

Communication Management

- Covers all tasks related to
 - Producing,
 - Compiling,
 - Sending,
 - Storing,
 - Distributing,
 - Managing project records
- Always proactive and thorough



Communication Management



Plan Communication

- Define how often communication will be distributed and updated
- Define which stakeholder will receive what information



Plan Communication - Inputs

- Project Charter
- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets



Plan Communication - Tools

- Expert Judgment
- Communication Requirements Analysis
- Communication Technology
- Communication Models
- Communication Methods
- Interpersonal and Team Skills
- Data Representation
- Meetings



Communication Requirements Analysis

- Communication Channels
$$C = \frac{n \cdot (n - 1)}{2}$$
- Official Channels of Communication
 - Who communicates with
 - Customer
 - Key subcontractors
 - ...
 - One-2-One, One-2-Many, Many-2-Many



Communication Technology

Meeting	Frequency	Date	Duration [m]	Location	Phone / Web	Responsible	Minutes	Share	Avinash	Dhruv	Dinesh	Hanza	Jain	Sajal	Tarun	Vishal	Oliver
R&D Project Management	4-5 blocks	Friday, Sat.	7 h/day	FH DO	Presence	Oliver	Slides	E-Mail	x	x	x	x	x	x	x	x	x
Project Meeting	weekly	Tuesday	45 min	virtual	Phoneconf + Webmeeting	Avinash	Excel	Cloud	x	o	x	x	x	o			
Preparation Team A	weekly	Thursday	100 min	Library	Presence	Jain	none			x	x	x	x		x	o	
Preparation Team B	weekly	Wednesday	120 min		Phoneconference	Tarun	none		x		x	x	x	x		o	

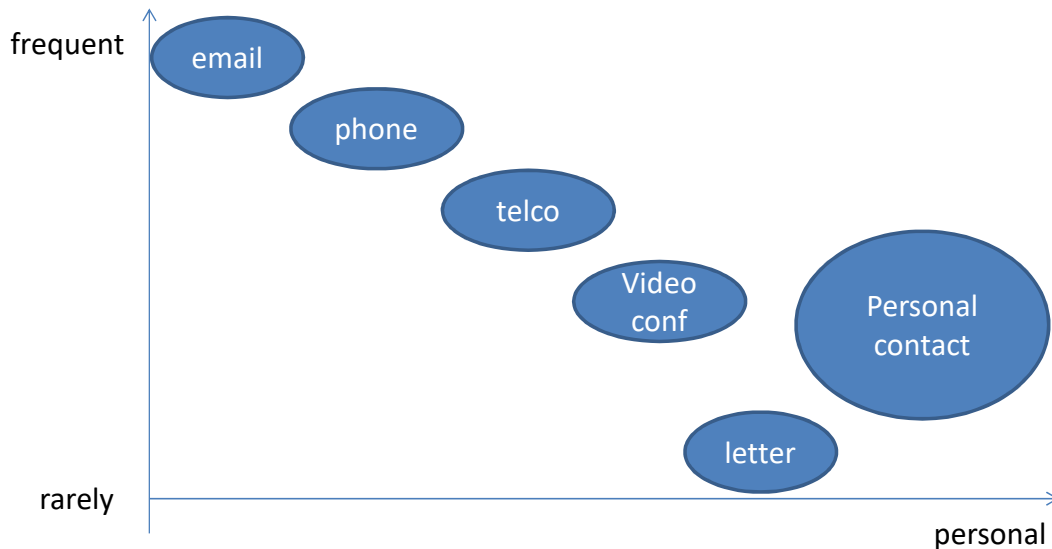
x : Participation
o : Participation optional

- Face-to-face meetings
- Portal
- Project web site
- E-mail



- Which means of communication do you know?
- How often are they used?
- How personal are they?

