31272 Project Management and the Professional

Lecture 4: Project Integration, Monitoring and Control, Execution and Change

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Objectives and Topics

Project Integration

Monitoring and Control

- Why do we need it?
- Some key project outputs
- Some key project metrics

Project Execution

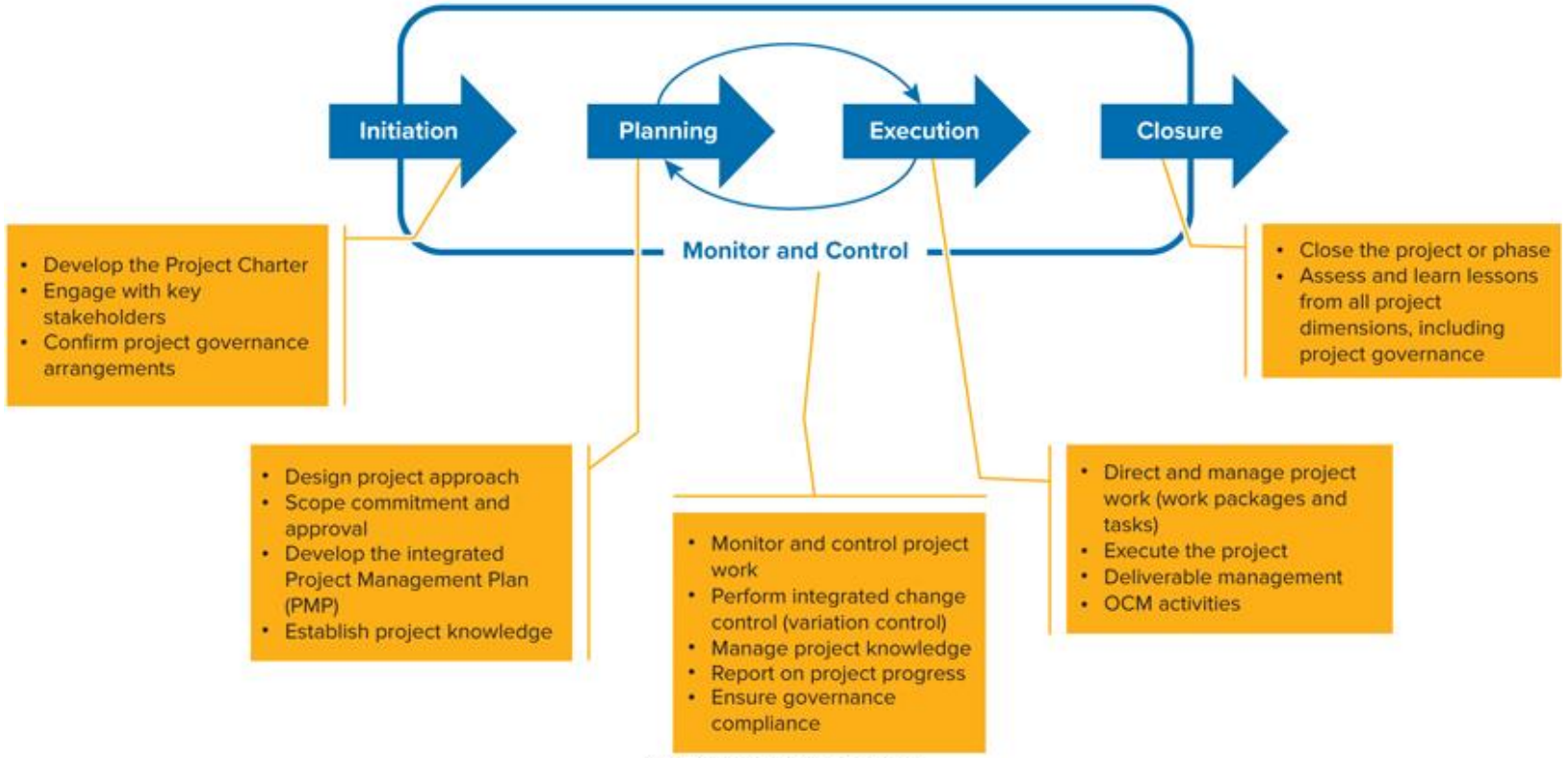
Change Management

- Reasons for change
- Types of change
- Human reaction to change
- Critical factors in accelerating change

What is project integration?

