PROJECT MANAGEMENT

PMP® Certification Training

Lesson 11: Project Communications Management

simpli learn

Objectives

▷   Define communication and Project Communications Management

▷   Identify the different communication methods, technology, and channels

▷   Explain the elements of a basic communication model

▷   Describe the Project Communications Management processes

PROJECT MANAGEMENT

Communication

The definition of communication is as follows:

> Communication is a two-way process of transferring information from one entity to another.

```
Project  ──────────────►  • Project Managers
         ◄──────────────    • Management
                            • Other Stakeholders
```

A project manager spends around 90 percent of time ensuring proper project communication.

simplilearn

Communication Methods

Communication can be either written or verbal.

Further, it can be formal or informal.

- In formal communication, certain rules should be followed.

- Informal communication takes a casual approach.

- Combination of the two forms results in the following four communication methods:

  o   Formal written

  o   Formal verbal

  o   Informal written

  o   Informal verbal

	Formal	Informal
Written	• Project management plan • Project charter • Long-distance communication	• Emails • Notes
Verbal	• Presentations	• Conversations

Questions that require choosing a communication method for a given situation can be expected in the exam.

PROJECT MANAGEMENT

simpli·learn

Communication Technology

Communication technology refers to the various media used for communication. Commonly used technologies for communication are as follows:

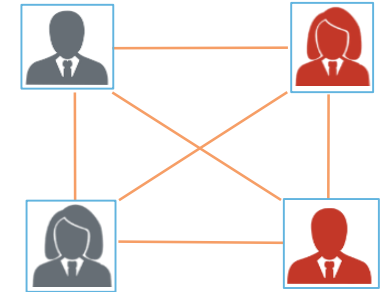|				
Telephone	Fax	Emails	Messaging Software	Meetings
Skype™	Facebook	Twitter		Blogger

Communication Channels

?

Given that communication takes place between four members of a team, there are six unique channels of communication.

If a team comprises ten stakeholders, how many channels of communication would exist?

Use the formula: Number of Communication Channels = n * (n – 1)/2

In the formula, 'n' is equal to the number of stakeholders.
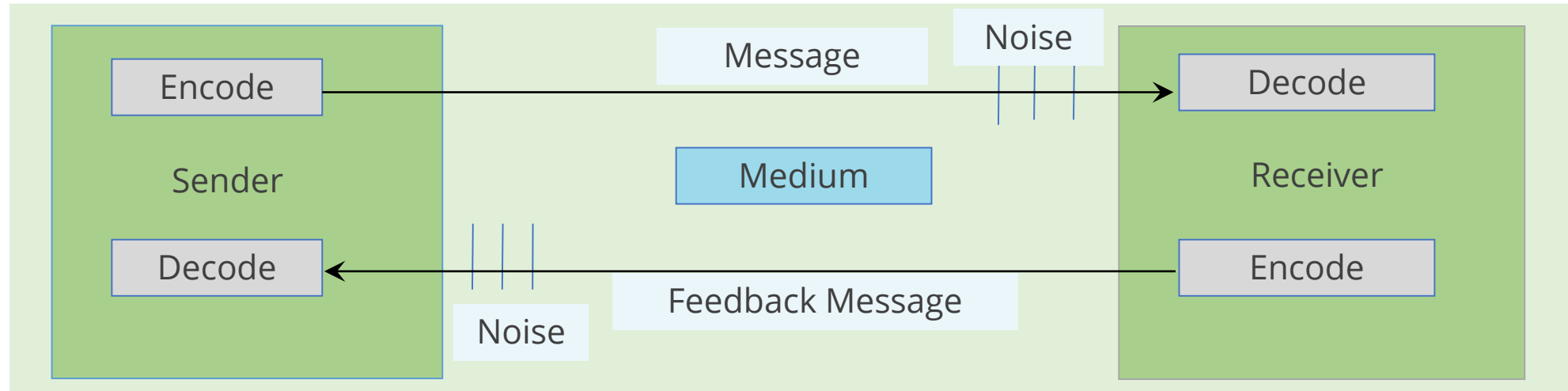
In this case, n = 10.

