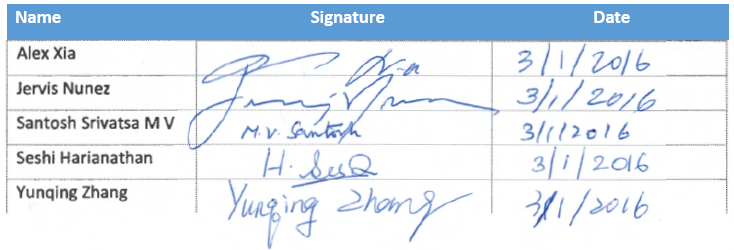
**Communication Plan – Group 2 – Project Concorde**

1. **Document Acceptance**

This communication plan has been reviewed and accepted by the following team members.



1. **Project Team Directory**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Role | Email | Phone |
| Alex Xia | Project Manager | xiaozhong.xia@uconn.edu | 716-226-8929 |
| Jervis Nunez | Project Team Member | jervis.nunez@uconn.edu | 860-729-2058 |
| Santosh Srivatsa M V | Project Team Member | santosh.srivatsa\_m\_v@uconn.edu | 959-200-0992 |
| Seshi Harianathan | Project Team Member | seshi.harianathan@uconn.edu | 860-830-7425 |
| Yunqing Zhang | Project Team Member | yunqing.zhang@uconn.edu | 860-515-9290 |
| Mark Tschiegg | Champion | mark.tschiegg@uconn.edu | N/A |

1. **Communication Plan Matrix**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Type** | **Objective** | **Medium** | **Frequency** | **Audience** | **Owner** | **Deliverable** |
| Meetings/Reviews  with Team | **Team Meetings** | Review tasks to be completed. Discuss open questions. Review completed tasks. | Face to face, Conference | Weekly | Project Team | Project Manager | Agenda, Meeting Minutes |
| **Task Reminders** | Task owner schedules reminders | Calendar | As needed | Project Team | Task Owner | Task owner receives reminders |
| **Status Report** | Review status of the project with the team | Email, Conference | Weekly | Project Team | Project Manager | Project status report |
| **Presentation Rehearsal** | Team meets to prepare for the presentation | Face to face | As needed | Project Team | Project Team | Presentation Rehearsal |
| **Contingencies** | Team meets when contingent issues rise and comes up with backup plans | Face to face, Conference | As needed | Project Team | Project Team | Backup plans |
| Meetings/Reviews  with Sponsor | **Urgent Issues** | PM emails sponsor immediately when urgent issues rise | Email | As needed | Sponsor, Project Team | Project Manager | Responses from sponsor |
| **Non-urgent issues** | PM collects issues/questions and communicates with sponsor via email | Email, verbal updates | As needed | Sponsor, Project Team | Project Manager | List of open issues, responses from sponsor |
| **Status Report** | PM submits status report for project updates if required | Email | As needed | Sponsor | Project Manager | Project status report |
| **Meeting** | If team finds the need to meet with Sponsor, PM will schedule a conference call. | Conference | As needed | Sponsor, Project Team | Project Manager | Sponsor provides instructions |
| Documen  -tation | **File Exchange - HuskyCT** | All files should be uploaded with version control in the team folder on HuskyCT | HuskyCT | As needed with version control | Project Team | Project Team | Files organized with version controls accessible by team |
| Communication  Tools | **Shared Team Calendar** | Tasks and meetings should be entered on the team shared calendar, with reminders set up. Team members are encouraged to block unavailable times off the calendar. | Calendar | Reviewed and Updated Weekly | Project Team | Project Manager | Eaiser and more accurate scheduling and task reminders |

1. **Guidelines for meetings**
2. **Meeting Invite**

For regular meetings, the Project Manager should send the invite to the team at least 5 days ahead of the meeting. The meeting should be set up in team’s google calendar and the meeting invite should be sent to everyone via email. The meeting invite should follow the format below:

|  |  |
| --- | --- |
| Meeting Leader: |  |
| Meeting Agenda: |  |
| Meeting Scribe: |  |
| \* Required pre-meeting reading/prep?: |  |
| Dial-in / Web Meeting Information: |  |
| Notes: |  |

*\* = documentation or other material people should familiarize themselves with prior to the meeting*

1. **Meeting Agenda**

Meeting agenda should be distributed to the team at least 1 day in advance of the meeting by the meeting leader. The agenda should provide the topics for discussion and the required readings that are needed to prepare for the meeting. If the meeting has multiple topics and presenters/ discussion leads, the Agenda should identify the member leading each topic along with a time limit for that topic.

