

Project Communications Management

- **Introduction or Basics of Communication**

- It includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information.
- Effective communication creates a bridge between diverse stakeholders which impact or have an influence upon the project execution or outcome.
- Time to communicate is to be invested in the project.
- Everyone must understand how communications affect the project as a whole.
- Communications planning: determining the information and communications needs of the stakeholders
- Information distribution: making needed information available in a timely manner
- Performance reporting: collecting and disseminating performance information.
- Administrative closure: generating, gathering, and disseminating information to formalize phase or project completion

- **Dimensions of communication activities**

- Internal (within the project) and external (customer, vendors, other projects, organizations, the public);
- Formal (reports, minutes, briefings) and informal (emails, memos, ad-hoc discussions);
- Vertical (up and down the organization) and horizontal (with peers);
- Official (newsletters, annual report) and unofficial (off the record communications); and
- Written and oral, and verbal (voice inflections) and nonverbal (body language).

- **Communication skills (for both general management and project management)**

- **Syllabus: PCMS and GCMS**

- Listening actively and effectively;
- Questioning and probing ideas and situations to ensure better understanding;
- Educating to increase team's knowledge so that they can be more effective;
- Fact-finding to identify or confirm information;
- Setting and managing expectations;
- Persuading a person, a team, or an organization to perform an action;
- Motivating to provide encouragement or reassurance;
- Coaching to improve performance and achieve desired results;
- Negotiating to achieve mutually acceptable agreements between parties;
- Resolving conflict to prevent disruptive impacts; and
- Summarizing, recapping, and identifying the next steps.

- **Importance of Communication Management**

- The greatest threat to many projects is a failure to communicate properly.
- Research Showing that IT Professionals must be able to effectively communicate to succeed in their positions.
- Strong verbal skills being a key factor in career advancement for IT Professionals.
- The reasons that justify the importance of communication in project management are:
 - Relaying information
 - Receiving information
 - Change in situation
 - Discussing problems
 - Bridging the language gap

- **Effective vs Efficient communication**

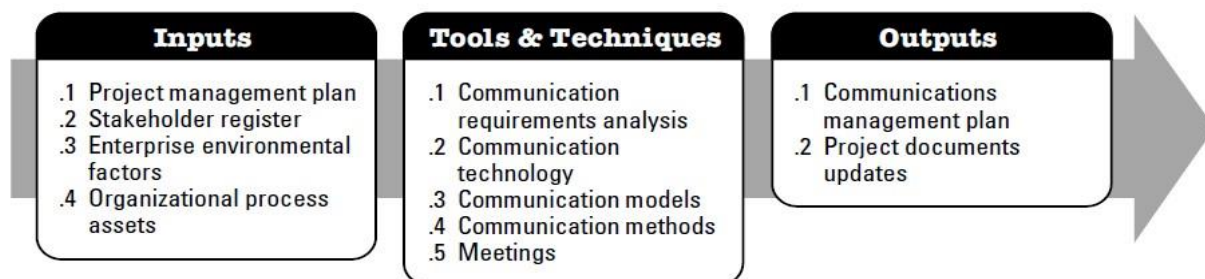
- Effective communication means that the information is provided in the right format, at the right time, to the right audience, and with the right impact.
- Efficient communication means providing only the information that is needed

- **Project Communications Management Process**

1. Plan Communications Management: The process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.
2. Manage Communications: The process of creating, collecting, distributing, storing, retrieving and the ultimate disposition of project information in accordance with the communications management plan.
3. Control Communications: The process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met.

