

Project Communication Management for Project managers based on the PMBOK

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Why is Communication Important! Because it consumes 90% of a Project Manager's time to bridge the communication gap between all the stakeholders and sail them on the same boat to achieve project success. Communication gap can result in improper coordination of the project activities, duplication of efforts, wastage of time and resources, and can end up in the failure of the project

Types of Communication

There are mainly three types of communications;-

- 1 Non-verbal Communication: 55% of conveying the message is composed of behavior & Physical Mannerisms.
- 2 Verbal Communication
 - Formal (Presentations- Speeches etc.)
 - Informal (Meetings Conversations etc.)

Importance of:

- Para-lingual: Pitch & Tone of Voice makes difference in attracting listeners.
 - Active Listening: Used in conflict resolution getting the feedback of listener and paraphrasing or reproduce the understanding in their own language so that the speaker is sure that the message is conveyed to the listener
 - Effective Listening: Watching physical gestures of the speaker and understanding more beyond the words but from his expressions.
- 3 Written
 - Formal: In project plan, charter, long distances & complex problems.
 - Informal: Memos, emails, notes.
 - Communication skills allow information to flow:
 - Internally (within the organization)
 - Externally (to customers, suppliers etc.,)
 - Vertically (up and down hierarchies)
 - Horizontally (among peers)
 - Communication Barriers
 - Noise

- Distance
- Hostility
- Language
- Culture
- Evaluative tendency
- Improper Decoding
- Personality and interest
- Position and status
- Lack of responsive feedback
- Withholding information
- Mixed messages
- Stereotyping

Plan Communication Management

This is the first process in this knowledge area which comes in planning process group for determining Stakeholder s' information needs and defining communication approach:

- Who needs What
- When he/she needs it
- Who will deliver
- How will it be delivered (report, email, verbal, etc?)

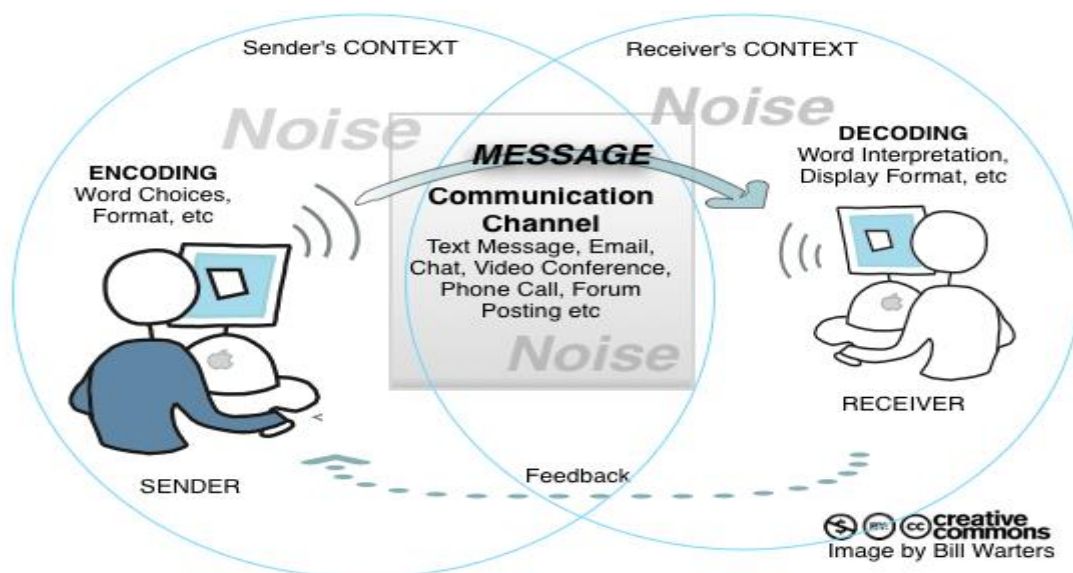
This should be planned early and revised through the whole project life because improper communication planning will lead to significant problems.

Plan Communications: Inputs

1. Project Management Plan (serves as a reference for information and executing the project as per the plan and monitoring the project to see that everything is going as per plan)
2. Stakeholder Register (helps to identify the communication requirements of stakeholders)
3. Enterprise Environmental Factors: Company's culture, infrastructure, market conditions etc.
4. Organizational Process Assets: Historical records- lessons learned – templates- guidelines & Procedures.

Plan Communication Mgmt.: T & T

1. Communication Requirements Analysis: Determine information needs of the project stakeholder. Number of communications channels required for a team is calculated using the formula $N(N-1)/2$, where N is the number of stakeholders. For example if there are 5 stakeholders, then there must be $5(5-1)/2=10$ communication channels.
2. Communication Technology: affected by
 - The urgency of the need for the information including frequency and format
 - Expected Project staffing (experience, training, etc.)
 - Availability of Technology (technology should be available to all the parties or stakeholders)
 - Ease of Use by all the parties
 - Project environment like teams are collocated or virtual and cross cultural differences etc. has to be considered)
 - Sensitivity and confidentiality of information has to be identified and communicated appropriately.
3. Communication Models.



The sender encodes the message, which is transmitted through a communication channel called the medium of communication. There are factors like distance, cultural differences and

whatever is disturbing the communication is called Noise. The receiver decodes the message and understood, a feedback is sent to the sender.