Media Richness Theory

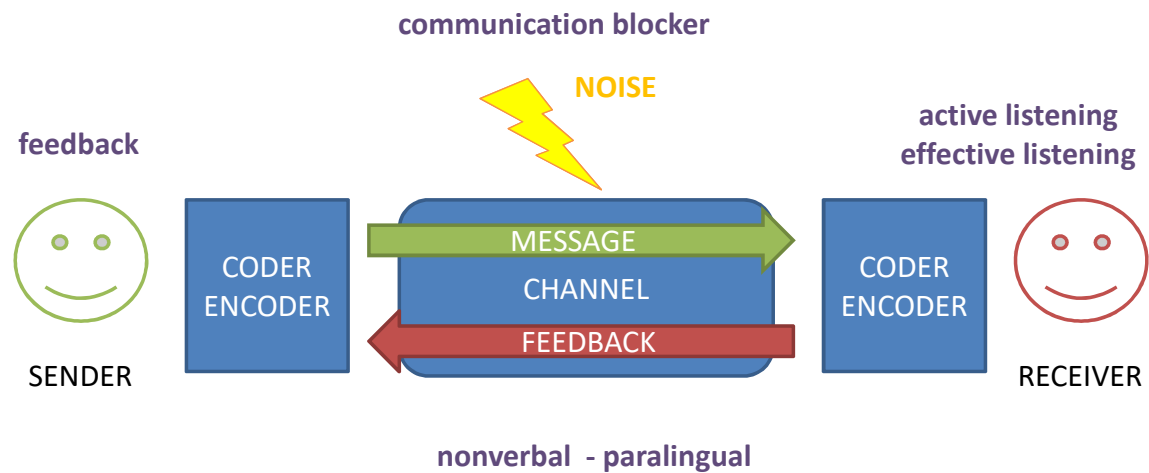


Communication Models

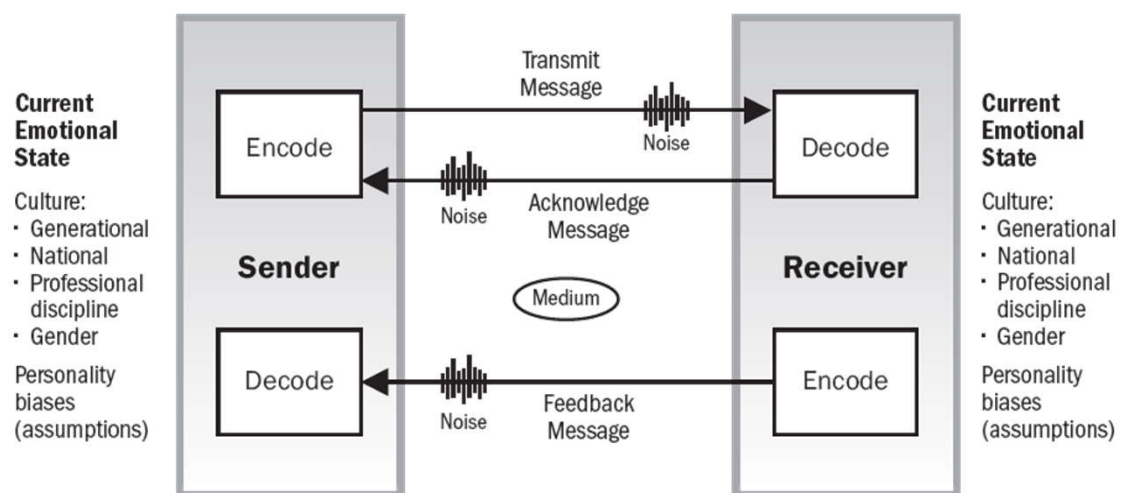
- Sender
 - Encode the message clearly
 - Select a communication method
 - Send the message
 - Confirm message was understood
- Receiver
 - Decode the message
 - Confirm message was understood