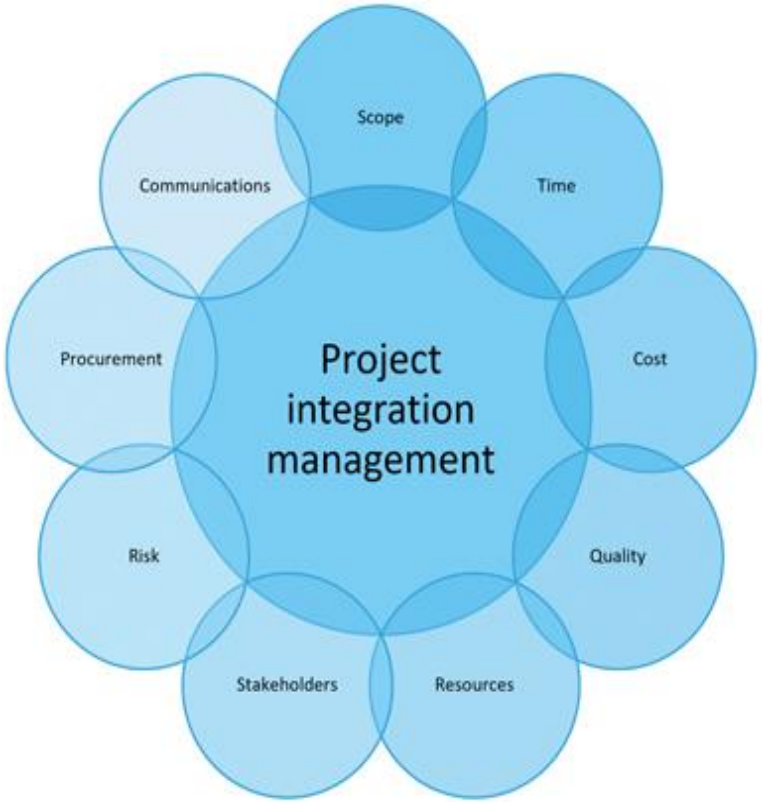
- **Project integration management** spans several activities to ensure the project content and the management of the project are successfully integrated across the project life cycle. It is important, from a practical perspective, to realise that project integration requires thinking in a deeper, integrative manner—across the accumulation of information gained by implementing aspects of each of the other **knowledge areas**.
- Integration may be referred to as the glue that holds together components from the knowledge areas (scope, cost, resources, quality, schedule, communication and information, stakeholders, risk and procurement). It seeks to ensure that activities are consolidated and unified; that interrelationships between the knowledge areas are coherent; and that conflicts, contradictions and discrepancies do not exist between knowledge areas.

