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Introduction to Project Management

This course provides good understanding of the fundamentals of project management

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Module 3

Lesson 3: Planning -1 Integration and Scope

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Course Overview

- Describe a project management plan
- Define what scope is in a project
- Compare various methods for collecting requirements
- Explain the importance of a WBS

- Compare team management and leadership
- Describe different leadership styles
- Discuss how project managers can perform integration on the projects

Topics for this Module

1. Project Integration
    1. Project Management Plan
2. Scope Management
    1. Plan Scope Management
    2. Collect Requirements
3. Work Breakdown Structure
    1. Define Scope
    2. Create WBS

Module 3 Section1

Project Integration

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The Project Integration Management includes:

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

Project Integration Management is high-level work that requires the project manager to manage interdependencies among the other knowledge areas. It deals with:

- Resource allocation
- Balancing competing demands
- Examining alternative approaches
- Tailoring the processes to meet the project objectives
- Managing the interdependencies among Project Management Knowledge Areas

Integration management ensures continuity across multiple knowledge areas.

Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute, Inc., 2017, Page 69

Project Integration Management

KEY CONCEPTS

Project Integration Management is specific to project managers, whereas the rest of the knowledge areas can be managed by others

The links among the processes in Project Management Process Groups are iterative in nature. Integration is required to:

- Ensure deliverables and due dates are achieved
- Provide a plan for managing the project
- Ensure use of appropriate knowledge when needed
- Manage performance in project management plan
- Integrate decision-making across knowledge and process groups
- Monitor and control work performance
- Implement risk strategies across efforts when indicated by events or performance
- Manage communications and engagements
- Effectively manage phase transitions

Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute, Inc., 2017, Page 72

Project Integration Management

TRENDS AND EMERGING PRACTICES

Some of the evolving trends in integrated processes include:

- Use of automated tools such as PMIS (Project Management Information System)
- Use of visual management tools instead of written plans and other documents
- Implementing project knowledge management to secure knowledge
- Expanding the project managers' responsibility by involving them in development of business case and benefits management plan
- Applying hybrid methodologies such as use of agile and other iterative practices

Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute, Inc., 2017, Page 73

Project Integration Management

TALORING CONSIDERATIONS

Considerations for tailoring the way Project Integration Management Processes are applied:

- Project life cycle—What is an appropriate project life cycle?
- Development life cycle—Is predictive, adaptive, or hybrid approach appropriate for product, service, or result?
- Management approaches—What management processes are effective based on organizational culture?
- Knowledge management—How will knowledge be managed to foster collaborative working environment?
- Change—How will changes be managed?
- Governance—What control board and committees are part of the project?
- Lessons learned—What information should be collected throughout and at the end of the project? How will historical information and lessons learned be made available to future projects?
- Benefits—When and how should the benefits be reported?

Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute, Inc., 2017, Page 74

Project Integration Management

AGILE/ADAPTIVE ENVIRONMENTS

- Control of the detailed product planning and delivery is delegated to the team members.
- PM's focus is on building a collaborative decision-making environment.

Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute, Inc., 2017, Page 74

Role Of Project Manager, Team, And Sponsor

Given below are the key roles of the project manager, project team, and the project sponsor:

Project Manager

The key role of a project manager is to integrate various activities of the project.

Project Team

The key role of a project team is to concentrate on completing the project activities.

Project Sponsor

The key role of a project sponsor is to protect the project team from unnecessary changes and loss of resources.

Project Integration

- **Project Integration Management involves coordinating all the project management knowledge areas throughout the project's life cycle**
- **These include the processes and activities needed to identify, define, combine, unify and coordinate all the various interdependent processes and project management activities**
- **This also includes documenting and consolidating all changes and actions that are crucial to project completion**

Project Integration

	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Integration	Develop Project Charter	Develop Project Mgmt Plan	Direct & Manage Project Work Manage Project Knowledge	Monitor & Control Project Work Perform Integrated Change control	Close Project or Phase
Scope					
Schedule					
Cost					
Quality					
Resource					
Communications					
Risk					
Procurement					
Stakeholder					

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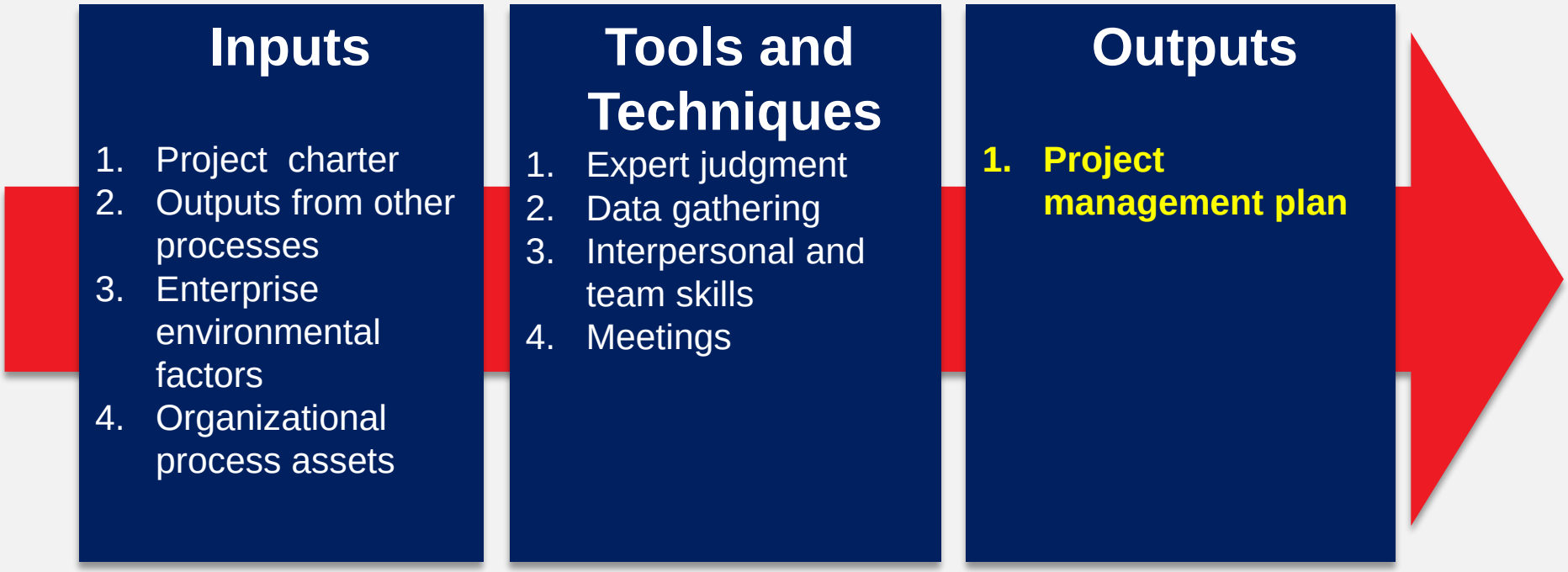
4

Integration

- 4.1 Develop Project Charter:
  - Working with stakeholders to create the document that formally authorizes a project
- 4.2 Develop Project Management Plan
  - Coordinating all planning efforts to create a consistent, coherent document
- 4.3 Direct and Manage Project Work
  - Carrying out project management plan by performing activities included in it
- 4.4 Manage Project Knowledge
  - Using existing knowledge and creating new knowledge to achieve project objectives
- 4.5 Monitor and Control Project Work
  - Overseeing project work to meet the performance objectives of the project
- 4.6 Perform Integrated Change Control
  - Coordinating changes that affect the project's deliverables and organizational process assets
- 4.7 Close Project or Phase
  - Finalizing all project activities to formally close the project

Develop Project Management Plan

Process for defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan



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Project Management Plan

- **Project Management Plan includes:**

- **Subsidiary management plans including:**
  - Scope management plan
  - Requirements management plan
  - Schedule management plan
  - Cost management plan
  - Quality management plan
  - Resource management plan
  - Communication management plan
  - Risk management plan
  - Procurement management plan
  - Stakeholder management plan

