

PROJECT MANAGEMENT FOR PROJECT MANAGERS

Lesson 10: Project INTEGRATION Management

Content

- 10.1 : Introduction
- 10.2 : Project Integration Management Processes
- 10.3 : Project Integration Management – Overview
- 10.4 : Develop Project Charter
- 10.5 : Develop Project Management Plan
- 10.6 : Direct & Manage Project Execution
- 10.7 : Monitor & Control Project Work
- 10.8 : Perform Integrated Change Control
- 10.9 : Close Project or Phase
- 10.10: Project Integration Management Template
- 10.11: Summary

10.1: Introduction

Integration management is a collection of processes required to ensure that the various elements of the projects are properly coordinated. It involves making trade-offs among competing objectives and alternatives to meet or exceed stakeholder needs and expectations.



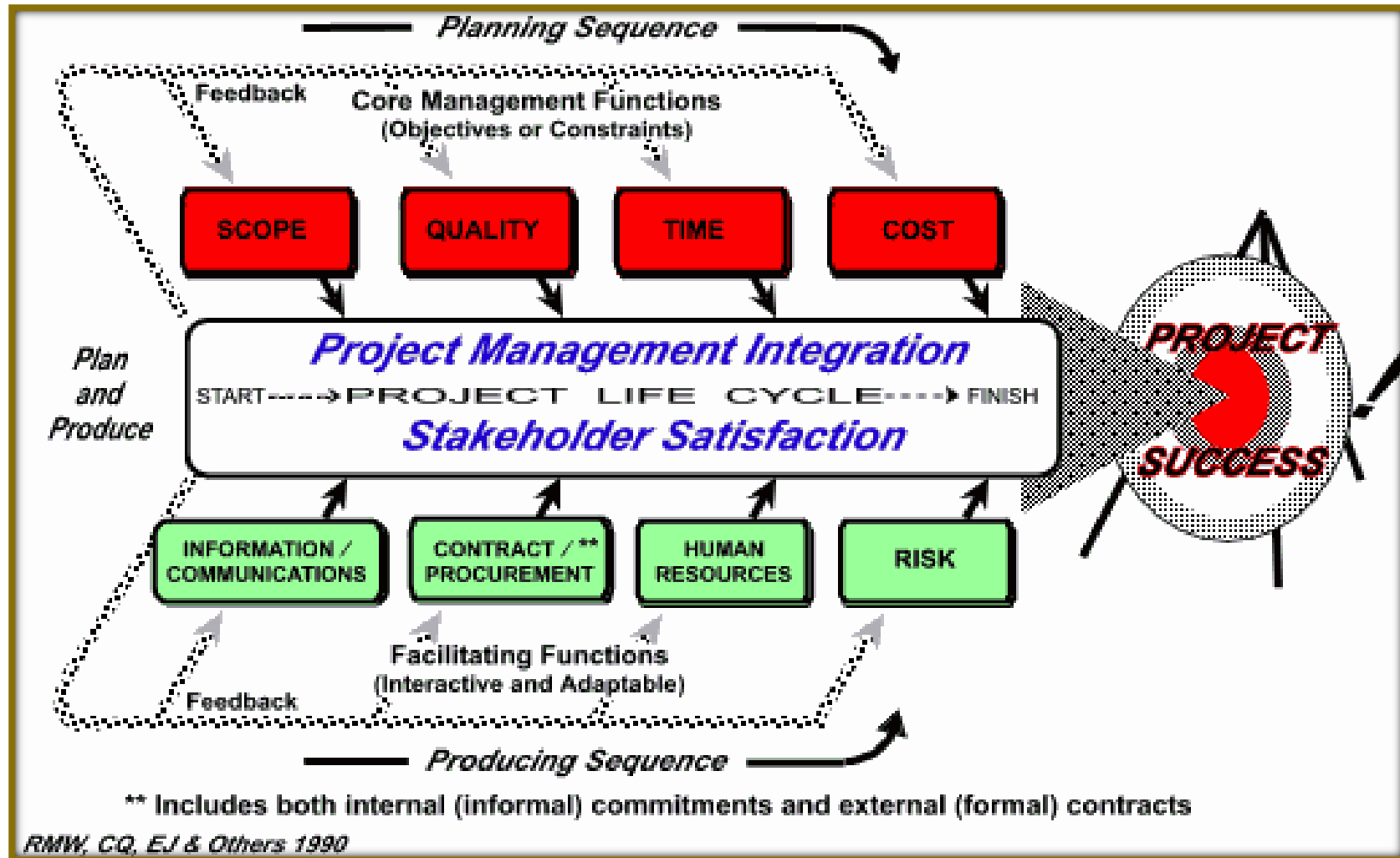
.....Introduction

Definition

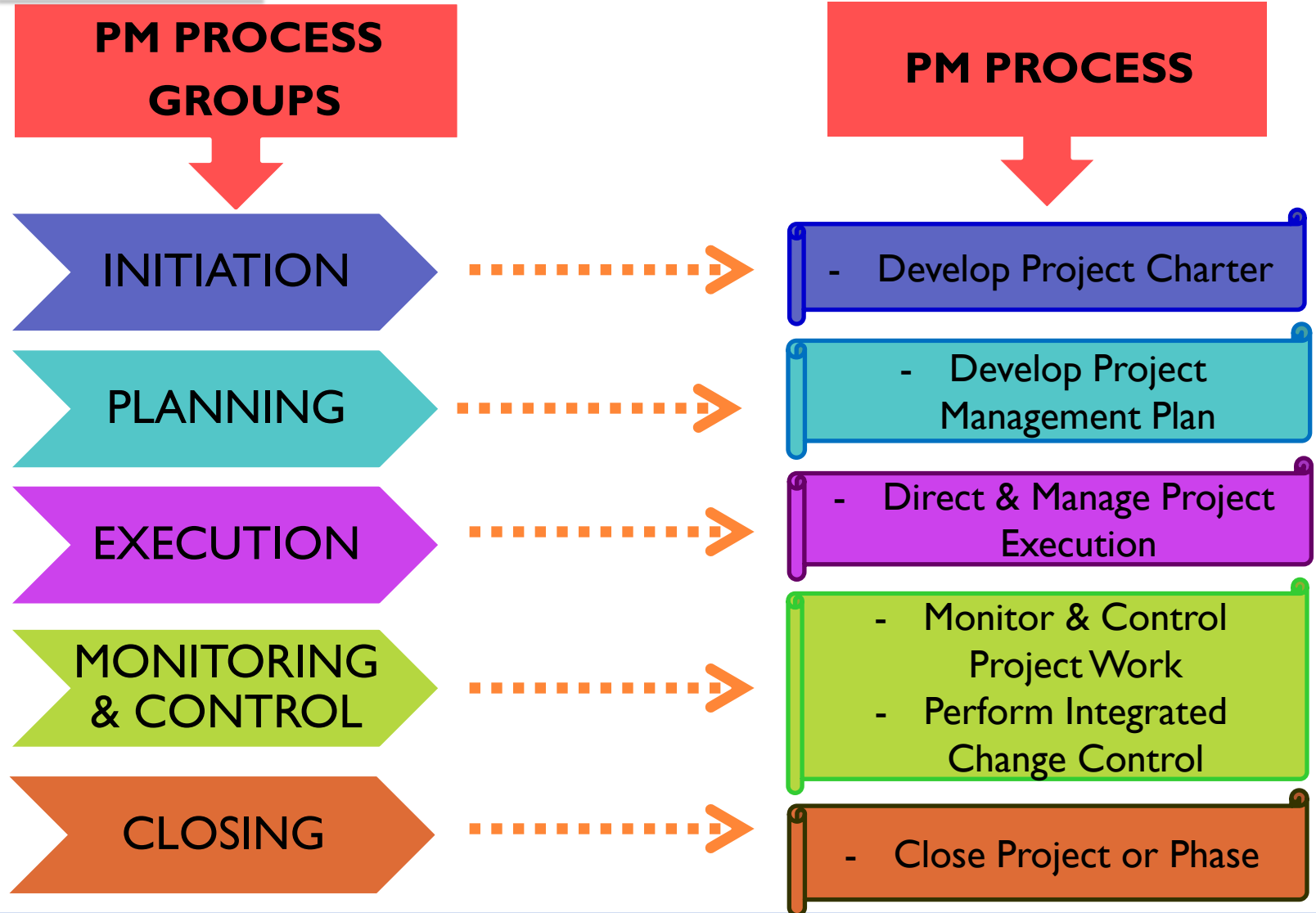
Processes and activities needed to identify, define, combine, unify and coordinate the various processes and project management activities within the Project Management Process Group.



