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

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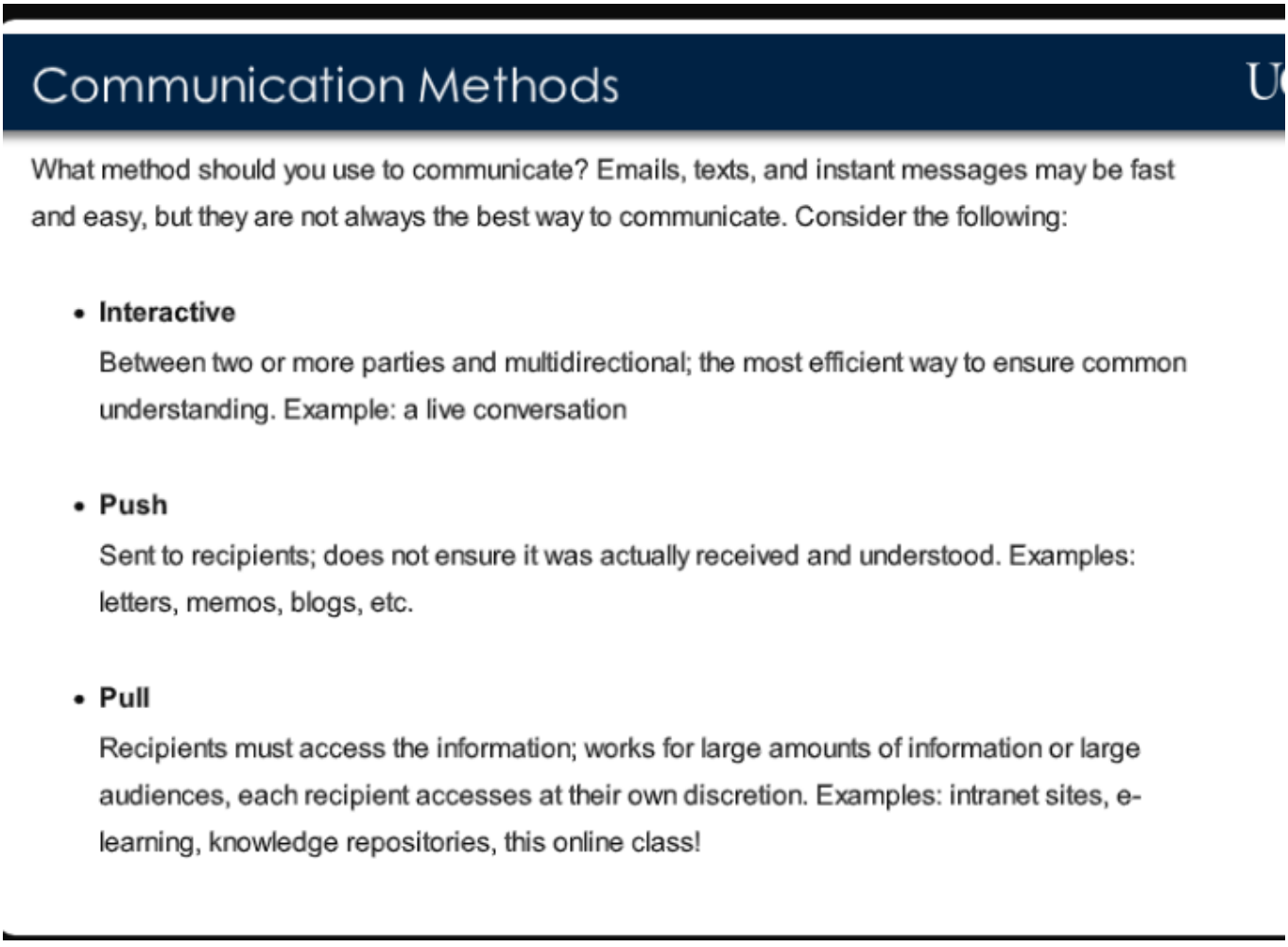


The basic plan includes:

-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

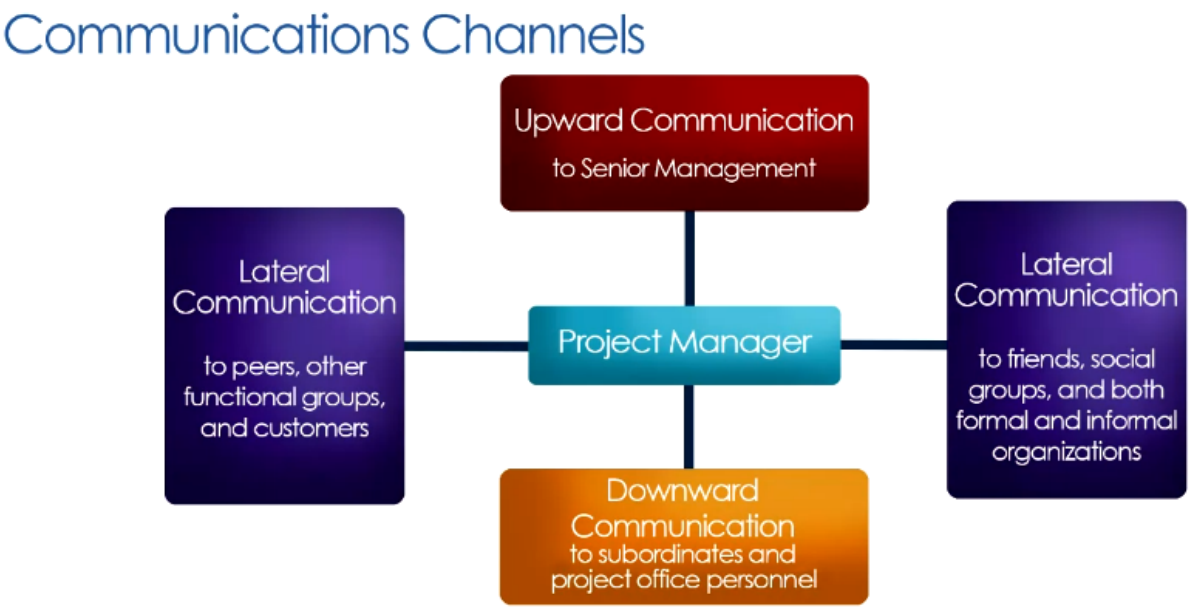
-Acknowledge that change can be difficult

- How to become comfortable with change

STAKEHOLDER REGISTER

STAKEHOLDER ANALYSIS

STAKEHOLDER MANAGEMENT PLAN



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 and Tools

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.
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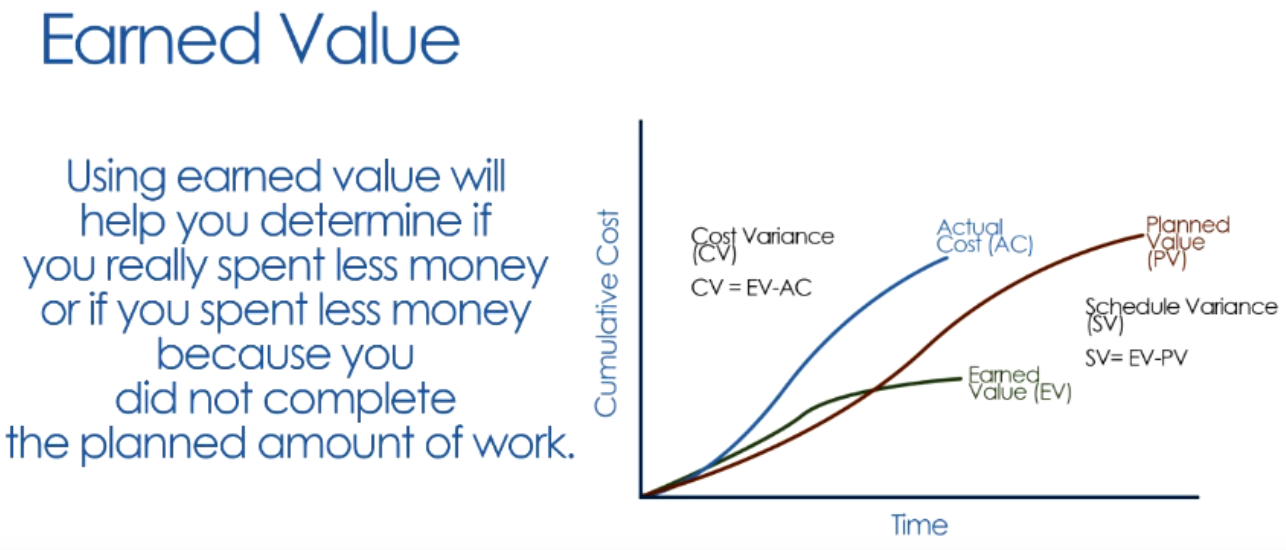

