

Course Learning Objectives

- Define components of a communications management plan
- Understand the importance of communications channels
- Define the key elements needed to measure and report on project scope, schedule, and cost performance
- Identify project risk events
- Prioritize identified risks
- Develop responses for a high priority risk
- Identify and analyze changes to project scope
- Describe causes and effects of project changes
- Define the purpose of conducting a lessons learned session

MD2 : Communication management

https://s3-us-west-2.amazonaws.com/unex-pm-mooc/lesson11/story_html5.html

Communication Methods

U

What method should you use to communicate? Emails, texts, and instant messages may be fast and easy, but they are not always the best way to communicate. Consider the following:

- **Interactive**

Between two or more parties and multidirectional; the most efficient way to ensure common understanding. Example: a live conversation

- **Push**

Sent to recipients; does not ensure it was actually received and understood. Examples: letters, memos, blogs, etc.

- **Pull**

Recipients must access the information; works for large amounts of information or large audiences, each recipient accesses at their own discretion. Examples: intranet sites, e-learning, knowledge repositories, this online class!

The basic plan includes:

-With whom to communicate

Stakeholder	Information	Purpose	Frequency	Method/ Format	Responsible	Review By
Who is the stakeholder?	What is going to be communicated to the stakeholder? -status reports -sign-offs -deliverables -notifications -change requests -other	What is the purpose of the communication?	How often should the communication occur?	What format or method will be used and what is the contact information?	Who will send out the communications?	Who should review/approve it prior to send out?

Basic Template

Stakeholder	Information	Purpose	Frequency	Discussion	Method/ Format	Responsible	Review By
Who is the stakeholder?	What is going to be communicated to the stakeholder? -status reports -sign-offs -deliverables -notifications -change requests -other	What is the purpose of the communication?	How often should the communication occur?	Is this project bringing some significant change?	What format or method will be used and what is the contact information?	Who will send out the communications?	Who should review/approve it prior to send out?

Change is coming!

- Discuss the nature of the change
 - Discuss the possible benefits of the change
 - Acknowledge that change can be difficult
 - How to become comfortable with change

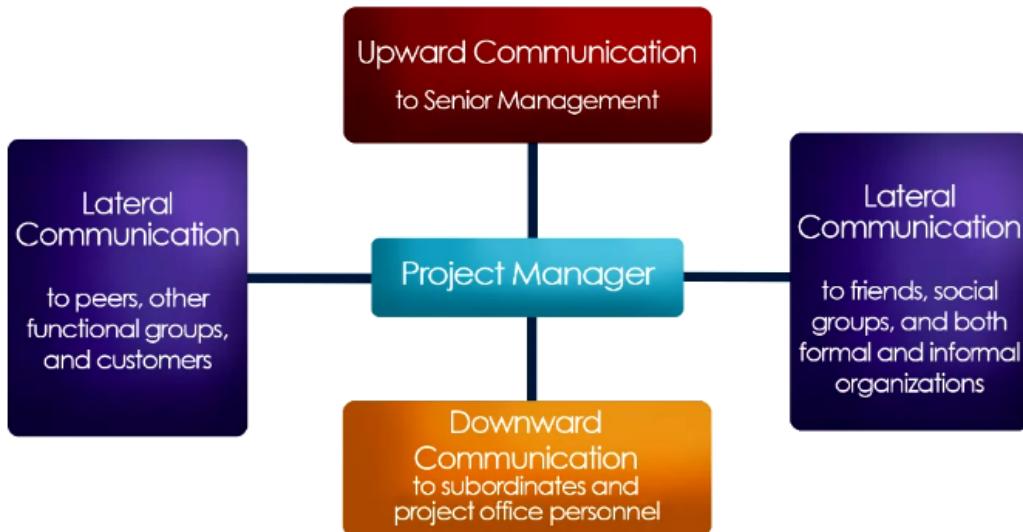
STAKEHOLDER
REGISTER

STAKEHOLDER
ANALYSIS

STAKEHOLDER
MANAGEMENT
PLAN



Communications Channels



Channels of communication include:

- **Upward:** Formal communication for senior management, focusing on critical concerns.
- **Downward:** Detailed updates for subordinates.
- **Lateral:** Informal communication for peers or cross-functional teams.

Integration into the Project Plan

- Significant communications should be included as **deliverables** in the project schedule and work breakdown structure (WBS), as some require **budget and resources**.

đưa các cách giao tiếp quan trọng là 1 phần wbs vì nó yêu cầu budget và nguồn lực

Ví dụ ???

Reporting Project Status

- Status reports integrate **scope, schedule, and cost performance**:
 - Compare **baseline plans** (scope, schedule, and budget) with actual performance.
 - Highlight key issues, risks, and accomplishments.
 - Use simple and effective templates for clarity and stakeholder understanding.

