

Project Management Professional



PMP PREPARATION COURSE

6TH EDITION

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Chapter 10

Project Communications Management

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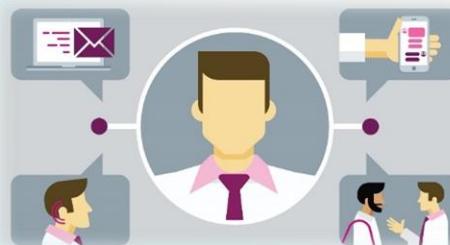
Plan Communication Management

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Monitor Communications



Project Communications Management Overview

10.1 Plan Communications Management

- .1 Inputs
 - .1 Project charter
 - .2 Project management plan
 - .3 Project documents
 - .4 Enterprise environmental factors
 - .5 Organizational process assets
- .2 Tools & Techniques
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 - .7 Data representation
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 - .3 Project documents update

10.2 Manage Communications

- .1 Inputs
 - .1 Project management plan
 - .2 Project documents
 - .3 Work performance reports
 - .4 Enterprise environmental factors
 - .5 Organizational process assets
- .2 Tools & Techniques
 - .1 Communication technology
 - .2 Communication methods
 - .3 Communication skills
 - .4 Project management information system
 - .5 Project reporting
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 - .7 Meetings
- .3 Outputs
 - .1 Project communications
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 - .4 Organizational process assets updates

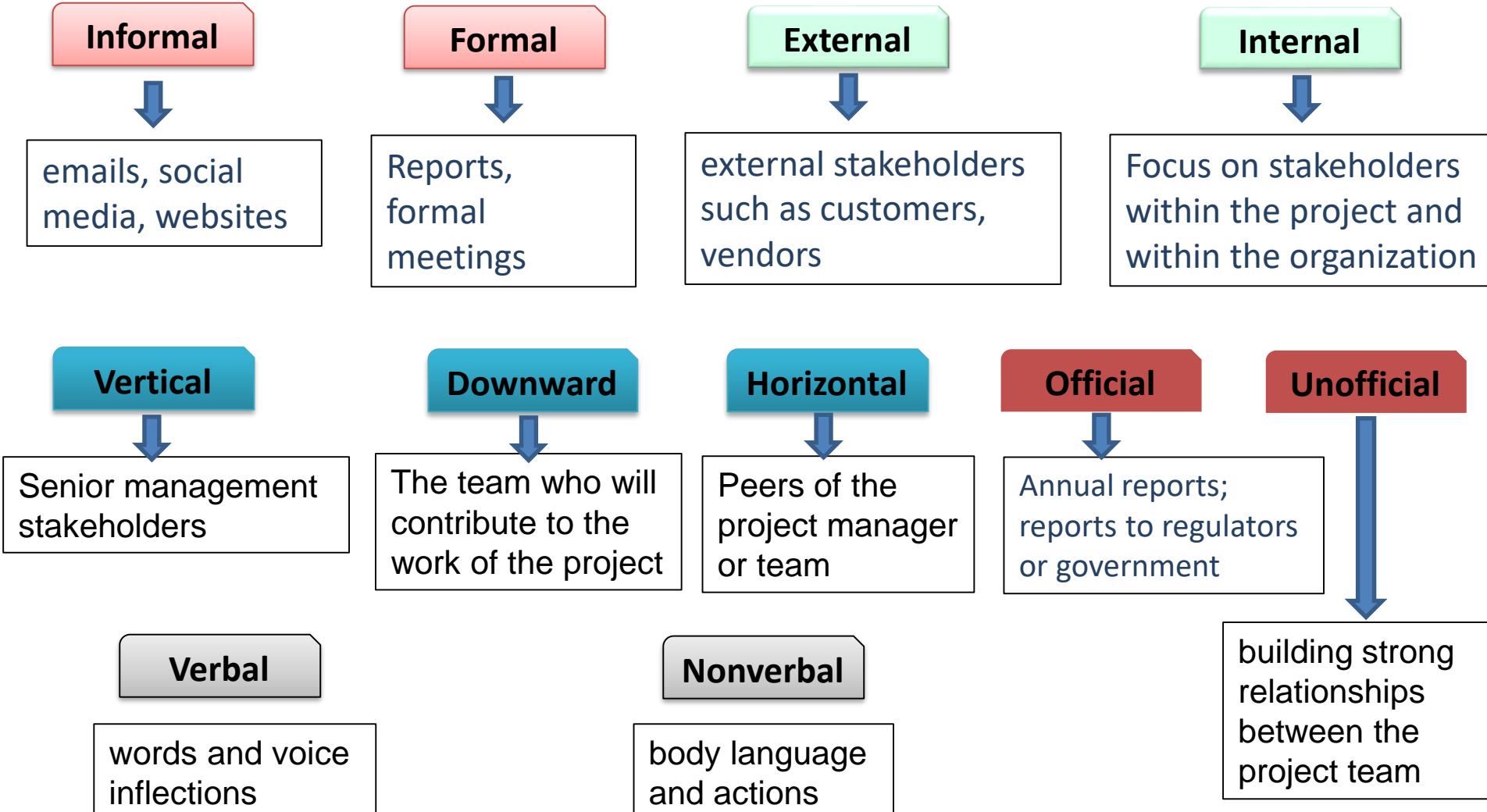
10.3 Monitor Communications

- .1 Inputs
 - .1 Project management plan
 - .2 Project documents
 - .3 Work performance data
 - .4 Enterprise environmental factors
 - .5 Organizational process assets
- .2 Tools & Techniques
 - .1 Expert judgment
 - .2 Project management information system
 - .3 Data representation
 - .4 Interpersonal and team skills
 - .5 Meetings
- .3 Outputs
 - .1 Work performance information
 - .2 Change requests
 - .3 Project management plan updates
 - .4 Project documents updates

Lecture 07 : Project Communications Management

Introduction

Definitions



Lecture 07 : Project Communications Management

01. Plan Communications Management



Lecture 07 : Project Communications Management

01. Plan Communications Management

➤ Plan Communications is the process of :