Shannon-Weaver Model



Cross-Cultural Communication



Source: PMBOK6

First Impression

55%

Non-verbal communication

38%

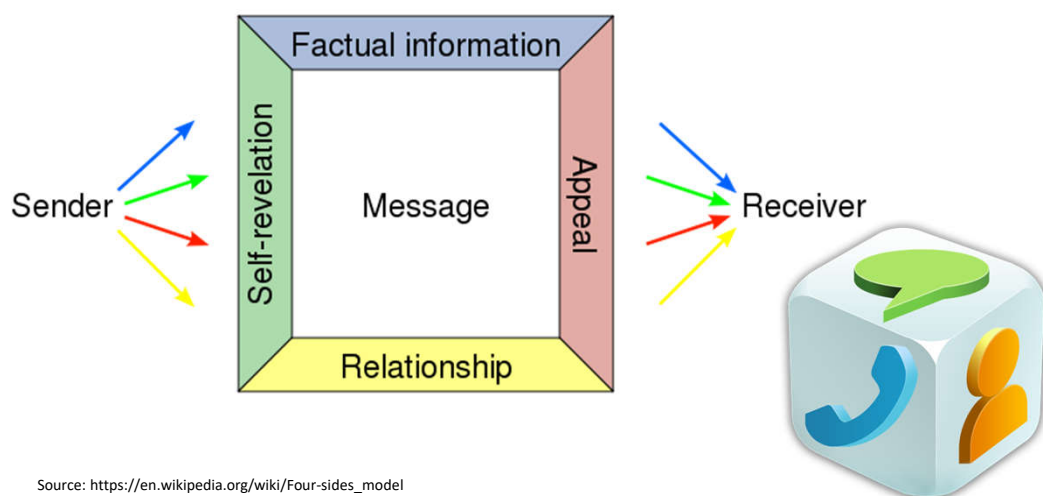
Voice

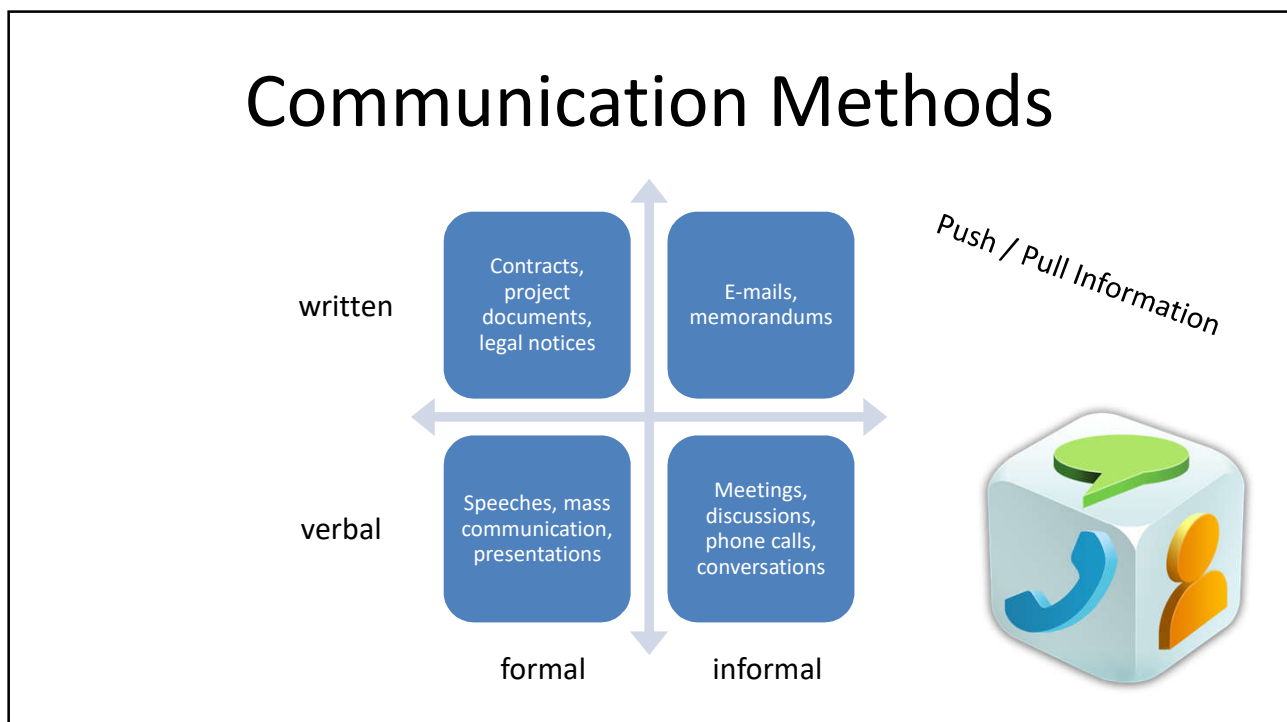
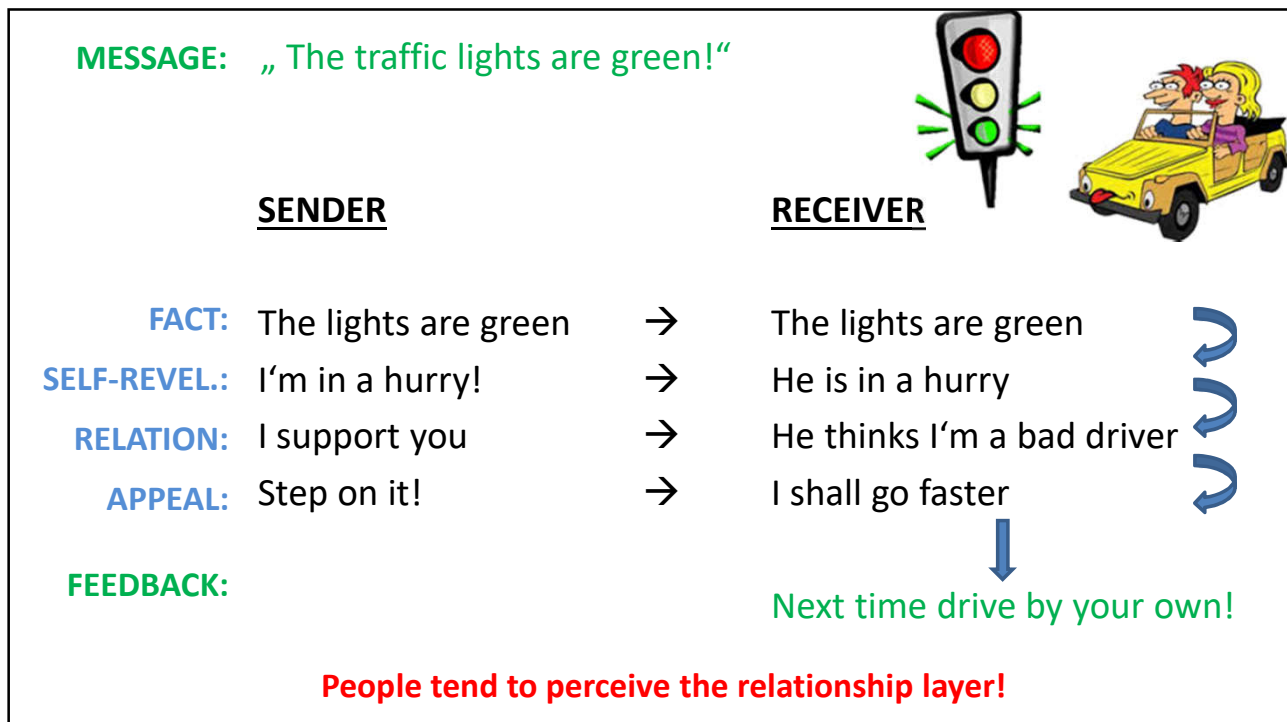
7%