By substituting 'n' in the formula, the total number of communication channels that exist in a team of 10 stakeholders is 45.

!

When a large number of communication channels exist, it may get chaotic if communication is not structured.

Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Fifth Edition, Project Management Institute, Inc., 2013, Page 292

Basic Communication Model

The process of communication involves several steps. Given below is a simple communication model:

Sender		Receiver
Encode → Message → Noise →		**Decode**
Sender	**Medium**	Receiver
Decode ← Feedback Message ← Noise ←		**Encode**

👉 A Japanese tourist calls a hotel in Dubai to book a room. The tourist speaking Japanese is the encoding of the message. Telephone serves as the medium. However, decoding is problematic as the receptionist does not understand Japanese. The same would be true if the receptionist speaks Arabic. However, communication can be streamlined if they communicate in a language comprehensible to both of them.

Basic Communication Model (Contd.)

Analyzing the communication model helps in identifying the communication problems.

- Encoding is the process of translating thoughts or ideas into a language that is understood by others.

- Decoding is the process of translating the message back into meaningful thoughts or ideas.

- Message is the output of encoding.

- Feedback message is the output of encoding.

- Medium is a communication method to convey the message.

- Noise is anything that interferes with the transmission and understanding of the message. Examples include distance and unfamiliar technology.

Project Communications Management

The definition of *Project Communications Management is as follows:

"Project Communications Management includes the processes necessary to ensure that the information needs of the project and its stakeholders are met through development of artifacts and implementation of activities designed to achieve effective information exchange."

Project manager needs to ensure that the stakeholders get timely access to the required information.

simplilearn

Project Communications Management Processes

Knowledge Areas / Process Groups	Project Integration Management	Project Scope Management	Project Schedule Management	Project Cost Management	Project Quality Management	Projecct Resource Management	Project Communications Management	Project Risk Management	Project Procurement Management	Project Stakeholder Management
Initiating	4.1 Develop Project Charter									13.1 Identify Stakeholders
Planning	4.2 Develop Project Management Plan	5.1 Plan Scope 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS	6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule	7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget	8.1 Plan Quality Management	9.1 Plan Resource Management 9.2 Estimate Activity Resources	10.1 Plan Communications Management	11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perorm Quantitative Risk Analysis 11.5 Plan Risk Response	12.1 Plan Procurement Management	13.2 Plan Stakeholder Engagement
Executing	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge				8.2 Manage Quality	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	10.2 Manage Communications	11.6 Implement Risk Response	12.2 Conduct Procurments	13.3 Manage Stakeholder Engagement
Monitoring and Controlling	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	5.5 Validate Scope 5.6 Control Scope	6.6 Control Schedulel	7.4 Control Costs	8.3 Control Quality	9.6 Control Resource	10.3 Monitor Communications	11.7 Monitor Risks	12.3 Control Procurments	13.4 Monitor Stakeholder Engagements
Closing	4.7 Close Project or Phase									

