

Project Communications Management

Study Notes

PMI, PMP, CAPM, PMBOK, PM Network and the PMI Registered Education Provider logo are registered marks of the Project Management Institute, Inc.



Points to Note

- Please read Chapter 10 from Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Edition, Project Management Institute, Inc., 2013 (pages 287 - 308).
- The study notes explain topics that are important for PMP® exam preparation, and you can expect several questions from these topics.
- It is very important to understand all the concepts discussed in this chapter, so please pay close attention to all the terms used.
- Try to relate the concepts to real life examples.
- After reading the study notes, please answer the chapter test questions in this knowledge area. The chapter questions improve your understanding of the concepts discussed in this study notes.



What is Project Communications Management?

- *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.
- Project managers spend most of their time communicating with team members and other project stakeholders — internal or external to the organization.
- The Project Communications Management processes include the following:
 - Plan Communications Management
 - Manage Communications
 - Control Communications

Please refer to *PMBOK® Guide* - Fifth Edition, figure 10-1, page 288, which provides an overview of the processes included in Project Communications Management.

*This definition is taken from the Glossary of the Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Edition, Project Management Institute, Inc., 2013



Importance of Communications Management

- Project managers spend more than 90% of their time communicating with team members and other project stakeholders — internal (at all organizational levels) or external to the organization.
- The project manager should effectively and efficiently communicate with stakeholders.
- Managing communications is very vital for any project.
- Although the project manager should pay a lot of attention to managing communications, he cannot control all the communications, because there are just too many channels. The formula used to calculate the total number of communications channels is $n * \{(n-1)/2\}$, where n refers to the number of stakeholders.
- The project manager uses a variety of communication methods to share information among stakeholders. He or she should decide what, how, and when to use each communication method.
- A failure in communication can have a negative impact on the project.



Various Forms of Communication and Their Characteristics

Form of Communication	Characteristics	Examples
Written Formal	<ul style="list-style-type: none"> • Precise • Transmitted through the medium of correspondence 	<ul style="list-style-type: none"> • Project charter, scope statement, project plan, WBS, project status • Complex issues • Contract related communications • Memos
Written Informal		<ul style="list-style-type: none"> • Email, notes, letters, etc. • Regular communication with team members
Oral Formal	<ul style="list-style-type: none"> • High degree of flexibility • Use the medium of personal contact, group meetings, or telephone 	<ul style="list-style-type: none"> • Presentations, speeches, • Negotiations
Oral Informal		<ul style="list-style-type: none"> • Conversation with team members • Project meetings • Break-room or war-room conversations
Non-verbal Communication	<ul style="list-style-type: none"> • About 55% of total communication 	<ul style="list-style-type: none"> • Facial expressions, hand movements, tone of voice while speaking, etc.

Reference: Project Management - A Systems Approach To Planning, Scheduling, and Controlling, Ninth Edition, Page 273



Plan Communications Management

- *Process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.
- **Identifies and documents the approach to communicate most effectively and efficiently with stakeholders.
- Planning the project communications is important to the ultimate success of any project.
- Mostly performed during the early stages of the project, i.e., during developing project management plan.
- Is linked with enterprise environmental factors, because project's organizational structure impacts the project's communication requirements.
- The results of this process should be reviewed regularly throughout the project and revised as needed to ensure continued applicability.
- Communications management plan is the main output of this process (for more details, please refer to *PMBOK® Guide - Fifth Edition*, pages 296-297).

*This definition is taken from the Glossary of the Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Edition, Project Management Institute, Inc., 2013

**Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*)– Fifth Edition, Project Management Institute, Inc., 2013, Page 289



Communications Management Plan

- *A component of the project, program, or portfolio management plan that describes how, when, and by whom information about the project will be administered and disseminated.
- Usually includes:
 - Stakeholder Communication requirements
 - Information to be communicated, including, time frame, frequency, format, content, level of detail, etc.
 - Person responsible for communicating information, for authorizing release of confidential information, and persons going to receive information
 - Technologies/methods used to convey information
 - Resources allotted for communication activities
 - Escalation process, identifying the time frames and management chain
 - Flow charts of the information flow, workflows with possible sequence of authorization, list of reports, and meeting plans, etc.
 - Communication constraints derived from legislation, regulation, technology, etc.
 - Method of updating and refining the communications management plan as project progresses and develops

*This definition is taken from the Glossary of the Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Edition, Project Management Institute, Inc., 2013



Plan Communications Management - Tools and Techniques

- Communication Requirements Analysis
 - *An analytical technique to determine the information needs of the project stakeholders through interviews, workshops, study of lessons learned from previous projects, etc.
 - Determines the information needs of the stakeholders.
 - Determines and limits who will communicate with whom and who will receive what information.
- Communication Technology
 - *Specific tools, systems, computer programs, etc., used to transfer information among project stakeholders.
- Communication Models
 - Used to facilitate communications and the exchange of information
 - Demonstrate how the information is transmitted and received between the sender and the receiver

*These definitions are taken from the Glossary of the Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Edition, Project Management Institute, Inc., 2013



Plan Communications Management - Tools and Techniques (continued)

- Communication Methods
 - Are classified as interactive, push, and pull communications
- Meetings
 - Meetings may be virtual, face-to-face, formal, or informal
 - May include project team members and other project stakeholders

(For more details, please refer to *PMBOK® Guide – Fifth Edition*, pages 291-295)



Manage Communications

- *Process of creating, collecting, distributing, storing, retrieving, and the ultimate disposition of project information in accordance with the communications management plan.
- Enables an efficient and effective communications flow between project stakeholders.
- Tools and Techniques used are:
 - Communication technology
 - Communication models
 - Communication methods
 - Information management systems
 - Performance reporting
- Outputs of this process are:
 - Project communications
 - Project management plan updates
 - Project documents updates
 - Organizational process assets updates

*This definition is taken from the Glossary of the Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Edition, Project Management Institute, Inc., 2013



Control Communications

- *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.
- **Triggers an iteration of the Plan Communications Management and /or Manage Communications processes.
- Inputs to this process are:
 - Project management plan
 - Project communications
 - Issue log
 - Work performance data
 - Organizational process assets

*This definition is taken from the Glossary of the Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Edition, Project Management Institute, Inc., 2013

**Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*)– Fifth Edition, Project Management Institute, Inc., 2013, Page 304



Control Communications (continued)

- Tools and Techniques used are:
 - Information management systems
 - Expert judgment
 - Meetings
- Outputs are:
 - Work performance information
 - Change requests
 - Project management plan updates
 - Project documents updates
 - Organizational process assets updates