

PROJECT MANAGEMENT TRAINING

FOR PMP EXAM PREPARATION

PROJECT COMMUNICATIONS MANAGEMENT

THIS INCLUDES THE PROCESSES REQUIRED TO ENSURE TIMELY COLLECTION, STORAGE, RETRIEVAL, DISTRIBUTION AND MANAGEMENT OF PROJECT INFORMATION

Overview



Basics of Communications

- Communication is exchange of information through various forms [written, spoken etc.]
- Project Managers may spend up to 90% of their time communicating
- Types of communication in a Project – Internal, External, Formal, Informal, Written, Oral

Factors impacting Communication

- Clear Purpose
- Active Listening
- Coherent Flow
- Cultural Awareness
- Correct Grammar and Spelling

Forms of Communication

Written Formal

- Project Plan
- Contracts

Written Informal

- Emails
- Notes

Oral Formal

- Presentation
- Negotiation

Oral Informal

- Meeting
- Break Room conversations

Plan Communications Management



Inputs

- Project Charter
- Project Management Plan – Resource Management Plan, Stakeholder Engagement Plan
- Project Documents – Requirements Documentation, Stakeholder Register
- EEF's
- OPA's

Tools & Techniques

- Expert Judgement
- Communications Requirements Analysis
- Communication Models
- Communication Methods
- Interpersonal and team skills
- Data Representation – Stakeholder Engagement Assessment Matrix
- Meetings

Outputs

- Communications Management Plan
- Project Management Plan Updates – Stakeholder Engagement Plan
- Project Documents updates – Project Schedule, Stakeholder Register

Communication Requirements Analysis

- Determines information needs of each project stakeholder
- Internal Stakeholder Communication Needs
- External Stakeholder Communication Needs
- Number of communication channels in the Project.
Calculated using the formula $N * (N-1) / 2$ where N is the total number of team members

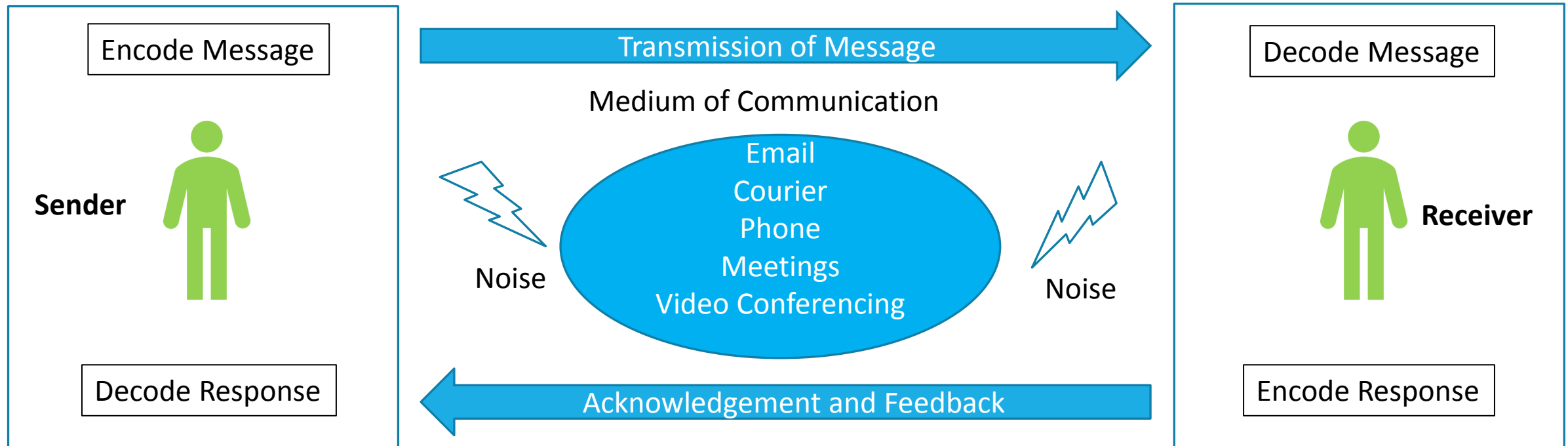
- How many Communication Channels are there in a team of size 4 ?
- How many Communication Channels are there in a team of size 20?
- What can be inferred from above calculations ?