1. **Meeting Leader**

Project Manager need not necessarily be a meeting leader always. The topics for discussion decide the Meeting leader for every meeting. For example, if the team is discussing a task that’s assigned to a specific team member, then that team member should be leading the meeting. Ideally, the meeting leader should be different from the meeting scribe.

1. **Meeting Scribe and Meeting Minutes**

Team members should take turns to be the meeting scribe for different meetings. The meeting scribe is responsible for documenting the status of all meeting items, maintaining a Parking Lot and taking notes of main takeaways and follow-ups from the meeting. The meeting scribe should distribute the Meeting Minutes to the team.

1. **Parking Lot**

The Parking Lot will be used to record and defer items that are not on the meeting agenda, but brought up during the meetings and needed further discussions. A parking lot item should identify an owner for each item as that person will be responsible for ensuring follow-up. The parking lot list should be included in the meeting minutes.

1. **Missing Meetings**

If any member cannot attend scheduled meetings, they need to let the entire team know at least 2 days in advance unless it’s due to emergency so that team can try to accommodate the conflict if necessary.

1. **Guidelines for communicating with instructor**
2. **Urgent Issues**

If the team has any urgent issues that need to be addressed immediately by the instructor, for example, if HuskyCT is down and the team is not able to submit assignment before deadline, or if team needs immediate instructions from Mark to move the assignments/tasks/project forward, or if the team has questions about the feedback from Mark regarding specific assignment, team member should inform the entire team of the issues/questions. Project Manager will draft the email and send to Mark, copying the entire team on the email. If Project Manager is not available to draft the email, the team member who raises the issue should take the responsibility of drafting and sending out the email.

1. **Non-urgent Issues**

Team keeps an active log of issues in the parking lot, during the weekly team meeting, team will spend 15-30 minutes to walk through the list and determine if a follow-up with Mark is needed. If a follow-up is needed, Project Manager will draft an email with the list of questions and send to Mark, copying the entire team on the email.

1. **Status Report**

According to the course syllabus, project status updates are required from the week of March 24 to the week of April 14. Project Manager will draft the status reports and email them to Mark, copying the entire team. If they can be submitted via HuskyCT, Santosh will be responsible of uploading the reports in HuskyCT.

1. **Guidelines for documentation**
2. **Documents Upload and Version control:**

All the deliverables are uploaded on a shared Google Drive. Documents are organized by folders by the name of deliverables/tasks. The entire team has editing privileges to this drive. After a team member makes an edit to the deliverable on the drive, the document is saved as with the latest version number.

1. **Uploading on HuskyCT :**

Santosh will be responsible to submit the deliverables on HuskyCT. If Santosh is not able to submit it due to some reason, the entire team must be informed at least 6 hours in advance via email and group text so that other members of the team can volunteer to submit it on HuskyCT.

1. **Team Conflict Management**
2. **Work style conflict:**

All team members tend to follow distinct work styles. Some prefer to finish their tasks well ahead of schedule while others start to work when they are nearing their deadlines. To overcome this situation, the team can arrive at a tentative delivery date (probably one ahead of the original schedule) to give enough breathing space for reviewing and making changes.

1. **Communication gaps:**

The cause for communication gap between the team members must be identified and addressed. For example if the there is a communication gap because the group discussion feature on HuskyCT is not efficient and user friendly to most of the team members, we might have to use an alternative discussion medium like creating a mail chain in Gmail, which is better preferred by the team members.