- **Baselines**
  - **Scope baseline**
  - **Schedule baseline**
  - **Cost baseline**
- **Additional components**
  - **Change management plan**
  - **Configuration management plan**
  - **Performance measurement baseline**
  - **Project life cycle description**
  - **Development approach**

Project Management Plan (cont'd)

- **Additional components**
  - **Change management plan**
    - **Describes how the change requests throughout the project will be formally authorized and incorporated**
  - **Configuration management plan**
    - **Describes how the information about the items of the project and which terms will be recorded and updated so that the product, service or result of the project remains consistent and/or operative**
  - **Performance measurement baseline**
    - **An integrated scope-schedule-cost plan for the project work against which project execution is compared to measure and manage performance**
  - **Project life cycle**
    - **Describes the series of phases that a project passes through from its initiation to its closure**
  - **Development approach**
    - **Describes the product, service or result development approach, such as predictive, interactive, agile or a hybrid model**

Project Management Plan

- **Project documents may also include:**

1. Activity attributes
2. Activity list
3. Assumption log
4. Basis of estimates
5. Change log
6. Cost estimates
7. Cost forecasts
8. Duration estimates
9. Issue log
10. Lessons learned register
11. Milestone list
12. Physical resource assignments
13. Project calendars
14. Project communications
15. Project schedule
16. Project schedule network diagrams
17. Project scope statement
18. Quality control requirements
19. Quality metrics
20. Quality report
21. Requirements documentation
22. Requirements traceability matrix
23. Resource assignments
24. Resource breakdown structure
25. Resource calendars
26. Resource requirements
27. Risk register
28. Risk report
29. Schedule data
30. Schedule forecasts
31. Stakeholder register
32. Team charter
33. Team resource assignments
34. Test and evaluation documents

Project Integration – Questions

1. Project teams develop a _____ to coordinate all other project plans.
   a. strategic plan
   b. project management plan
   c. master plan
   d. project website
2. Project management plans should be _____.
   a. fixed
   b. standard
   c. receptive to change
   d. unapproved
3. Plans created in knowledge areas other than project integration management area considered to be _____ parts of the project management plan.
   a. primary
   b. secondary
   c. subsidiary
   d. appendix

1. B.
2. C
3. C

Module 3 Section2

Scope Management

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Scope Management Plan

	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Integration					
Scope		Plan Scope Mgmt Collect Requirements Define Scope Create WBS			
Schedule					
Cost					
Quality					
Resource					
Communications					
Risk					
Procurement					
Stakeholder					

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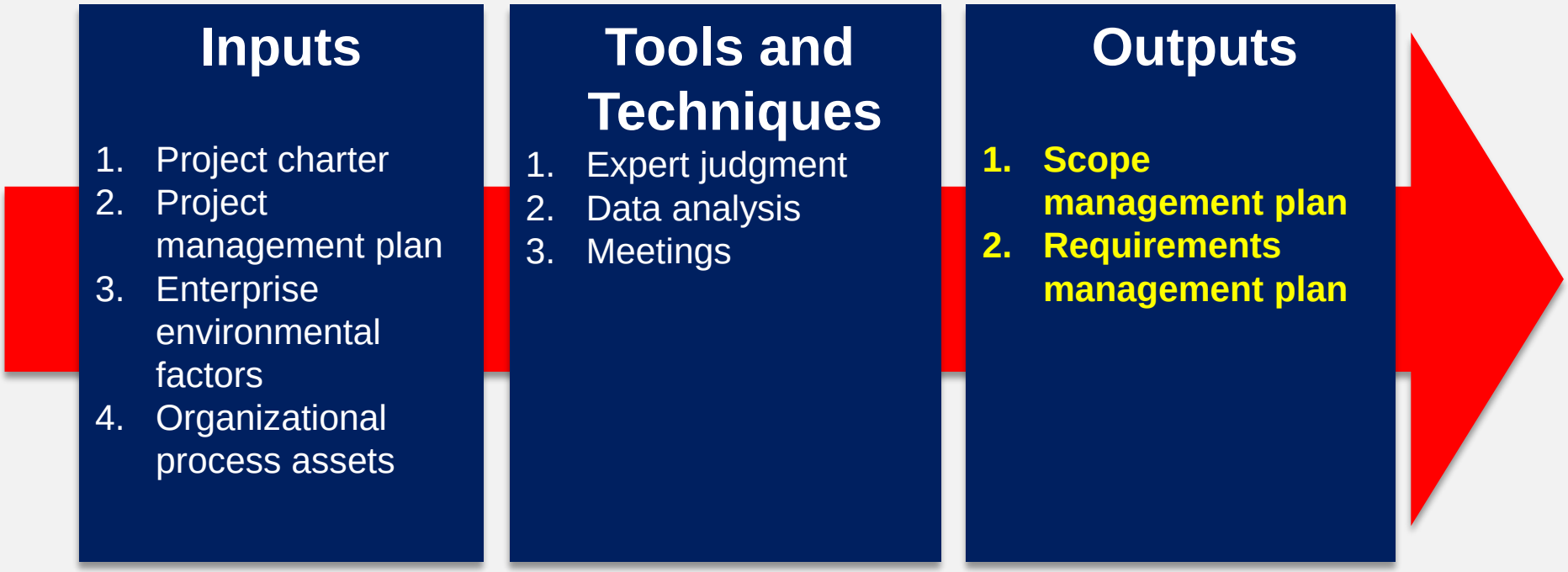
5

Plan Scope Management

Process for creating a scope management plan that documents how the project and product scope will be defined, validated, and controlled



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5.1

Scope Management Plan (cont'd)

- Processes required to ensure the project includes all work required and only work required to complete the project successfully
- The customer, project team and all relevant stakeholders must have the same understanding of:
    - What are the project's product(s); and
    - What processes will be used in producing them
- Scope refers to all work involved in creating these products
- Project scope management includes the processes involved in defining and controlling what is or is not included in the project

Scope Management Plan (cont'd)

- **Product scope**
  - **The features and functions that characterize a product, service, or result**
  - **The product life cycle extends past that of the project**
- **Project scope**
  - **The work that needs to be performed to deliver a product, service, or result with the specified features and functions**

Scope Management Plan (cont'd)

- **Scope Management Plan**
  - **Create the process to prepare the detailed scope statement**
  - **Create the process to create, maintain, and approve the WBS**
  - **Create the process to obtaining formal acceptance of completed deliverables**
  - **Project plan components that can be helpful, but limited to include:**
    - **Quality management plan**
    - **Project life cycle description**
    - **Development approach**

Scope Management Plan (cont'd)

- **Requirements Management Plan**
  - **Describes how requirements will be analyzed, documented and managed**
  - **Includes:**
    - **How requirements will be planned, tracked and reported**
    - **Configuration management activities: how changes initiated; impacts analyzed, then how they are traced, tracked and who will approve these changes**
    - **Requirements prioritization process**
    - **Metrics used and rationale for using**
    - **Traceability structure that reflects requirement attributes captured on the traceability matrix**

