

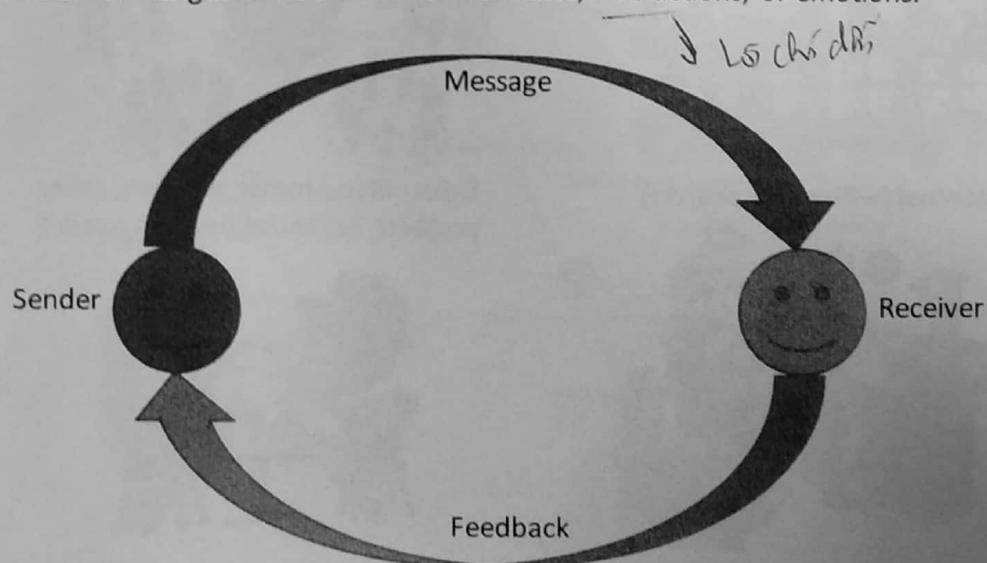
Project Communications Management

Instructor: Phùng Thành Cường Msc, PMP



What is Project Communications?

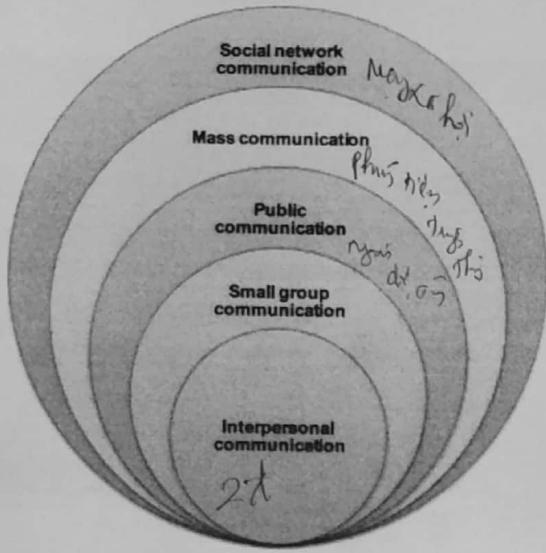
Communication is the exchange of information, intended or involuntary. The information exchanged can be in the form of ideas, instructions, or emotions.



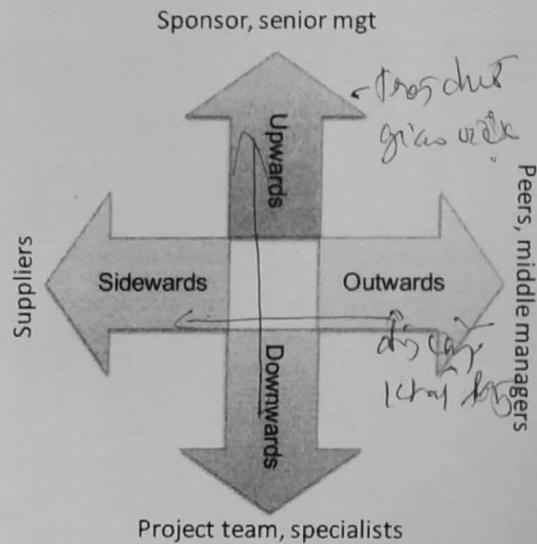
What is Project Communications?



Levels of communications



Vertical and horizontal communications



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3

What is Project Communications?



Internal (within the project)



Official (newsletters, annual report)



External (customer, vendors, other projects, organizations, the public);



Unofficial (off the record communications);

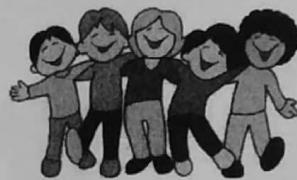
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What is Project Communications?



Formal

(reports, minutes, briefings)

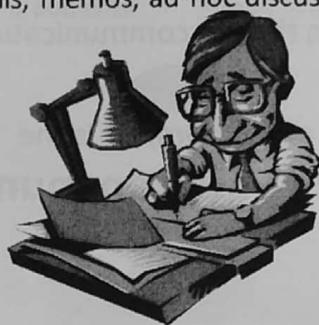


Informal

(emails, memos, ad-hoc discussions);



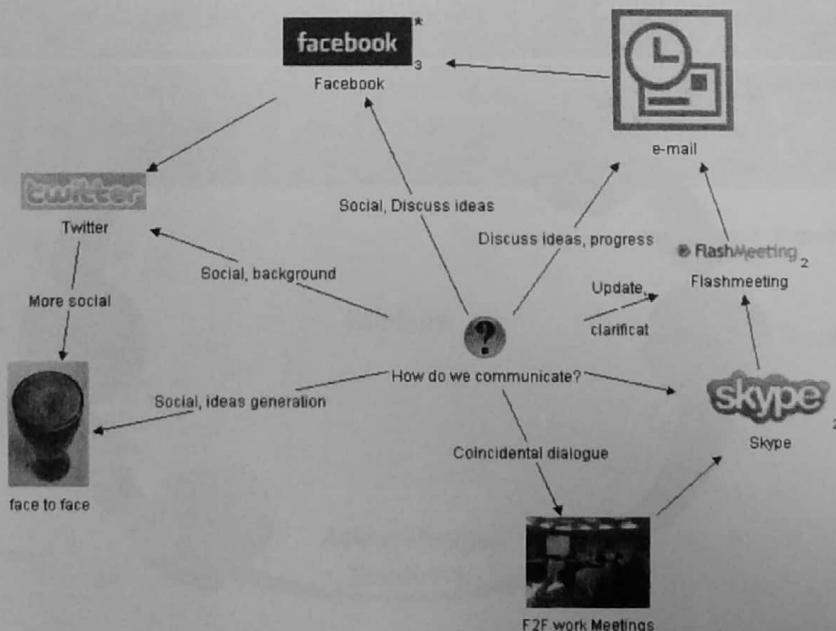
Verbal (voice inflections)
and **nonverbal** (body language).