Integration key activities

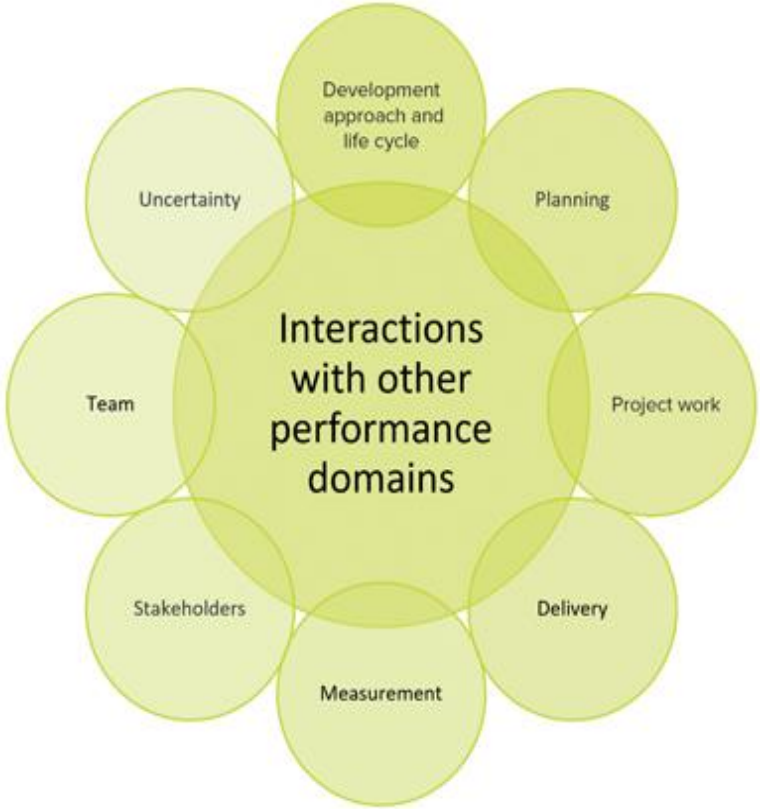


PMBOK

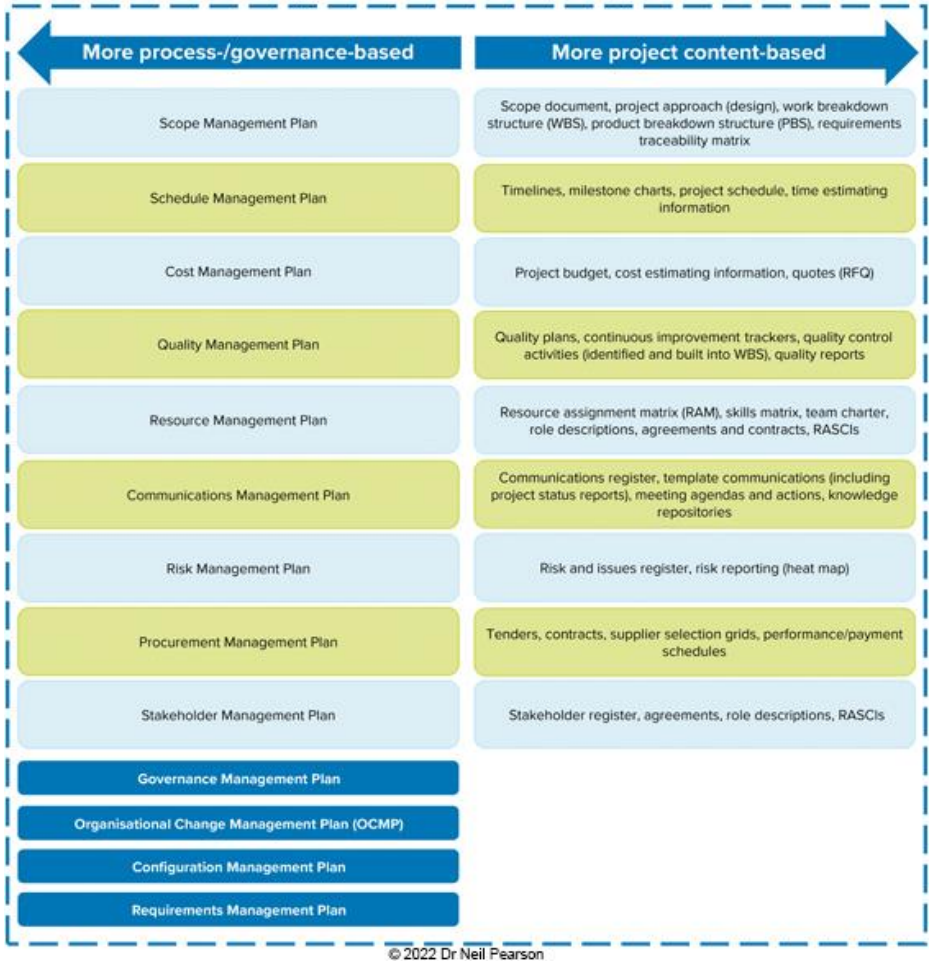
PMBOK sixth edition knowledge areas



PMBOK seventh edition performance domains