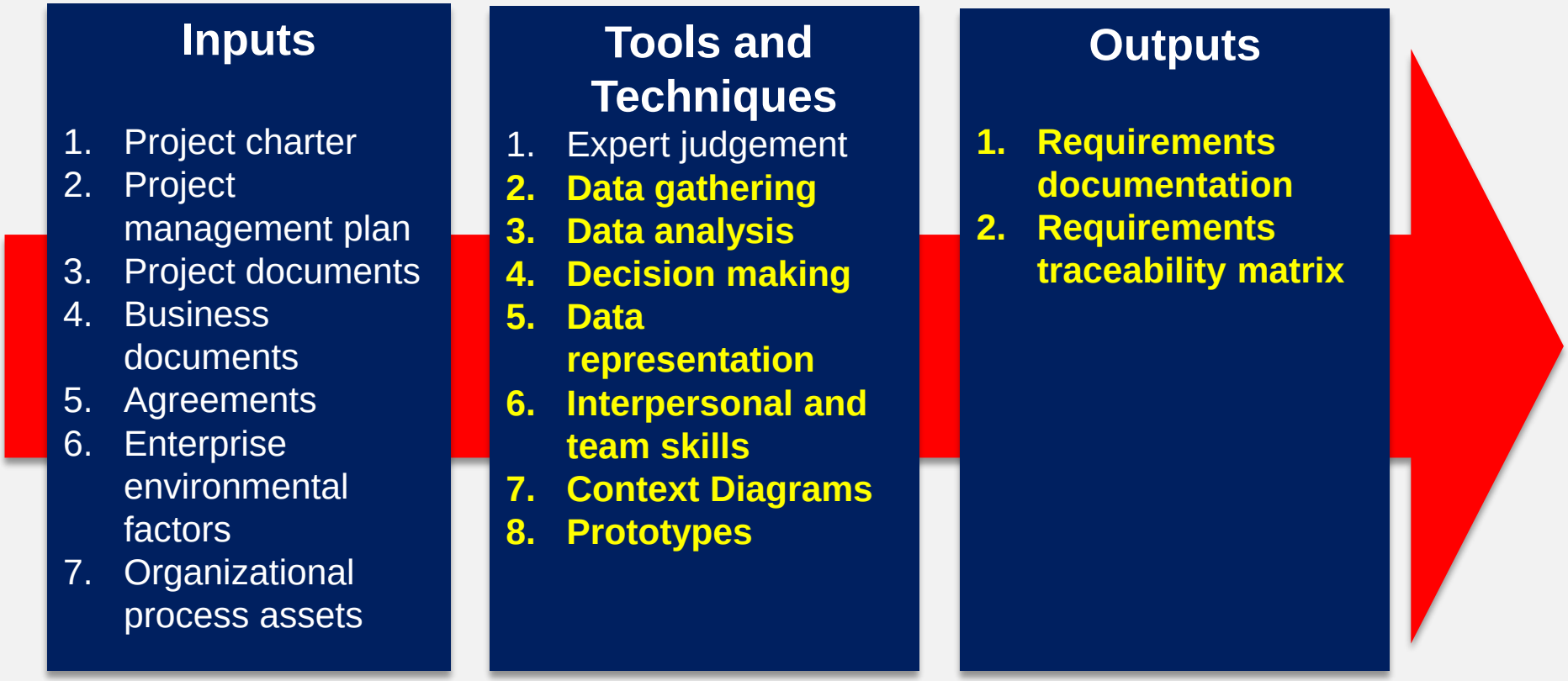
Scope Management – Questions

1. Scope refers to _____.
   a. each level of work outlined in a detailed work breakdown structure
   b. only the final, end product or service created as part of a project
   c. all tasks that are decomposed in a work breakdown structure
   d. all the processes and the work required to create the products
2. The Project Integration Management knowledge area maps to the _____ process group through the Develop Charter process.
   a. Initiating
   b. Planning
   c. Executing
   d. Monitoring and controlling
3. You have been assigned to work on a large complex project. When you review your organization's project methodology, you notice the project management plan is basic and only has a few forms. What should you recommend to the Project Sponsor?
   a. Nothing, just follow the methodology.
   b. Develop your own project management plan.
   c. Tailor the project management methodology to suit the project.
   d. No recommendation, ask the Project Sponsor what to do.

1. D
2. A
3. C

Collect Requirements

Process of determining, documenting and managing stakeholders needs and requirements to meet project objectives



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5.2

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Collect Requirements

- **Process of defining and documenting stakeholder needs to meet the project objectives**
- **Includes quantified and documented needs and expectation of the sponsor, customer, and other stakeholders**
- **Defining and managing customer expectations**

Product requirements:
Information on technical requirements, security requirements, performance requirements, etc.

Project requirements:
Includes business requirements, project management requirements, delivery requirements, etc.

Collect Requirements – Tools

- Data gathering
  - Brainstorming
    - Generating and collecting multiple ideas
  - Interviews
    - Talking directly to the stakeholders; one-on-one
    - Interviewing experienced project participants and subject matter experts
  - Focus groups
    - Using a trained moderator to guide a group of pre-qualified stakeholders and subject matter experts
  - Questionnaires and surveys
    - Utilizing written sets of questions designed to quickly accumulate information from a large number of respondents
  - Benchmarking
    - Finding comparables to relevant organizations
    - Identifying best practice, measurements

Collect Requirements – Tools (cont'd)

- Data analysis
  - Document analysis: reviewing documentation relevant (including agreements, business plans, user cases) to requirements
- Decision making
  - Voting
    - Unanimity: everyone agrees on single course of action
    - Majority: more than 50%
    - Plurality: largest block of group decides
    - Autocratic: one individual makes the decision
  - Multi-criteria decision analysis
    - Utilizing a matrix to provide symmetric and analytical approach for establishing criteria, evaluating and ranking

Collect Requirements – Tools (cont'd)

- Data representation
  - Affinity diagrams
    - Large numbers of ideas classified into groups for review and analysis
  - Mind mapping
    - Ideas created through brainstorming sessions into a single map; reflecting commonality and differences
- Interpersonal and team skills
  - Nominal group
    - Structuring brainstorming
    - Questions, flip charts, decision, voting rounds
  - Observation/conversation
    - Viewing individuals in their environment, job shadowing
  - Facilitation
    - Holding workshops
    - Helps in defining cross-functional requirements

Collect Requirements – Tools (cont'd)

- **Context diagram**
  - **Visual depiction of the product scope by showing a business system (e.g. Process, equipment, computer system)**
- **Prototypes**
  - **Smaller scale products, 2D and 3D models, mock-ups, or simulations**
  - **Story boarding shows a sequence or navigation through a series of images**

Product Backlog – Agile

- Captured as user stories in a product backlog
  - Expands the product vision into a product feature list
- Continuously refined through prototype reviews and retrospectives
- Features are further defined by developing user stories

Collect Requirements – Outputs

- Requirements documentation
  - Business requirements
    - Higher-level needs of organization, business issues or opportunities and why a project should be undertaken
  - Stakeholder requirements
  - Solution requirements
    - Functional: actions, processes, data or interaction
    - Non-functional: conditions to be effective; reliability, service
  - Transition and readiness requirements
    - Temporary capabilities; transition from current to future state
  - Project requirements
  - Quality requirements
    - Condition/criteria to validate successful completion (e.g. tests)

Collect Requirements – Outputs (cont'd)

- **Requirements traceability matrix**
  - **A grid that links product requirements to deliverables that satisfy them**
  - **Helps ensure each requirement adds value to the business or project objectives**
  - **Provides means to track requirements throughout the project life cycle**
  - **Provides a structure for managing change**

Collect Requirements – Outputs (cont'd)

No.	Name	Category	Source	Status
01	Hire bestselling authors and professional speakers as motivational keynotes	Program	Survey	
02	Include in the budget free registration for volunteers	Volunteer	Staff	

Adapted from Figure 4-5, An Introduction to Project Management, Sixth Edition, Kathy Schwalbe, Page 123

Collect Requirements – Outputs (cont'd)

Requirements Traceability Matrix					
Project Name: Project Management Expo				**Cost Center:** 023	
Project Description: To hold a yearly professional development conference for members					
ID	**Requirements Description**	**Business Needs, Opportunities, Goals, Objectives**	**Project Objectives**	**WBS ID**	**WBS Deliverables**
01	Hire bestselling authors and professional speakers as motivational keynotes	Attract 200+ attendees	Establish a varied and interesting conference program	1	Program
02	Include in the budget free registration for volunteers	Promote professional learning and network opportunities	Provide education and growth opportunities for volunteer staff	2	Staff