Md3: Manage Risk

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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.

If [this], then [that]

Risk Event Statements

UCIRVI

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.

"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

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.

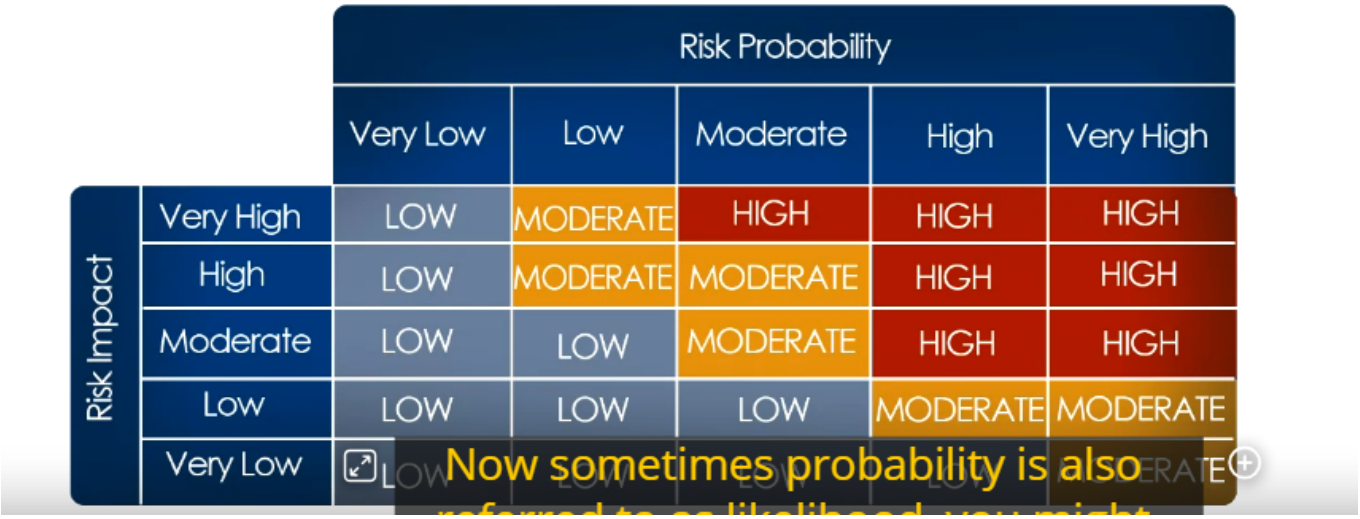
Risk Register

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



likelihood: đánh gia dự trên số liệu
impact: đáng giá dự trên chuyên môn

Response risk stategy

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, mitigateL giảm khả năng xảy ra hoặc tác động cua rủi
Regularly review and update the **risk register** throughout the project lifecycle to address emerging risks or reassess existing ones.