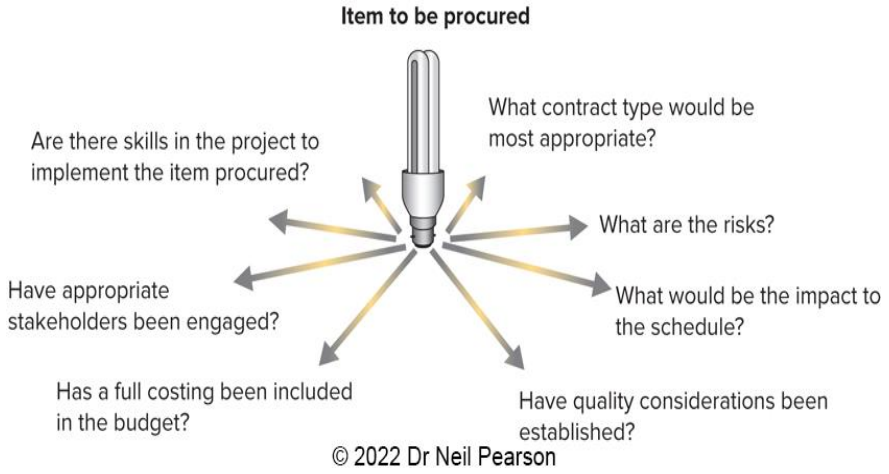


Integrated PMP



Integrative thinking

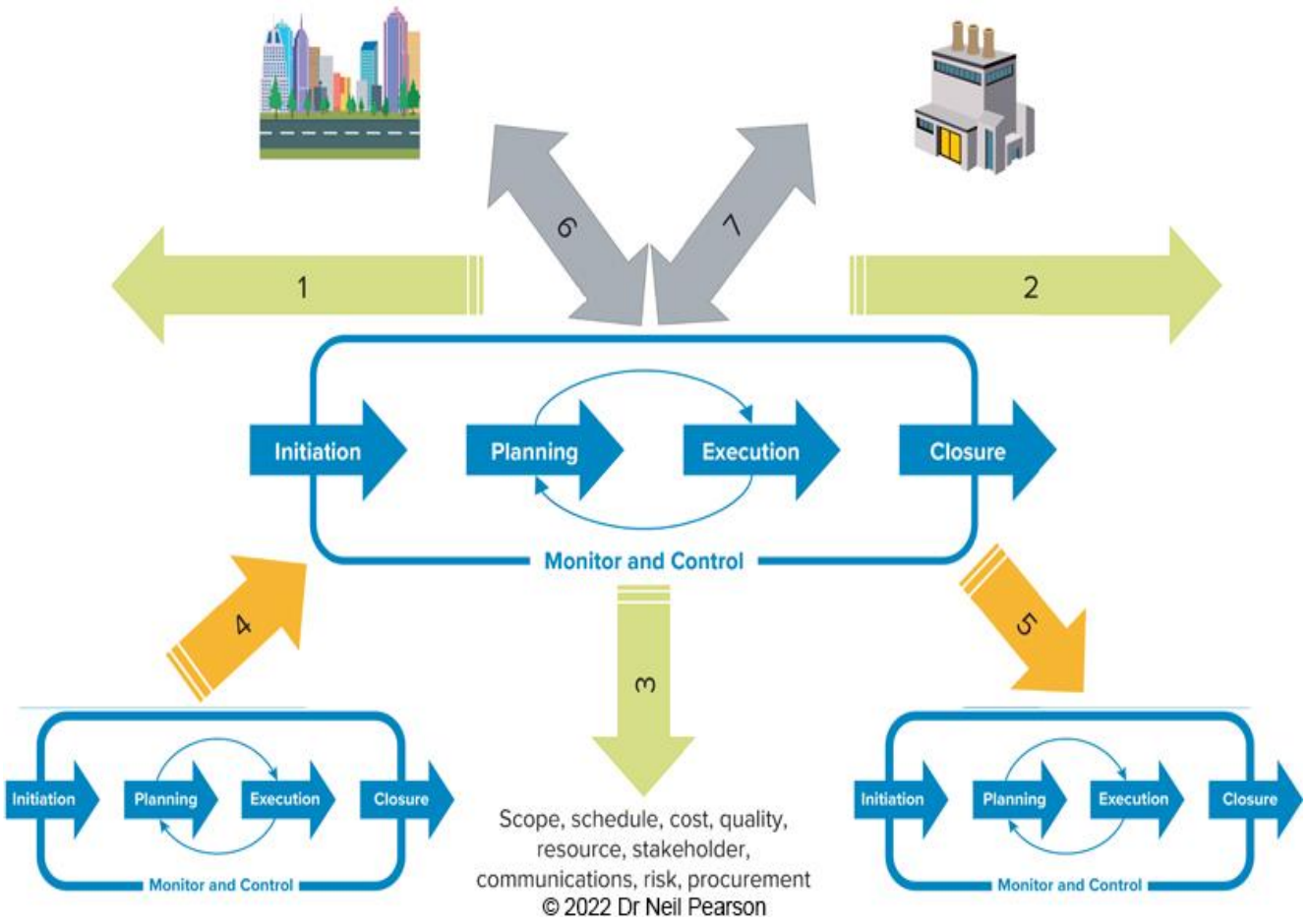
Think integratively
An action in one area usually has impacts to other areas…