Collect Requirements – Questions

1. A _____ is a condition or capability that must be met or possessed by a system, product, service, result, or component to satisfy a contract, standard, specification, or other formal document.
   a. requirement
   b. scope
   c. quality
   d. WBS
2. Juan is having trouble collecting the requirements from the user for a new application. The user just cannot describe the requirements in a language the project team understands. What technique should Juan try to use?
   a. Decomposition
   b. Alternative analysis
   c. Prototyping
   d. Facilitation
3. A requirements _____ is a table that lists requirements, various attributes of each requirement, and the status of the requirements to ensure that all of them are addressed.
   a. Traceability matrix
   b. management plan
   c. management matrix
   d. tracking pool

1. A
2. C
3. A

Module 3 Section3

Work Breakdown Structure

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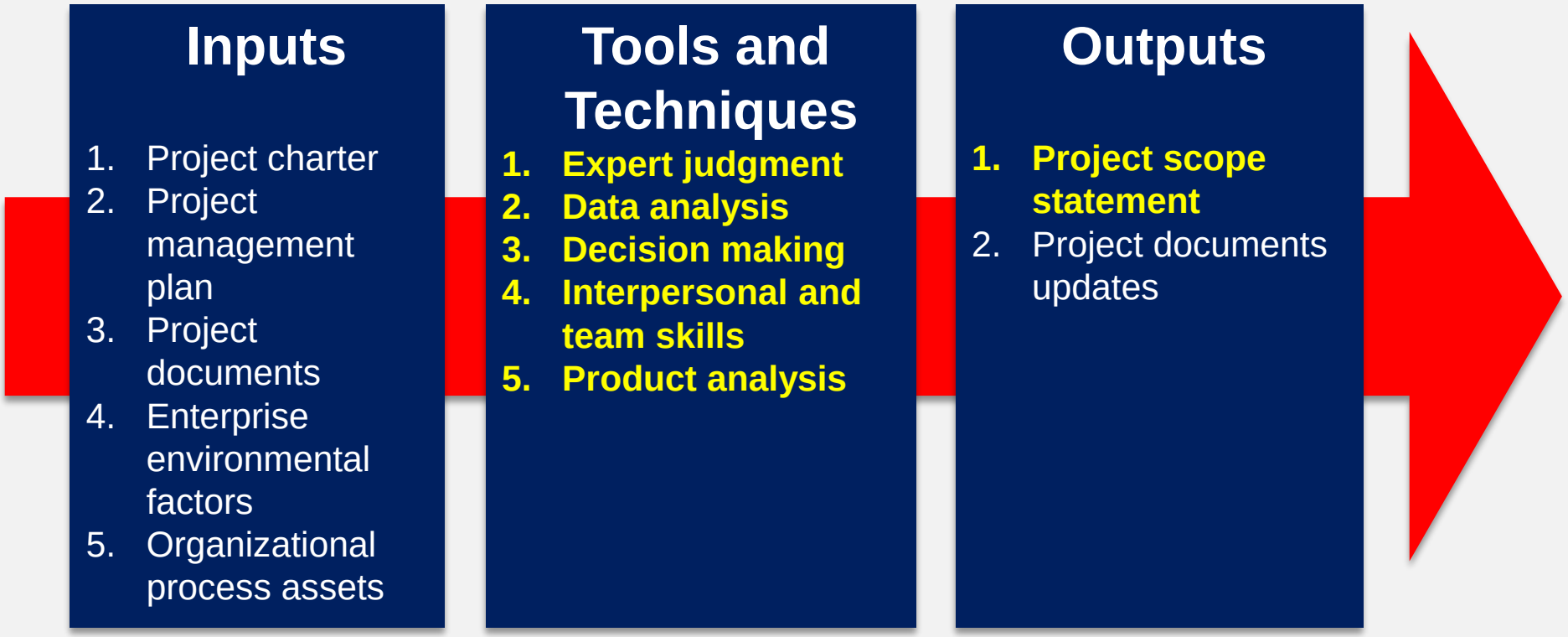
Define Scope

Process of developing a detailed description of the project and product



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Define Scope

- In the planning stage, the scope of the project and the product, are defined in more details than those in the Project Charter
- This builds upon the major deliverables, assumptions, and constraints that are documented during project initiation
- These are crucial to the project success because with them, they help improve the accuracy of time, cost and resource estimates

Define Scope – Tools

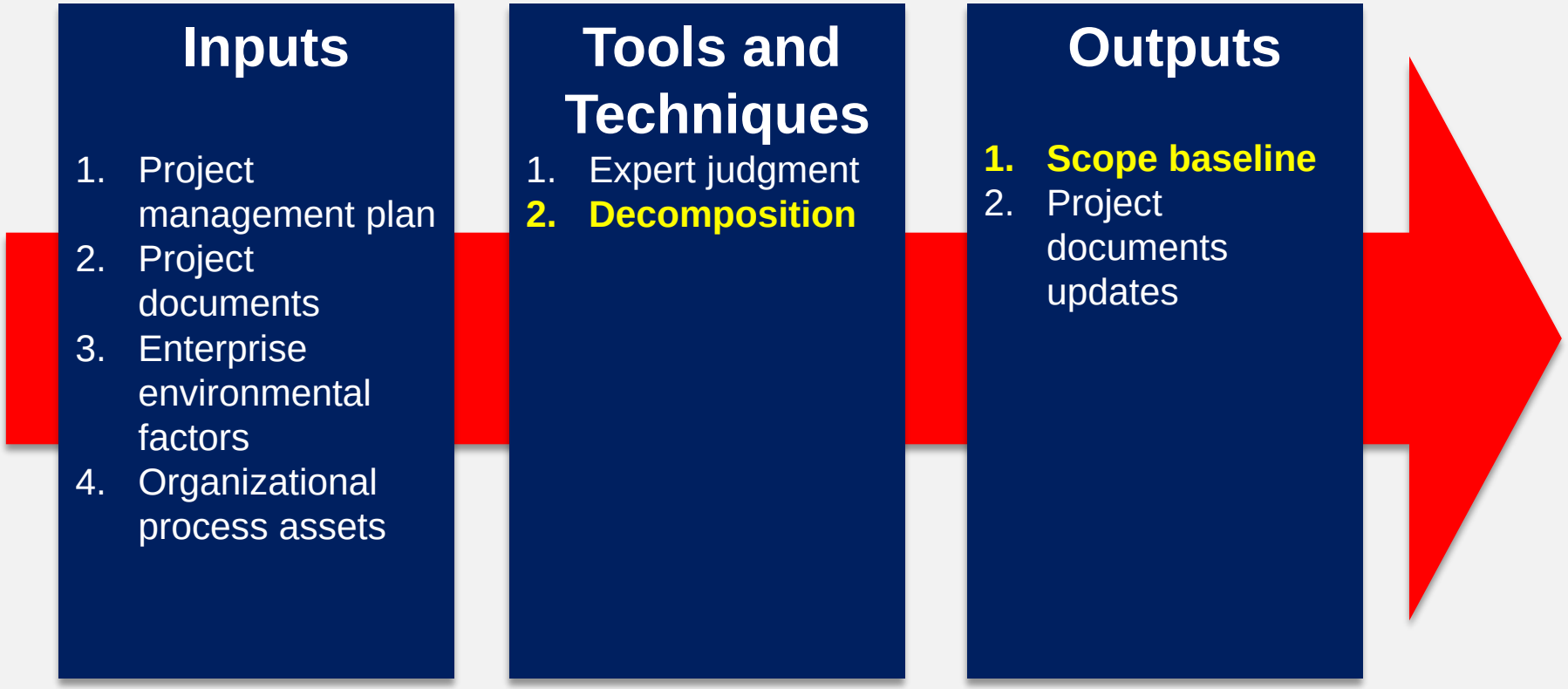
- Expert judgement
- Data analysis
  - Alternative analysis
- Decision making
  - Multi-criteria decision analysis
- Interpersonal and team skills
- Product analysis
  - Used to define the product or service
  - Describe the use, characteristics
  - May include:
    - Product breakdown
    - Requirements analysis
    - Systems analysis
    - Systems engineering
    - Value analysis and value engineering