Written

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Communication Media



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Project Manager's communication



Thousand ways

to communicate in our world today.

- ✓ The project manager spends **90%** of his time in communication.

The quality of your project is the
quality of your communication



Project Communication Management Processes



Initiating	Planning	Executing	Monitoring & Controlling	Closing
	10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	

dựng ý tưởng cần tóm các bước liên quan.

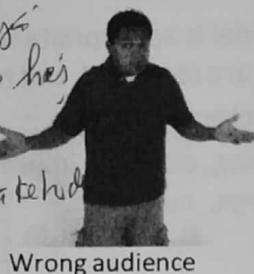
10.1 Plan Communication Management



What?

- Process of determining the communication needs of the stakeholders and communication approaches

*Sendiff phác họa trung
tâm cho họ*
Vai trò Stakeholder



Wrong audience Delay in message delivery

Why?

- Effective stakeholder engagement requires relevant information in a timely manner

When?

- As early as possible
- Should be reviewed periodically throughout the project

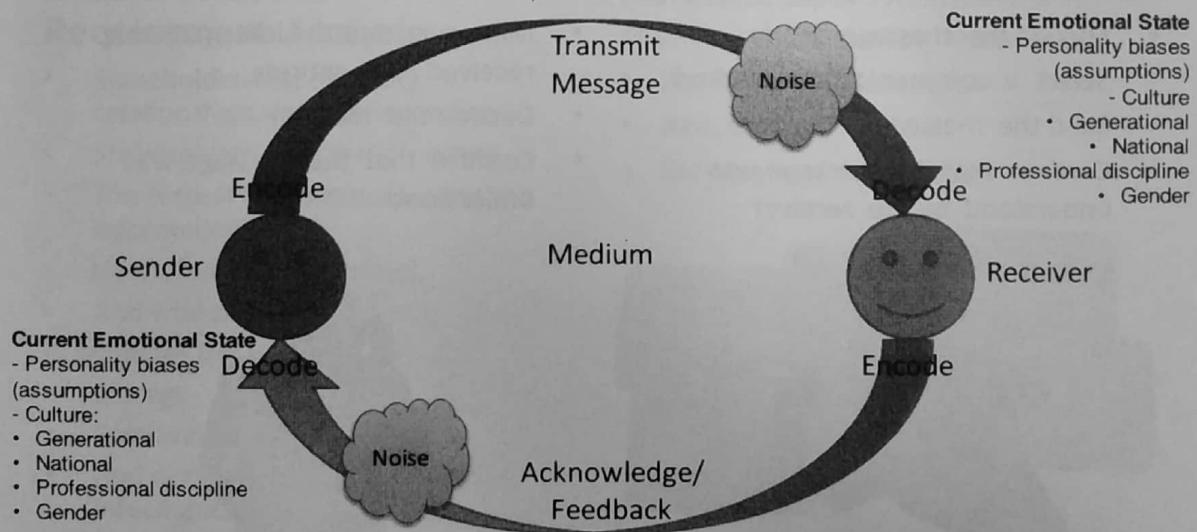


unrelevant/ Insufficient information

10.1 Plan Communication Management : Tools & Techniques

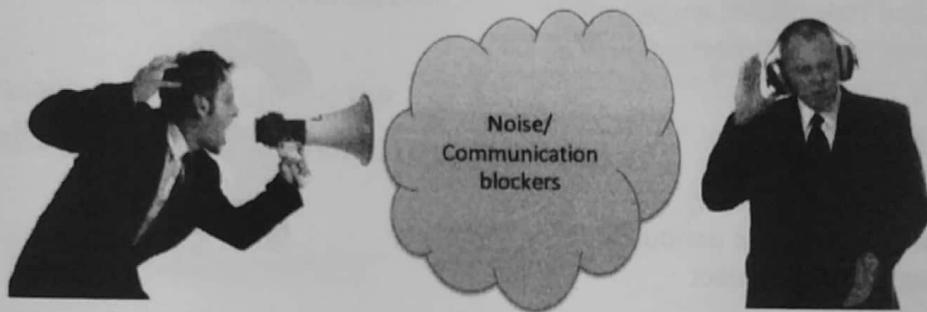


1. Communication Model



1. Communication Model

- Communication model is appropriate for the project that is undertaken and that any barriers (noise) are identified and managed.
- Communication blockers:
 - Noise surrounding, distance, improper encoding of messages, negative attitude, language, culture.....



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The sender's responsibility

- Encode the message clearly
- Select a communication method
- Send the message
- Confirm that the message was understood by the receiver

The receiver's responsibility

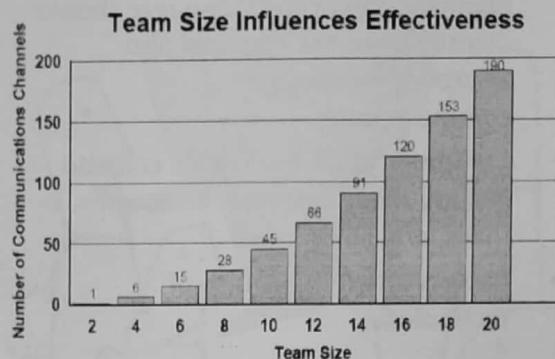
- Make sure that the information is received in its entirety,
- Decode the message
- Confirm that the message was understood



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Communication Complexity

- Project communication become exponentially complicated as more people involved
- **Communication channels:** Indicator of the complexity of a project's communications.
- A project with "N" number of stakeholders have $N(N-1)/2$ possible channels of communications



2. Communication Requirement Analysis

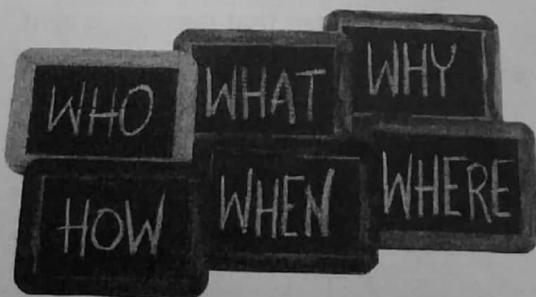
- Stakeholder responsibility, relationships, interdependencies
- Stakeholders information needs
- The format for communicating the information
- How often it's distributed,
- And who prepares it.