Integrative thinking (cont'd)

1. Think backwards.
2. Think forwards.
3. Think more deeply into, and across, the other knowledge areas.
4. Check for integrative effects on downstream projects.
5. Check for integrative effects when a project is upstream.
6. Consider what impact project decisions may have on the current and future environment.
7. Finally, consider the impacts of the project on the business.

Integrative thinking (cont'd)



Project Charter
project name

logo

Project Sponsor: ***name***
Project Manager: ***name***

Project Vision Statement (or pitch):
What's the pain?
What's the gain?
What we need from them?
What we will deliver (future vision)?
When will it be delivered?

Project Background
text

Strategic Alignment
What strategic area is the project aligned to?
What KPI/measure is expected to be positively impacted?
Are the strategic area and sponsor aligned?

Organisational Change Impact
text

Objectives (SMART)		Benefits (SMART)

Stakeholders Engaged

Name, project role, attitude, WIIFM
Name, project role, attitude, WIIFM
Name, project role, attitude, WIIFM
Name, project role, attitude, WIIFM
Name, project role, attitude, WIIFM
Name, project role, attitude, WIIFM

Risks/Issues

01
02
03
04
05
06

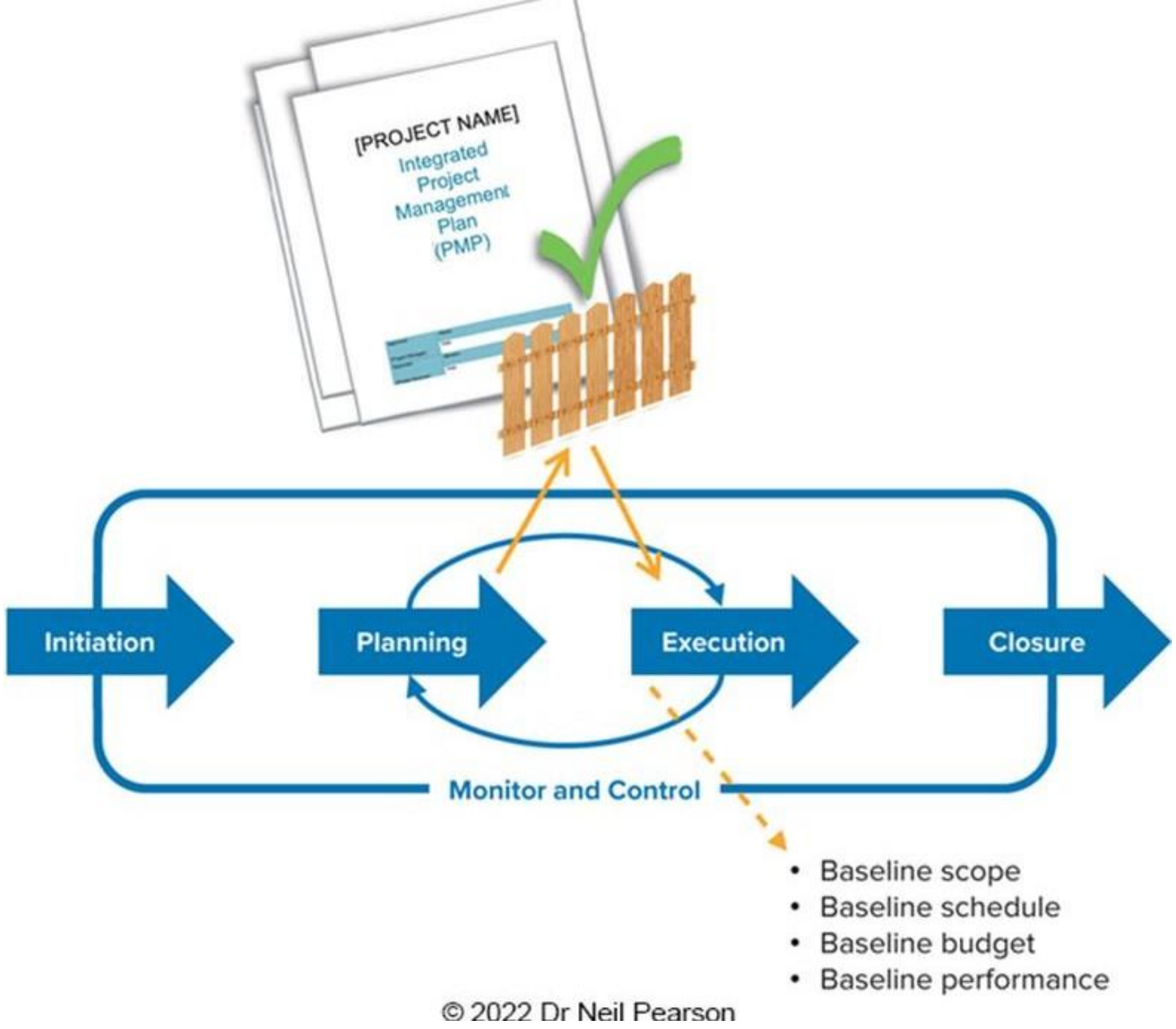
Budget, project has a +NPV of $X based on:

Outgoing
Incoming
Net Total

May 2020 ***Project Start***
Date ***Milestone***
Date ***Milestone***
Date ***Milestone***
Date ***Milestone***
Date ***Milestone***
Date ***Milestone***
Date ***Milestone***
Date ***Milestone***
Date ***Milestone***
May 2021 ***Project End***

Monitor and Control

1. The **schedule (or time) baseline**, often represented as the first baseline of the tracking Gantt chart
2. The **budget baseline**, often represented as the planned values in the project's budget spreadsheet
3. The **scope baseline**, as captured in the version-controlled scope document
4. The **performance baseline**, which contains all the other key performance metrics upon which the project will be performance managed.



