

# Project Management Professional (PMP)

## Section (10) Project Communication Management

# Project Communications Management

- The processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring and the ultimate disposition of project information.



# Project Communications Management

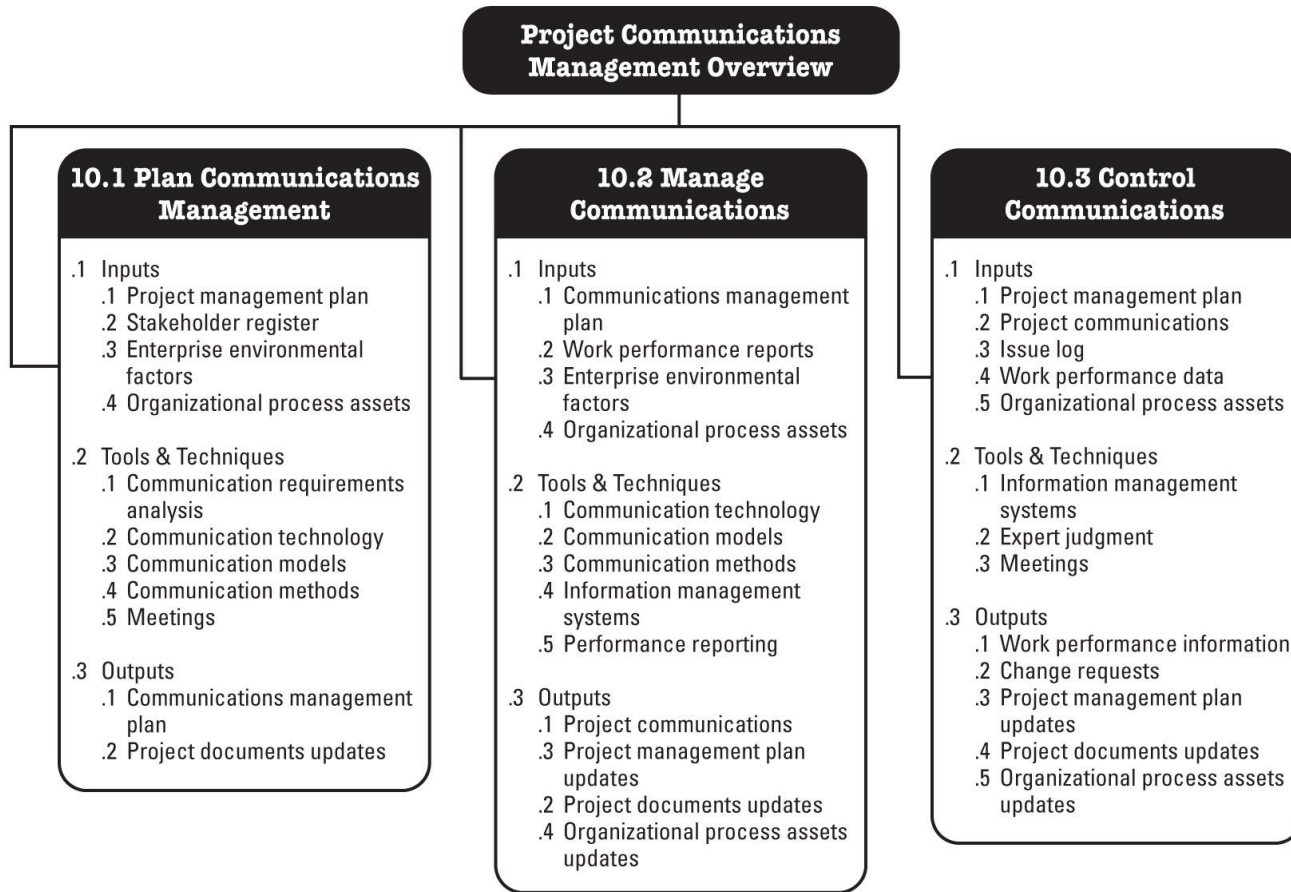
- ❑ Project managers spend most of their time communicating with team members and other project stakeholders
  