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change

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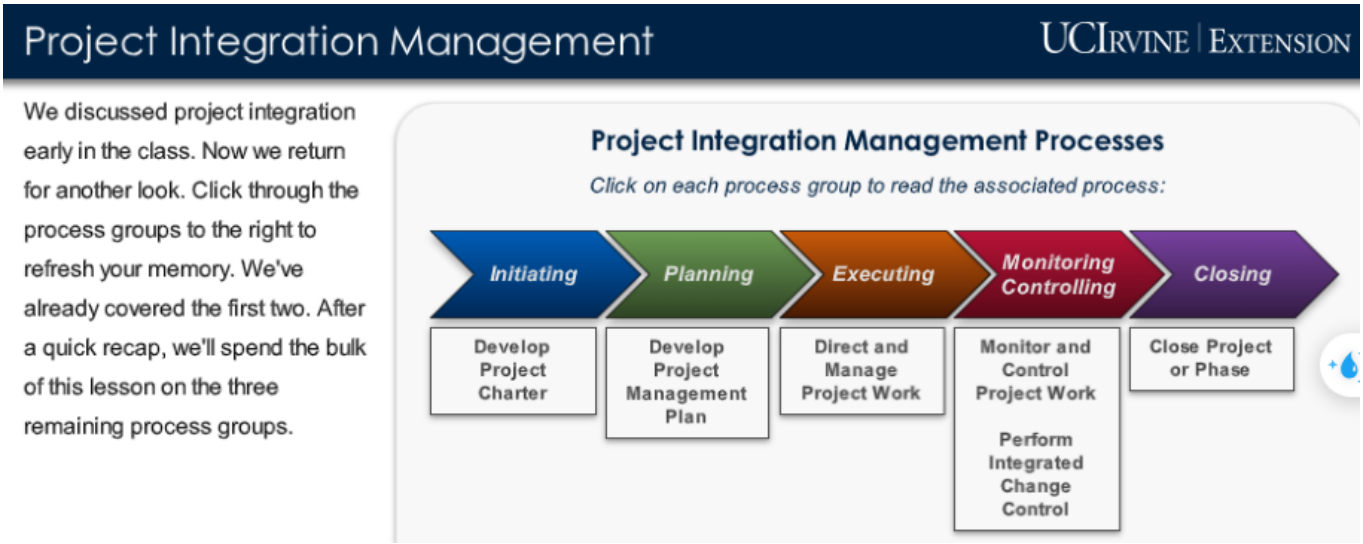
Integration Management **trong quản lý dự án được hiểu là** Quản lý tích hợp**, một trong những lĩnh vực kiến thức chính trong quản lý dự án (theo chuẩn PMI - Project Management Institute). Nó liên quan đến việc đảm bảo rằng tất cả các thành phần và quy trình của dự án hoạt động như một thể thống nhất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

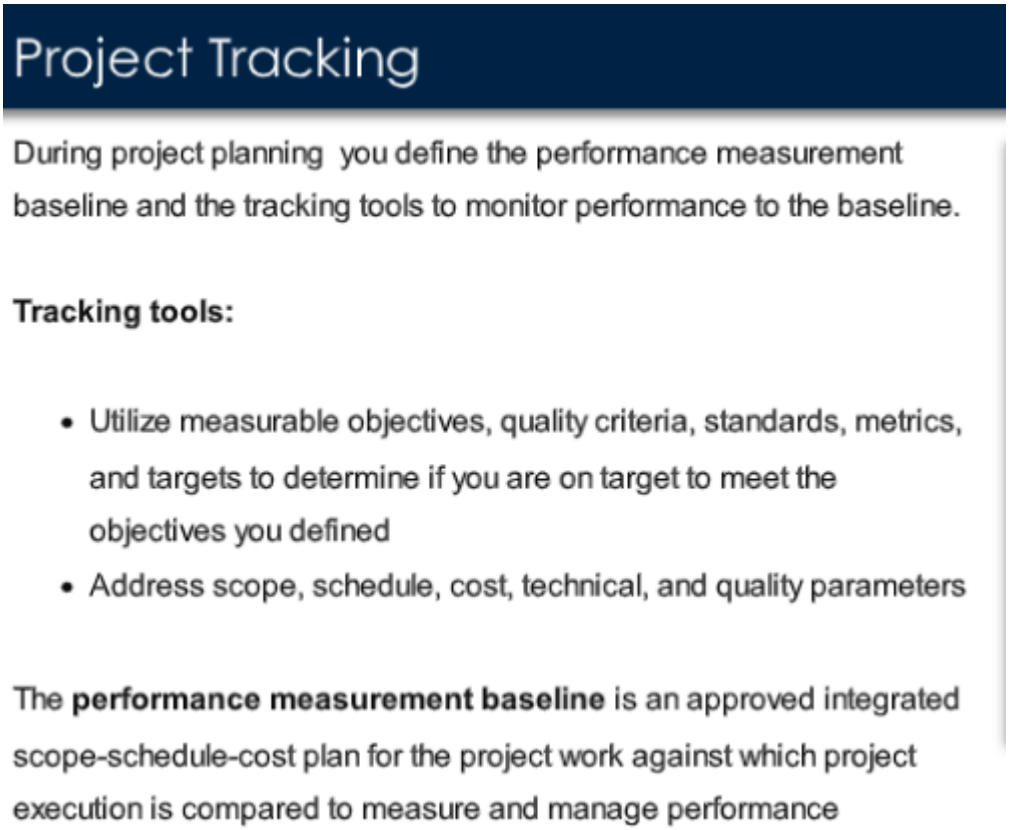
Ý nghĩa chính của Integration Management:

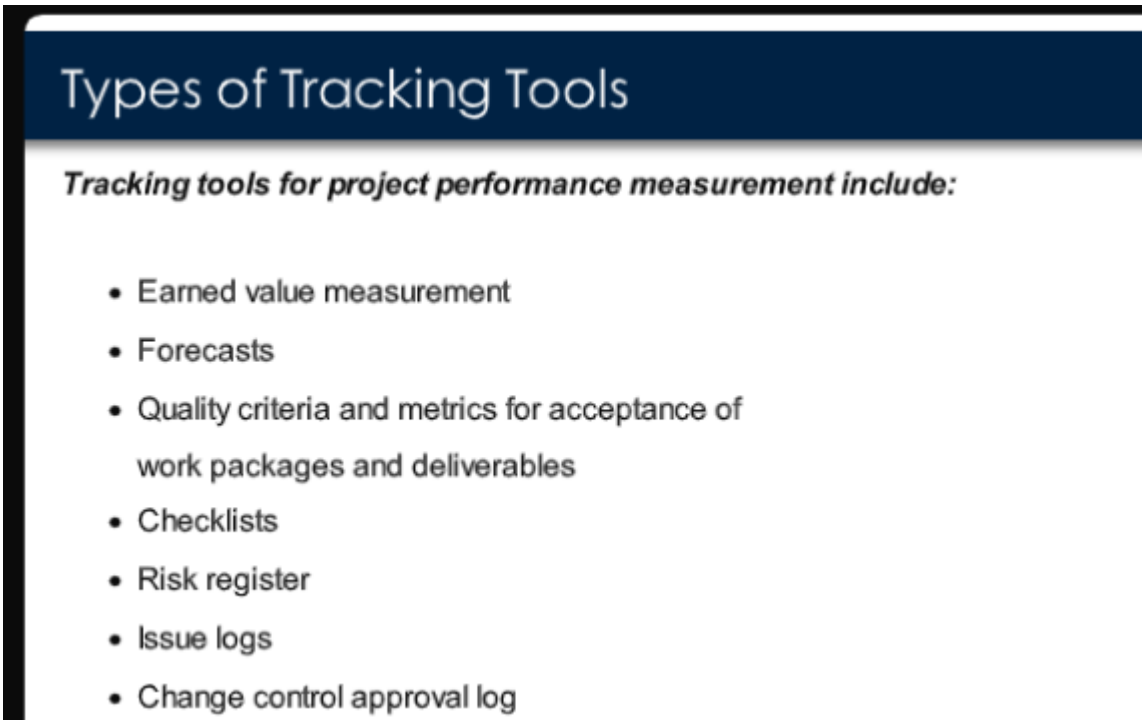
1. **Kết nối và phối hợp**:
   - Tích hợp các quy trình, hoạt động, con người, tài nguyên và thông tin để đảm bảo dự án vận hành trơn tru, không bị rời rạc hoặc mâu thuẫn.
2. **Đồng bộ hóa các yếu tố dự án**:
   - Xử lý các mối liên kết giữa các phần khác nhau của dự án (như phạm vi, thời gian, chi phí, rủi ro, chất lượng, v.v.) để đạt được hiệu quả tổng thể.
3. **Thống 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.