Define Scope – Outputs

- **Project scope statement**
  - Describes in detail, the project's deliverables and the work required to create those deliverables
    - Product scope description: Progressively elaborates the characteristics of the product or service described in the Project Charter
    - Acceptance criteria: Defines the process and criteria for accepting the completed product or service
    - Deliverables: Include a completed project phase, project or service, and project management reports
    - Project exclusions: Specifies what is out of scope for the project
      - Constraints: Any constraints associated with the project scope, e.g. pre-defined/limited budget, or imposed or fixed deadlines
      - Assumptions: Lists and describes specific scope assumptions and impact if they turn out to be false

Create Work Breakdown Structure (WBS)

Process of subdividing project deliverables and project work into smaller, more manageable components



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Create WBS

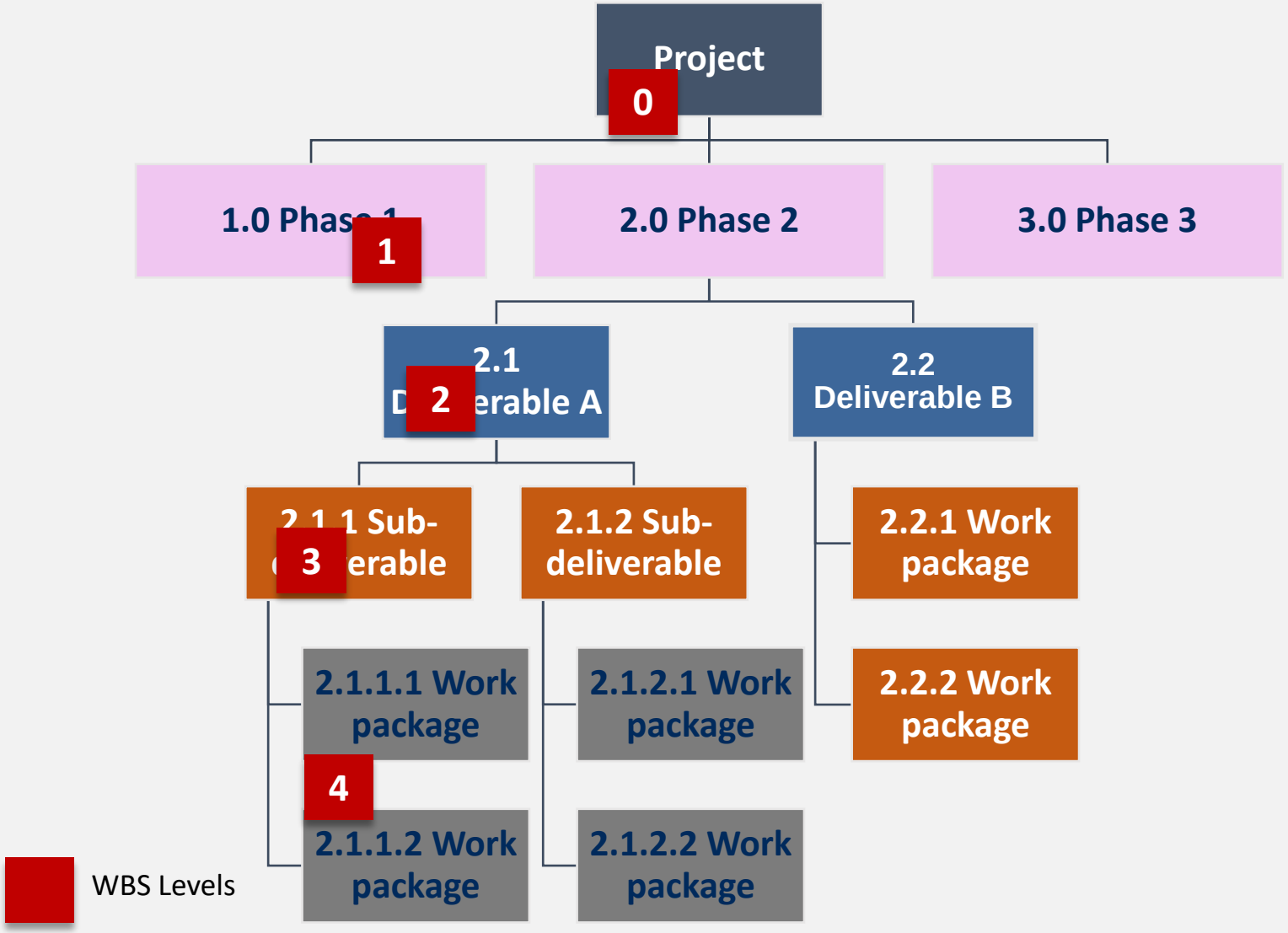
- The Work Breakdown Structure (WBS) is deliverable-oriented decomposition of the scope of the project and the work to be performed to achieve the project stated objectives
- It is a foundation document in project management
- It provides the basis for planning and managing project schedules, costs, and changes
- Decomposing major project deliverables into smaller, more manageable components results in:
  - Improving the accuracy of cost, time and resource estimates
  - Defining a baseline for performance measurement and control
  - Facilitates clear responsibility of assignments

Create WBS (cont'd)

- The WBS is used for:
  - Providing a comprehensive view of all the work to be executed to complete the project
  - Developing network diagrams and schedules
  - Identifying resources
  - Preparing activity-responsibility matrixes
  - Creating costing and budgets
  - Identifying and aiding in risk analysis
  - Coordination of objectives
  - Measuring work performance and control measures
- The WBS can be displayed graphically or in a tabular view

Source: H. Kerzner, Project Management, Chapter 11 Planning

Create WBS (cont'd)



Create WBS (cont'd)

- **Approaches to WBS Development**
  - At Level 1, WBS's can be:
    - Organizationally Oriented: Some organizations and industries provide guidelines for preparing WBS's.
    - Phase-based: Based on project phases such as feasibility, development, implementation, testing etc. Useful in IT projects.
    - Functionally Oriented: Organized by existing and relevant line functions needed to complete the work.
    - Geographic Oriented: Work organized by the location the work will be performed in.

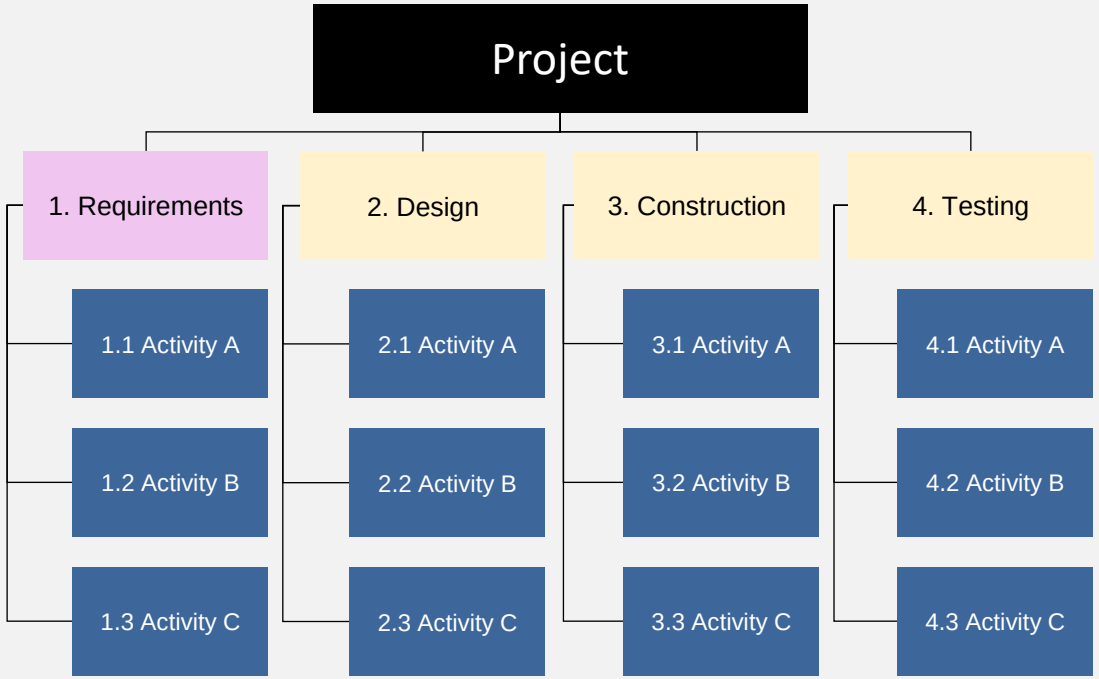
Create WBS (cont'd)