Baseline

Baseline: document containing the first real plan with schedule and resource allocations.

- The baseline for scope is the approved scope document (a part of the integrated PMP).
- The baseline for cost is the approved project budget as a result of the WBS, estimating and taking the time-phased information forward into the project budget.
- The baseline for time is the approved project schedule as a result of the WBS, estimating and taking the work packages and tasks forward into the project schedule.

Monitoring and Controlling

- Regardless of how well a project is planned the unexpected happens
- Cost overruns / schedule slippages can be linked to poorly monitored projects
- You know you are in trouble if the sponsor asks ‘why didn’t you raise this earlier’
- Reacting to unexpected events can make it worse

Reasons for Project Control

- Ensures processes and resources are in place to help monitor the project
- Provides the capability to measure performance
- Alerts the PM to problems
- Holds people accountable
- Ensures resources are used efficiently / effectively
- Guides the project towards its MOV

Project Reporting

- Generally, the metrics should focus on
  - Scope, schedule, budget, resources, quality and risk
- Data collection allows the PM to compile a set of metrics from which to create the reports

Knowledge Area	Outputs
All	Requested changes, suggested actions, updates to paths/processes
Integration Management	Forecasts, approved change requests, corrective actions, preventive actions, defect repair, rejected change requests, deliverables met
Scope Management	Accepted deliverables
Time Management	Performance measurements, forecasted completion time
Cost Management	Performance measurements, forecasted completion cost
Quality Management	Quality-control measurements
Communications Management	Performance reports, resolved issues
Risk Management	Risk Register updates