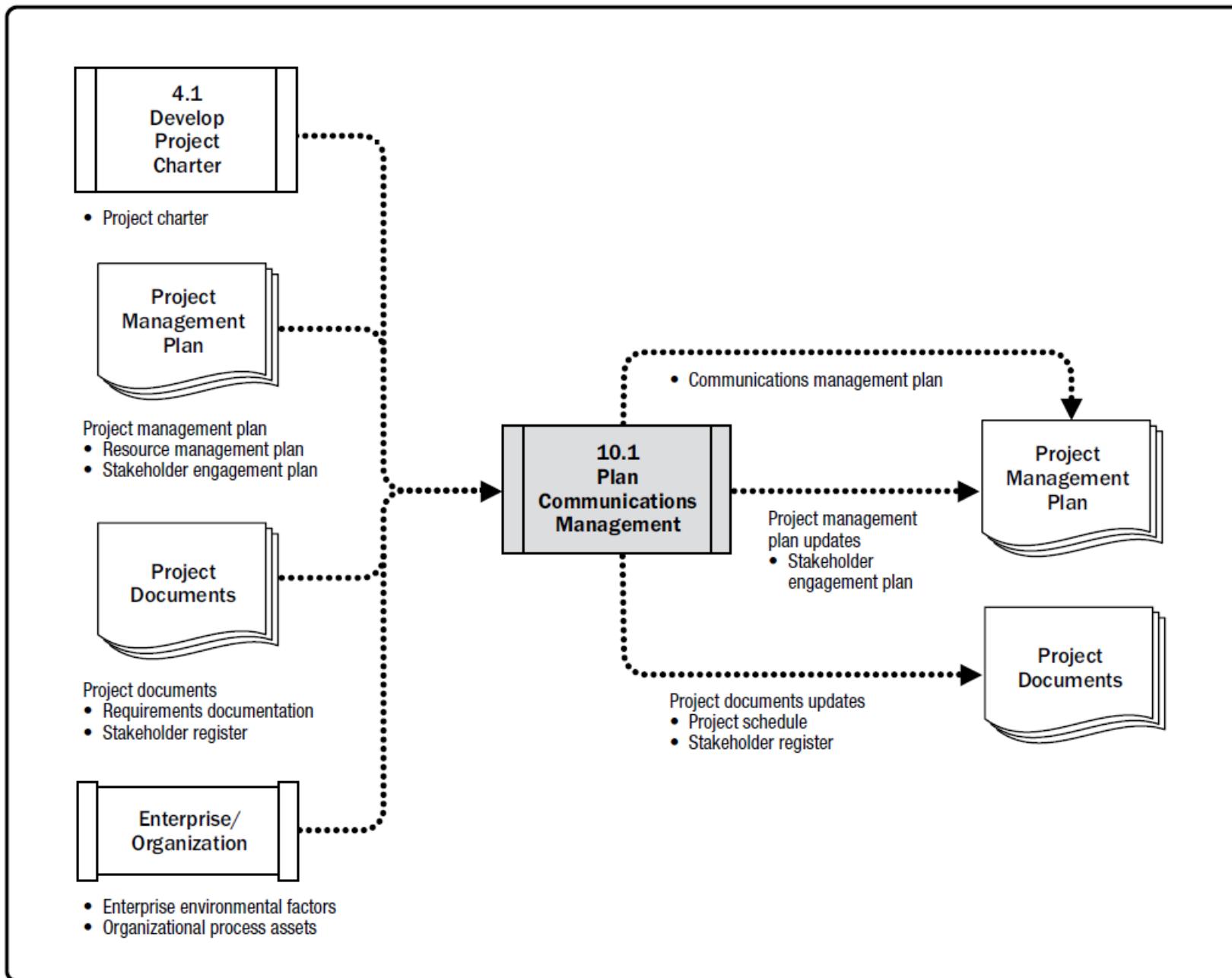
- Developing an appropriate approach and **plan** for project communications activities based on the information needs of **each stakeholder** or group, available organizational assets, and the **needs of the project**.

هي عملية وضع طريقة وخطة مناسبة لأنشطة التواصل بالمشروع بناءً على الاحتياجات للمعلومات لكل فرد أو مجموعة من المعينين بالمشروع ، والمصادر التنظيمية المتاحة، واحتياجات المشروع.

❖ The key benefit of this process:

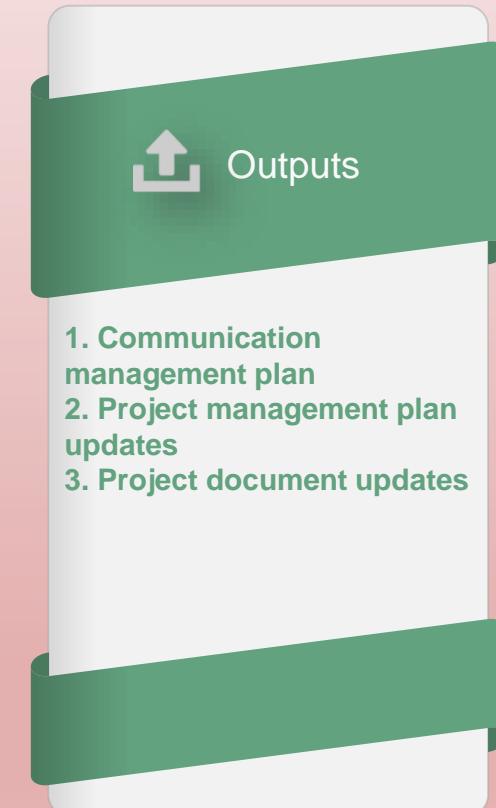
- ✓ a documented approach to effectively and efficiently engage stakeholders by presenting relevant information in a timely manner.

✓ وجود أسلوب موثق لمشاركة المعينين بالمشروع بفعالية وكفاءة عن طريق تقديم معلومات ذات صلة في الوقت المناسب.



Project Communications Management

(1) Plan Communications Management



Lecture 07 : Project Communications Management

01. Plan Communications Management

Inputs Project Charter ميثاق المشروع

The project charter identifies:

- The key stakeholder list. قائمة المعينين الرئيسيين
- Contain information about the roles and responsibilities of the stakeholders

Inputs Project management plan

Resource management plan خطة إدارة الموارد

- Provides guidance on how team resources will be categorized, allocated, managed, and released.
- Team members and groups may have **communication requirements** that should be identified in the communications management plan.

Stakeholder engagement plan

- Identifies the management **strategies** required to effectively **engage** stakeholders

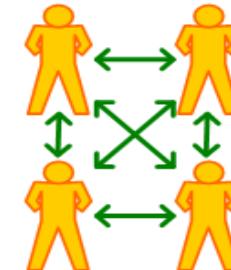
Lecture 07 : Project Communications Management

01. Plan Communications Management

TT Communication Requirements Analysis: تحليل متطلبات التواصل

Very Important

- Analysis of communication requirements determines the information needs of the project stakeholders.
- These requirements are defined by combining the **type** and **format** of **information needed** with an analysis of the value of that information.
- Sources of information typically used to identify and define project communication requirements
 - 1- Stakeholder information and communication requirements from within the **stakeholder register** and stakeholder engagement plan.
 - 2- Communication channel = $N(N-1)/2$ where N is No. of people.
If $N=3 \rightarrow$ Channels = $3(3-1)/2 = 3$
If $N=4 \rightarrow$ Channels = $4(4-1)/2 = 6$
 - 3- Organizational charts.
 - 4- Internal information needs (e.g., when communicating within organizations)
 - 5- External information needs (e.g., when communicating with the media, public, or contractors).



Lecture 07 : Project Communications Management

01. Plan Communications Management

TT Communication Technology:

تكنولوجييا الاتصالات

- The methods used to transfer information among project stakeholders may vary significantly

قد تتفاوت الأساليب المستخدمة في نقل المعلومات بين المعينين بالمشروع تفاوتاً كبيراً

❖ Factors that can affect the choice of communication technology include:

1- Urgency of the need for information

أولوية الحاجة إلى المعلومات.