In addition, the methods of:

- Storage
- Retrieval *Sử dụng*
- And disposition of the project information

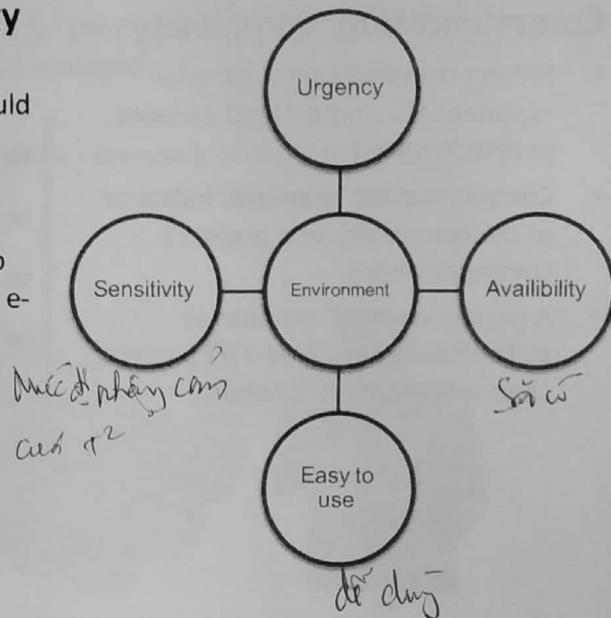
Bíu cùi, hìn lac, tru đù?
Horenso: Japan's fundamental business communication techniques

- **Ho:** Report/Presentation
- **Ren:** Contact/ Update
- **So:** Meeting/ Consultation



3. Communication Technology

- As part of the communications planning, the project manager should identify all of the required and approved methods of communicating.
- Communication modalities can also include meetings, reports, memos, e-mails, and so on.
- Factors affect the choice of technology:



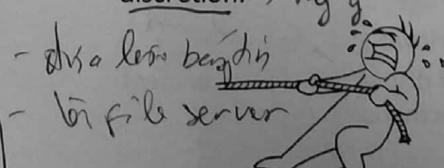
4. Communication Methods

- Push communication**
 - Sent a specific information to specific recipients. Examples are letters, memos, e-mails, faxes etc.
 - This ensures that message is sent but will not certify that it is actually received or understood. (Push the message to recipient)



4. Communication Methods

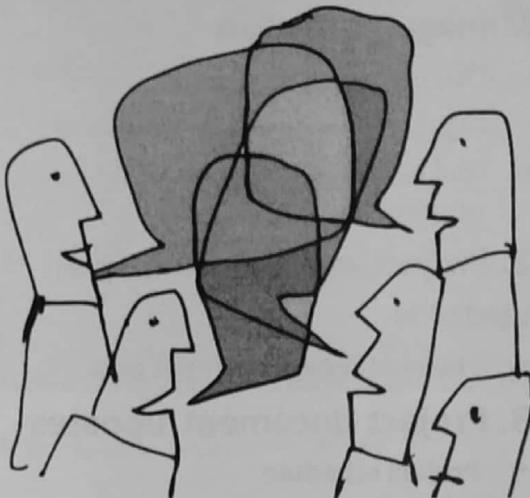
- Pull communication**
 - Used for large volume of information and large audiences. Examples are internet sites, company data bases, e-learning etc.
 - Recipients has to access the communication content (Pull out information) at their own discretion. → by yourself



Kết luận: Phản ứng nhanh và linh hoạt

4. Communication Methods

- **Interactive communication**
 - Information are pushed and pulled in real time between two or more parties in multidirectional (Phone calls, meetings, interviews...).
 - **Feedback** is information about reactions to communications, a deliverable, or a situation.
 - Feedback supports interactive communication between the project manager, team and all other project stakeholders.
 - Most effective way.



Chia chia my nhin hieu +^

T phuc vu cho doi stakeholder

5. Data representation

- Stakeholder engagement assessment matrix

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Bob	C			D	
Carol			C		D
Ted		C		D	
Alice				C,D	
Joe			C	D	

6. Interpersonal and team skills

- **Communication styles assessment:** Often used with unsupportive stakeholders, this assessment may follow a stakeholder engagement assessment to identify gaps in stakeholder engagement that require additional tailored communication activities and artifacts.
- **Political awareness**
- **Cultural awareness**

10.1 Plan Communication Management : Outputs

1. Communications Management Plan

- Can be formal or informal,
- Highly detailed or broadly framed,
- And based on the needs of the project.

2. Project management plan updates

- Stakeholder engagement plan

3. Project document updates

- Project schedule
- Stakeholder register: Stakeholder management strategy.

COMMUNICATIONS MANAGEMENT PLAN				
Project Title:	Date Prepared:			
Message	Audience	Method	Frequency	Limiter
Term or Acronym	Definition			
Communication Constraints or Assumptions:				

10.1 Plan Communication Management : Inputs

1. Project charter

- Key stakeholders and their roles/ responsibilities

2. Project Management Plan

- Resource management plan: Team members and groups may have communication requirements
- Stakeholder engagement plan: the management strategies required to effectively engage stakeholders

3. Project documents

- Stakeholder Register
- Requirements documentation

4. Enterprise Environmental Factors

- Communication must be adapted to the project environment.

5. Organizational Process Assets

- Lessons learned and historical information

10.1 Plan Communication Management



Inputs	Tools & Techniques	Outputs
<ol style="list-style-type: none">1. Project charter2. Project management plan3. Project documents<ul style="list-style-type: none">• Stakeholder register4. Enterprise environmental factors5. Organizational process assets	<ol style="list-style-type: none">1. Communication model2. Communication requirements analysis3. Communication technologies4. Communication methods5. Data presentation6. Interpersonal and team skills7. Expert judgment8. Meetings	<ol style="list-style-type: none">1. Communications management plan2. Project management plan update3. Project document updates

Communication strategy + how to stakeholder communication.

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10.2 Manage Communications



What?

- The process of ensuring timely and collecting, storing, retrieving, distributing, and the ultimate disposition of project information in accordance to the communications management plan.

Why?

- The key benefit of this process is that it enables an efficient and effective information flow between the project team and the stakeholders.

When?

- Throughout the project.



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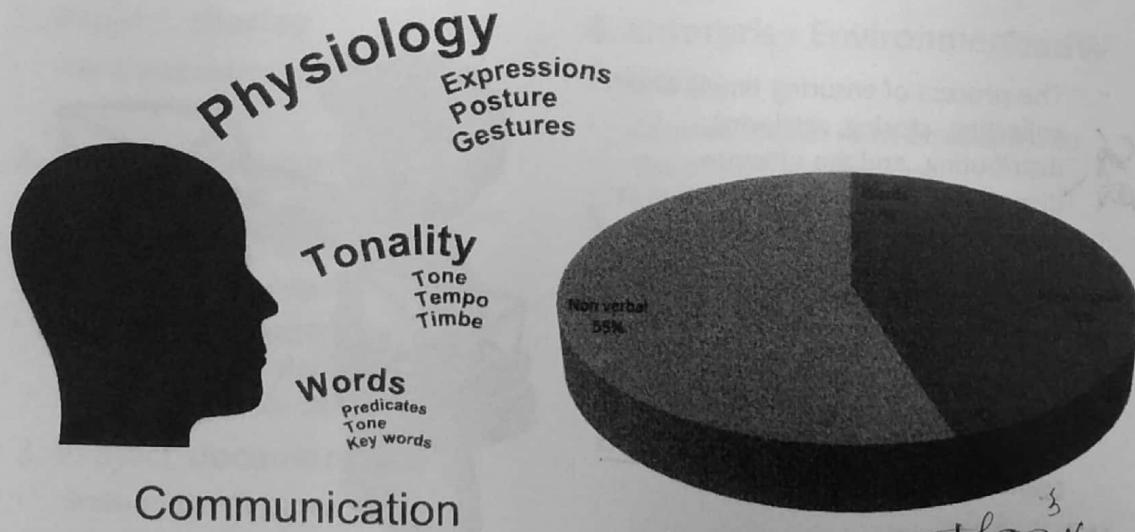
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Miscommunication



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10.2 Manage communications: Non-verbal



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Eye contact

- Eye contact provides some of the strongest emotions and intentions during a social conversation.