4. Communication Methods:

- Interactive (meetings, phone calls, video conferences, etc.)
- Push Communications (letters, memos, reports, emails, faxes, etc.)
- Pull communications (Intranet, knowledge repositories, etc.)

5. Meetings to understand the information requirements of stake holders.

Plan Communications: Outputs

1. Communications Management Plan: Should include :-

- Communications item: information for distribution
- Purpose: The reason of the distribution
- Start and end dates.
- Medium and formality (information distribution technology)
- Responsibility: who will distribute the information
- Escalation Procedures (In case of the absence of receiver or sender someone must be entrusted in the organization to see that the communication is flowing, and the activities are going without interruption in the best interest of the organization)
- Glossary of Terminology for clarity of information

2. Project Documents Updates. (Project Schedule and Stakeholder register are updated.)

Manage Communication

This is the second process in this knowledge area which comes in execution process group for creating, collecting, distributing, storing, retrieving, and ultimate disposition of project information according to the communication management plan. This process ensures effective communication (information distribution) among stakeholders and includes several techniques such as:

- Sender-receiver models (Involve feedback, removes barriers etc.)
- Choice of media (Whether oral or written communication etc.)
- Writing style (Appropriate use of active passive voices and sentences etc.)

- Meeting management techniques (pre parathion of agenda, minutes of meetings etc.)
- Presentation techniques (Presenting data with the help of visual aids etc.)
- Facilitation Techniques (Facilitating team decisions to overcome obstacles)
- Listening Techniques (Clarifying removing barriers and understanding etc.)

Manage Communication: Inputs

1. Communication Management Plan. (To plan structure and manage communication)
2. Work Performance Reports (Hard copy of the work performance information for circulation to the concerned stakeholders)
3. Enterprise Environmental Factors (Organizational culture, Project management information systems, Government policies and regulations etc.)
4. Organizational Process Assets (include Guidelines Templates and Historical Information)

Manage Communication: T & T

1. Communication Technology (Appropriate technology should be used keeping the requirement in mind)
2. Communication Models (For the clarity of information passed and received)
3. Communication Methods: (must be used as per the situation)
4. Information Management Systems
 - a. Hard copies
 - b. Electronic communication Management
 - c. Electronic Project Management Tools
5. Performance Reporting (project is managed with the help of the performance reports received periodically)

Manage Communication: Outputs

1. Project Communication (Such as work performance information etc.)
2. Project Management Plan Updates (Base lines, stake holder management plan et.)
3. Project Document Updates (Issue log, project schedule, cost related documents etc.)
4. Organizational Process Assets Updates;
 - a. Stakeholder Notifications
 - b. Project Reports
 - c. Project Presentations
 - d. Project Records (correspondences, memos, project notebooks).
 - e. Feedback from stakeholders
 - f. Lessons Learned Documentation

Control Communication

This is the third and final process in this knowledge area which comes in the monitoring and control process group for Monitoring and controlling communication throughout the entire project life cycle to ensure the information needs of the project stakeholders are met. That is to ensure that the right information is reached to right persons on right time.

Control Communication: Inputs

1. Project Management Plan (Communication management plan is the subsidiary plan of project management plan which contains the timely information requirements of the stake holders and its importance)
2. Project Communications (Like status of deliverables, schedule and cost expended etc.)
3. Issue Log (issues and its resolutions are documented, and the obstacles if any in resolving the issues etc.)
4. Work Performance Data (The present state of the project communicated and feedback on such communications)
5. Organizational Process Assets (templates and standard operating procedures, Communication Technology, media, records keeping and security policies etc.)

Control Communications: T & T

1. Information Management Systems (Information received from project management software or spread sheets, regarding schedule, cost, progress of the project etc.)
2. Expert Judgment (get help from experts if needed)
3. Meetings (to determine the exact flow of the communications for necessary actions)

Control Communications: Output

1. Work Performance Information (this information received when we compare the actual progress of the project with the planned value and variations if any etc. for appropriate action.)
2. Change Requests: (If the project are not going as per the plan change requests are generated to bring the project on track)
3. Project Management Plan Updates (Communication management plan, Stakeholder management plan and Human resource management plan gets updated)
4. Project Document Updates (project forecasts, performance reports and issue logs)
5. Organizational Process Assets Updates (report formats, lessons learned documents etc.)

References:

1. PMBOK 5th edition
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3. https://in.search.yahoo.com/yhs/search;_ylt=A2oKmNHPEK9UUVUAaw_nHgX.;_ylc=X1MDMjExNDcyMzU1OQRfcgMyBGZyA3locy10YXRhLXBob3Rvbl8wMDEEZ3ByaWQDVnZya3Q5TzNSZ081MGt1bGhLRzF5QQRuX3JzbHQDMARuX3N1Z2cDMARvcmlnaW4DaW4uc2VhcmNoLnIhaG9vLmNvbQRwb3MDMARwcXN0cgMEcHFzdHJsAwRxc3RybAMyNwRxdWVyeQNjb21tdW5pY2F0aW9uIG1vZGVsIGRpYWdyYW0EdF9zdG1wAzE0MjA3NTk0Mzg-?p=communication+model+diagram&fr2=sb-top-in.search&hspart=tata&hsimp=yhs-photon_001&type=tatafp

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