Table 1-4. Project Management Process Group and Knowledge Area Mapping

PROJECT MANAGEMENT

Plan Communications Management

"Plan Communications Management is the process of developing an appropriate approach and plan for project communications based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project." This belongs to the Planning Process Group.
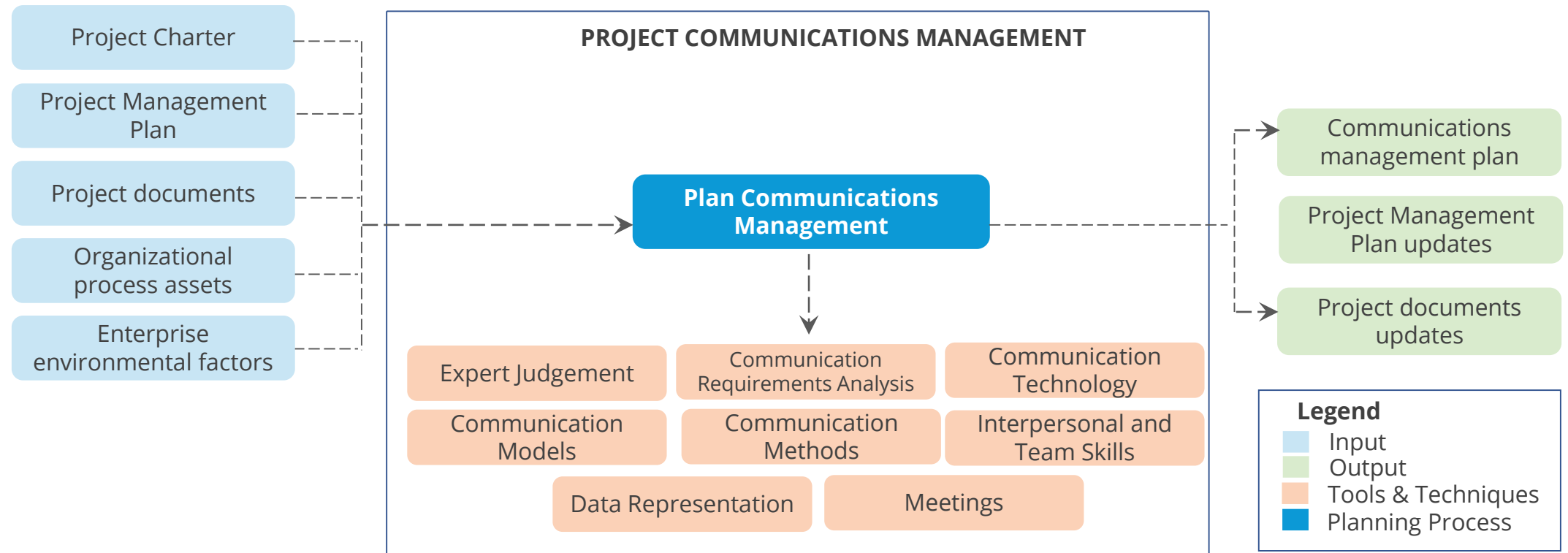

Figure 10-2. Plan Communications Management: Inputs, Tools & Techniques, and Outputs

Understand the communication management process to answer concept-based questions in exam.

Business Scenario: Problem Statement

- Communication is 90% of a Project Manager's job; communicating status is a critical part of ensuring project success.

- Your company is a key supplier for a major airline company; most projects are one to three years long.

- A large, 18-month design and manufacturing project is about halfway complete when the original project manager leaves for another position, and you are asked to step in as the new project manager.

- The project includes work performed by sub-contractors, and they have some key deliverables coming up. You need to understand the status of these deliverables.

- How should you prepare yourself for the project manager role, especially as it relates to communication requirements?

Business Scenario: Solution

- The project manager should start with the full project management plan. This document serves as a guide for the team and all stakeholders by setting expectations of what the team plans to do to execute the defined tasks to support the scope of work.
- PMP also includes the three baselines; the project manager can use them as a guide to measure the current status of the project.
- As it specifically relates to communication, the communication plan would provide details on what needs to be distributed, and why, how, when, and to whom it would be disseminated. It would also specify the roles and responsibilities for communication.

simpli learn

Manage Communications

"Manage Communications is the process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information." It belongs to the Executing Process Group.