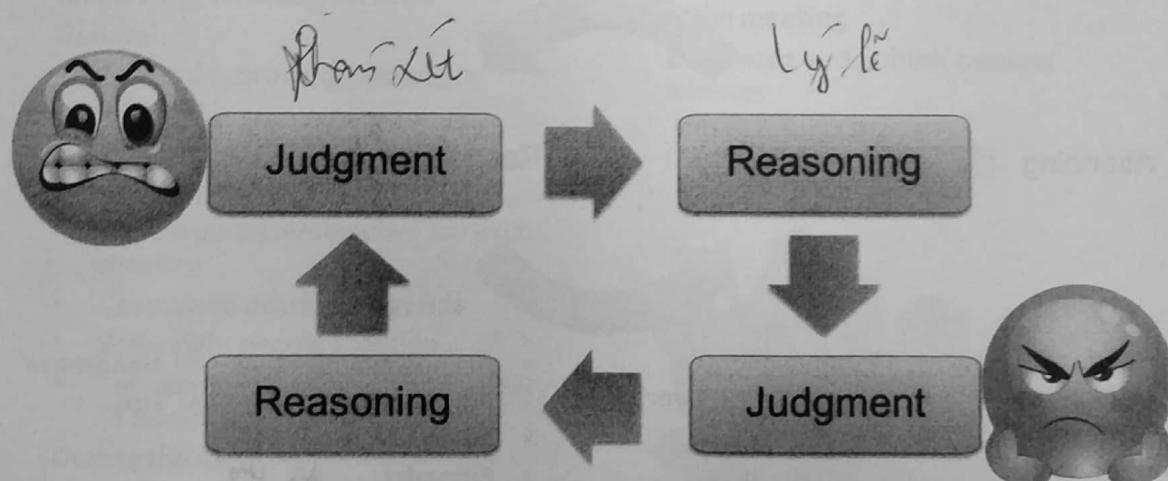


Mirroring

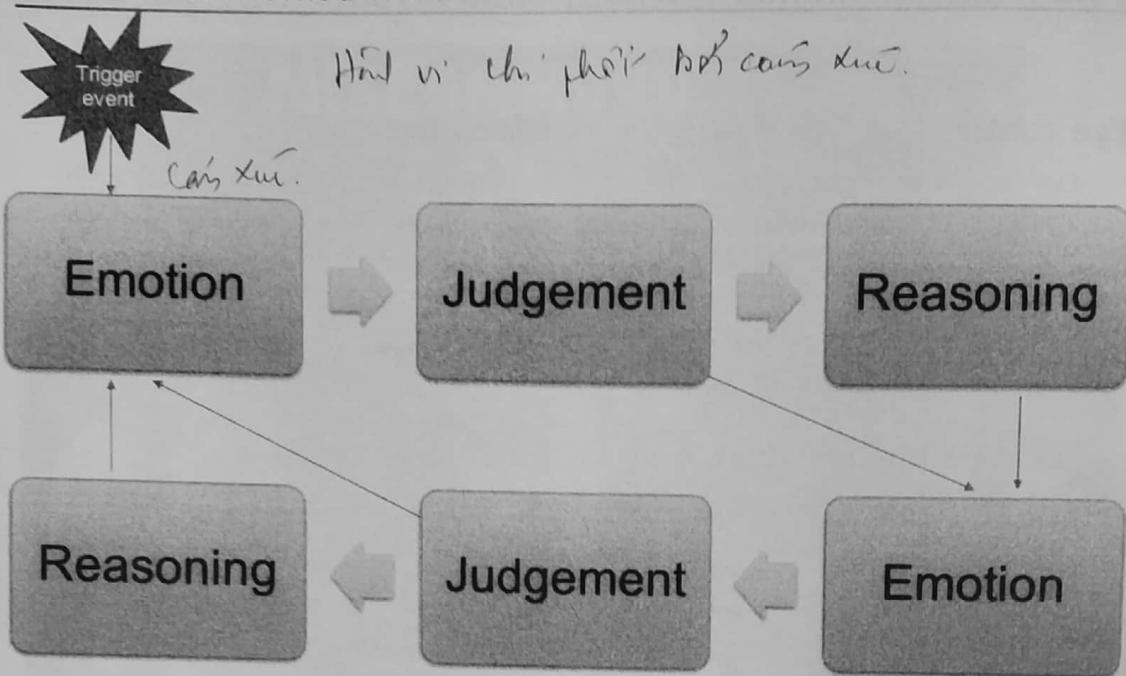
- When done correctly, mirroring can build rapport and a strong connection with others.



Poor communications lead to conflict

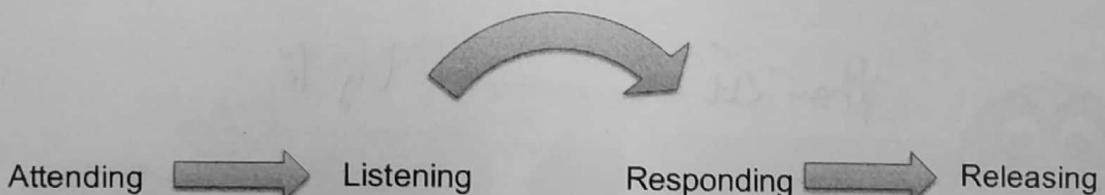


Social intuitionist model - Jonathan Haidt



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10.2 Manage communications: Active Listening