Status Report Template

Schedule and Budget Performance

Project	Phase	Milestone	Schedule			Budget		
			Baseline End Date	Current End Date	Variance days (over)/under	Actual	Budget to date	Variance
Project Alpha	Design	Design Approved	5/2/15	5/9/15	(7)	20,000	18,500	1500
Project Beta	Test	Infrastructure Test Completed	5/23/15	5/23/15	0	30,000	29,575	425
Project Century	Initiation	Project Plan Approved	6/30/15	6/28/15	2	4,800	5,000	(200)

Performance Reporting

The Manage Communications process involves collecting, analyzing, and disseminating performance information to inform stakeholders how resources are being used to achieve the project's objectives. This can include:

- **Status reporting** - describing where the project now stands - for example, status related to schedule and budget metrics
- **Progress reporting** - describing what the project team has accomplished - for example, percent complete to schedule, or what is completed versus what is in progress
- **Forecasting** - predicting future project progress and completion

Performance reporting should address **scope**, **cost**, and **quality**. Many projects also require information on **risk** and **procurement**. These reports may be prepared comprehensively or on an exception basis.



Status review meetings are regularly scheduled events to exchange information about the project and evaluate project performance and progress. On most projects, status review meetings will be held at various frequencies and on different levels. For example, the project management team can meet weekly by itself and monthly with the customer.

Some other tools and techniques for performance reporting are described below:

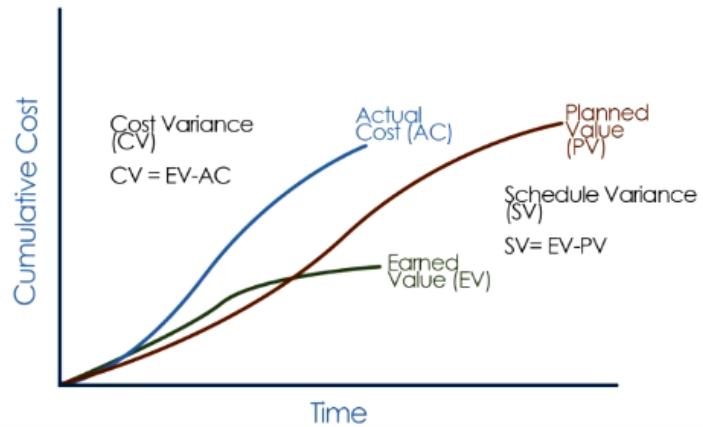
- **Variance analysis** in its simplest form, is a tool that compares actual performance to planned performance. This tool is often used to report on cost and time deviations, but can also be used to measure variances in project scope, resources, quality, and risk.
- **Trend analysis** is a tool used to examine project performance over time to evaluate if it is trending positively or negatively.
- **Earned Value Management (EVM)** is a very widely used method of measuring performance. We discussed EVM in Lesson 4 Project Cost Management. You may wish to review this information again.

Earned Value Management (EVM)

- EVM combines scope, schedule, and budget to assess project performance:
 - Tracks whether the planned amount of work has been completed within budget.
 - Prevents misinterpretation of being "under budget" when actual work is incomplete.

Earned Value

Using earned value will help you determine if you really spent less money or if you spent less money because you did not complete the planned amount of work.



Md3: Manage Risk

https://s3-us-west-2.amazonaws.com/unex-pm-mooc/lesson08/story_html5.html

Elements of the Risk Management Plan

The risk management plan is a subsidiary to the project management plan document. The elements of the risk management plan include:

- **Methodology** - What approaches tools and data sources will be used to manage risk on the project?
- **Roles and Responsibilities** - Who is on the risk management team? Who leads the team, what do the other members do?
- **Budgeting** - Will funds be needed for contingency or reserve funds?
- **Timing** - When and how often will risk management activities be performed, what part of this should go into the schedule?
- **Risk Categories** - These are groupings of potential risks, meant to help you identify where risks may arise. This is often documented in an RBS or Risk Breakdown Structure.
- **Definitions of Probability and Impact** - Be sure that when a team member says that something has a low probability of occurring that this means the same thing to everyone. Otherwise you are not speaking the same language.

HIGH-LEVEL ASSUMPTIONS
can potentially develop into
RISKS.

Risk Event Statements

The key to Project Risk Management is the identification of discrete events that, if they happen, will affect the scope, schedule, cost and/or quality objectives of the project. A simple **risk event statement** is as follows:

If event "X" occurs, then project objective "Y" will be affected

For example, you may identify a work slow down or strike initiated by union labor as a risk event. This event would most certainly negatively impact the project's schedule. The risk event statement could be:

If the ABC union initiates a strike coincidental with the scheduled start of the Build Phase of the project, the completion of the activities associated with work packages 3.1.1.1 through 3.1.1.4 will be delayed two to six weeks.