Communication Technology

- Technology used to transfer information among Project Stakeholders.
- Technology includes tools, systems, software etc.,
- Choice of Communication Technology depends on
 - Urgency
 - Format
 - Ease-of Use
 - Confidentiality
 - Location of Stakeholders
 - Reliability

Communication Models

- Basic Sender-Receiver Model. This model describes communication as a process



- Noise or Interruption occurs due to technology, distance, cultural differences etc.,

Communication Methods

- Procedure to transfer information to project stakeholders
- Push Communications. Sent directly to specific stakeholders. Does not guarantee that message was received and understood. Reports, Emails, Faxes etc.,
- Pull Communications. Stakeholders need to access information on their own from a specified location. Website, Intranet, Lessons Learned Databases
- Interactive Communication. Multidirectional exchange of information. Meetings, Video Conferencing

Interpersonal and Team Skills

- Communication Styles Assessment. To assess communication styles of stakeholders and adapt accordingly
- Political Awareness. Communicating to stakeholders keeping in mind the power relationships between stakeholders
- Cultural Awareness. Communicating to stakeholders keeping in mind cultural differences and adapting accordingly

Stakeholder Engagement Assessment Matrix

Provides comparison between current engagement levels and desired engagement levels of stakeholders

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	Current				Desired
Stakeholder 2		Current		Desired	
Stakeholder 3				Current, Desired	

Unaware – Unaware of Project

Resistant – Aware of Project but unsupportive of the Project

Neutral – Aware of Project but not engaging with Project in any way

Supportive – Aware of Project and positively support the Project

Leading – Aware of Project and proactively taking a leadership role in the Project

Communications Management Plan

It describes how Project Communications will be planned, implemented and monitored

Communications Management Plan includes the following :

- Stakeholders communications requirements
- Information to be communicated including level of detail, format etc.
- Escalation process
- Frequency of time line of communication
- Person responsible for communication
- Methods used for communication
- Technology used for communication

Manage Communications

Inputs

- Project Management Plan – Resource Management Plan, Communication Management Plan, Stakeholder Engagement Plan
- Project Documents – Issue Log, Change Log, Stakeholder Register
- Work Performance Report
- EEF's
- OPA's

Tools & Techniques

- Communication Technology
- Communication Methods
- Communication Skills
- Project Reporting
- PMIS
- Interpersonal and team skills
- Meetings

Outputs

- Project Communications
- Project Management Plan Updates – Communications Management Plan, Stakeholder Engagement Plan
- Project Documents updates – Issue Log, Stakeholder Register
- OPA's updates

Communication Skills

- Communication Competence. Clarity of purpose in communication
- Feedback. Includes coaching and mentoring of team members
- Non Verbal. More than 50% of communication is said to be non-verbal which includes gestures, tone of voice etc.
- Presentations. Formal delivery of information

Project Management Information Systems

- PMIS ensures stakeholders have access to information at right time
- Electronic Project Management Tools. Project Management Software, Web Interfaces, Project Portals and Dashboards
- Electronic Communication Management. Email, Video Conferencing, Web Publishing
- Social Media Management. Blogs, online communities

Project Reporting

- Work Performance Reports are output of Monitor and Control Project Work
- This Process develops ad hoc reports and other types of communications about the Project

Interpersonal and Team Skills

- Active Listening
- Conflict Management
- Cultural Awareness
- Networking
- Political Awareness
- Meeting Management. Ensuring Meetings are meeting their objectives effectively and efficiently
 - Prepare and Distribute Agenda
 - Start and Finish on Time
 - Correct People invited and they all attend
 - Stay on Topic
 - Manage conflicts
 - Record all action items

Project Communications

- This is the output that the Stakeholders receive
- It can include Performance Reports, Deliverable Status, Schedule Progress etc.,

Monitor Communications

Inputs

- Project Management Plan – Resource Management Plan, Communication Management Plan, Stakeholder Engagement Plan
- Project Documents – Issue Log, Project Communications
- Work Performance Data
- EEF's
- OPA's

Tools & Techniques

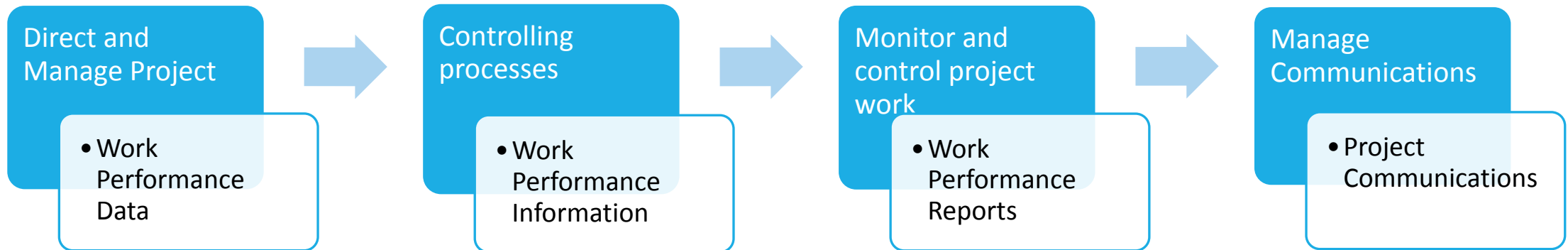
- Expert Judgement
- Data Representation – Stakeholder Engagement Assessment Matrix
- PMIS
- Interpersonal and team skills – Observation/Conversation
- Meetings