- rym ↗
rym ↗ ↗ Re ↗
- Eye contact
 - Posture
 - Gesture
 - Environment

- Active Silence
- Listen to non-verbal language
- Open-ended questions

- Acknowledgment
- Paraphrasing
- Summarizing
- Empathy → *điều này*

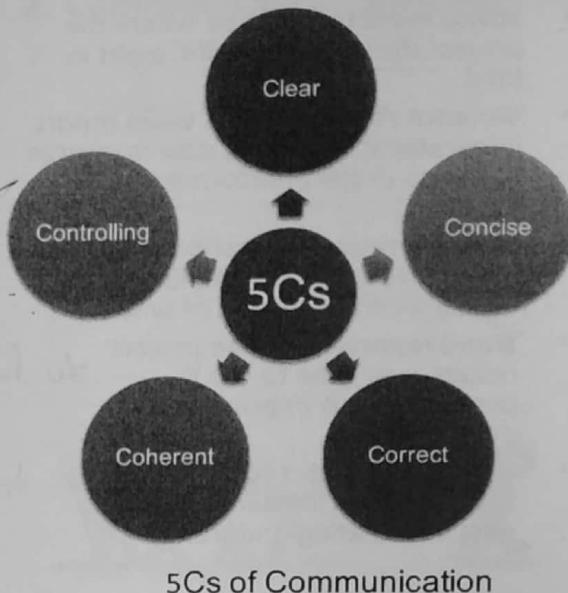
- Handshake
- Hug

Kết luận

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10.2 Manage communications: Written communication

- R.S. Raj
- **Clear:** Ensure that the **purpose** is directed to the **needs**, and information is presented clearly
 - **Concise:** Be concise, do not lose the message by being long winded
 - **Correct:** Ensure correct grammar and spelling, avoid misleading information
 - **Coherent:** Flow of ideas should be structured in logical manner
 - **Controlling:** Controlling the flow of words and ideas may involve graphics or just summaries.



10.2 Manage communications: Meeting Management

Meeting Management

General:

- Schedule recurring meeting in advance
- Meeting with team regularly

Before the meeting:

- Have a purpose/objective for each meeting
- Create and distribute **agenda**
- Bring right people together
- Let people know their responsibility in advance

During the meeting

- Set a time limit and keep it
- Chair and lead the meeting
- Define next actions and persons in charge

After the meeting

- Document and publish meeting minutes

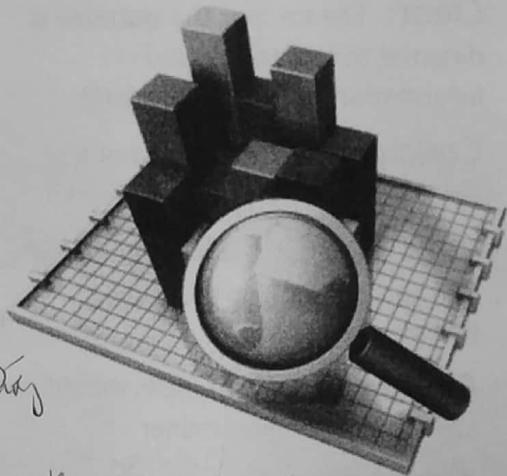


10.2 Manage communications: Reports



Reports

- **Status reports:** describe where the project stands at a specific point in time
- **Variance report:** Earned value report integrates scope, time, cost measures to assess project performance (EV, SV, CV, ...)
- **Progress reports:** describe what the project team has accomplished during a certain period of time
- **Trend reports:** Examine project results over time to see if performance is improving or deteriorating
- **Forecasts:** predict future project status and performance based on past information and trends

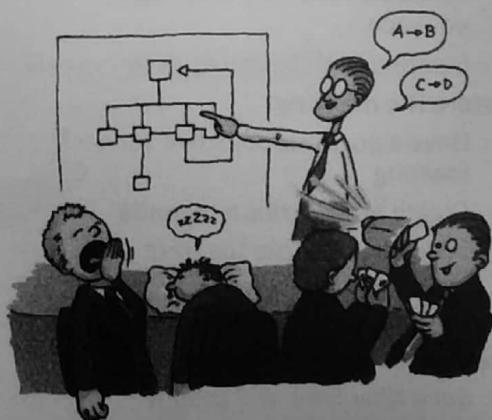


10.2 Manage communications: Presentation



Presentations

- A presentation is the formal delivery of information and/or documentation.
- Effective presentations should take the following into account:
- The audience, their expectations, and needs; or objectives of the project and project team
- Audience engagement: Pose questions. Ask for their points of view
- Verbal, non-verbal communication, and visual effects



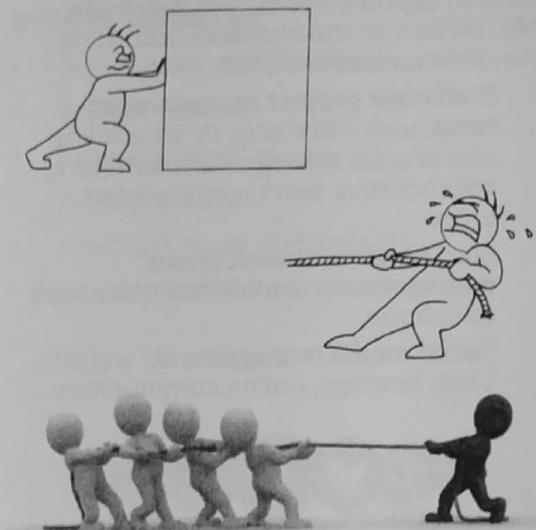
Boring presentation

10.2 Manage communications: Tools and techniques

1. Communication technology



2. Communication Methods



10.2 Manage communications: Tools and techniques

3. Communication skills

- **Communication competence.** A combination of tailored communication skills.
- **Feedback:** meeting, coaching, mentoring, negotiating,...
- **Nonverbal:** appropriate body language to transmit meaning through gestures, tone of voice, and facial expressions.
- **Presentations:** Progress reports and information updates to stakeholders; Background information to support decision making;

4. Interpersonal and team skills

- **Active listening**
- **Conflict management**
- **Meeting management**
- **Networking.** Networks 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.
- **Cultural awareness**
- **Political awareness**

10.2 Manage communications: Tools and techniques

5. Information Management Systems

Tools to capture, store, and distribute information to stakeholders according to the communications plan.

- **Electronic project management tools:** web interfaces to scheduling and project management software, collaborative work management tools.
- **Electronic communications management:** e-mail, fax, voice mail, telephone,
- **Social media management:** website, blog, fanpage, online communities...



6. Project reporting

- Is the act of collecting and providing **performance information** at an appropriate level for each audience.
- Requires some basic tasks:
 - Status review
 - Variance analysis and progress measurement
 - Forecast and trend analysis



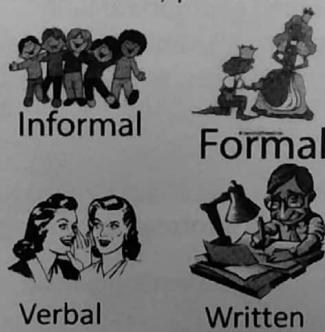
10.2 Manage communications: Outputs



1. Project Communications

- Information on the project at the level of detail required by the various stakeholders.
- Any time you need to get a message to a client or sponsor, you use formal communication.
- Any project documents: project reports, requirement specification, or especially a contract: is **always formal written**.
- Meetings are **always informal verbal**, even if the meeting is to say something really important.