- **Plan Communications Management**

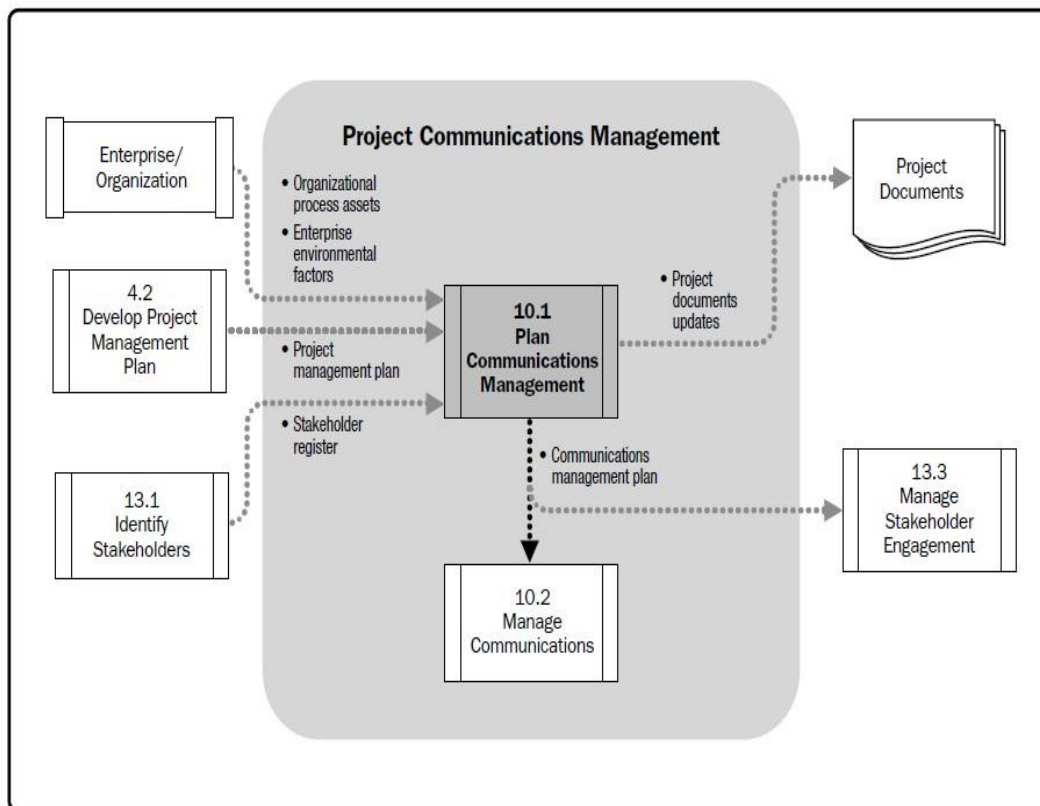
- It is the process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.
- key benefit of this process is that it identifies and documents the approach to communicate most effectively and efficiently with stakeholders
- Creating a stakeholder analysis also aids in communications planning.



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Figure 10-2. Plan Communications Management: Inputs, Tools & Techniques, and Outputs

- **Important Considerations (during planning)**
- Who needs what information, and who is authorized to access that information;
- When they will need the information;
- Where the information should be stored;
- What format the information should be stored in;
- How the information can be retrieved; and
- Whether time zone, language barriers, and cross-cultural considerations need to be taken into account.



- **Tools and Techniques (during planning)**
- **They are as follows in five points.**
- **Communication Requirements Analysis**
- determines the information needs of the project stakeholders
- The total number of potential communication channels is $n(n - 1)/2$, where n represents the number of stakeholders
- The project manager should also consider the number of potential communication channels or paths as an indicator of the complexity of a project's communications.
- **Communication Technology**
- The methods used to transfer information among project stakeholders may vary significantly
- Factors that can affect the choice of communication technology include:
 - Urgency of the need for information
 - Availability of technology
 - Ease of Use
 - Project environment
 - Sensitivity and confidentiality of the information