- ❑ The Project Communications Management processes:
  - ▣ 10.1 Plan Communications Management (PG: Planning)
  - ▣ 10.2 Manage Communications (PG: Executing)
  - ▣ 10.3 Control Communications (PG: Monitor & Controlling)



# Project Communications Management

- The communication activities involved in these processes may often have many potential dimensions that need to be considered, including:
  - Internal
  - Formal
  - Vertical
  - Official
  - Written and oral, and verbal





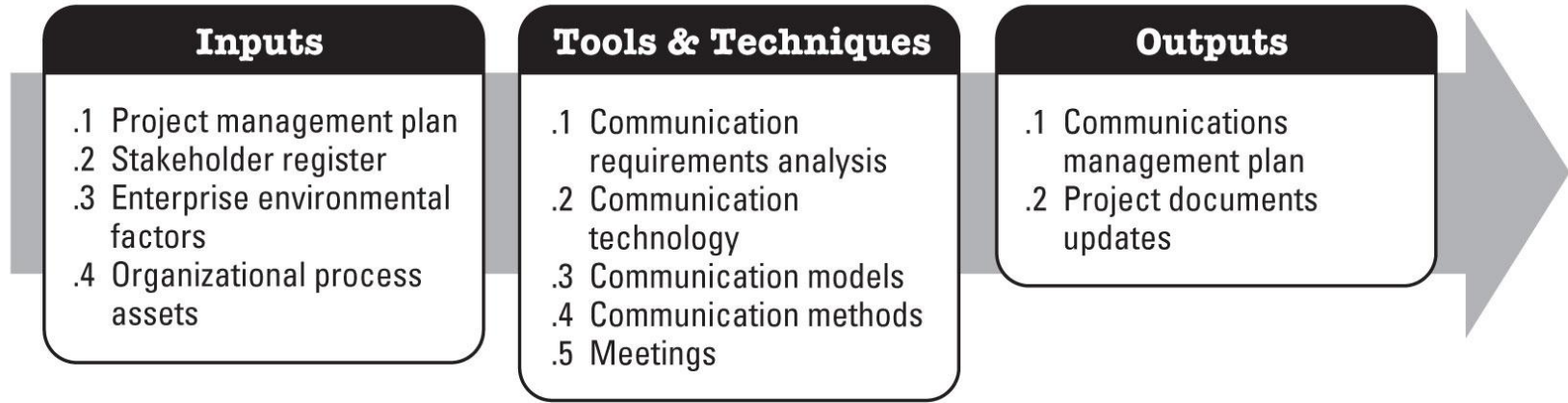
**Figure 10-1. Project Communications Management Overview**



## 10.1 Plan Communications Management

- ❑ The process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.
  
- ❑ The key benefit of this process is:
  - ▣ It identifies and documents the approach to communicate most effectively and efficiently with stakeholders.





**Figure 10-2. Plan Communications Management: Inputs, Tools & Techniques, and Outputs**



## 10.1.1 Plan Communications Management: Inputs

- ❑ 10.1.1.1 Project Management Plan (Out: 4.2)
- ❑ 10.1.1.2 Stakeholder Register (Out: 13.1)
- ❑ 10.1.1.3 Enterprise Environmental Factors (Out: 2.1.5)
- ❑ 10.1.1.4 Organizational Process Assets (Out: 2.1.4)





## 10.1.1 Plan Communications Management: Inputs

### □ 10.1.1.1 Project Management Plan (Out: 4.2)

- ▣ The project management plan provides information on how the project will be executed, monitored, controlled, and closed.

### □ 10.1.1.2 Stakeholder Register (Out: 13.1)

- ▣ The stakeholder register provides the information needed to plan the communication with project stakeholders.



## 10.1.1 Plan Communications Management: Inputs

### □ 10.1.1.3 Enterprise Environmental Factors (Out: 2.1.5)

- ▣ The Plan Communications Management process is tightly linked with enterprise environmental factors, since the structure of an organization will have a major effect on the project's communication requirements.



## 10.1.1 Plan Communications Management: Inputs

### □ 10.1.1.4 Organizational Process Assets (Out: 2.1.4)

- All organizational process assets described in Section 2.1.4 are used as inputs to the Plan Communications Management process.
- lessons learned and historical information are of particular importance because they can provide insights on both the decisions taken regarding communications issues and the results of those decisions in previous similar projects.