- **Informal Written:** Email, memos
- **Formal Written:** Contract, legal notices, project reports
- **Informal Verbal:** Meeting, discussion, phone calls
- **Formal Verbal:** Speeches, mass communication, presentations



10.2 Manage communications: Outputs



2. Project management plan updates

- Communications management plan.
- Stakeholder engagement plan.

3. Project documents updates

- Stakeholder register
- Issue log,
- Risk register
- Project schedule,
- Lessons learned register

4. Organizational process assets updates

- Stakeholder notifications.
- Project reports.
- Project presentations.
- Project records.
- Feedback from stakeholders.
- Lessons learned documentation.

10.2 Manage communications: Inputs



1. Project management plan

- Stakeholder engagement plan
- Communications management
- Resource management plan

2. Project documents

- Stakeholder register
- Issue log
- Change log
- Risk report
- Quality report
- Lessons learned register

3. Work Performance reports

- Project performance and status information

4. Enterprise Environmental Factors

- Organizational culture and structure,
- Government or industry standards and regulations, and
- Project management information system.

5. Organizational Process Assets

- Policies, procedures, processes, and guidelines regarding communications management;
- Templates; and historical information and lessons learned.

10.2 Manage Communications

PHIA

Inputs	Tools & Techniques	Outputs
<ol style="list-style-type: none">1. Project management plan2. Project documents3. Work performance reports4. Enterprise environmental factors5. Organizational process assets	<ol style="list-style-type: none">1. Communication technology2. Communication methods3. Communication skills4. Interpersonal and team skills5. Information management systems6. Performance reporting7. Meetings	<ol style="list-style-type: none">1. Project communications2. Project management plan updates3. Project documents updates4. Organizational process assets updates

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10.3 Monitor Communications

PHIA

What?

- Process of assessing how communications are going on your project to make sure information is flowing as planned – in the right way, to the right people and at the right time

Why?

- The right message with the right content needs to be delivered to the right audience, through the right channel, and at the right time throughout the project.



Kevin had a funny feeling that his boss was monitoring his emails

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40

10.3 Monitor Communications

When?

- It should be reviewed regularly and modified when necessary, when the stakeholder community changes or at the start of each new project phase.

How?

- Determine how project communication is performing by comparing the communications that were implemented compared to those that were planned.
 - Identify the ineffectiveness of communications and the reasons behind
 - Propose the appropriate way to communicate with stakeholders

Communication: Planned vs Reality

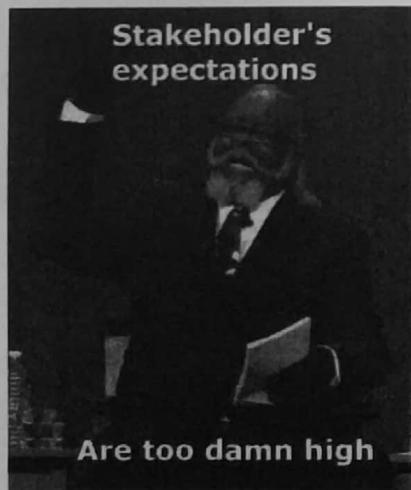


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10.3 Monitor Communications: tools & techniques

1. Data analysis

- Stakeholder engagement assessment matrix



2. Information Management Systems

- The information contained in the system is monitored to assess its



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10.3 Monitor Communications: tools & techniques

3. Interpersonal and team skills

- **Observation/conversation:** enables the project manager to identify issues within the team, conflicts between people, or individual performance issues.
- Observation/conversation with the project team helps determine the most appropriate way to update and communicate project performance, and to respond to requests from stakeholders for information.

4. Expert judgment

5. Meetings



10.3 Monitor Communications: Outputs

1. Work Performance Information

- Information on how project communication is performing by comparing the communications that were implemented compared to those that were planned.
- It also considers feedback on communications, such as survey results on communication effectiveness.

2. Change requests

- Corrective actions
- Preventive actions

3. Project Management Plan updates

- Stakeholder Engagement Plan
- Communication Management Plan

4. Project documents updates

- Stakeholder register.
- Issue log.
- Lessons learned register.

10.3 Monitor Communications: Inputs



1. Project Management Plan

- Stakeholder Engagement Plan
- Communication management Plan
- Resource Management Plan

2. Project Documents

- **Project communications:** Deliverables status, Schedule progress, and Costs incurred.
- **Issue Log:** used to facilitate communication and ensure a common understanding of issues.
- **Lesson Learned Register**

3. Work Performance data

- Data of communications that have **actually** been distributed.

4. Enterprise environmental factors

- Global, regional, or local trends, practices, or habits; and
- Timezones, Geographic distribution of facilities and resources.

5. Organizational Process Assets

- Corporate policies and procedures for social media
- Organizational communication requirements;

10.3 Monitor Communications



Inputs	Tools & Techniques	Outputs
<ol style="list-style-type: none">1. Project management plan2. Project documents3. Work performance data4. Enterprise environmental factor5. Organizational process assets	<ol style="list-style-type: none">1. Data analysis2. Information management systems3. Interpersonal and team skills4. Expert judgment5. Meetings	<ol style="list-style-type: none">1. Work performance information2. Change requests3. Project management plan updates4. Project documents updates

Key outputs



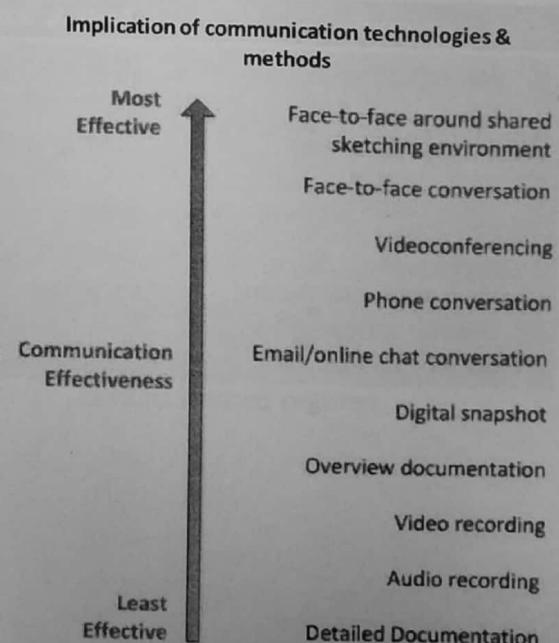
Process	Key Outputs
10.1 Plan Communication Management	<ul style="list-style-type: none">Communication Management Plan
10.2 Manage Communications	<ul style="list-style-type: none">Project Communications
10.3 Control Communications	<ul style="list-style-type: none">Work performance InformationChange requests