- **Communication Modes**

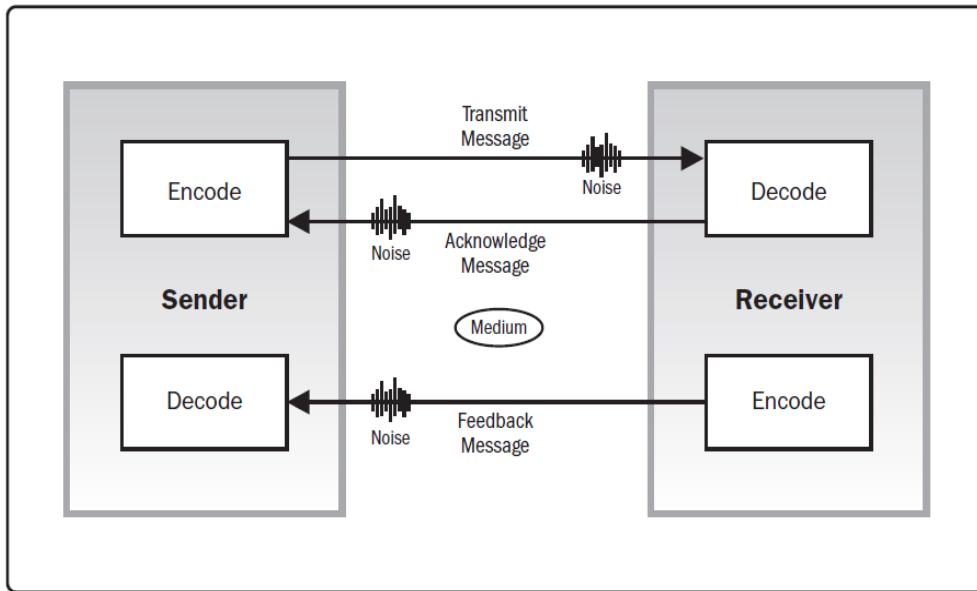


Figure 10-4. Basic Communication Model

- **Communication Methods**

1. Interactive communication
2. Push communication
3. Pull communication

- **Communications Management Plan**

- The communications management plan is a component of the project management plan that describes how project communications will be planned, structured, monitored, and controlled. It includes:
 - ✓ Stakeholder communication requirements;
 - ✓ Information to be communicated, including language, format, content, and level of detail;
 - ✓ Reason for the distribution of that information;
 - ✓ Time frame and frequency for the distribution;
 - ✓ Person responsible for communicating the information;
 - ✓ Person responsible for authorizing release of confidential information;
 - ✓ Person or groups who will receive the information;
 - ✓ Methods or technologies used to convey the information, such as memos, e-mail, and/or press releases;
 - ✓ Resources allocated for communication activities, including time and budget;
 - ✓ Flow charts of the information flow in the project, workflows with possible sequence of authorization, list of reports, and meeting plans, etc.; and
 - ✓ Communication constraints usually derived from a specific legislation or regulation, technology, and organizational policies, etc.

- **Manage Communication**

- is the process of creating, collecting, distributing, storing, retrieving, and the ultimate disposition of project information in accordance to the communications management plan
- it enables an efficient and effective communications flow between project stakeholders