(The **urgency**, **frequency**, and format of the information to be communicated)

2- Availability and reliability of technology

إتاحة التكنولوجيا ووثوقيتها.

(The technology that is required should be **available** and **accessible** for all stakeholders)

3- Ease of use

سهولة الاستخدام.

(The choice of communication technologies should be **suitable** for project participants)

Lecture 07 : Project Communications Management

01. Plan Communications Management

TT Communication Technology: تكنولوجيا الاتصالات

- The methods used to transfer information among project stakeholders may vary significantly.

❖ Factors that can affect the choice of communication technology include:

4- Project environment بيئة عمل المشروع.

- Whether the team will meet and operate on a face-to-face basis or in a virtual environment
- whether they will be located in one or multiple time zones.
- whether they will use multiple languages for communication.

5- Sensitivity and confidentiality of the information حساسية وسرية المعلومات.

- Whether information to be communicated is sensitive or confidential. If so, additional security measures may be required.

Lecture 07 : Project Communications Management

01. Plan Communications Management

Notes

- The sender is responsible for the transmission of the message, ensuring the information being communicated is clear and complete, and confirming the message is correctly interpreted.

يتولى المُرسل مسؤولية إرسال الرسالة وضمان وضوح واقتدار المعلومات الجاري إبلاغها والتأكد من تفسير الرسالة بصورة صحيحة.

- The receiver is responsible for ensuring that the information is received in its entirety, interpreted correctly, and acknowledged or responded to appropriately

يتولى المستلم مسؤولية ضمان استلام المعلومات بالكامل وتفسيرها بصورة صحيحة وإقرارها أو الاستجابة إليها بصورة مناسبة.

Lecture 07 : Project Communications Management

01. Plan Communications Management

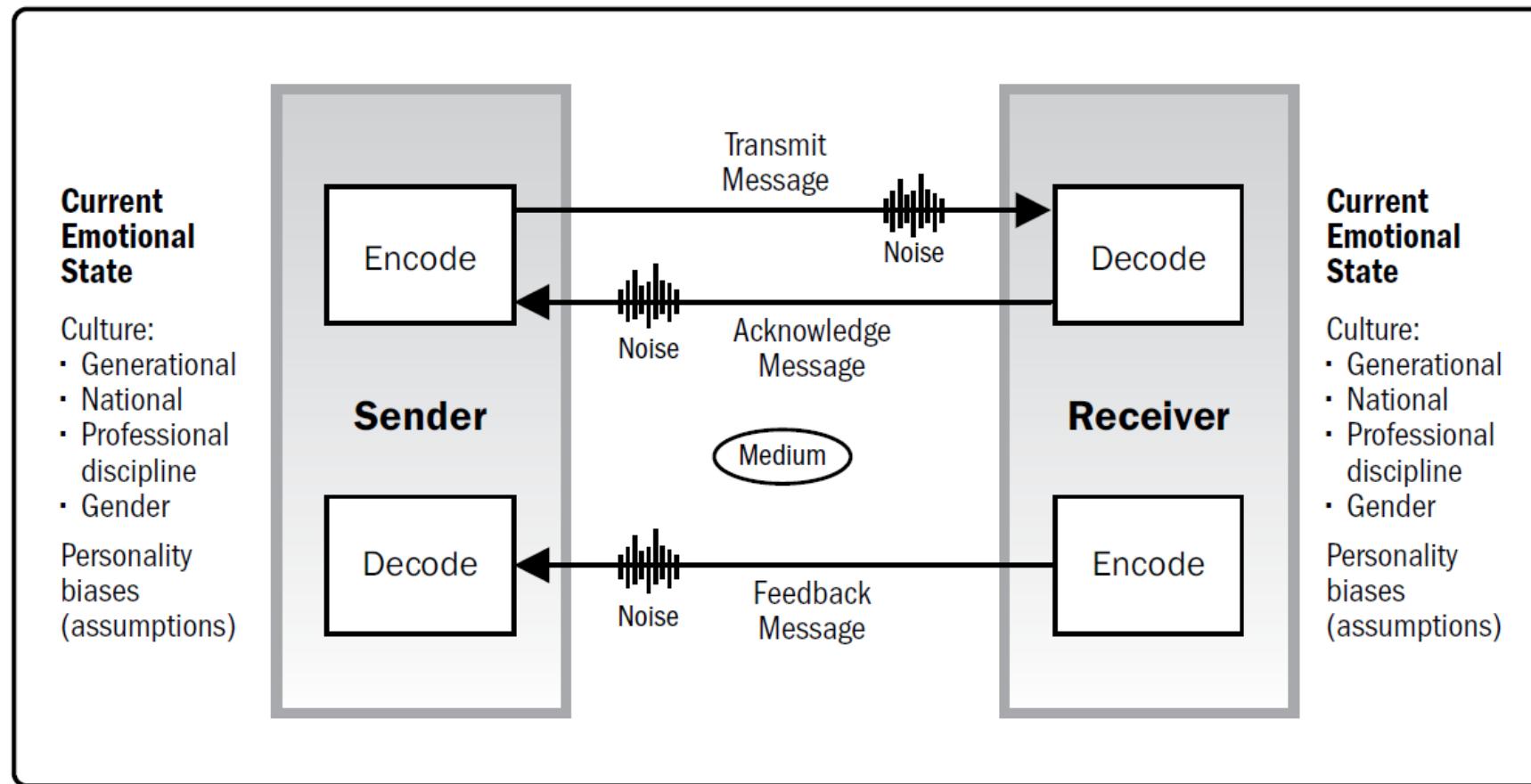


Figure 10-4. Communication Model for Cross-Cultural Communication

Lecture 07 : Project Communications Management

01. Plan Communications Management

TT Communication Models: نماذج التواصل

Sample basic sender/receiver communication model نموذج عينة التواصل الأساسي بجزئيه المرسل/المستقبل.

- This model describes communication as a process and consists of two parties, defined as the **sender** and **receiver**.
- This model is concerned with ensuring that the message is **delivered**, rather than **understood**.
 - ❖ **Encode:** The message is coded into symbols, such as text, sound (sending).
 - ❖ **Transmit message:** Noise may be present and contribute to loss of information.
 - ❖ **Decode:** The data received is translated by the receiver back into a form useful to the receiver.

Lecture 07 : Project Communications Management

01. Plan Communications Management

TT Communication Models: نماذج التواصل

- Sample interactive communication model نموذج عينة التواصل التفاعلي.
 - This model describes communication as a process and consists of two parties, defined as the **sender** and **receiver**.
 - Recognizes the need to ensure that the message has been **understood**
 - In this model, noise includes any interference or barriers that might compromise the understanding of the message.
- ❖ **Acknowledge.** Upon receipt of a message, the receiver may signal (acknowledge) receipt of the message, but this does not necessarily mean agreement with or comprehension of the message—merely that it has been received.
- ❖ **Feedback/response.** When the received message has been decoded and understood, the receiver encodes thoughts and ideas into a message and then transmits this message to the original sender.