1. **Different perspectives or opinions/ disagreements:**

As we progress with this project, team members may have different perspectives on specific subjects. This is a natural behavior from people working together on a common cause and most of the time this kind of conflicts have mutual points that get lost in the heat of the battle. To avoid these conflicts to have a negative impact on the project, we will manage them by having an open dialog with the team members and discussing specific concerns that they may have, focusing on common goals, priorities and problems. After the conflict is understood, we will find common ground and get a consensus on a procedure to move forward.

1. **Task dependencies:**

Sometimes team member A’s task is dependent upon the completion of team member B’s task. If B didn’t complete the task on time, it could negatively impact A’s task. With status report, team meetings, and task reminders in place, we hope the possibility of this happening is low. If this happens, member A should 1) feel comfortable, communicate with member B and understand what is blocking B from completing the work on time 2) inform Project Manager of the concern so Project Manager can communicate with member B 3) If anyone (like member B in this case) feels that he/she cannot complete the task on time, they should let the Project Manager and the team know right away so the team can offer help.

1. **Conflict due to bad team dynamics:**

Even though team dynamics greatly influences the performance and behavior of successful teams, sometimes conflicts occur due to bad team dynamics. This issue can be addressed by performing an anonymous team survey called a “team health check survey” as follows:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **"How are we doing?" Questionnaire** | **Not at all** | | **Somewhat** | | **Very much** |
| Do we completely understand what we are trying to accomplish? | 1 | 2 | 3 | 4 | 5 |
| Do we completely understand how we are going to reach our goals? | 1 | 2 | 3 | 4 | 5 |
| Do we completely understand what each one of us needs to do on the team? | 1 | 2 | 3 | 4 | 5 |
| Are we all able to participate and contribute fully despite working across distances? | 1 | 2 | 3 | 4 | 5 |
| Are we all happy with the way we are working together? | 1 | 2 | 3 | 4 | 5 |
| Are we all able to use our skills and expertise fully on this team? | 1 | 2 | 3 | 4 | 5 |
| Are all our views respected and listened to? | 1 | 2 | 3 | 4 | 5 |
| Are we all comfortable with using technologies available to us? | 1 | 2 | 3 | 4 | 5 |
| Are we all confident about our abilities to work with all the individuals and cultural differences on the team? | 1 | 2 | 3 | 4 | 5 |
| Do we all trust one another? | 1 | 2 | 3 | 4 | 5 |

1. **Time conflict:**

Time conflict may occur within this team from time to time especially considering that some team members are fulltime working professionals with limited availabilities for group discussions and meetings. So in order to minimize the time conflicts, we will do the following:

* Schedule meetings as early as possible, as described in Section IV, meetings should be scheduled at least 5 days in advance.
* Members are encouraged to block unavailable times off the calendar so that we will avoid those blocked times when scheduling meetings.
* Inform the team right away when any member has a conflict with the scheduled meetings so we can find another time to meet
* If any tasks cannot be completed due to time conflict, members should let the team know as early as possible so the team can offer help.
* If anyone cannot attend a meeting due to emergency, project manager will provide updates to the member to get him/her up to speed. The person is responsible for reading meeting minutes and related materials.

1. **Conflict Escalation:**

Having team norms (refer to the document that Mark shared with the entire class), “Health Checks”, and application of a RACI Matrix doesn’t ensure conflict prevention. There are times in which conflicts cannot be prevented. MSBAPM conflict escalation process will be followed in these situations.

1. First have a “face to face” discussion between the conflicted parties within the team. Try to achieve an understanding position of all the aggrieved parties. If that fails,
2. Meet as a team to resolve the conflict, focusing on the Team Norms previously established. If that fails,
3. The team must meet the course instructor face-to face, where the instructor will facilitate a team discussion to surface the underlying issues and seek team resolution to the conflict. If that fails,
4. Meet as a team with the course instructor and program head / department chair.

It’s important to follow these steps in order and not hop onto #3 or #4 first. Team conflicts are common in today’s business environment. Following these escalation steps will help improve the probability of re-establishing a fully functioning team.