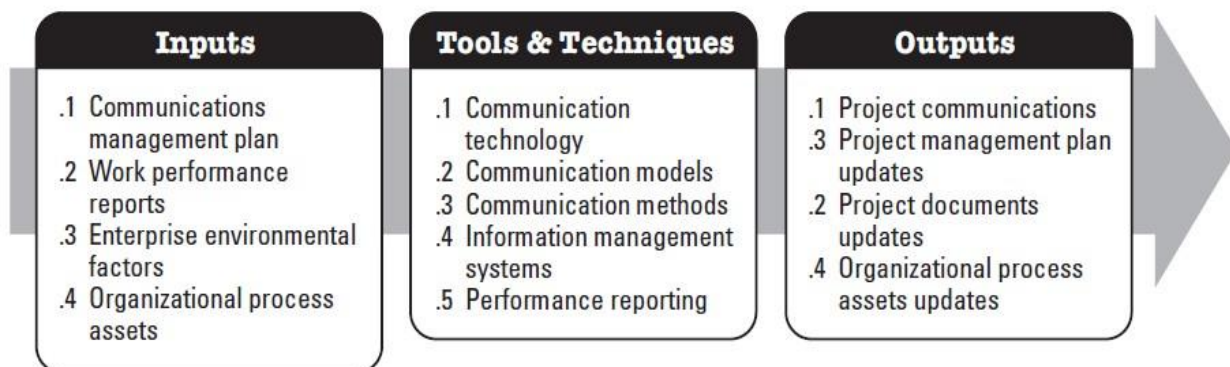


Figure 10-5. Manage Communications: Inputs, Tools & Techniques, and Outputs

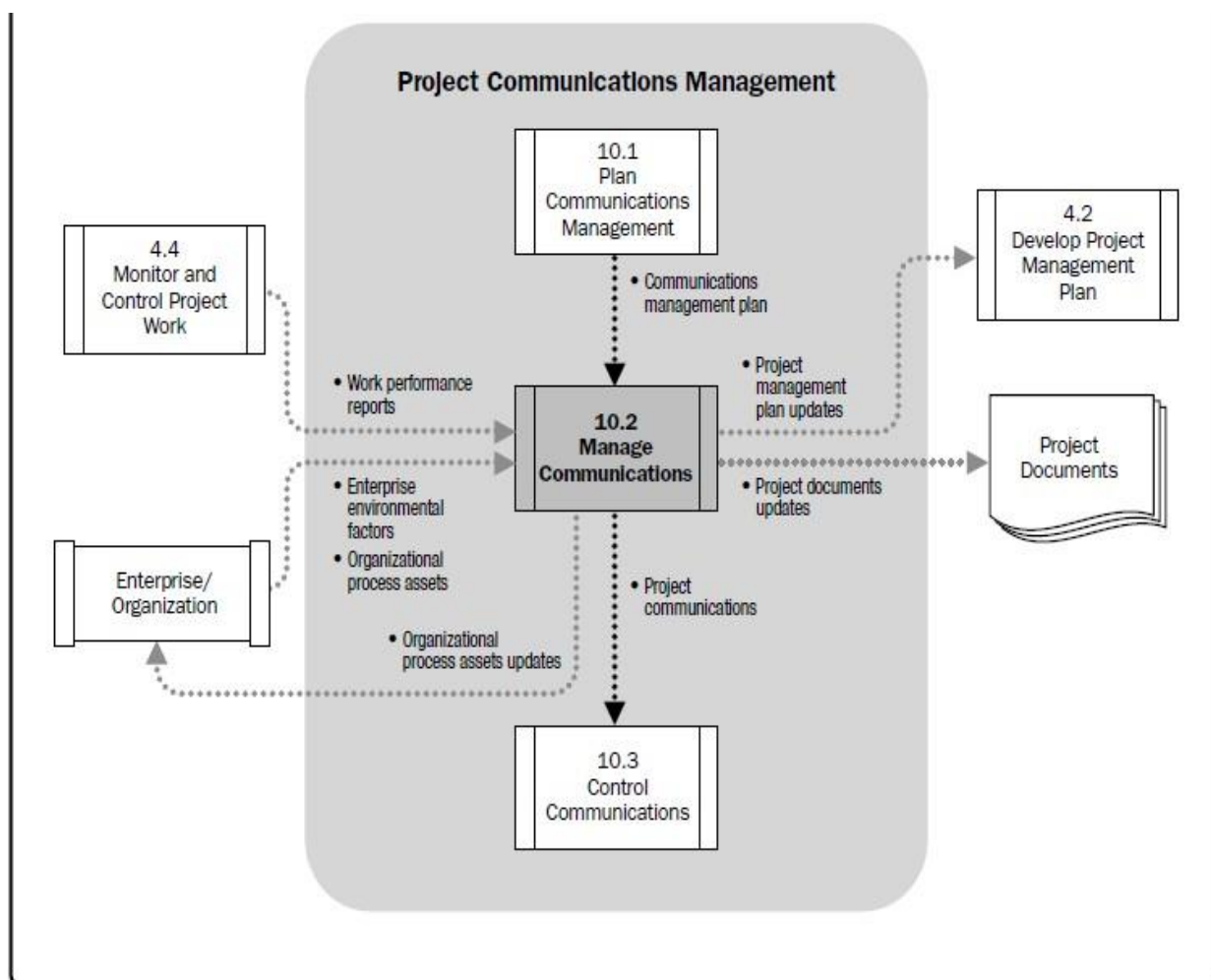


Figure 10-6. Manage Communications Data Flow Diagram

- **Techniques and considerations for effective communications management:**

1. **Sender-receiver models.** Incorporating feedback loops to provide opportunities for interaction/ participation and remove barriers to communication.
2. **Choice of media.** Situation specifics as to when to communicate in writing versus orally, when to prepare an informal memo versus a formal report, and when to communicate face to face versus by e-mail.
3. **Writing style.** Appropriate use of active versus passive voice, sentence structure, and word choice.
4. **Meeting management techniques.** Preparing an agenda and dealing with conflicts.
5. **Presentation techniques.** Awareness of the impact of body language and design of visual aids.
6. **Facilitation techniques.** Building consensus and overcoming obstacles
7. **Listening techniques.** Listening actively (acknowledging, clarifying, and confirming understanding) and removal of barriers that adversely affect comprehension.

- **Control Communication**

- process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met
- ensures an optimal information flow among all communication participants, at any moment in time
- project communications should be carefully evaluated and controlled to ensure that the right message is delivered to the right audience at the right time

