

PMI-CAPM®
Certified Associate
Project Manager

1

1. Integration

7 Processes

Integration - Table of contents

Processes

- [1. Develop Project Charter](#)
- [2. Develop Project Management Plan](#)
- [3. Direct & Manage Project Work](#)
- [4. Manage Project Knowledge](#)
- [5. Monitor & Control Project Work](#)
- [6. Perform Integrated Change Control](#)
- [7. Close Project or Phase](#)

Definitions & Notes

- [Project Charter](#)
- [Project Management Plan](#)
- [Project Documents](#)
- [Difference: Explicit Knowledge vs Tacit Knowledge](#)
- [Difference: Knowledge Management vs Information Management](#)
- [Difference: EEFs VS OPAs](#)
- [Administrative Closure](#)

1. Develop Project Charter

To obtain formal
authorization of the project

Planning



Develop Project Charter

Input



- Business Documents
 - Business Case
 - Benefits Business Plan
- Agreements
- EEFs (Enterprise External Factors)
- OPAs (Organizational Process Assets)

T&Tools



- Expert judgement
- Data gathering
- Interpersonal & Team skills

Output



- Project Charter
- Assumption Log

2. Develop Project Management Plan

The Master Document that
will include all formal &
planning docs

Planning



Develop Project Management Plan

Input



- Project Charter
- EEFs
- OPAs

T&Tools



- Expert judgment
- Data gathering
- Interpersonal & Team skills
- Meetings

Output



- Project Management Plan

3. Direct & Manage Project Work

Performing work /
deliverables & approved
change requests

Executing



Direct & Manage Project Work

Input



- Project Management Plan
- Project Documents
- Approved Change Requests
- EEFs
- OPAs

T&Tools



- Expert judgment
- PMIS (Project Management Information System)
- Meetings

Output



- Deliverables
- Work Performance Data
- Issue Log
- Change Requests
- Project Management Plan updates
- Project documents updates
- OPAs updates

4. Manage Project Knowledge

Creating & using
knowledge

Executing



Manage Project Knowledge

Input



- Project Management Plan
- Project Documents
- Deliverables
- EEFs
- OPAs

T&Tools



- Expert judgment
- Knowledge Management
- Information Management
- Interpersonal & Team skills

Output



- Lesson learned register
- Project Management Plan updates
- OPAs updates

5. Monitor & Control Project Work

Review project VS planned
goals (performance
baselines)

**Monitor
& Control**



Monitor & Control Project Work

Input



- Project Management Plan
- Project Documents
- Work Performance Informations
- Agreements
- EEFs
- OPAs

T&Tools



- Expert judgment
- Data analysis
- Decision making
- Meetings

Output



- Work Performance Reports
- Change Requests
- Project Management Plan updates
- Project Documents updates

6. Perform Integrated Change Control

Review all Change Requests, deciding what to do (approving or rejecting)

**Monitor
& Control**



Perform Integrated Change Control

Input



- Project Management Plan
- Project Documents
 - Basis of Estimates
 - Requirements traceability matrix
 - Risk report
- Work Performance Reports
- Change Requests
- EEFs
- OPAs

T&Tools



- Expert judgment
- Change Control Tools
- Data analysis
 - Alternatives analysis
 - Cost-benefit analysis
- Decision making
 - Voting
 - Autocratic decision making
 - Multicriteria decision analysis
- Meeting

Output



- Approved Change Requests
- Project Management Plan updates
- Project Documents updates
 - Change Log

7. Close Project or Phase

Complete project &
formally finalize activities

Closing



Close Project or Phase

Input



- Project Charter
- Project Management Plan
- Project Documents
- Accepted Deliverables
- Business Documents
- Agreements
- Procurement Documentation
 - Statement of work
 - Payment informations
 - Contractor work performance informations
 - Plan, drawings, correspondance..
- OPAs

T&Tools



- Expert judgment
- Data analysis
- Meetings

Output



- Final Report
- Final Product, Service or Result transition
- Project Documents updates
- OPAs updates

What is Project Charter?

Project Charter is the document **formally acknowledges the existence of the project**, and authorizes the Project Manager to spend money.

It reports sufficiently **high level estimates**, such as not to have to change the document in progress. It clarifies expectations between Project Manager and Project Sponsor, roles and responsibilities.

It is formally signed by the **Project Sponsor**.

What's included

- Project's Budget
- Project's milestones

- Project title and description
- Project manager assigned and authority level
- Business case
- Resources preassigned
- Key stakeholders list
- Stakeholder requirements as known
- High-level product description / key deliverables
- High-level assumptions
- High-level constraints
- **Measurable project objectives**
- Project approval requirements
- Overall project risks
- Project exit criteria
- Project sponsors authorizing this project

What is Project Management Plan?

What's included

- Project life cycle
- Development approach
- Management reviews
- Project management processes that will be used for the project
- Knowledge area management plans
 - Plans for.. scope
 - Plans for.. schedule
 - Plans for.. cost
 - Plans for.. quality
 - Plans for.. resources
 - Plans for.. communications
 - Plans for.. risk
 - Plans for.. procurement
 - Plans for.. stakeholder management
- Performance Measurement Baseline (Baselines)
 - Scope baseline
 - Project Scope Statement
 - WBS
 - WBS dictionary
 - Schedule baseline
 - Cost baseline
- Requirement Management Plan
- Change Management Plan
- Configuration Management Plan

Project Management Plan is the document that **formally reports the Plans & Baselines.**

Plans for each Knowledge Areas (10) are included in the Project Management Plan.

Project and Project Manager performance will be measured against the Baselines.

Any change to the Baselines has to be evaluate and approved in the Perform Integrated Change Control process.

What are Project Documents?

Project Documents are created by the Project Manager but **changes do not need approval by the Project Sponsors.**

What's included

- Assumption and issue logs
- Cost and duration estimates
- Lesson learned register
- Project schedule
- Resource calendar
- Quality reports
- Resource requirements
- Requirements documentation
- ...

What is the difference between... ?

Explicit Knowledge

VS

Tacit Knowledge

- Fact-based
- It can be easily communicated in words
- **Lessons learned** are generated

- Emotion & experience & abilities
- They can only be exchanged in an atmosphere of trust

What is the difference between... ?

Knowledge Management

VS

Information Management

Environment within a project that support sharing of
⇒ tacit knowledge

Tools and Techniques to create and share information
⇒ explicit knowledge

What is the difference between... ?

Enterprise Environmental Factors (EEFs)

VS

Organizational Process Assets (OPAs)

Company culture and existing systems (e.g. political conditions, industry standards...) that may impact the project in a positive or negative way

Existing processes, procedures (e.g. templates, policies, reporting methods...) and historical information

What about **Administrative Closure**?

- Activities and actions needed to **satisfy completion or exit criteria**
- Activities and actions needed to **transfer project results**, services, or products to the next phase or to production or operations
- Activities needed to **collect project or phase records**, audit projects' failure or success, gather lessons learned, and archive project information



Annalisa Cecchini

 <https://annalisacecchini.com/>

 annalisacecchini.dev@gmail.com

 0039 349 251 23 35

THANK YOU