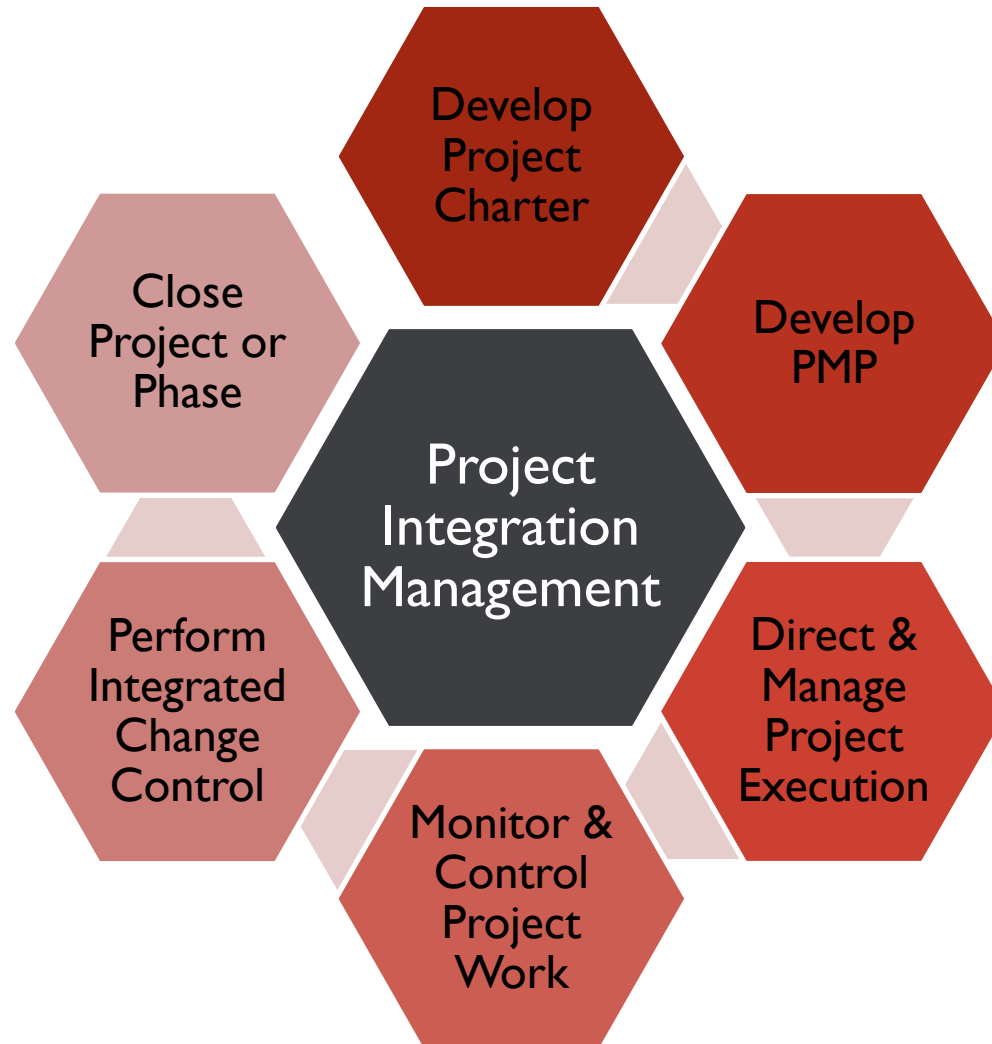
.....Introduction



10.2: Project Integration Management Process



.....Project Integration Management Process



10.3: Project Integration Management - Overview

Project Integration Management

Develop Project Charter

- ✓ **Inputs**
 - ✓ Project Statement of Work
 - ✓ Business Case
 - ✓ Contract
 - ✓ Enterprise Environmental Factor
 - ✓ Organizational Process Assets
- ✓ **Tools and Techniques**
 - ✓ Expert Judgment
- ✓ **Outputs**
 - ✓ Project Charter

Develop Project Management Plan

- ✓ **Inputs**
 - ✓ Project Charter
 - ✓ Output from Planning Processes
 - ✓ Enterprise Environmental Factors
 - ✓ Organizational Process Assets
- ✓ **Tools and Techniques**
 - ✓ Expert Judgment
- ✓ **Outputs**
 - ✓ Project Management Plan

Direct & Manage Project Execution

- ✓ **Inputs**
 - ✓ Project Management Plan
 - ✓ Approved Change Request
 - ✓ Enterprise Environmental Factors
 - ✓ Organizational Process Assets
- ✓ **Tools and Techniques**
 - ✓ Expert Judgment
 - ✓ Project Management Information System
- ✓ **Outputs**
 - ✓ Deliverables
 - ✓ Work Performance information
 - ✓ Change Request
 - ✓ Project Management Plan Updates
 - ✓ Project Documents Updates

.....Project Integration Management – Overview (Cont.)