PROJECT COMMUNICATIONS MANAGEMENT

Project Management Plan

Project Documents

Work Performance Reports

Organizational process assets

Enterprise environmental factors

Manage Communications

Communication technology

Communication Methods

Communication Skills

Project Management Information System

Project Reporting

Interpersonal and Team Skills

Meetings

Project Communications

Project Management Plan updates

Project Documents update

Organizational process assets updates

Legend
- Input
- Output
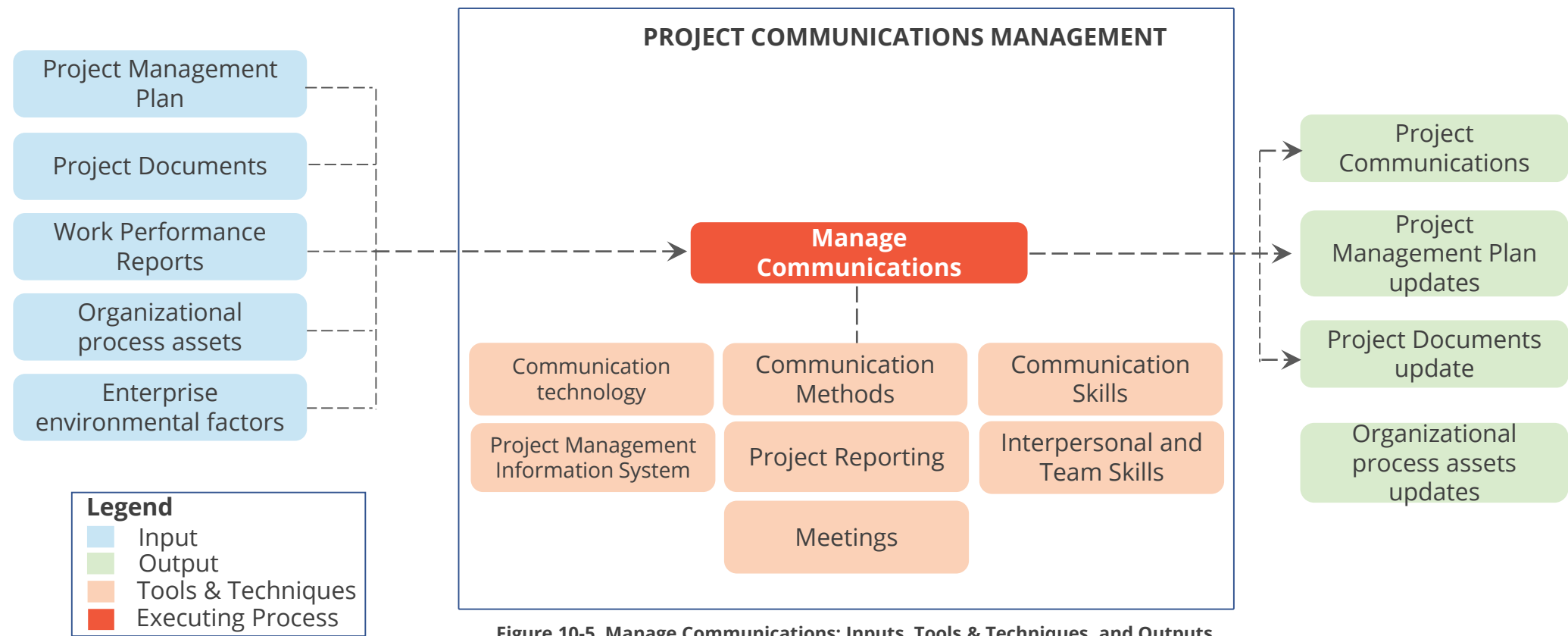- Tools & Techniques
- Executing Process