1. **RACI Matrix**

In addition to the guidelines above, we used RACI Matrix as a tool to establish roles and responsibilities of each team member for all the tasks involved in this project. See the complete matrix below.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **RACI Matrix** |  | Process: | | The Concorde Case Study | | | |
|  | |  | | --- | | Responsibilities: | | **Roles: People** | Project Manager / Alex | Project Member / Arching | Project Member / Jervis | Project Member / Santosh | Project Member / Seshi | Champion / Mark |
|  | **R** = Responsible (doer) |
|  | **A** = Accountable (answerable) |
|  | **C** = Consult (must be consulted) |
|  | **I** = Informed (must be informed) |
|  |  |
| No. | Activities / Processes / Decisions |
| 1 | 1. Project Planning | |  | | | | | |
| 2 | 1.1 Create project charter | |  | | | | | |
| 3 | 1.1.1 Identify the problem statement | | A | I | I | I | R | C |
| 4 | 1.1.2  Understand the Business Case | | A | I | I | I | R | C |
| 5 | 1.1.3  Define Objectives or Goal statements | | AR | I | I | I | I | C |
| 6 | 1.1.4  Specify assumptions/Constraints | | A | I | R | I | I | C |
| 7 | 1.1.5  Analyze Risks | | A | R | I | I | I | C |
| 8 | 1.1.6  Identify in scope and out of scope | | AR | I | I | I | I | C |
| 9 | 1.1.7  Define Priority Matrix | | AR | I | I | I | I | C |
| 10 | 1.1.8  Estimate indirect benefits | | A | I | I | R | I | C |
| 11 | 1.1.9  Finalize Deliverables and Milestone timeline | | A | I | R | I | I | C |
| 12 | 1.1.10 Identify incoming dependencies | | A | R | I | I | I | C |
| 13 | 1.1.11 Submit draft project charter | | A | I | I | R | I |  |
| 14 | 1.1.12 Revise project charter | | AR | I | I | I | I | C |
| 15 | 1.1.13 Submit revised charter | | A | I | I | R | I |  |
| 16 | 1.2 Create communication plan | |  | | | | | |
| 17 | 1.2.1.  Establish the goals for communication plan | | R | I | I | A | I | C |
| 18 | 1.2.2.  Define key audiences | | R | I | I | A | I | C |
| 19 | 1.2.3.  Identify key messages and communication methods | | R | I | I | A | I | C |
| 20 | 1.2.4.  Create document acceptance section | | C | R | I | A | I |  |
| 21 | 1.2.5.  Create project team directory section | | C | R | I | A | I |  |
| 22 | 1.2.6.  Create Communication Plan Matrix | | I | I | R | A | I | C |
| 23 | 1.2.7.  Create guidelines for meetings | | C | I | I | AR | I |  |
| 24 | 1.2.8.  Create team conflict management section | | I | I | I | A | R | C |
| 25 | 1.2.9. Submit communication plan | | I | I | I | AR | I |  |
| 26 | 1.2.10 Revise communication plan based on professor's feedback | | I | I | I | A | R | C |
| 27 | 1.2.11 Submit revised communication plan | | I | I | I | AR | I |  |
| 28 | 1.3 Create WBS | |  | | | | | |
| 29 | 1.3.1.  Identify the major components of work to be accomplished | | C | I | AR | I | I | C |
| 30 | 1.3.2.  Identify Level 2 work under each major component | | C | I | AR | I | I | C |
| 31 | 1.3.3.  Break down the work under each level 2 item | | C | I | AR | I | I | C |
| 32 | 1.3.4  Create WBS in Visio | | C | I | AR | I | I |  |
| 33 | 1.3.5 Submit WBS in HuskyCT | | I | I | A | R | I |  |
| 34 | 1.4 Create Gantt Chart | |  | | | | | |
| 35 | 1.4.1.  Assign tasks | | AR | I | I | I | I | C |