## 10.1.2 Plan Communications Management: Tools and Techniques

- 10.1.2.1 Communication Requirements Analysis
- 10.1.2.2 Communication Technology
- 10.1.2.3 Communication Models
- 10.1.2.4 Communication Methods
- 10.1.2.5 Meetings



## 10.1.2 Plan Communications Management: Tools and Techniques

### □ 10.1.2.1 Communication Requirements Analysis

- The analysis of the communication requirements determines the information needs of the project stakeholders.
- The project manager should also consider the number of potential communication channels or paths as an indicator of the complexity of a project's communications.
- The total number of potential communication channels is  $n(n - 1)/2$ , where  $n$  represents the number of stakeholders.

#### ▣ Communication Channels:

- The medium that is used in the transmission of a message from one party to another



## 10.1.2 Plan Communications Management: Tools and Techniques

### □ 10.1.2.2 Communication Technology

- ▣ The methods used to transfer information among project stakeholders may vary significantly.
- ▣ Factors that can affect the choice of communication technology include:
  - Urgency of the need for information
  - Availability of technology
  - Ease of Use
  - Project environment
  - Sensitivity and confidentiality of the information



## 10.1.2 Plan Communications Management: Tools and Techniques

### □ 10.1.2.3 Communication Models

- ▣ The communication models used to facilitate communications and the exchange of information may vary from project to project and also within different stages of the same project.
  - The sequence of steps in a basic communication model is:
    - Encode
    - Transmit Message
    - Decode
    - Acknowledge
    - Feedback/Response



## 10.1.2 Plan Communications Management: Tools and Techniques

### □ 10.1.2.4 Communication Methods

- ▣ There are several communication methods that are used to share information among project stakeholders.
- ▣ These methods are broadly classified as follows:
  - Interactive communication
  - Push communication:
    - ▣ A form of broadcasting, where you place information directly to your audience
  - Pull communication
    - ▣ Places where information can be retrieved from at your audience





## 10.1.2 Plan Communications Management: Tools and Techniques

### □ 10.1.2.5 Meetings

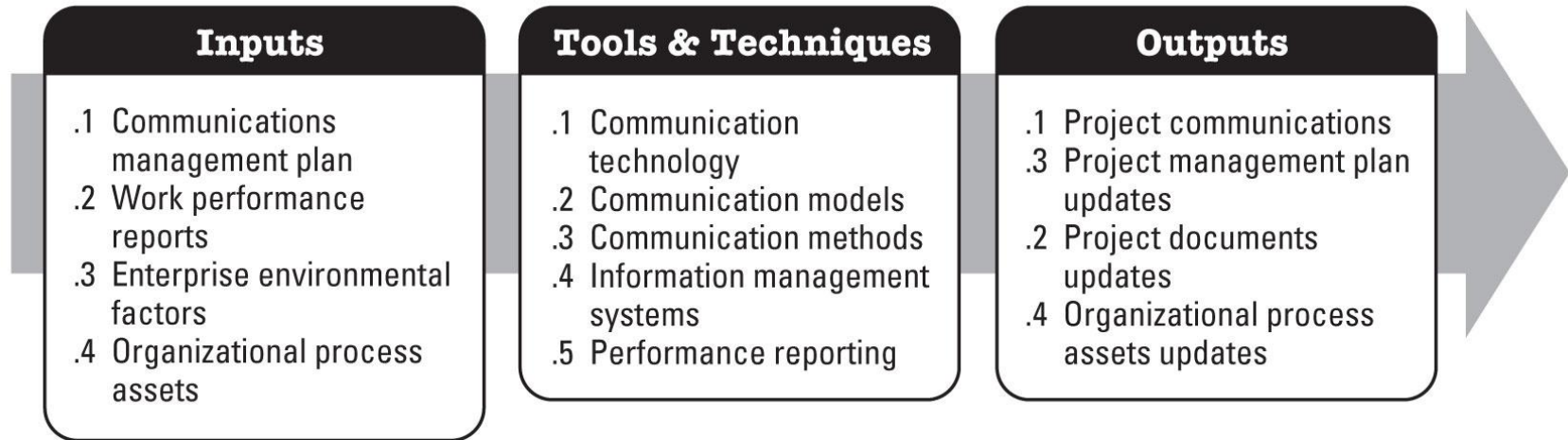
- ▣ The Plan Communications Management process requires discussion and dialogue with the project team to determine the most appropriate way to update and communicate project information, and to respond to requests from various stakeholders for that information.