Outputs

- Work Performance Information
- Change Requests
- Project Management Plan Updates – Communications Management Plan, Stakeholder Engagement Plan
- Project Documents updates – Issue Log, Stakeholder Register

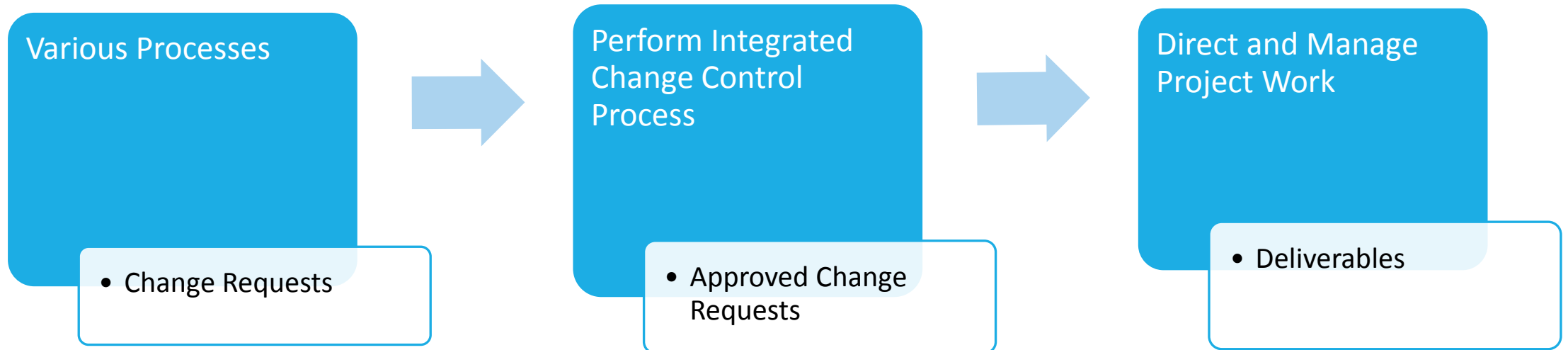
Work Performance Information

Information about project progress with respect to scope and deliverables



Change Requests

Formal proposal to modify any document or deliverable. Usually initiated due to issues found during project work. Any project stakeholder can request a change.



Trends

- Communication strategy is to include important stakeholders in project reviews
- Concept of Agile Mentor being applied by non-agile project as well
- Increased use of social media tools
- Multiple approaches to Communications including different technologies and methods

Tailoring

The following questions can be asked which would help in tailoring the processes of this Knowledge Area :

- Are the stakeholders internal or external to organization? Or both ?
- Are the team members collocated?
- What communications technology is available for project communications ?
- What would be the primary language of communication?

Section Quiz

Question	Answers
The formula to calculate the number of communication channels is _____.	N * (n-1)/2
_____ is an example of Push communication method.	Email
What is held at the end of Planning Phase?	Kick-Off Meeting
_____ is an example of Pull communication method.	Website
_____ has details of elements of dispute under discussion	Issue Log

Questions

- ❑ The Project Manager is grappling with issues and needs to communicate with the Sponsor. He would prefer to have a formal face to face communication. What should the Project Manager do?
 - a. Send the updated Project report with all issues to the Sponsor
 - b. Invite the Sponsor for a Presentation in the board room
 - c. Schedule a Video Conference with the Sponsor
 - d. Host the Sponsor for a Lunch and explain the issues

- ❑ The Project Manager has been sending the Project Status report to the Sponsor every week. Recently the Chief information officer has been requesting a copy of the report. What should the Project Manager do?
 - a. Ask the Sponsor to send the report to chief information officer
 - b. Refuse to share the report with the CIO
 - c. Update the communication management plan
 - d. Wait for the CIO to escalate the request to the sponsor

Questions

- ❑ The Project Manager is leading a team of 10 team members. How many communication channels are possible in the Project?
 - a. 45
 - b. 66
 - c. 36
 - d. 55

- ❑ The Project Manager has been spending late nights in generating new reports requested by senior management. Which process is the Project Manger operating in ?
 - a. Plan Communications Management
 - b. Manage Communications
 - c. Control Communications
 - d. Monitor Communications