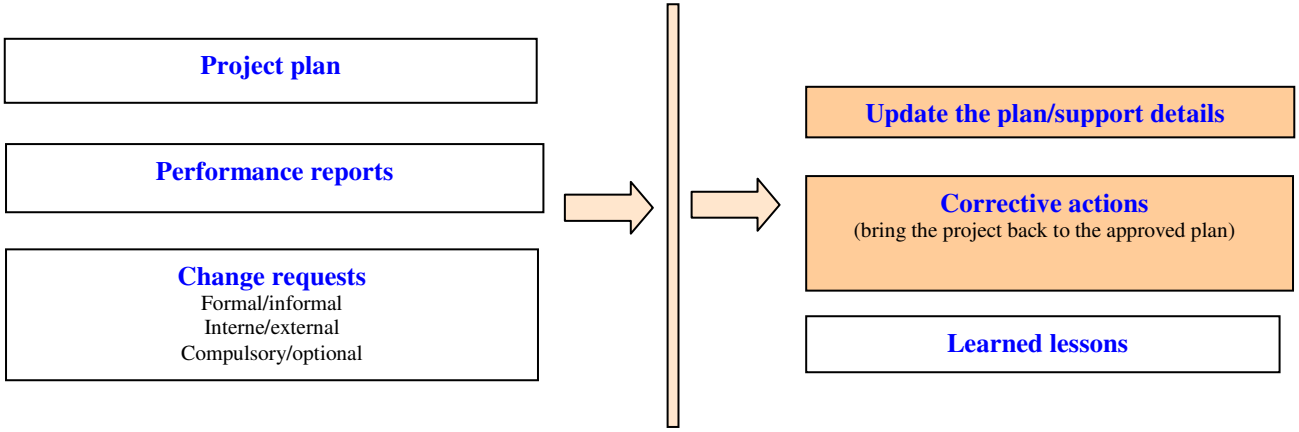
  - PM – communication aptitudes, team – necessary technical expertise

  - Regular meeting for discussing the status/track of the project

# 10. 1. 3. Change Integration

= determine the changes that have occurred +
manage all changes +
!!! obtain the agreement of the stakeholders

ANYTHING MUST BE CHANGED? CHANGE (with wisdom)!



**The control of change integrations demands:**

- Any change regarding the product requirements is illustrated in scope
- Any change is correctly integrated in the plan (with al necessary modifications)
- Any change is accepted/approved by all stakeholders

**Change control should be done in the following areas**:

- objectives,
- time,
- quality,
- costs,
- risks,
- procurement contract administration

**Attention:** do it in correlation with performance reporting!!

## Working procedures:

**Change control system** = set of formal procedures which ensure

How to monitor and evaluate the performances of the project

How to modify the documents of the project >> persons in charge

(e.g: Control Change Board)

- if such a system is not available within the organization, implement it!
- For several categories of changes the approval is implicit (automatic) – even in these case the changes must be documented, in order to illustrate the correct track of the project

**One can consider**:

- Performance measuring >> performance reporting
- Additional planning
- Configuration management – for a systematic approach
  - identify and document all relevant state variables (functional characteristics) of the system
  - monitor the dynamics of these state variables: recording, change reporting

# Revision

*Definitions, terminology*:

WAS, PMIS

Performance measuring/ additional planning /configuration management system for change control

*Processes of integration management*: project plan development, plan execution, change integration

*Documents*

Project plan + support details

Change request form - system for change control

WA form