Risk events may be related to external causalities, as in the example above, or internal conditions.

They may be time sensitive. They may be limited to the possibility of one occurrence or multiple occurrences.

~~“We could be late.”
“We could be over budget.”~~

“If the human resources subject matter expert is not available to the project per the planned allocation of 80%, then project deliverables will not be completed on time.”

- Methods to identify risks:
 - Brainstorming sessions with the team.
 - Reviewing similar projects for common risks.
 - Using risk taxonomies or analyzing the work breakdown structure (WBS).

Brainstorming Session



-Allows your team to discuss what they perceive as risks

-Allows the group to work off of one another's ideas

Risk Register

The primary output from the identification of risks is the **risk register**. The initial content of the risk register results from the conduct of risk identification and includes:

- **List of identified risks** - The identified discrete risk events, including if possible their root causes and associated project assumptions.
- **List of potential responses** - Potential responses to a risk may be uncovered during the Identify Risks process. These preliminarily identified responses may be useful as inputs to the Plan Risk Responses process.

We will elaborate and update the risk register with additional risk information from the other risk processes including: probability of risk event occurring and impact on project objective(s); potential responses to implement if the risk event occurs; budget analyses of risk impacts and responses; risk owners, and risk event status as the project proceeds. See the example to the right.

Risk Register

RISK DESCRIPTION	IMPACT	PROBABILITY	PLAN	OWNER	DETAILS
If key full-time project member leaves, our project will late	High	Medium	Contingencies	Beth	Regular discussion with team members to assess satisfaction. Regular discussions with functional managers to stay on top of the likely candidates for key positions.
Natural disaster destroys product prototype, thus increasing costs	Medium	High	Transfer	Beth	Has happened the last 3 years. Purchase insurance this year.
Federal agencies adopt new regulations requiring substantial product changes	High	Low	Accept	George	New regulations issued 2 weeks ago to widespread industry approval. Very unlikely.

Risk Register

Initially, you capture the risk statement and additional information about what will happen if this risk occurs.

You build on this information as you prioritize your risks and define risk responses.

Có 2 cái: Qualitative Risk Analysis, Quantitative Risk

Descriptive Risk Matrix

		Risk Probability				
		Very Low	Low	Moderate	High	Very High
Risk Impact	Very High	LOW	MODERATE	HIGH	HIGH	HIGH
	High	LOW	MODERATE	MODERATE	HIGH	HIGH
	Moderate	LOW	LOW	MODERATE	HIGH	HIGH
	Low	LOW	LOW	LOW	MODERATE	MODERATE
	Very Low	LOW	LOW	LOW	LOW	LOW

Now sometimes probability is also referred to as likelihood or weight

		Risk Likelihood				
		1- Very Low	3- Low	5- Moderate	7- High	9- Very High
Risk Impact	10-Very High	10- LOW	30- MODERATE	50- HIGH	70- HIGH	90- HIGH
	8- High	8- LOW	24- LOW	40- MODERATE	56- HIGH	72- HIGH
	6- Moderate	6- LOW	18- LOW	30- MODERATE	42- MODERATE	54- HIGH
	4- Low	4- LOW	12- LOW	20- LOW	28- MODERATE	36- MODERATE
	2- Very Low	2- LOW	6- LOW	10- LOW	14- LOW	18- LOW

likelihood: đánh giá dựa trên số liệu

impact: đáng giá dựa trên chuyên môn

Response risk strategy

7. Responding to risks:

- **Accept:** Prepare a plan but take no preventative action (e.g., can't replace a team member until they resign).
- **Avoid:** Eliminate the risk entirely by changing the project plan (e.g., avoid outdoor work during rainy seasons).
- **Transfer:** Shift responsibility to another party (e.g., insurance or outsourcing).
- **Mitigate:** Take proactive steps to reduce likelihood or impact (e.g., cross-train team members to cover potential gaps).

avoid: tránh nó xảy ra, mitigate: giảm khả năng xảy ra hoặc tác động của rủi
Regularly review and update the **risk register** throughout the project lifecycle to address emerging risks or reassess existing ones.

change

https://s3-us-west-2.amazonaws.com/unex-pm-mooc/lesson11/story_html5.html

Integration Management **trong quản lý dự án được hiểu là** Quản lý tích hợp**, một trong những lĩnh vực kiến thức chính trong quản lý dự án (theo chuẩn PMI - Project Management Institute). Nó liên quan đến việc đảm bảo rằng tất cả các thành phần và quy trình của dự án hoạt động như một thể thống nhất để đạt được mục tiêu dự án.