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01. Plan Communications Management

TT

Communication Methods:

- 1. Interactive Communication:** Between two or more parties in multidirectional (Phone calls, meetings, interviews). Most effective way.
- 2. Push Communication:** Sent a specific information to specific recipients. Examples are letters, memos, e-mails, faxes etc.
- 3. Pull Communication:** Used for large complex information sets, or for large audiences. Examples are internet sites, e-learning



Lecture 07 : Project Communications Management

01. Plan Communications Management

TT Communication Methods:

4- **Interpersonal communication.** Information is exchanged between individuals, typically face-to-face.



5- **Small group communication.** Occurs within groups of around three to six people.



6- **Public communication.** A single speaker addressing a group of people.



Lecture 07 : Project Communications Management

01. Plan Communications Management

Communications Artifacts and Methods

أساليب التواصل



Lecture 07 : Project Communications Management

01. Plan Communications Management

Outputs Communications Management Plan:

- ✓ Stakeholder communication requirements.
- ✓ Information to be communicated, including language, format, content, and level of detail.
- ✓ Escalation processes.
- ✓ Reason for the distribution of that information.
- ✓ Timeframe and frequency for the distribution of required information.
- ✓ Person responsible for communicating the information.
- ✓ Person responsible for authorizing release of confidential information.
- ✓ Person or groups who will receive the information, including information about their needs, requirements.

What Needs To Be Communicated	Why	Between Whom	Best Method For Communicating	Responsibility For Sending	When And How Often

Lecture 07 : Project Communications Management

02. Manage Communications



Lecture 07 : Project Communications Management

02. 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.

هي عملية ضمان القيام بجمع معلومات المشروع وتكوينها وتوزيعها وتخزينها واسترجاعها وإدارتها ومراقبتها والتصرف النهائي فيها في الوقت الملائم وبصورة مناسبة.

❖ The key benefit of this process:

- ✓ Enables an efficient and effective information flow between the project team and the stakeholders.
- ✓ تتيح تدفق المعلومات بكفاءة وفعالية بين فريق المشروع والمعنيين بالمشروع.

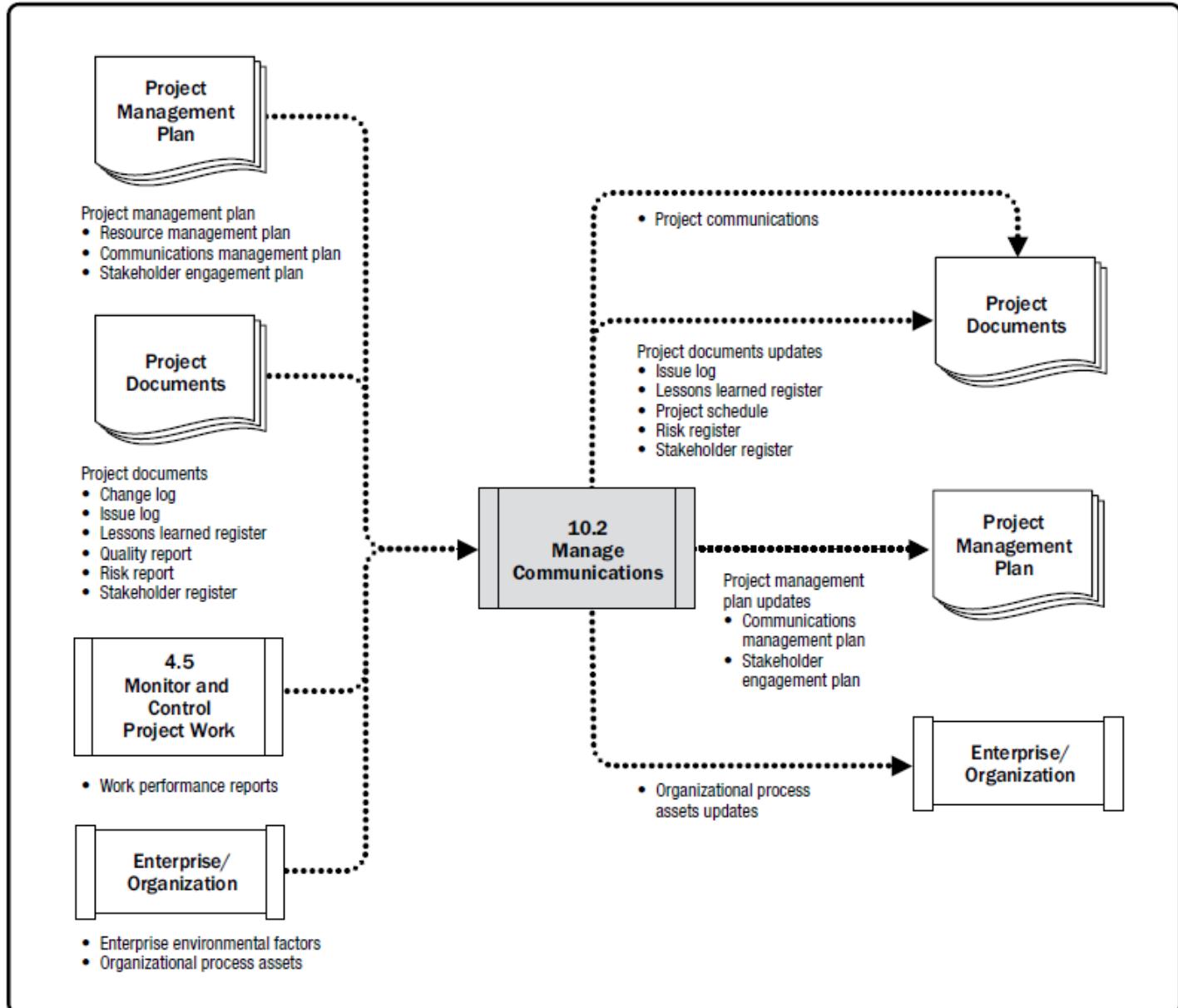


Figure 10-6. Manage Communications: Data Flow Diagram

Project Communications Management

(2) Manage Communications



Input

1. Project management plan
2. Project documents
3. Work performance reports
4. Enterprise environmental factors
5. Organizational process assets



Tools & Techniques

1. Communication technology
2. Communication methods
3. Communication skills
4. PMIS
5. Project reporting
6. Interpersonal and team skills
7. Meetings



Outputs

1. Project communications
2. Project management plan updates
3. Project document updates
4. Organizational process assets updates

Lecture 07 : Project Communications Management

02. Manage Communications

Inputs PROJECT MANAGEMENT PLAN

- Resource management plan.**
 - ✓ The resource management plan describes the **communications** that are needed for **management of team or physical resources**.
- Communications management plan.**
 - ✓ The communications management plan describes **how project communications will be planned, structured, monitored, and controlled**.
- Stakeholder engagement plan.**
 - ✓ The stakeholder engagement plan describes **how stakeholders will be engaged through appropriate communication strategies**.