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

simplilearn

Monitor Communications

"Monitor Communications is the process of ensuring the information needs of the project and its stakeholders are met." It is part of the Monitoring and Controlling Process Group.
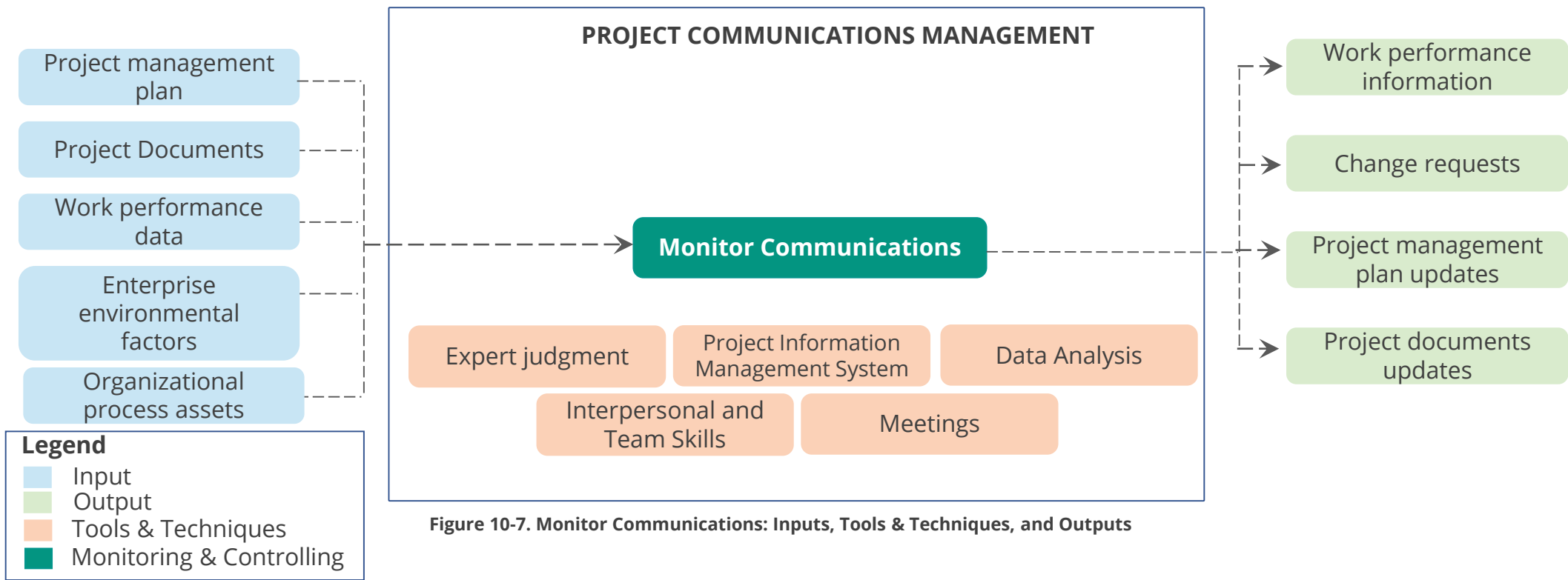
PROJECT COMMUNICATIONS MANAGEMENT

Project management plan

Project Documents

Work performance data

Enterprise environmental factors

Organizational process assets

Monitor Communications

Expert judgment

Project Information Management System

Data Analysis

Interpersonal and Team Skills

Meetings

Work performance information

Change requests

Project management plan updates

Project documents updates

Legend
- Input
- Output
- Tools & Techniques
- Monitoring & Controlling

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

PROJECT MANAGEMENT

simpli learn

Business Scenario: Problem Statement

?

- Regina is managing a four-year international project and she is a year and a half into the project.

- Her project team includes team members from three different countries. Because of the distance between team members, many of them have never worked together on a project before. Therefore, Regina has to work hard to map out suitable communication methods in her plan to reach everyone.

- As the team nears the halfway mark on the project, Regina notices an influx in her issue log and a decrease in her team's productivity and engagement during project team meetings.

- What are some things Regina can do to motivate her team?

simplilearn

Business Scenario: Solution

- The issue log can be used to communicate issues on the project, like areas of confusion, disagreement, concern, etc. Therefore, Regina will be able to take the information and analyze the causes of the problems. She will be able to determine the root causes and the corrective actions needed to resolve the issue.

- In her investigation, she should link the areas of confusion to her lack of consideration of noise factors that prevented clear communication during web meetings and her lack of attention to cultural differences.

- Regina should also incorporate cultural awareness activities in her meetings going forward to increase respect for one another, minimize future communication barriers, and increase the team's cohesiveness.

PROJECT MANAGEMENT