Project Integration Management Process

Monitor & Control Project Work

- ✓ **Inputs**
 - ✓ Project Management Plan
 - ✓ Performance Report
 - ✓ Enterprise Environmental Factors
 - ✓ Organizational Process Assets
- ✓ **Tools and Techniques**
 - ✓ Expert Judgment
- ✓ **Outputs**
 - ✓ Change Request
 - ✓ Project Management Plan Updates
 - ✓ Project Documents Updates

Perform Integrated Change Control

- ✓ **Inputs**
 - ✓ Project Management Plan
 - ✓ Work Performance Information
 - ✓ Change Request
 - ✓ Enterprise Environmental Factors
 - ✓ Organizational Process Assets
- ✓ **Tools and Techniques**
 - ✓ Expert Judgment
 - ✓ Change Control Meetings
- ✓ **Outputs**
 - ✓ Change Request status Updates
 - ✓ Project Management Plan Updates
 - ✓ Project Documents Updates

Close Project or Phase

- ✓ **Inputs**
 - ✓ Project Management Plan
 - ✓ Accepted Deliverables
 - ✓ Organizational Process Assets
- ✓ **Tools and Techniques**
 - ✓ Expert Judgment
- ✓ **Outputs**
 - ✓ Final Product, service, or result transition
 - ✓ Organizational Process Assets

10.4: Develop Project Charter

- Formally authorize the project.
- documenting initial requirements that satisfy the stakeholders' needs and expectations.
- Identifies the Project manager.
- Includes names, description, deliverables.
- E.g.: client's project brief.



.....Develop Project Charter

Inputs :

- Project Proposal - Statement of work based on business needs
- Business Case - Business need and cost-benefit analysis are contained to justify the project (Example: Value Assessment)
- Organizational Process Assets - **Example are processes such as SPB, policies, guidelines, template and lesson learn.**

.....Develop Project Charter

Tools and Techniques :

- Expert Judgement - expertise provided by any group or individual with specialised knowledge or training

Output:

- Project Charter - is documents the business needs, current understanding of the customer's needs (example: project brief, client needs statement)

10.5: Develop Project Management Plan

- The project management plan defines how the project is executed, monitored & controlled and closed. The plan is progressively updates, controlled and approved.
- Document used to coordinate all project planning documents.



10.5.1: Project Management Plan

- Main purpose is to **guide project execution**.
- Assist the project manager in leading the project team and assessing project status.
- Project performance should be measured against a baseline plan (PMP).
- Example: PMP

10.6: Direct and Manage Project Execution

- Involves managing and performing the work described in the project management plan.
- Majority of time and money is usually spent on execution.
- Directly affects project execution because the products of the project are produced during execution phase.



I0.7: Monitor and Control Project Work

- Process to determine whether project on track.
- Monitor against Project Management Plan.
- Any deviation – to take timely corrective action.
- **Tools** : Coordination/Technical/Site meeting, progress report, SKALA, Gerbang Nilai report.



10.8: Perform Integrated Change Control

- The process is performed from inception through completion; involves identifying, evaluating, and managing changes
- Coordinate through other knowledge areas.
- E.g.: A propose schedule change will often affect cost, risk, quality and staffing.

.....Perform Integrated Change Control



Three MAIN OBJECTIVES of change control:

- ❖ To establish method of accessing the value and effectiveness of changes identified and requested.
- ❖ To continuously validate and improve the project by considering the impact of each change.
- ❖ Provide mechanism for project team to consistently communicates all changes to the stakeholders.

10.9: Close Project or Phase

- Process to confirm and document end of project. (e.g. CPC, CCC, handing over manual, contractor performance report, project closing report, etc.)
- Archive documentation for future reference.
- Transition from deliverable to operational use.
- Handover to client.
- Close Contract.



10.10: Project Integration Management Template

10.10.1: Template – PMP



PENGURUSAN PROJEK

Pelan Pengurusan Projek

Rujukan : JKR.PMMM.37
No Mukasurat : 1
No Keluaran : 1
No Semakan : 1
Tarikh : 13.01.2014

PELAN PENGURUSAN PROJEK

Tarikh:

No Versi:

PROJEK/PROJEK No:

Nama Projek:	Pelanggan:
Pengurus Program:	Wakil Pelanggan:
Pengurus Projek:	Bahagian/Unit:
Lain-lain:	Lain-lain:

PENGAWAL PROJEK

PROJEK AUTORITI/ PENURUNAN KUASA:

Objektif:

Utama:

Sekunder:

Skop:

.....Template - PMP EXAMPLE



PROJECT MANAGEMENT

Project Management Plan

Reference : JKR.PMMM.37
Page No : 1
Issue No : 1
Revision No : 0
Date : 06.05.2008

PROJECT MANAGEMENT PLAN

(Scope Definition segments to be incorporated into the first version of the plan)

Date: 26th October 2010

Version No: 01

PROJECT/PROJECT No:

Project Name: Cadangan Merekabentuk, Membina, Menyiapkan, Mengujiterima, Mentauliah dan Penyelenggara Institut Kanser Negara, Putrajaya.