Lecture 07 : Project Communications Management

02. Manage Communications

Inputs PROJECT DOCUMENTS

10.2.1.2 PROJECT DOCUMENTS

Project documents that can be considered as inputs for this process include but are not limited to

- ◆ **Change log.** Described in Section 4.6.3.3. The change log is used to communicate changes and approved, deferred, and rejected change requests to the impacted stakeholders.
- ◆ **Issue log.** Described in Section 4.6.3.3. Information about issues is communicated to impacted stakeholders.
- ◆ **Lessons learned register.** Described in Section 4.4.3.1. Lessons learned earlier in the project with regard to managing communications can be applied to later phases in the project to improve the efficiency and effectiveness of communications and the communication process.
- ◆ **Quality report.** Described in Section 8.2.3.1. Information in the quality report includes quality issues, project and product improvements, and process improvements. This information is forwarded to those who can take corrective actions in order to achieve the project quality expectations.
- ◆ **Risk report.** Described in Section 11.2.3.2. The risk report presents information on sources of overall project risk, together with summary information on identified individual project risks. This information is communicated to risk owners and other impacted stakeholders.
- ◆ **Stakeholder register.** Described in Section 13.1.3.1. The stakeholder register identifies the individuals, groups, or organizations that will need various types of information.

Lecture 07 : Project Communications Management

02. Manage Communications

Inputs **Work performance reports** تقارير أداء العمل

- Work performance reports are circulated to the project stakeholders through this process as defined in the communications management plan.

❖ Examples of work performance reports include:

- Status reports
- Progress reports
- Earned value graphs and information
- Forecasts

Lecture 07 : Project Communications Management

02. Manage Communications

TT Communication skills

- ✓ Body language and tone of voice.
 - ✓ Information about reactions to communications, a deliverable, or a situation.
 - ✓ Feedback supports interactive communication between the project manager, team.
-
- A Venn diagram consisting of four overlapping circles. The top-left circle is maroon and labeled 'Nonverbal'. The bottom-left circle is orange and labeled 'Feedback'. The bottom-right circle is green and labeled 'Presentations'. The top-right circle is purple and labeled 'Communication competence'. The overlapping areas between all four circles are shaded dark grey.
- ✓ Clarity of purpose in key messages,
 - ✓ effective relationships
 - ✓ information sharing,
 - ✓ leadership behaviors.
- ✓ Progress reports
 - ✓ General information about the project and its objectives
 - ✓ The audience, their expectations and needs

Lecture 07 : Project Communications Management

02. Manage Communications

TT Project Management Information System (PMIS)

The tools that will be used for managing and distributing information:

1- Electronic project management tools: أدوات إدارة المشروع الإلكترونية

- Project management software, meeting, web interfaces and project portals

2- Electronic communications management إدارة التواصل الإلكتروني

- Email, fax, and voice mail; audio, video and web conferencing.

3- Social media management

- Websites and web publishing الموقع الإلكترونية والنشر عبر الإنترنت



Lecture 07 : Project Communications Management

02. Manage Communications

TT Project Reporting

رفع تقارير المشروع

- ✓ Project reporting is the act of collecting and distributing project information.

رفع تقارير المشروع هو جمع وتوزيع معلومات المشروع

- ✓ Project information is distributed to many groups of stakeholders.

توزيع معلومات المشروع على العديد من مجموعات المعنيين

- ✓ Should be adapted to provide information at an appropriate level, format, and detail for each type of stakeholder.