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Recommendations for complex environment



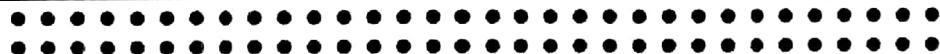
- Evolving and emerging details needed to communicate more frequently and quickly.
- Co-locate** teams whenever possible.
- Daily stand-up:** frequent team checkpoints
- Establish communication norms and common understanding.
- Extreme visibility.** Plans, goals, metrics and issues should be highly visible and easily accessible to the team.
- Provide understandable and visible milestones and demonstrable product during development to stakeholders



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- Communication types
- Communication management process
- Communications management plan
- Communication blockers
- What should be reported
- Types of reports
 - Status report
 - Progress report
 - Trend report
 - Variance report
 - Earned value report
 - Lesson learned documentation
- Communication technology
- Communication channels
- Communication models
- Effective communication
 - Nonverbal
 - Percent of communication that is nonverbal
 - Para lingual
 - Active listening
 - Feed back
 - Noise
- Communication methods
 - Interactive
 - Push
 - Pull
- Monitor communication

www.pma.edu.vn



Communication Management

Q1. A report that is focused on predicting future project status is called a:

A Variance report.

B Trend report.

C Status report.

✓ D Forecasting report.

Q2. To a project manager, which of the following is the BIGGEST disadvantage of progress reports as compared to watching what is going on in a project, asking questions, and assisting team members?

✓ A Progress reports generally show problems after they have occurred.

B Progress reports require expending time gathering information from stakeholders.

C Progress reports include information from all the team.

D Progress reports supply information about trends.

✗ Q3 Which of the following regarding performance reporting is CORRECT?

A It is done during project executing and project monitoring and controlling.

✓ B It is done during project executing and project closure.

✗ C It is done during project planning and project monitoring and controlling.

D It is done during project planning and project closure.

Q4 Project reports are a method to:

A Manage stakeholder resources.

✓ B Report performance information to stakeholders.

✗ C Provide project information to stakeholders.

D Plan what information to communicate to stakeholders.

Q5. The project team meeting is not going well. Many attendees are talking at the same time, there are people who are not participating, and many topics are being discussed at random. Which of the following rules for effective meetings is NOT being adhered to?

A Demonstrate courtesy and consideration of each other, and control who is allowed to speak.

✓ B Create and publish an agenda and a set of rules for controlling the meeting.

C Have a purpose for the meeting, with the right people in attendance.

D Schedule meetings in advance.

✓ Q6. A project manager is in a meeting with the customer when the customer starts to yell about the fact that a change she requested will result in a delay to the project schedule. Interestingly, yelling is not a common practice in the client's culture. The project manager starts to explain why the change affected the schedule when the project manager's boss stops the meeting and carefully removes the project manager from the room. Which of the following would BEST describe what is going on?

✗ A The project manager did not properly interpret the customer's communication.

B There was an inadequate agenda for the meeting.

C The project manager did not inform the boss before the meeting.

D There was an inadequate change control system.

✗ Q7. You have just been assigned to manage a project in the middle of project executing. The BEST way to control the project is to:

A Meet with management regularly.

✓ B Hold status meetings because they have worked best for you in the past.

C Refer to the bar chart weekly.

✓ D Use a combination of communication methods.

Q8. In your project, you have established tools to ensure that appropriate information is available to project stakeholders in a timely manner. In this context, if there is a conversation taking place using a sender-receiver model, which of the following statements is NOT correct?

- A. The sender is responsible for making the information clear, unambiguous, and complete.
- B. The receiver should agree with the sender about the message being communicated
- C. The receiver is responsible for making sure that the information is completely received and understood.
- D. The receiver confirms that the information is properly understood.

Q9. The project manager is expecting a deliverable to be submitted by e-mail from a team member today. At the end of the day, the project manager contacts the team member to notify him that it has not been received. The team member apologizes and explains that he was not able to e-mail the deliverable, and it was sent through the mail instead. The team member goes on to remind the project manager that he had informed the project manager, during a phone conversation, that this would occur. "Was that the conversation we had when I told you I could not hear you well due to poor cell phone coverage?" asks the project manager. "Yes," replies the team member. What could have been done to avoid this problem?

A Better attention to determining communications requirements

B Feedback during the communication

C Paralingual communication

D Adding to the issue log after the phone call

Q10. A team of seven people adds two more people to the team. How many communication channels are there now?

A 18

B 81

C 36

D 9

Q11. If a project manager wants to report on the actual project results versus planned results, he should use a:

A Status report.

B Forecasting report.

C Variance report.

D Trend report.

Q12. A project team is having difficulty communicating over long distances. There were 13 team members from two countries, and then five (5) people from India were added. This is of concern to the project manager because:

A Communication blockers grow linearly.

B It will be harder to use reward power.

C Conflict can be increased with an increase in project priorities.

D Communication channels grow rapidly.

Q13. Project A has had ineffective project meetings since its inception. There have been complaints that information does not get to the right people, some people are talking too much during meetings, and the right people are not there to resolve issues. What is MOST likely missing from this project?

A A communications management plan

B A staffing management plan

C A process improvement plan

D A scope management plan

Q14. Project coordination is enhanced through progress reporting, variance reporting, and team meetings. These are all forms of:

A Risk management.

B Time management.

C Communications management.

D Staffing management.

Q15. Performance reporting is important during administrative closure in order to:

A Gain approval to start the lessons learned.

B Prove formal acceptance has been achieved. ✓

C Communicate the team's success and failure. ✓

D Show progress made on activities.

Q16. Originally a project had four team members. Now the scope has expanded, and there are a total of six people on the project team. How many communication channels does the project have?

A 9

B 6

C 15

D 12

✓ Q17. A report that is focused on predicting future project status is called a:

(A) Forecasting report.

B Trend report.

C Variance report.

D Status report.

✓ Q18. The project team has been working through some difficulty technical issues relating to how the work should be done. The most recent problem related to the way each test was to be completed. There have also been disagreements between two of the eight managers. The sponsor has had to intervene once.

After the testing work was completed, the project manager discovered one of the changes agreed to was not adequately completed. What did the project manager NOT do?

(A) Provide more training for those doing the testing.

(B) Ask those doing the work to describe the change, to make sure they understood it.

C Make sure the functional manager closely supervised the testing.

D Get the sponsor to sign off on the change.

✓ Q19. Communication is key to the success of a project. As the project manager, you had three stakeholders with whom you needed to communicate. Therefore, you had six channels of communication. A new stakeholder has been added with whom you also need to communicate. How many communication channels do you have now?

A 12

B 10

C 7

D 16

✓ Q20. Extensive use of -----communication is MOST likely to aid in solving complex problems.