## 10.2 Manage Communications

- ❑ The process of creating, collecting, distributing, storing, retrieving, and the ultimate disposition of project information in accordance to the communications management plan.
  
- ❑ The key benefit of this process is
  - ▣ It enables an efficient and effective communications flow between project stakeholders.





**Figure 10-5. Manage Communications: Inputs, Tools & Techniques, and Outputs**



## 10.2 Manage Communications

□ Techniques and considerations for effective communications management include the following:

1. Sender-receiver models
2. Choice of media
3. Writing style
4. Meeting management techniques
5. Presentation techniques
6. Facilitation techniques
7. Listening techniques



## 10.2.1 Manage Communications: Inputs

- ❑ 10.2.1.1 Communications Management Plan (Out: 10.1)
- ❑ 10.2.1.2 Work Performance Reports (Out: 4.4)
- ❑ 10.2.1.3 Enterprise Environmental Factors (Out: 2.1.5)
- ❑ 10.2.1.4 Organizational Process Assets (Out: 2.1.4)



## 10.2.1 Manage Communications: Inputs

- 10.2.1.1 Communications Management Plan (Out: 10.1)
  - ▣ The communications management plan describes how project communications will be planned, structured, monitored, and controlled.



## 10.2.1 Manage Communications: Inputs

### □ 10.2.1.2 Work Performance Reports (Out: 4.4)

- Work performance reports are a collection of project performance and status information that may be used to facilitate discussion and to create communications.
- To optimize this process, it is important that reports be comprehensive, accurate, and available in a timely manner.



## 10.2.1 Manage Communications: Inputs

### □ 10.2.1.3 Enterprise Environmental Factors (Out: 2.1.5)

- Specific enterprise environmental factors that can influence the Manage Communications process include:
  - Organizational culture and structure,
  - Government or industry standards and regulations.
  - Project management information system.





## 10.2.1 Manage Communications: Inputs

- 10.2.1.4 Organizational Process Assets (Out: 2.1.4)
  - ▣ Organizational process assets that can influence the Manage Communications process include:
    - Policies, procedures, processes, and guidelines regarding communications management.
    - Templates.
    - Historical information and lessons learned.



## 10.2.2 Manage Communications: Tools and Techniques

- ❑ 10.2.2.1 Communication Technology
- ❑ 10.2.2.2 Communication Models
- ❑ 10.2.2.3 Communication Methods
- ❑ 10.2.2.4 Information Management Systems
- ❑ 10.2.2.5 Performance Reporting



## 10.2.2 Manage Communications: Tools and Techniques

### □ 10.2.2.1 Communication Technology

- ▣ The choice of communication technology is an important consideration in the Manage Communications process.
- ▣ As this can vary significantly from project to project and also throughout the life of a project, the focus is to ensure that the choice is appropriate for the information that is being communicated.



## 10.2.2 Manage Communications: Tools and Techniques

### □ 10.2.2.2 Communication Models

- ▣ The choice of communication models is an important consideration in this process.

### □ 10.2.2.3 Communication Methods

- ▣ The choice of communication methods is an important consideration in this process.



## 10.2.2 Manage Communications: Tools and Techniques

### □ 10.2.2.4 Information Management Systems

- ▣ Project information is managed and distributed using a variety of tools, including:
  - Hard-copy document management.
  - Electronic communications management.
  - Electronic project management tools.



## 10.2.2 Manage Communications: Tools and Techniques

### □ 10.2.2.5 Performance Reporting

- ▣ Performance reporting is the act of collecting and distributing performance information, including
  - status reports
  - progress measurements
  - forecasts.