ويجب تهيئتها لكي توفر معلومات على مستوى وصيغة وتفاصيل ملائمة لكل نوع من المعنيين



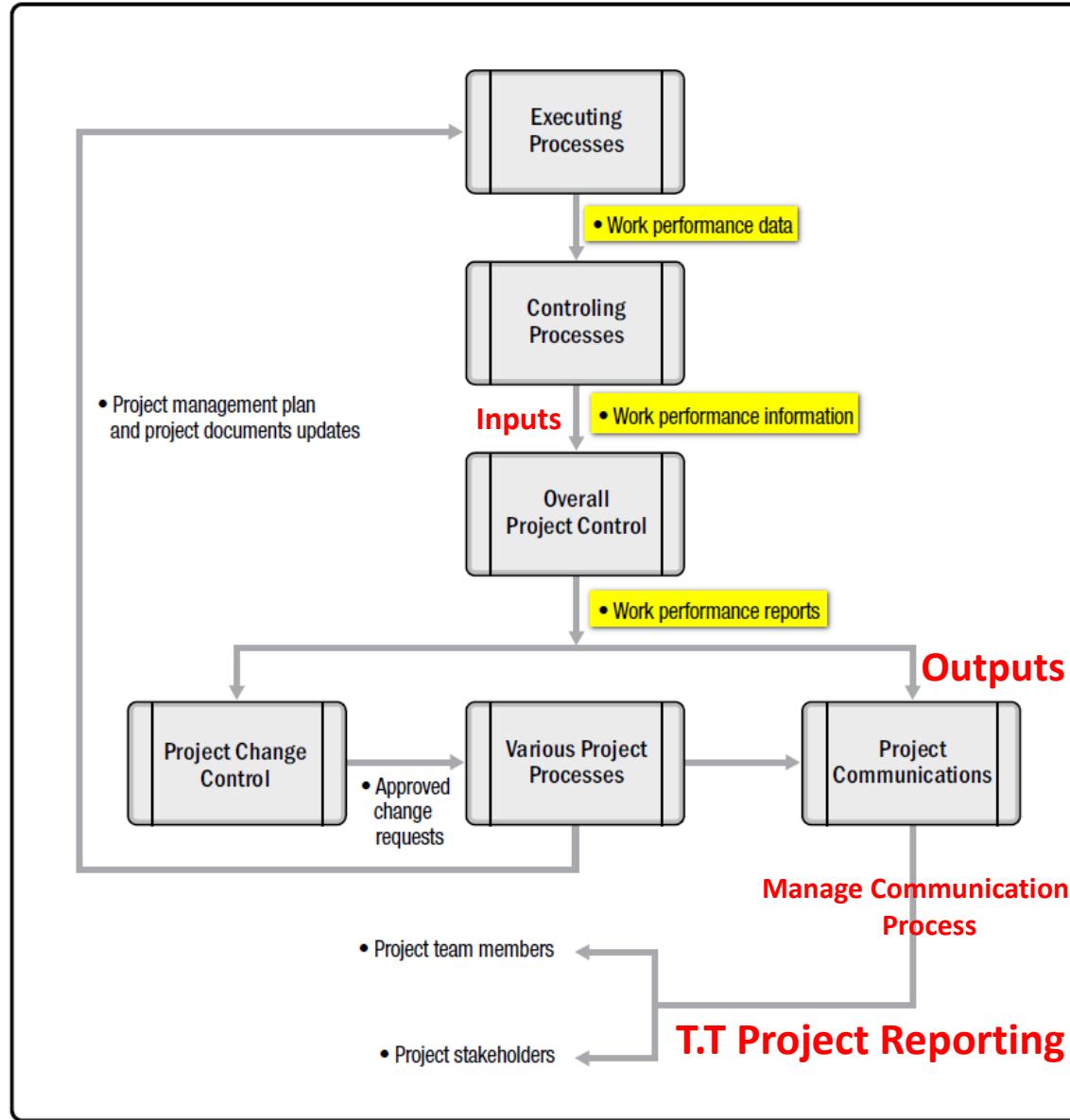


Figure 1-7. Project Data, Information, and Report Flow

BY: EL-Sayed Mohsen , PMP®, PMI- RMP®



Sayed.Mohsen
PMP

Lecture 07 : Project Communications Management

02. Manage Communications

TT Interpersonal and team skills

المهارات الشخصية ومهارات فريق العمل

- ✓ **Active listening:** acknowledging, clarifying and confirming, understanding and removing barriers that adversely affect comprehension
- ✓ **Political awareness.** assists the project manager in engaging stakeholders appropriately to maintain their support throughout the project.
- ✓ **Conflict management**
- ✓ **Cultural awareness**
- ✓ **Networking.**
 - is interacting with others to exchange information and develop contacts.
 - Provide project managers and their teams with access to informal organizations to **solve problems**, **influence actions of their stakeholders**, and **increase stakeholder support** for the work and outcomes of the project, thus **improving performance**

Lecture 07 : Project Communications Management

02. Manage Communications

TT Interpersonal and team skills

المهارات الشخصية ومهارات فريق العمل

✓ Meeting management

The following steps should be used for meeting planning:

- Prepare and distribute the agenda stating the objectives of the meeting.
- Ensure that the meetings start and finish at the published time.
- Ensure the appropriate participants are invited and attend.
- Stay on topic.
- Manage expectations, issues, and conflicts during the meeting.
- Record all actions and those who have been allocated the responsibility for completing the action

Lecture 07 : Project Communications Management

02. Manage Communications

Outputs Project communications التواصيل بالمشروع

Project communications artifacts may include but are not limited to:

- Performance reports
- Deliverable status
- Schedule progress
- Cost incurred
- Presentations

and other information required by stakeholders

Lecture 07 : Project Communications Management

03. Monitor Communications



Lecture 07 : Project Communications Management 03. Monitor Communications

➤ Monitor Communications is the process of :

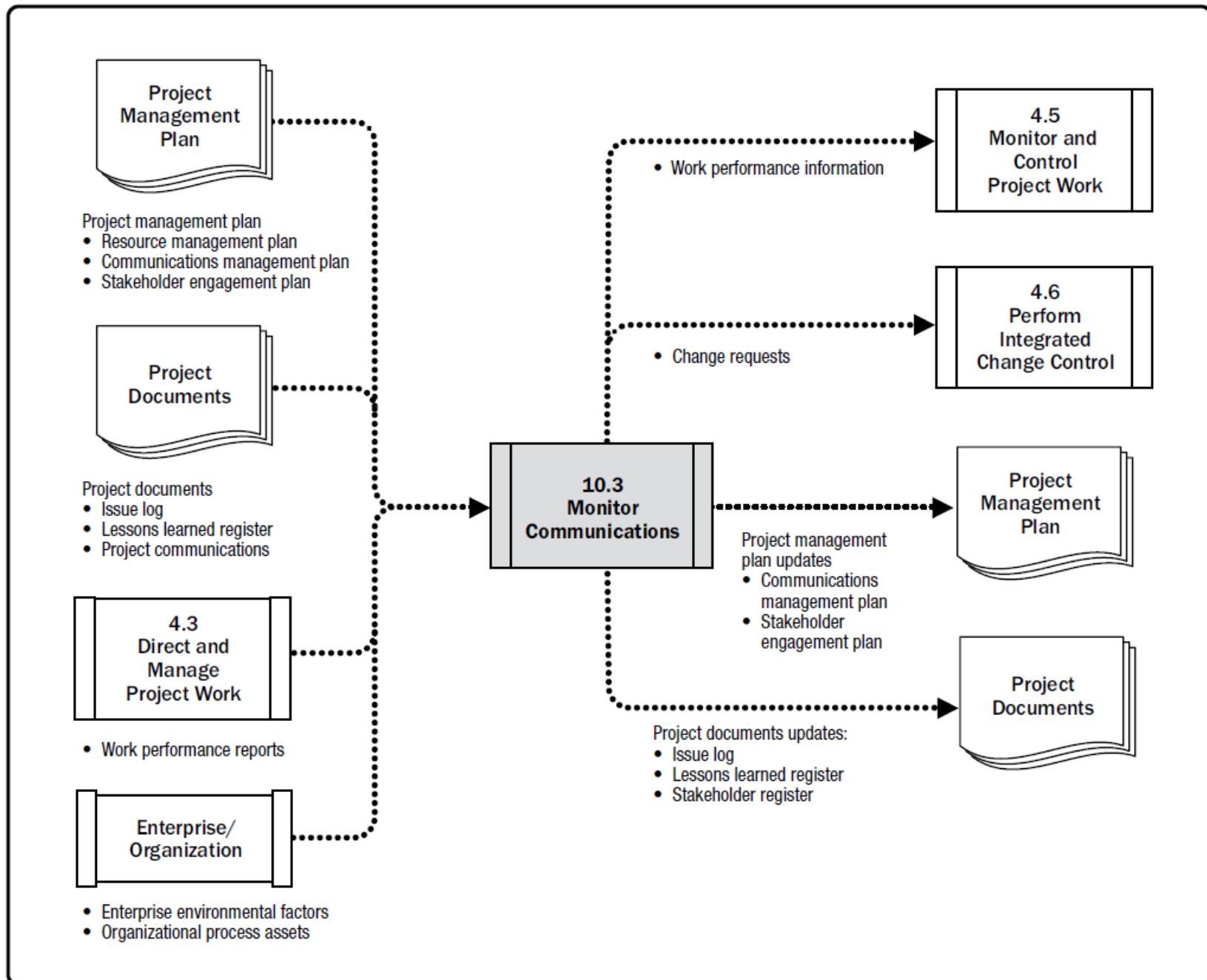
- Ensuring the information needs of the project and its stakeholders are met

• عملية ضمان تلبية احتياجات المشروع والمعنيين بالمشروع.

❖ The key benefit of this process:

- ✓ The optimal information flow as defined in the communications management plan and the stakeholder engagement plan.

✓ التدفق المحسّن للمعلومات كما ورد في خطة إدارة التواصل وخطة مشاركة المعنيين بالمشروع.