Client Name (Principal):
Kementerian Kesihatan Malaysia

Project Director:
Timbalan Ketua Pengarah Kerja Raya

Client Representative:
Bahagian Perancangan dan Pembangunan Kementerian Kesihatan Malaysia

Project Manager:
Cik Selmah Ahmad

Project Administrator:

Business Manager:
Ar. Husnani Abd Karim

Other:

Project Governance :

Projek ini mempunyai sebuah badan tadbir urus di peringkat tertinggi iaitu Governance Council (GC). Keanggotaan GC dianggotai oleh:

- KPKR; (Pengerusi)
- KP Kesihatan; (Pengerusi Bersama)
- Bahagian Perolehan Kerajaan Kementerian Kewangan;
- Unit Perancang Ekonomi;
- Unit Penyelarasan Pelaksanaan (ICU);
- Timbalan Ketua Pengarah Kerja Raya;
- Pengarah Caw. Kerja Kesihatan JKR;
- Bahagian Perancangan dan Pembangunan KKM;
- Pengarah Projek;

10.10.1: Template – Project Status Report



PENGURUSAN PROJEK

Laporan Status Projek

Rujukan : JKR.PMMM.27
 No Mukasurat : 1
 No Keluaran : 1
 No Semakan : 1
 Tarikh : 13.01.2014

BILANGAN LAPORAN STATUS PROJEK

Tarikh:

Projek	
Pengurus Projek	
Lokasi	

Status Kitar Hayat Projek

Tempoh	
Fasa	

Status Fungsi

Skop (kemajuan yang dicapai dari segi skop berdasarkan kepada fasa/aktiviti/tugas yang telah dijalankan merujuk kepada apa yang dirancang)

Bajet

Awal		Semasa	
Jangkaan			

Sasaran Siap

Awal		Semasa	
Jangkaan			

Peristiwa Risiko (Rujuk Lampiran Laporan Status Risiko)



10.10.2: Template – Project Status Report



PENGURUSAN PROJEK

Laporan Penyiapan Projek

Rujukan : JKR.PMMM.32
 No Mukasurat : 1
 No keluaran : 1
 No Semakan : 1
 Tarikh : 17.07.2013

Tajuk Projek:	
Pengurus Projek:	
Pengurus Program:	
Objektif Projek:	
Tarikh Penyiapan Projek:	

Analisis Projek

	<u>Berkaitan</u>	<u>Tarikh</u>
Penyiapan Praktikal:	<input type="checkbox"/>	
Penyerahan Projek:	<input type="checkbox"/>	
Program-program Latihan Disiapkan :	<input type="checkbox"/>	
Pengesahan oleh Pengurus Projek:	<input type="checkbox"/>	
Pengesahan oleh Pengurus Program:	<input type="checkbox"/>	
Pengesahan oleh Penaja/Pelanggan:	<input type="checkbox"/>	

Analisis Kewangan

	ANGGARAN ASAL	BAJET SEMAK SEMULA	KOS AKHIR PROJEK
Jumlah Kos Projek			

ULASAN TERHADAP HASIL KEWANGAN

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10.11: Summary

Integration is primarily concerned with effectively integrating the processes among the Project Management Process Groups that are required to accomplish project objectives within an organisation's defined procedures.

10.11.1: Summary – Project Management In JKR

<u>BIDANG PENGETAHUAN</u>	<u>TEMPLAT</u>
Skop	1. Definisi Skop
Masa	2. Microsoft Project/ Schedule Estimate
Kos	3. Anggaran Bajet 4. Pengurusan Kos
Kualiti	5. Pengesanan Kualiti (Quality Tracking)
Komunikasi	6. Jaringan Komunikasi 7. Senarai Hubungan 8. Matrik Komunikasi 9. Pengurusan Stakeholder
Sumber Manusia	10. Matrik Penugasan Tanggungjawab (RAM)
Perolehan	11. Pelan Perolehan
Risiko	12. Daftar Risiko 13. Analisis Risiko
Integrasi	14. Pelan Pengurusan Projek (PMP) 16. Laporan Status Projek 17. Laporan Projek Siap