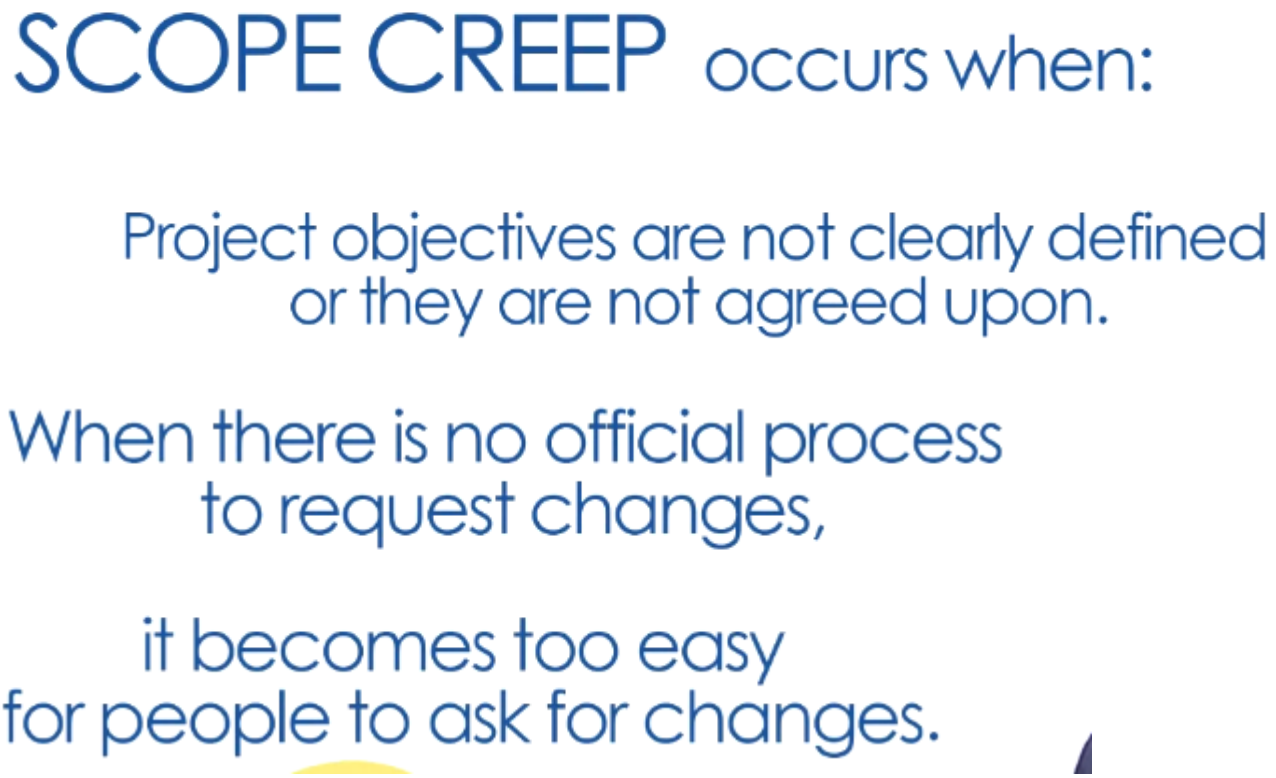
Proactive vs. Reactive Communication

- **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.





Scope creep:



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 ưell -
Process => A process might be as simpleas 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.

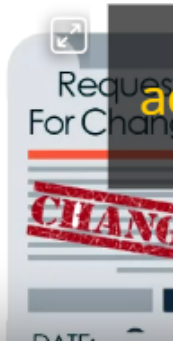
The Benefits of Change Control

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.