Project Metrics

- A good metric must be
  - Understandable, quantifiable, cost effective, proven, high impact
- A good measurement system
  - Must allow the team to track results and gauge progress
  - Be designed by the team
  - Adopt only a ‘handful’ of measures

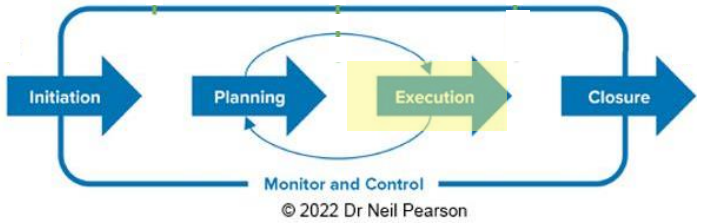
Monitoring and Controlling: Project Manager's Role

- PMs don't lose credibility when an unexpected event arises …

  They lose or gain credibility on the basis of how they handle this situation!

- Address a problem early
  - Minimise the impact on project activities
  - Lessen the impact on schedule and budget
- Early warning system for monitoring
  - Baseline (original) project plan
  - Measurement of actual progress against plan
- Communicate!

Project Execution….



- issuing work to allocated work package leaders
- monitoring this work for progress and issues
- reporting on the entirety of the work in progress through project reporting
- engaging with stakeholders and carrying out communication activity
- leading the team to a successful delivery
- handing products/services or results over to the customer according to the schedule (gaining sign-off)
- monitoring variations and controlling them through the variation management process.

Change Management

"The transforming of the organisation so it is aligned with the execution of a chosen corporate business strategy. It is the management of the human element in a large-scale change project…."

Gartner Group

Reasons for Initiating Change

Business survival

- Falling behind competitors
- Increasing costs, failure rates
- Loss of market share

Opportunities

- New technologies/innovation
- Seeking competitive advantage
- Efficiencies and economies

External pressures

- Changing cost structures
- Changing markets
- Legislation

Pro-active change

- Anticipating market shifts
- Making a mark

These are not independent

Type of Change

Two Tiers

- Corporate/enterprise level
- Project level

Change prompts a human reaction

Corporate Change: Mergers, Acquisitions, Takeovers

- Acquire new technology
- Expand into new products/markets
- Grow market share quickly
- Secure/integrate a supply chain
- Control costs
- Kidnap staff
- Undermine competition
- Diversify corporate risk
- ‘Reverse takeover’

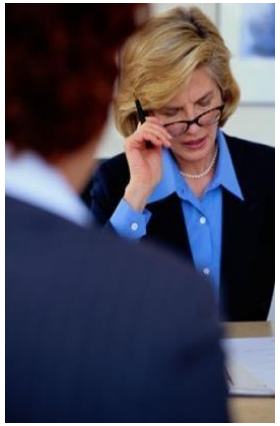
Change Can Be Emotional

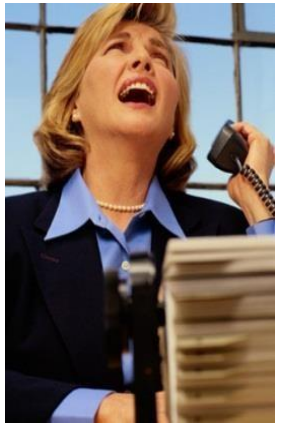
Change may …

- Be an ending
- Mean giving something up
- Require more (and different) work
- Be easier for those initiating the change
- Provide a basis for resistance and conflict
- Change the “rules for success”