Project Communications Management

(3) Monitor Communications



Input

1. Project management plan
2. Project documents
3. Work performance data
4. Enterprise environmental factors
5. Organizational process assets



Tools & Techniques

1. Expert Judgement
2. PMIS
3. Data Analysis
4. Interpersonal and team skills
5. Meetings



Outputs

1. Work Performance Information
2. Change requests
3. Project management plan updates
4. Project documents updates

Lecture 07 : Project Communications Management

03. Monitor Communications

Outputs

Work Performance Information

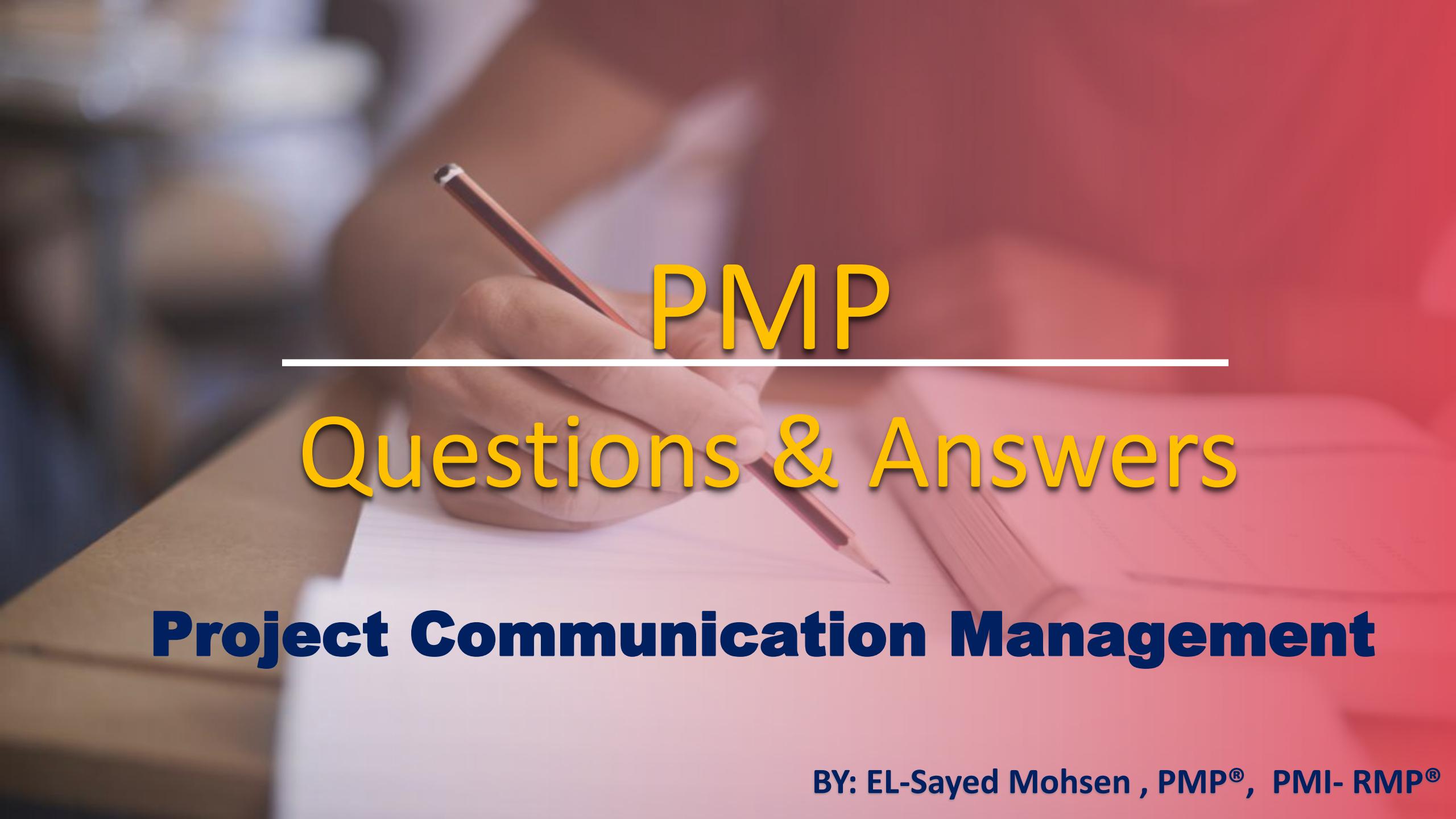
- ✓ Work performance information includes information on how project communication is performing by comparing the communications that were implemented compared to those that were planned.

Change Request

The Monitor Communications process often results in the need for adjustment on communications activities defined in the communications management plan.

These change requests may result in:

- ✓ Revision of stakeholder communication requirements, including stakeholders' information distribution, content or format, and distribution method

A close-up photograph of a person's hands writing in a notebook with a pencil. The hands are positioned in the upper left corner of the frame, with one hand holding the pencil and the other hand resting on the page. The notebook is white and appears to be a spiral-bound or lined notebook. The background is blurred, showing what might be a window or a wall.

PMP

Questions & Answers

Project Communication Management

BY: EL-Sayed Mohsen , PMP®, PMI- RMP®



Q1) You have a virtual team is a multinational stakeholder, want to take an approval for scope change. What is the communication method for this purpose?

- A) Push communication**
- B) interactive communication**
- C) Transmit message**
- D) Pull communication .**





Q2) You are assigned as a project manager for a project in the implementation phase. IF the previous project manager fired because he failed to send information of the project to the stakeholders involved in the project. What should have he done to prevent this?

- A. Review the stakeholder management plan**
- B. Review Scope management plans**
- C. Review Communication management plan**
- D. Review change management plans**





Q3) You are a project manager in a construction project. IF one of the subcontractors who is working with you usually gives you incorrect reports, causing you to not send the correct status of the project to the stakeholders. As a project manager, what should you do next?

- A.Tell the project sponsor about the subcontractor**
- B. Remove him from the project**
- C. Review communications Management plan**
- D. Nothing to do as a project manager**





Q4) You are in the process of sending out your weekly project update to a wide range of stakeholders. This is an example of what sort of communication method?

- A: Stakeholder management strategy**
- B: Pull communication**
- C: Interactive communication**
- D: Push communication**





Q5) Nate is the project manager for a research and development project. According to the project communication management plan, Nate has to call in weekly project progress update meetings. The last few meetings were a disaster since more time was spent in arguments and less on decisions. Which of the following techniques does Nate need to quickly acquire?

- A- Presentation techniques**
- B- Listening techniques**
- C- Writing style**
- D- Meeting management techniques**





Q6) No matter how good you are in communicating, information distribution to stakeholders as planned is a challenging task. Many tools and techniques are used during the Manage Communications process except:

- A- Project reporting**
- B- Work performance reports**
- C- Communication technologies**
- D- Communication skills**

PMBOK 379

Manage Communications

Tools & Techniques
.1 Communication technology
.2 Communication methods
.3 Communication skills
• Communication competence
• Feedback
• Nonverbal
• Presentations
.4 Project management information system
.5 Project reporting
.6 Interpersonal and team skills
• Active listening
• Conflict management
• Cultural awareness
• Meeting management
• Networking
• Political awareness
.7 Meetings



B



Q7) Each critical project communication requirement must be carefully analyzed.

One good way is to use a communication model to design effective communications.