- **Techniques for WBS Development**
  - **Analogous: Based on best practices and repurposed from other similar projects.**
  - **Top-down: Starts with the key subprojects and decomposes work down to the lower levels.**
  - **Bottom-up: Starts with many detailed tasks and rolls them up grouping them to form the activities and sub-projects.**
  - **Mind Mapping: Creative method. Starts with a core idea, then branches out from this core idea with thoughts and ideas.**

Create WBS (cont'd)

- **WBS formats**

Graphical view



Tabular view

1. **Requirements**
   - 1.1 Activity A
   - 1.2 Activity B
   - 1.3 Activity C
2. **Design**
   - 2.1 Activity A
   - 2.2 Activity B
   - 2.3 Activity C
3. **Construction**
   - 3.1 Activity A
   - 3.2 Activity B
   - 3.3 Activity C
4. **Testing**
   - 4.1 Activity A
   - 4.2 Activity B
   - 4.3 Activity C

WBS Guidelines

- Ensure that there is a work package for every required deliverable
- The work packages in a completed WBS can be re-arranged and still be valid
- Involve the project team in identifying deliverables, estimating duration and resources
- Each suppliers and sub-contractor can provide a WBS for its own area or sub-project
- The work content of a WBS item is the sum of the WBS items below it

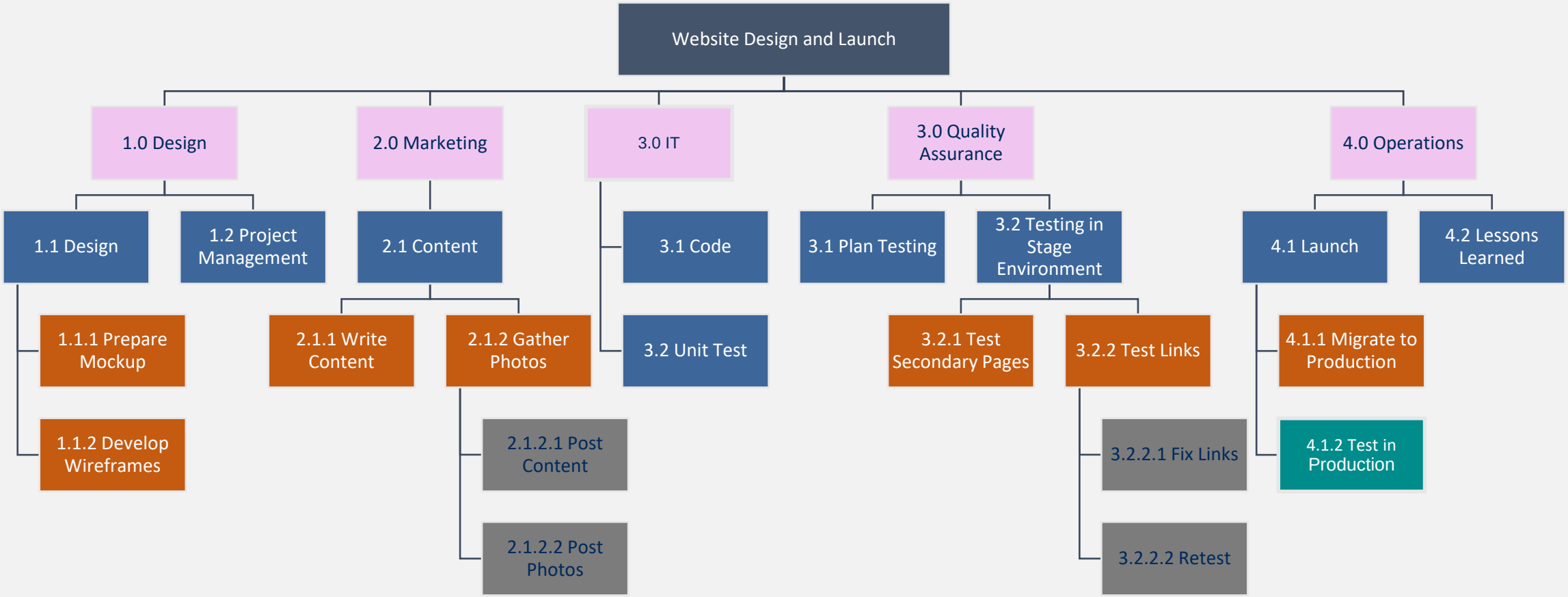
WBS Guidelines (cont'd)

- The WBS must reflect the nature of work to be performed
- Organized by what work needs to be done, not how the work will be done
- Each WBS item must be documented to ensure accurate understanding of scope work included and not included
- Must be flexible to accommodate inevitable changes in the project
- Is used as a tool to control the work in the project according to the scope statement

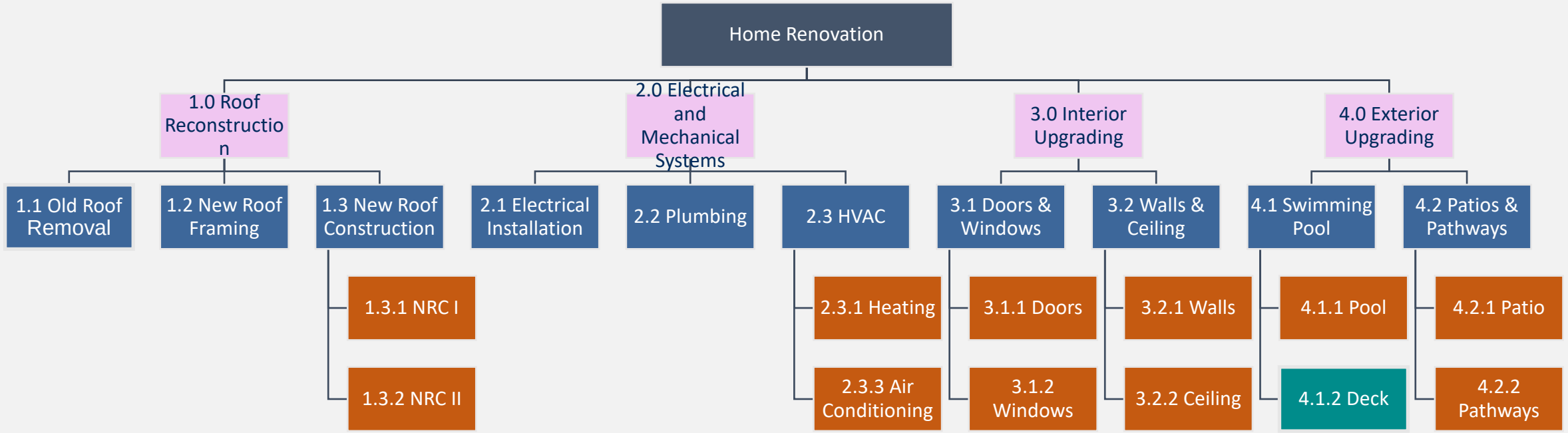
WBS Dictionary

- Includes a description of the WBS deliverables in more detail
- Uses numbers within WBS for easy reference
- Includes any attribute, characteristic or quality that defines the deliverable
- May also include who owns the work package, estimated costs, schedule info and contract information

