## Project Communications Management Terms

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| | *Directions: Hide this side of the flashcards or fold page in half. Read the term, recite the definition, and then look at this side of the flashcards to check your answer.* |
| Acknowledgment | The receiver signals that the message has been received. An acknowledgment shows receipt of the message, but not necessarily agreement with the message. |
| Active listening | The receiver confirms that the message is being received through feedback, questions, prompts for clarity, and other signs of confirmation. |
| Choice of media | The best modality to use when communicating that is relevant to the information being communicated. |
| Communication assumptions | Anything that the project management team believes to be true but hasn't proven to be true. For example, the project management team may assume that all of the project team can be reached via cell phone, but parts of the world, as of this writing, don't have a cell signal. |
| Communication barrier | Anything that prohibits communication from occurring. |
| Communication channels formula | N(N – 1)/2, where N represents the number of identified stakeholders. This formula reveals the total number of communication channels within a project. |
| Communication constraints | Anything that limits the project management team's options. When it comes to communication constraints, geographical locales, incompatible communications software, and even limited communications technology can constrain the project team. |

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| Communications management plan | A project management subsidiary plan that defines the stakeholders who need specific information, the person who will supply the information, the schedule for the information to be supplied, and the approved modality to provide the information. |
| Decoder | The device that decodes a message as it is being received. |
| Effective listening | The receiver is involved in the listening experience by paying attention to visual cues from the speaker and paralingual characteristics, and by asking relevant questions. |
| Encoder | The device that encodes the message being sent. |
| Feedback | The sender confirms that the receiver understands the message by directly asking for a response, questions for clarification, or other confirmation. |
| Influence/impact grid | Stakeholders are mapped on a grid based on their influence over the project in relation to their influence over the project execution. |
| Information presentation tools | A software package that allows the project management team to present the project's health through graphics, spreadsheets, and text. (Think of Microsoft Project.) |
| Information retrieval system | A system to quickly and effectively store, archive, and access project information. |
| Interactive communication | This is the most common and most effective approach to communication. It's where two or more people exchange information. Consider status meetings, ad-hoc meetings, phone calls, and videoconferences. |
| Lessons learned | This is documentation of what did and did not work in the project implementation. Lessons learned documentation is created throughout the project by the entire project team. When lessons learned sessions are completed, they're available to be used and applied by the entire organization. They are now part of the organizational process assets. |

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| Medium | The device or technology that transports a message. |
| Noise | Anything that interferes with or disrupts a message. |
| Nonverbal | Facial expressions, hand gestures, and body language are nonverbal cues that contribute to a message. Approximately 55 percent of communication is nonverbal. |
| Paralingual | The pitch, tone, and inflections in the sender's voice affecting the message being sent. |
| Performance report | A report that depicts how well a project is performing. Often, the performance report is based on earned value management and may include cost or schedule variance reports. |
| Project presentations | Presentations are useful in providing information to customers, management, the project team, and other stakeholders. |
| Project records | All the business of the project communications is also part of the organizational process assets. This includes e-mails, memos, letters, and faxes. |
| Project reports | Reports are formal communications on project activities, their status, and conditions. |
| Pull communication | This approach pulls the information from a central repository, like a database of information. Pull communications are good for large groups of stakeholders who want to access project information at their discretion. Consider a project web site where stakeholders can periodically drop by for a quick update on the project status. |
| Push communication | This approach pushes the information from the sender to the receiver without any real acknowledgment that the information was really received or understood. Consider letters, faxes, voicemail messages, e-mails, and other communications modalities that the sender packages and sends to receivers through some intermediary network. |
| Receiver | The person who receives the message. |

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| Sender | The person who is sending the message. |
| Sender–receiver models | Feedback loops and barriers to communications. |
| Stakeholder notifications | Notices to the stakeholders about resolved issues, approved changes, and the overall health of the project. |
| Status review meeting | A regularly scheduled meeting to discuss the status of the project and its progress toward completing the project scope statement. |
| Time reporting system | A system to record the actual time to complete project activities. |