What is the sequence of steps in a basic communication model?

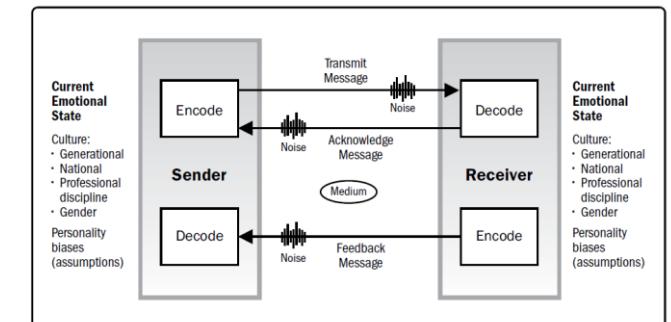
A- Encode -> Decode -> Transmit -> Acknowledge -> Feedback

B- Encode -> Transmit -> Decode -> Acknowledge -> Feedback

C- Decode -> Encode -> Transmit -> Acknowledge -> Feedback

D- Encode -> Transmit -> Decode -> Feedback -> Acknowledge

PMBOK 373





Q8) The complexity of the information flow in any project depends upon the complexity of the project itself. Information flows through various channels in complex projects. The project management team is responsible for gathering, compiling, analyzing, and reporting this information. Which of the following processes finally releases the project information to the project stakeholders?

A- Plan Communications Management

B- Monitor Communications

C- Manage Communications

D- Manage Stakeholder Engagement





Q9) Communications management plans should include all of the following except:

A- Stakeholder communication requirements

B- Reasons for information distribution

C- Escalation process

D- Risk Register

PMBOK 377

10.1.3.1 COMMUNICATIONS MANAGEMENT PLAN

The communications management plan is a component of the project management plan that describes how project communications will be planned, structured, implemented, and monitored for effectiveness. The plan contains the following information:

- ◆ Stakeholder communication requirements;
- ◆ Information to be communicated, including language, format, content, and level of detail;
- ◆ Escalation processes;
- ◆ Reason for the distribution of that information;
- ◆ Timeframe and frequency for the distribution of required information and receipt of acknowledgment or response, if applicable;
- ◆ Person responsible for communicating the information;
- ◆ Person responsible for authorizing release of confidential information;





Q10) You are working on a project with all the team members located in geographically different areas, and all communication is by email and chat. It is sometimes hard to infer the true meaning of these messages because you cannot see facial expressions or hear tones of voice. This is an example of:

A- Encoding

B- Medium

C- Decoding

D- Noise





Q11) There are several communication methods used to share and distribute information to stakeholders, team members, and management. Which of the following communication methods is used when you notify the public about environmental effects from your project after implementation by posting reports on the project's website?

- A- Pull communication**
- B- Interactive communication**
- C- Informal communication**
- D- Push communication**





Q12) The methods used to transfer information among project stakeholders may vary significantly. A project team may apply different techniques and communication technologies to ensure effective and efficient communications. Which of the following must not be a factor to consider while choosing a communication technology?

A- Urgency of the need for information

B- Cheapest available technology

C- Availability of technology

D- Ease of use of technology

PMBOK 370

Factors that can affect the choice of communication technology include:

- ◆ **Urgency of the need for information.** The urgency, frequency, and format of the information to be communicated may vary from project to project and also within different phases of a project.
- ◆ **Availability and reliability of technology.** The technology that is required for distribution of project communications artifacts should be compatible, available, and accessible for all stakeholders throughout the project.
- ◆ **Ease of use.** The choice of communication technologies should be suitable for project participants and proper training events should be planned, where appropriate.





Q13) Dana works for a federal agency that manages mission critical projects. As a project manager, she is responsible for all communication needs in her data center project, which has started recently. This project involves many stakeholders, customers, external vendors, and team members. Since conflicts are inevitable in such a massive project, she has decided to provide her project team the details of the issue escalation process, including the names of the chain of command to refer issues to that cannot be resolved at a lower level. Where must Dana document the escalation process?

A- The project charter

B- The communications management plan

C- The issue log

D- The project scope document

PMBOK 377

10.1.3.1 COMMUNICATIONS MANAGEMENT PLAN

The communications management plan is a component of the project management plan that describes how project communications will be planned, structured, implemented, and monitored for effectiveness. The plan contains the following information:

- ◆ Stakeholder communication requirements;
- ◆ Information to be communicated, including language, format, content, and level of detail;
- ◆ Escalation processes;

ANSWERS

B



Q14) You are just starting on a project as project manager. The project sponsor asks you for weekly status updates by email and monthly project status meetings to review the project's progress. These requirements are documented in the:

- A- Scope statement**
- B- Communications management plan**
- C- Project charter**
- D- Organizational plan**





Q15) You got a new project, which will require to have some multinational team members around few branches of the company. You know it hard to collocate the team in one office where you need to find a way to make good cooperation within team members. As a PM, you should:

- A- Ensure that every member of the project team uses e-mail as a form of communication.**
- B- Mandate that the team follow the vision and mission statement of his or her organization.**
- C- Enhance communications planning.**
- D- Provide team members with the latest communication technology and mandate its use**





Q16) You are a project manager who is in charge of an important project for your company . IF one of the subcontractors who is working with you usually gives you incorrect reports, causing you to not send the correct status of the project to the stakeholders. As a project manager, what should you do next?

- A- Review communications Management plan.**
- B- Tell the project customer about the subcontractor.**
- C- Remove the subcontractors from the project.**
- D- Do nothing**





Q17) You are a project manager . you notice that the IT department always late the deliverables . you discussed with the responsible then informed his manager but still there are delays . what you should do next ?

A- Escalation Process as per Communication Management plan.

B- Do nothing.

C- Ask the Sponsor for help.

D- Review Stakeholder management plan





Q18) Which of the following are more important inputs to the Plan Communication management Process ?

A- Project management plan updates.

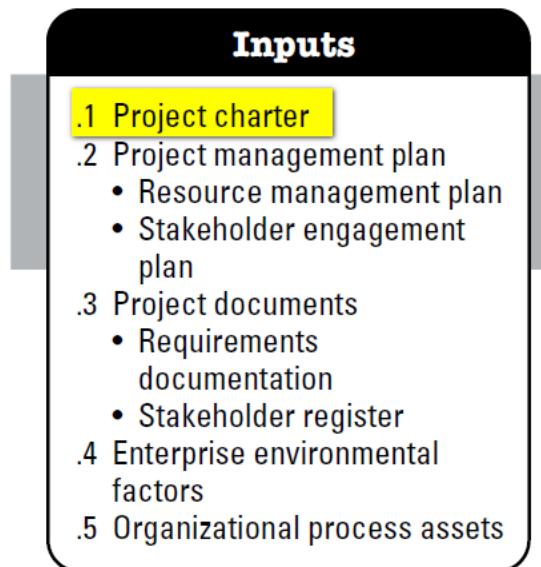
B- Expert judgment.

C- Project Charter.

D- Risk register



PMBOK 366



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