| 36 | 1.4.2.  Build timelines | | AR | I | I | I | I | C |
| 37 | 1.4.3.  Evaluate task dependencies/predecessors | | AR | I | I | I | I | C |
| 38 | 1.4.4   Show the critical path and the slack in the network diagram | | AR | I | I | I | I | C |
| 39 | 1.4.5.  Evaluate the completed Gantt Chart | | A | R | I | I | I | C |
| 40 | 1.4.6  Explore for options to expedite the project using CPM. | | A | R | I | I | I | C |
| 41 | 1.4.7 Submit Gantt Chart in HuskyCT | | A | I | I | R | I |  |
| 42 | 1.5 Create RACI Matrix | |  | | | | | |
| 43 | 1.5.1  Assign Roles (Responsible, Accountable, Consult and Informed ) to team members  for various activities | | A | I | I | I | R | C |
| 44 | 1.5.2  Perform Vertical analysis | | A | I | I | I | R | C |
| 45 | 1.5.3  Perform Horizontal analysis | | A | I | I | I | R | C |
| 46 | 1.5.4  Reassign roles as needed | | A | I | I | I | R | C |
| 47 | 1.5.5 Submit RACI Matrix | | A | I | I | R | I |  |
| 48 | 2 Research Concorde Case | |  | | | | | |
| 49 | 2.1 Identify Research Topics | |  | | | | | |
| 50 | 2.1.1 Determine the focus areas for research | | I | R | I | I | A | C |
| 51 | 2.1.2 Assign research topics to team members | | R | I | I | I | A |  |
| 52 | 2.2 Identify Research Resources | | I | R | I | I | A | C |
| 53 | 2.3 Collect Data | |  | | | | | |
| 54 | 2.3.1 Determine what data to be collected | | I | R | I | I | A | C |
| 55 | 2.3.2 Collect data from library and online resources | | I | R | I | I | A |  |
| 56 | 2.4 Organize Data | |  | | | | | |
| 57 | 2.4.1 Organize data in files and folders | | I | A | R | I | I |  |
| 58 | 2.5 Document Data | |  | | | | | |
| 59 | 2.5.1 Document the collected data | | I | A | R | I | I |  |
| 60 | 3 Data Analysis | |  | | | | | |
| 61 | 3.1 Design Analysis Structure | |  | | | | | |
| 62 | 3.1.1 Determine the method of data analysis | | I | A | I | R | I | C |
| 63 | 3.2 Analyze data | |  | | | | | |
| 64 | 3.2.1 Identify the possible factors which lead to the failure | | I | AR | I | I | I | C |
| 65 | 3.2.2 Identify the systemic biases | | I | A | I | R | I | C |
| 66 | 3.2.3 Analyze the systemic biases | | I | A | I | R | I | C |
| 67 | 3.3 Organize and summarize analysis | |  | | | | | |
| 68 | 3.3.1 Summarize our findings | | I | I | I | A | R | C |
| 69 | 3.3.2 Draw conclusion of analysis | | I | I | I | A | R | C |
| 70 | 3.4 Submit analysis report | | I | I | I | AR | I |  |
| 71 | 4 Provide Recommendations | |  | | | | | |
| 72 | 4.1 Provide Recommendations to class | | I | I | R | I | A | C |
| 73 | 4.2 Provide Recommendations to companies | | R | I | I | I | A | C |
| 74 | 4.3 Submit recommendation report | | I | I | I | R | A | C |
| 75 | 5 Project presentation | |  | | | | | |
| 76 | 5.1 Prepare presentation | |  | | | | | |
| 77 | 5.1.1 Determine the contents for presentation | | I | I | A | I | R | C |
| 78 | 5.1.2 Prepare the slides | | R | I | A | I | I | C |
| 79 | 5.1.3 Deliver first draft of presentation slides | | R | I | A | I | I |  |
| 80 | 5.1.4 Assign presentation topics to team members | | R | I | A | I | I |  |
| 81 | 5.1.5 Rehearse presentation | | I | R | A | I | I |  |
| 82 | 5.2 Submit final presentation Slides | | I | I | A | R | I |  |
| 83 | 5.3 Deliver Final Presentation | | AR | R | R | R | R |  |