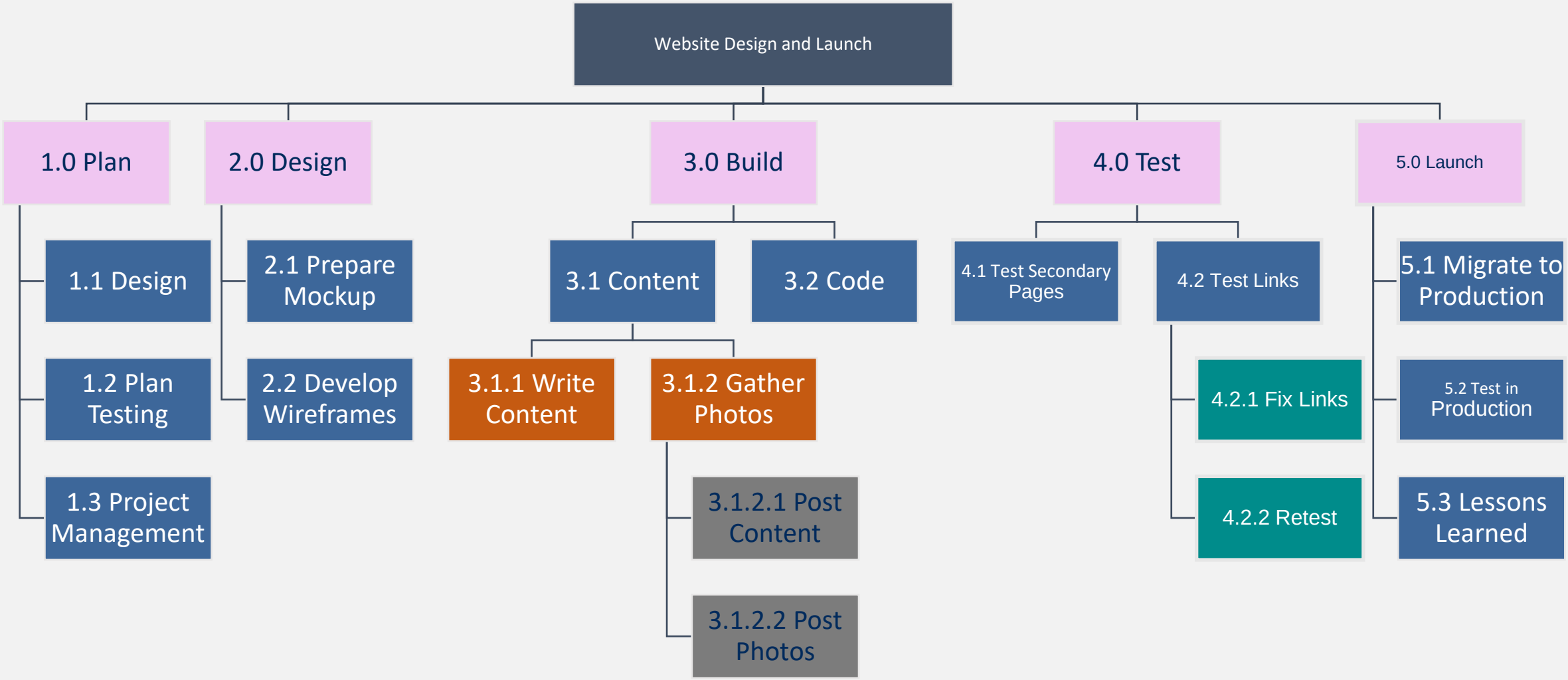
Create WBS: Organization



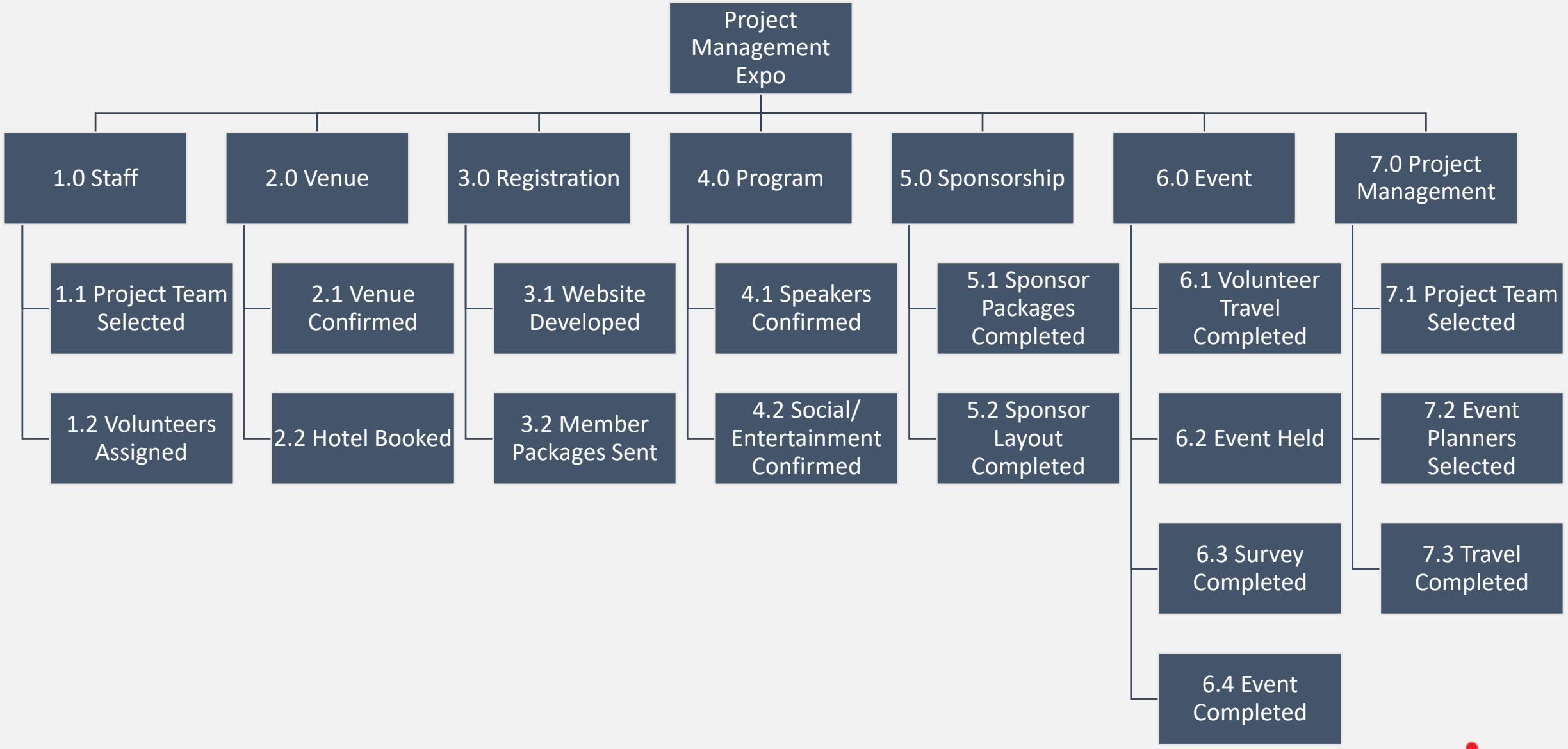
Create WBS: Functional



Create WBS: Phase



Project Management Expo – WBS

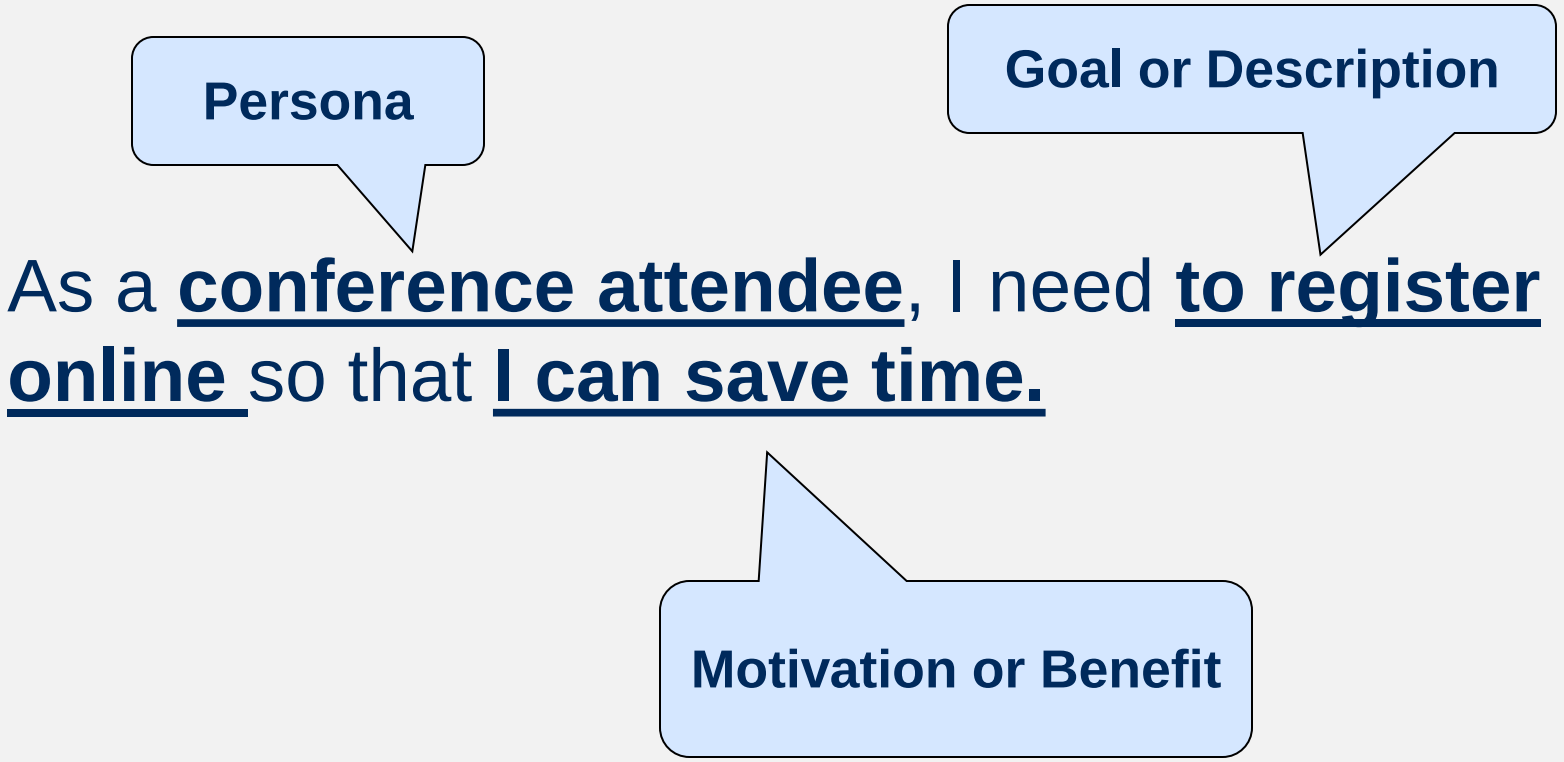


The User Story

- A user story is the smallest chunk of work in agile and is a subset of a feature
- Stories like agile development evolve over time; they don't represent a set of 'fixed' requirements
- The term "story" comes from extreme programming (XP)
- For Agile release planning, stories are used because they are written as functional requirements and focus on the products (solution or service) behaviour
- Written by users to establish ownership over requirements, to facilitate communication, and to encourage participation

Source: Agile Project Management (Jim Highsmith)

User Story – Example



What Is A Product Backlog?

- A product backlog is:
  - A list of new features or changes to existing features that the team gathers to achieve a specific outcome
  - The single authoritative source for things that a team works on
- Used in agile approaches to track features and prioritize features to be included in an iteration
- The presence of product backlog items does not guarantee that the items will be delivered, the backlog is prioritized at the start of each iteration
- Features come from:
  - User stories
  - Bugs
  - Refactoring
  - Knowledge acquisition
  - Value stream mapping

Source: Agile Project Management (Jim Highsmith)

Product Backlog – Example

Id	Feature	Priority
1	Venue	
2	Hotel rooms	
3	Website	
4	Member packages	
5	Speakers	
6	Social event	
7	Speaker packages	
8	Sponsor packages	
9	Volunteer	
10	Survey	
12	Event agenda	

Benefits of Product Backlogs

- Placeholder for future discussions on options to deliver a desired outcome
- Manage team's learning about the desired outcome and the potential ways to deliver it
- The backlog does not have to be complete when the team starts working; items can be added as product teams learn more about the product
- An item can be removed or replaced easily, based on value added
- Items are prioritized based on the value they add to the product

WBS Questions

1. The project document that provides detailed information about each WBS item is called?
   a. Work package
   b. WBS details
   c. Supplementary information
   d. WBS dictionary
2. A prioritized list of features, bugs, and ideas is included in the:
   a. Work breakdown structure
   b. Product backlog
   c. Scope Statement
   d. Activity list
3. Sandra is working with the project team to create the WBS for her project. The team is very experienced, but this is a balanced matrix organization. Which technique is best to use to develop the WBS?
   a. Analogous
   b. Top-down
   c. Bottom-up
   d. Mind-mapping

1. D
2. D
3. C

Management and Leadership

- **Management and Leadership**

Management	Leadership
Direct using positional power	Guide, influence, and collaborate using relational power
Maintain	Develop
Administrate	Innovate
Focus on systems and structure	Focus on relationships with people
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why
Focus on the bottom line	Focus on the horizon
Accepts the status quo	Challenges the status quo
Do things right	Does the right things
Focus on operational issues and problem solving	Focus on vision, alignment, motivation and inspiration

Leadership Styles