## 10.2.3 Manage Communications: Outputs

### □ 10.2.3.1 Project Communications

- The Manage Communications process involves the activities that are required for information to be created, distributed, received, acknowledged, and understood.
- Project communications may include:
  - Performance reports
  - Deliverables status
  - Schedule progress
  - Cost incurred.



## 10.2.3 Manage Communications: Outputs

### □ 10.2.3.2 Project Management Plan Updates

- The project management plan provides information on project baselines, communications management & stakeholder management.
- Each of these areas may require updates based upon the current performance of the project against the performance measurement baseline (PMB).
- The performance measurement baseline is an approved plan for the project work to which the project execution is compared, and deviations are measured for management control.





## 10.2.3 Manage Communications: Outputs

### □ 10.2.3.3 Project Documents Updates

#### ▣ Project documents that may be updated include:

- Issue log.
- Project schedule.
- Project funding requirements.



## 10.2.3 Manage Communications: Outputs

### □ 10.2.3.4 Organizational Process Assets Updates

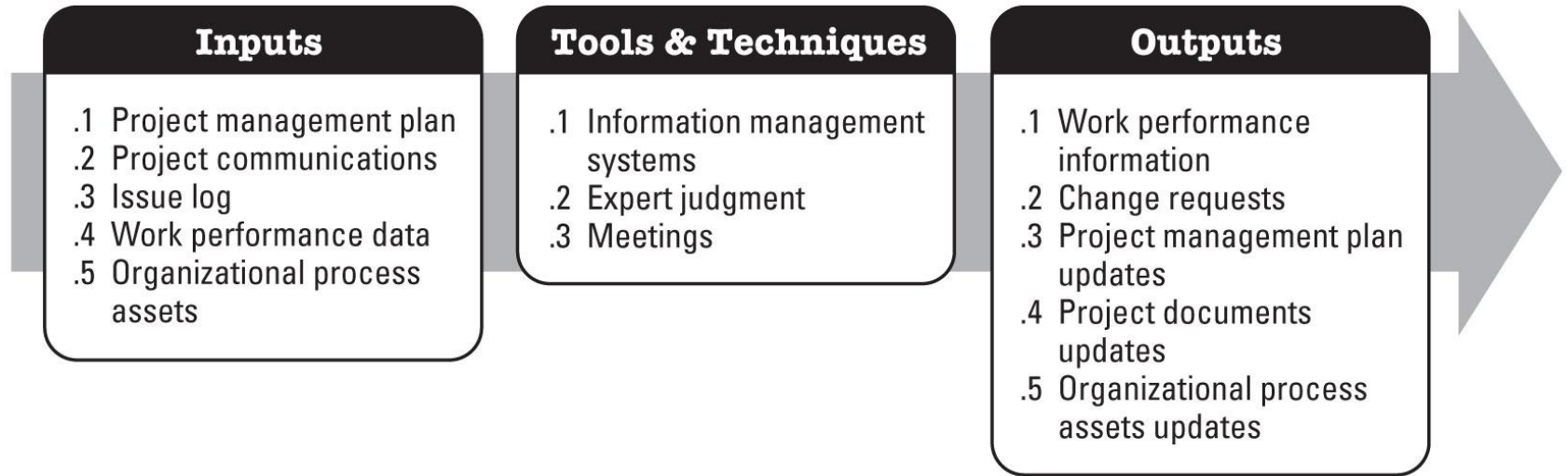
- ▣ The organizational process assets, which may be updated include:
  - Stakeholder notifications
  - Project reports
  - Project presentations
  - Project records
  - Feedback from stakeholders
  - Lessons learned documentation



## 10.3 Control Communications

- ❑ The process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met.
  
- ❑ The key benefit of this process is
  - ▣ It ensures an optimal information flow among all communication participants, at any moment in time.