Ý nghĩa chính của Integration Management:

1. Kết nối và phối hợp:

- Tích hợp các quy trình, hoạt động, con người, tài nguyên và thông tin để đảm bảo dự án vận hành trơn tru, không bị rời rạc hoặc mâu thuẫn.

2. Đồng bộ hóa các yếu tố dự án:

- Xử lý các mối liên kết giữa các phần khác nhau của dự án (như phạm vi, thời gian, chi phí, rủi ro, chất lượng, v.v.) để đạt được hiệu quả tổng thể.

3. Thông nhất mục tiêu:

- Đảm bảo rằng các mục tiêu và kết quả đầu ra của dự án luôn phù hợp với các mục tiêu chiến lược của tổ chức.

Project Integration Management

UCIRVINE | EXTENSION

We discussed project integration early in the class. Now we return for another look. Click through the process groups to the right to refresh your memory. We've already covered the first two. After a quick recap, we'll spend the bulk of this lesson on the three remaining process groups.

Project Integration Management Processes
Click on each process group to read the associated process:

```
graph LR; subgraph PI [Project Integration Management Processes]; subgraph I [Initiating]; I1[Develop Project Charter]; end; subgraph P [Planning]; P1[Develop Project Management Plan]; end; subgraph E [Executing]; E1[Direct and Manage Project Work]; end; subgraph MC [Monitoring & Controlling]; MC1[Monitor and Control Project Work]; MC2[Perform Integrated Change Control]; end; subgraph C [Closing]; C1[Close Project or Phase]; end;
```

The diagram illustrates the five process groups of Project Integration Management. Each group is represented by a colored arrow pointing right, with sub-processes listed below them:

- Initiating:** Develop Project Charter
- Planning:** Develop Project Management Plan
- Executing:** Direct and Manage Project Work
- Monitoring & Controlling:** Monitor and Control Project Work, Perform Integrated Change Control
- Closing:** Close Project or Phase

Proactive vs. Reactive Communication

- **Proactive communication** ensures stakeholders understand expectations, avoid surprises, and maintain confidence in the project manager.
- Planning communications does not eliminate the possibility of **ad hoc conversations**, but it prevents missed opportunities and helps prepare strategic updates.

Project Tracking

During project planning you define the performance measurement baseline and the tracking tools to monitor performance to the baseline.

Tracking tools:

- Utilize measurable objectives, quality criteria, standards, metrics, and targets to determine if you are on target to meet the objectives you defined
- Address scope, schedule, cost, technical, and quality parameters

The **performance measurement baseline** is an approved integrated scope-schedule-cost plan for the project work against which project execution is compared to measure and manage performance

Types of Tracking Tools

Tracking tools for project performance measurement include:

- Earned value measurement
- Forecasts
- Quality criteria and metrics for acceptance of work packages and deliverables
- Checklists
- Risk register
- Issue logs
- Change control approval log

Scope creep:

SCOPE CREEP occurs when:

Project objectives are not clearly defined or they are not agreed upon.

When there is no official process to request changes,

it becomes too easy for people to ask for changes.

Good Reasons for change:

- Improved methods discovered during the project.
- Necessary corrections identified in the project's scope.
- Opportunity to collaborate with other teams, removing redundant work.

Change Control Process : easy to understand, follow and well -

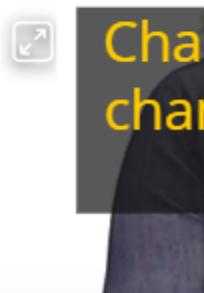
Process => A process might be as simple as a **standardized form**

Components of a change control process:

- **Request submission:** Standardized forms to submit requests.
- **Estimation and review:** Requests are analyzed for impact and cost.
- **Approval:**
 - Small changes may be approved by the team.
 - Larger changes go to a **change board** or require executive approval.
- **Communication:** Outcomes are shared with stakeholders.

A good change process will have change thresholds:

- Changes the team can approve
- Changes the change board must approve
- Changes that require executive approval



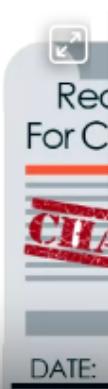
The Benefits of Change Control

Inconsequential changes are discouraged by the formal process.

Costs of changes are maintained in a log.

Integrity of the WBS and performance measures is maintained.

Allocation and use of budget and management reserve funds are tracked.



The Benefits of Change Control

Responsibility for implementation is clarified.

Effect of changes is visible to all parties involved.

Implementation of change
is monitored.

Scope changes will be quickly
reflected in baseline and
performance measures.



8. Best practices for lessons learned:

- Formal review sessions after key phases or milestones.
- Maintain a running list during regular meetings.
- Share insights through status reports to keep the team aligned.