- **Laissez-faire:** The leader allows the team to make their own decisions and establish their own goals. It is also referred to as taking a hands-off style.
- **Transactional:** The leader focuses on goals, feedback, and accomplishment to determine rewards.
- **Servant leader:** The leader demonstrates commitment to serve and puts others first. The leader focuses on other's growth, learning, development, autonomy, and well-being. The leader also concentrates on relationships, community, and collaboration. Leadership is secondary and emerges after service.
- **Transformational:** The leader empowers followers through idealized attributes and behavior, inspirational motivation, encouragement for innovation and creativity, and individual consideration.
- **Charismatic:** The leader inspires the team and possesses high energy, enthusiasm, confidence, and strong convictions.
- **Interactional:** This style is a combination of transactional, transformational, and charismatic leadership styles.

Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute, Inc., 2017 Page 65

Performing Integration

- Integration is a critical skill for project managers
- It must be performed at three different levels:

Process Level: The project manager understands process interactions

Cognitive Level: The processes are then integrated into knowledge areas

Context Level: New environmental elements are added at this level

Key Takeaways

- Describe a project management plan
- Define what scope is in a project
- Compare various methods for collecting requirements
- Explain the importance of a WBS

- Compare team management and leadership
- Describe different leadership styles
- Discuss how project managers can perform integration on the projects


Quiz

Quiz

1. **Which of the following power is granted by the organization or team to the project manager?**

A. Expert

B. Positional

C. Relational

D. Avoiding

The correct Answer is: **B**
Positional power is granted by the organization or team to the project manager.

Quiz

2. Which of the following is not an option under project manager competences?

A. Technical project management

B. Leadership

C. Strategic and business management

D. Personal management

The correct Answer is: **D**
The project manager competences are technical project management, leadership, and strategic and business management. These are given by the PMI Talent Triangle ®.

Quiz

3. The project manager is not happy with the team and is invoking discipline.

Which of the following power is the project manager using?

A. Punitive or coercive

B. Situational

C. Positional

D. Guilt-based

The correct Answer is: **A**
The project manager uses punitive or coercive power to invoke discipline.

Quiz

4. The project manager is focused on other's growth. Which type of leadership style is the project manager following?

A. Autocratic

B. Laissez-faire

C. Transactional

D. Servant leader

The correct Answer is: **D**
Servant leader style of leadership focuses on other's growth, development, learning, well-being, etc.

Quiz

5. A project manager should be proficient in all the knowledge areas. At which of the following levels is the project manager performing integration?

A. Cognitive

B. Context

C. Process

D. Strategic

The correct answer is: **A**

The project manager is performing integration at the cognitive level

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Questions