Change Can Be Emotional



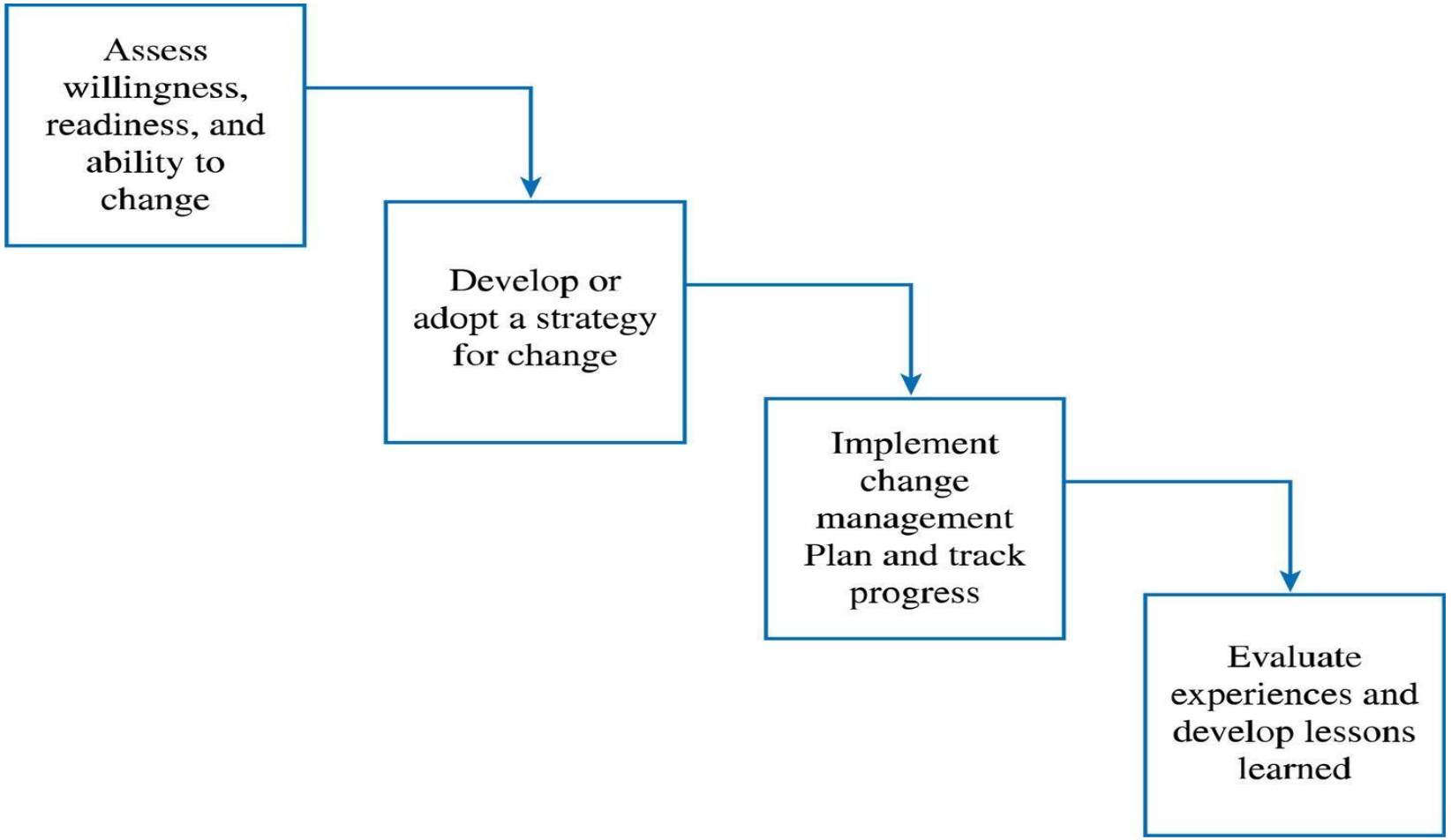





Change is situational: a new site, a new leader, a new team, a new policy. Change is external.

Transition is the psychological process people go through to come to terms with a new situation. Transition is internal.

Stages for Implementing Organisational Change



Critical Factors Accelerating Implementation of Change

- Authorized and reinforcing sponsor
- Clear definition of change
- Clear communication processes
- Adequate resources
- Stable management

A Few Final Words ...

- Good forward planning makes monitoring and control of the project easier
- Understand your control metrics and what they mean – they are the tape-measure for how a project is going
- Change is about people…and how they react. Need to manage emotion as well as process
- Communicate constantly