**Figure 10-7. Control Communications: Inputs, Tools & Techniques, and Outputs**



## 10.3.1 Control Communications: Inputs

- ❑ 10.3.1.1 Project Management Plan (Out: 4.2)
- ❑ 10.3.1.2 Project Communications (Out: 10.2)
- ❑ 10.3.1.3 Issue Log (Out: 13.3)
- ❑ 10.3.1.4 Work Performance Data (Out: 4.3)
- ❑ 10.3.1.5 Organizational Process Assets (Out: 2.14)



## 10.3.1 Control Communications: Inputs

### □ 10.3.1.1 Project Management Plan (Out: 4.2)

- The project management plan describes how the project will be executed, monitored, controlled, and closed.
- It provides valuable information, such as:
  - Stakeholder communication requirements.
  - Reason for the distribution of the information.
  - Timeframe and frequency for the distribution of required information.
  - Individual or group responsible for communication of the information.
  - Individual or group receiving the information.



## 10.3.1 Control Communications: Inputs

### □ 10.3.1.2 Project Communications (Out: 10.2)

- The Control Communications process involves the activities that are required for information and communications to be monitored, acted upon, and released to stakeholders.
- Project communications may include:
  - Deliverables status.
  - Schedule progress.
  - Costs incurred.



## 10.3.1 Control Communications: Inputs

### □ 10.3.1.3 Issue Log (Out: 13.3)

- An issue log is used to document and monitor the resolution of issues. It may be used to facilitate communication and ensure a common understanding of issues.

### □ 10.3.1.4 Work Performance Data (Out: 4.3)

- Work performance data organizes and summarizes the information gathered, and presents the results of comparative analysis to the performance measurement baseline.





## 10.3.1 Control Communications: Inputs

- 10.3.1.5 Organizational Process Assets (Out: 2.1 4)
  - ▣ The organizational process assets that may influence the Control Communications process include:
    - Report templates.
    - Policies, standards, and procedures that define communications.
    - Specific communication technologies available.
    - Allowed communication media.
    - Record retention policies.
    - Security requirements.



## 10.3.2 Control Communications: Tools and Techniques

- 10.3.2.1 Information Management Systems
- 10.3.2.2 Expert Judgment
- 10.3.2.3 Meetings



## 10.3.2 Control Communications: Tools and Techniques

### □ 10.3.2.1 Information Management Systems

- An information management system provides a set of standard tools for the project manager to capture, store, and distribute information to stakeholders about the project's costs, schedule progress, and performance.



## 10.3.2 Control Communications: Tools and Techniques

### □ 10.3.2.2 Expert Judgment

- Often relied upon by the project team to assess the impact of the project communications, need for action or intervention, actions that should be taken, responsibility for taking such actions, and the timeframe for taking action.
- Expert judgment may need to be applied:
  - Other units within the organization.
  - Consultants.
  - Stakeholders, including customers or sponsors.
  - Professional and technical associations.
  - Project management office (PMO)



## 10.3.2 Control Communications: Tools and Techniques

### □ 10.3.2.3 Meetings

- ▣ The Control Communications process requires discussion and dialogue with the project team to determine the most appropriate way to update and communicate project performance, and to respond to requests from stakeholders for information.



## 10.3.3 Control Communications: Outputs

- ❑ 10.3.3.1 Work Performance Information (Out: 4.4)
- ❑ 10.3.3.2 Change Requests (Out: 4.3)
- ❑ 10.3.3.3 Project Management Plan Updates
- ❑ 10.3.3.4 Project Documents Updates
- ❑ 10.3.3.5 Organizational Process Assets Updates



## 10.3.3 Control Communications: Outputs

- 10.3.3.1 Work Performance Information (Out: 4.4)
  - ▣ Work performance information organizes and summarizes the performance data gathered.
  - ▣ This performance data typically provides status and progress information on the project at the level of detail required by the various stakeholders.
  - ▣ This information is then communicated to the appropriate stakeholders.



## 10.3.3 Control Communications: Outputs

- 10.3.3.2 Change Requests (Out: 4.3)
  - ▣ The Control Communications process often results in the need for adjustment, action, and intervention.
  - ▣ As a result, change requests will be generated as an output.
  
- 10.3.3.3 Project Management Plan Updates
  - ▣ Control Communications process may trigger updates to the communications management plan as well as other components of the project management plan (e.g. stakeholders and human resource management plans).





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