(A) Formal written

(B) Nonverbal

C Informal written

D Formal verbal

✓ Q21. Communications under a contract should tend toward:

(A) Formal written communication.

B Informal written communication.

C Informal verbal communication.

D Formal verbal communication.

✓ Q22. Misunderstandings can occur in a large project and need to be avoided. What can a project manager use to reduce the number of such misunderstandings?

(A) Collaboration and compromise

(B) Common understanding and communications management

C Influence and delegating

D Recognition and rewards

✓ Q23. Effective communication means:

(A) Information is provided in the right format, at the right time, with the intended impact.

B Information is provided, in writing, at the right time, to the right recipients.

C Information is distributed in project executing, in the requested format, to the right recipients.

D Information is in the right format, sent as early as possible, without causing an impact.

✓ Q24. The level of detail of performance reports is described in the:

A Project's monthly needs.

B Monthly requests for information by management.

(C) Communications management plan.

D Project charter.

Q25. You have just been assigned as project manager for a large manufacturing project. This one-year project is about halfway done. It involves 5 different sellers and 20 members of your company on the project team. You want to quickly review where the project now stands. Which of the following reports would be the MOST helpful in finding such information?

A Communications

B Status report

C Progress report

D Forecast

Q26. The project has 13 team members and affects more than 15 departments in the organization. Because the project is 20 percent complete to date and the team has had successful performance reports from five of the affected departments, the project manager holds a party to celebrate. The project manager invites key stakeholders from all of the departments to the party, in order to give those providing good reviews an informal opportunity to communicate good things to those departments that have not yet been affected by the project. At the party, the project manager walks around to try to discover any relevant information that would help him make the project even more successful. She happens to hear a manager of one of the departments talking about setting up more regular meetings on the project.

The BEST thing for the project manager to do would be to FIRST:

A Hold a meeting of all the stakeholders to discuss their concerns.

B Record the effectiveness of the party in the project lessons learned.

C Make sure the manager has a copy of the communications management plan so he is reminded that such concerns should be sent to the project manager.

D Review the methods of providing project information to stakeholders.

Q27. Originally, your project had five (5) team members. Now the scope has expanded, and there are a total of eight people on the project team. How many communication channels have been added?

A 10

B 28

C 9

D 18

Q28. In your project, you are collecting data and distributing it to appropriate stakeholders as required. The information provided includes how resources are used to achieve project objectives. This is done through:

A. Plan Project Communication

B. Manage Communications

C. Distribute Information process

D. Earned value management

Q29. A project manager is trying to manage a complex project at a 6 sigma level with 15 people. The project manager decides to use a trend report because it will help him:

A Determine the level of quality.

B Evaluate earned value.

C Analyze the level of project complexity.

D Examine project results over time.

Q30. About midway through the project, the project manager learns most members of the project team are not reviewing the weekly project updates. What should the project manager do?

A Revise the communications management plan to meet the informational needs of the stakeholders.

B Improve the layout of the weekly project updates to encourage reading by team members.

C Create a signature log so team members can indicate when they have read the project updates.

D Require the reading of the project updates in order to receive any rewards on the project.

✓ Q31. The current update to the schedule performance report shows no schedule variance. Based upon this report, you tell the client the project is on time. However, your team members know you just missed a major milestone and the project will not meet its startup date. This is an indication of poor:

- A Scope planning.
- B Team trust.
- C Communications planning.
- D Schedule planning.

✓ Q32. If a project manager wants to examine project results over time to see if performance is improving, she would use a:

- A Forecasting report.
- B Status report.
- C Variance report.
- D Trend report.

✓ Q33. Which type of communication includes meetings, phone calls, and video conferencing?

- A Interactive
- B Stakeholder
- C Push
- D Pull

✓ Q34. Inputs to the Manage Communications process include all of the following EXCEPT:

- A Details of work performance.
- B Deliverables status.
- C Completion forecasts.
- D Car accident nearby company.

✓ Q35. Barriers can influence communication when sending or receiving information. Which of the following is NOT a barrier?

- A Personality and interests
- B Prejudices
- C Feedback
- D Attitudes and emotions

✓ Q36. Reciprocal is another word for which communication method?

- A Interactive
- B Formal
- C External
- D Verbal

✓ Q37. A team member is visiting the manufacturing plant of one of the suppliers. Which of the following is the MOST important thing to be done in any telephone calls the project manager might make to the team member?

A Review the list of contact information for all stakeholders.

B Ask the team member to look for change requests.

C Ask the team member to repeat back what the project manager says.

D Review the upcoming meeting schedule.

✗ Q38. Performance reports should address the needs of:

- A Team members.
- B Management.
- C Stakeholders.
- D The project manager.

✓ Q39. You are a project manager for a US \$3,000,000 product development project. Your project is well into project executing and remains on time, on budget, and on specification. This morning your project sponsor called to express concern about the project. Based on the schedule baseline, the project should be nearing implementation, but the sponsor does not know the current status of the project. You remind the sponsor that your team produces a detailed status report weekly and distributes it via email. The sponsor says e-mail is too impersonal and verbal updates are preferred. This situation suggests problems with which of the following project management processes?

- A Plan Communications Management
- B Monitor Communications
- C Manage Stakeholder Engagement
- D Manage Communications

Q40. The Work Breakdown Structure has the LEAST impact on which process?

- A Estimate Costs
- B Plan Communications Management -

C Plan Procurement Management

D Develop Schedule

Q41. Letters, memos, faxes, and press releases accomplish what aspect of communication?

A They ensure the information was distributed, but not necessarily reviewed or understood.

B They ensure the information is shared with others at each recipient's discretion. *- At their own*

C They ensure the recipients can access the information, and that they understand it.

D They ensure common understanding of the information that was distributed.

Q42. Communications are often enhanced when the sender _____ the receiver.

A Speaks up to

B Uses gestures when speaking to

C Shows concern for the perspective of

D Speaks slowly to

Q43. A project team includes five people when the project manager adds two more. How many additional channels of communication are there?

A 10

B 7

C 11

D 21

$$\begin{array}{c} 7 \\ \times 2 \\ \hline 14 \end{array}$$
$$\begin{array}{c} 6 \\ \times 5 \\ \hline 30 \end{array}$$
$$3 \times 2 / 3$$

Q44. The project status report is an example of which form of communication?

A Informal written communication

B Informal verbal communication

C Formal verbal communication

D Formal written communication

Q45. You have completed project planning and are well into project executing when you discover a manager in one of the internal clients' departments is visiting your team members every afternoon for lengthy chats about the project. What is the BEST thing to do?

A Ask the manager to formally address his questions to you.

B Meet with the manager to understand why he feels the need to communicate with your team members.

C Ask the manager to formally address project issues as per the communications management plan.

D Tell your team members not to waste their time talking to the manager.