

# Project Integration Management

See Chapter 4 in the PMBOK ® Guide.

Project Management, A Systems Approach to Planning, Scheduling, and Controlling, Seventh Edition by Harold Kerzner, PHD

The WBS on Page 42 of the PMBOK ® Guide is as follows:

1. Project Plan Development
2. Project Plan Execution
3. Integrated Change Control

Comments:

We normally study this chapter as a summary rather than an introduction. We like the emphasis on Earned Value as an integration tool, on corrective action and on Integrated Change Control. We often see too much emphasis placed on “lessons learned” and too little on corrective action. “We’re late, over budget and the quality is lousy, but look at all the lessons we learned!” This approach is not good enough!

We use Earned Value to “manage by exception” just the tasks that go wrong e.g. activities with less than five days float and  $SPI < 1.0$ . Each day, we move resources to these activities from activities that have float.

Dr. Kerzner has some excellent ideas on integration at the beginning and though out his book.