Contents

Look
Clothing
Motions
Facial Expression
Eye Contact
Gesture
Smell
Handshake/Squeeze

Communication Models





Plan Communication – Outputs

- Communication Management Plan
- Project Document Updates



Manage Communications

Collection, creation, distribution, storage, retrieval, management, monitoring, and disposition of project information.

Enable efficient and effective information flow between project team and stakeholders.



Manage Communications - Inputs

- Project Management Plan
- Project Documents
- Work Performance Reports
- Enterprise Environmental Factors
- Organizational Process Assets



Manage Information - Tools

- Communication Technology
- Communication Methods
- Communication Skills
- Project Management Information System (PMIS)
- Project Reporting
- Interpersonal and Team Skills
- Meetings



Manage Information – Outputs

- Project Communications
- Project Management Plan Updates
- Project Documents Updates
- Organizational Process Assets Updates



Monitor Communications

- Ensuring the information needs of the project are met
- Ensure optimal information flow



Monitor Communications - Inputs

- Project Management Plan
- Project Documents
- Work Performance Data
- Enterprise Environmental Factors
- Organizational Process Assets



Monitor Communications - Tools

- Expert Judgment
- Project Management Information System
- Data Representation
- Interpersonal and Team Skills
- Meetings



Monitor Communications – Outputs

- Work Performance Information
- Change Requests
- Project Management Plan Updates
- Project Documents Updates

