


Chapter 10

COMMUNICATION MANAGEMENT





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Communication Definition

Project Communications Management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information

- What?
- When?
- Whom?
- What?



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Communication Body Of Knowledge

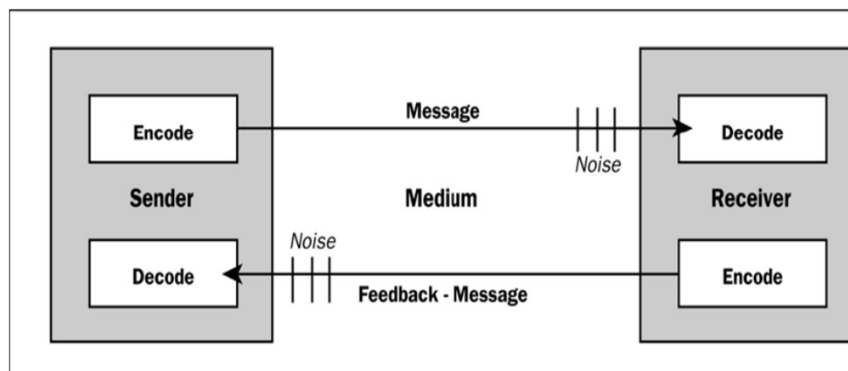
- The art of communications is a broad subject and involves a substantial body of knowledge including:
- **Sender-receiver models.** Feedback loops and barriers to communication.
- **Choice of media.** When to communicate in writing versus orally, when to write an informal memo versus a formal report, and when to communicate face-to-face versus by e-mail. The media chosen for communication activities will depend upon the situation.
- **Writing style.** Active versus passive voice, sentence structure, and word choice.
- **Presentation techniques.** Body language and design of visual aids.
- **Meeting management techniques.** Preparing an agenda and dealing with conflict.

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Basic Communication Model



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Basic Communication Model (cont'd)

- **Encode.** To translate thoughts or ideas into a language that is understood by others.
- **Message.** The output of encoding.
- **Medium.** The method used to convey the message.
- **Noise.** Anything that interferes with the transmission and understanding of the message (e.g., distance).
- **Decode.** To translate the message back into meaningful thoughts or ideas.



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Major Processes

- **Identify Stakeholders :** Identifying the project stakeholders.
- **Plan Communications:** determining the information and communications needs of the project stakeholders.
- **Distribute Information:** making needed information available to project stakeholders in a timely manner.
- **Manage Stakeholder Expectations:** managing communications to satisfy the requirements of and resolve issues with project stakeholders.
- **Report Performance:** collecting and distributing performance information. This includes status reporting, progress measurement, and forecasting.



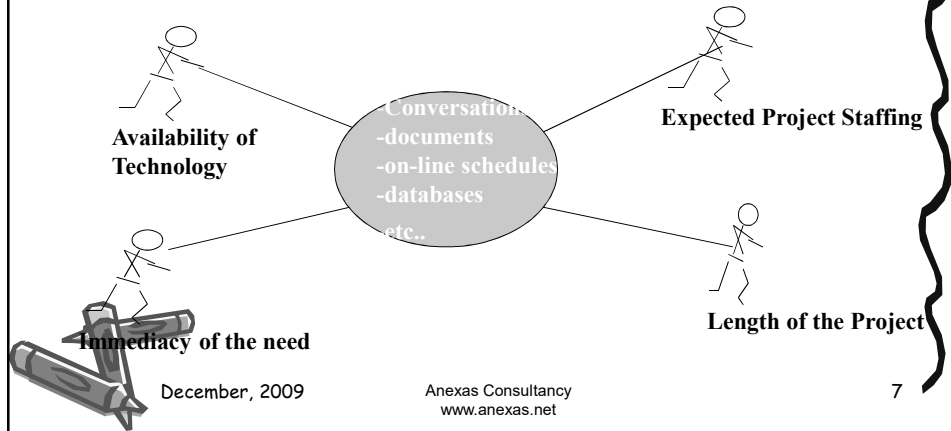
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Communication technology

- Used to transfer information back and forth among project elements



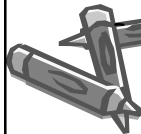
Communication requirement Analysis

- The sum of the information requirements of the project stakeholders
- Information required to determine project communications requirements are:
 - Project stakeholder & responsibility relationships
 - Disciplines, departments & specialties involved in the project
 - Logistics of how many individuals will be involved
 - The frequency & methodology of external information needed



Communication management plan

- Provides:
 - **Collection and filing structure:** Methods used to gather, update, and store various types of information
 - **Distribution structure:** Specifies to whom information will flow and what method will be used to distribute various types of information.
 - **Description of information to be distributed:** Includes format, content, level of detail, and conventions and definitions to be used
 - **Production schedules** - Show each type of communication
 - **Methods for accessing information**
 - **Method of updating and refining the communication management plan as the project progresses**



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Communication Skills

- Skills for exchanging information
 - Written, oral, listening, and speaking
 - Internal and external communication
 - Formal reports, briefings and informal memos, ad hoc conversations
 - Vertically, up the organization, and horizontally, with peers



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Information gathering and retrieval systems

- Manual filing systems,
- electronic-text databases, project management software,
- systems which allow access to such technical documentation as engineering drawings



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Information distribution methods

- project meetings,
- hard-copy document distribution, shared access to networked electronic databases,
- fax, electronic mail, voice mail,
- video conferencing



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Report Performance

- Performance Reporting involves collecting & disseminating performance information to provide stakeholders with information about how resources are being used to achieve project objectives. **This process includes:**
 1. Status reporting - describing where the project now stands - for example, status related to schedule and budget metrics.
 2. Progress reporting - describing what the project team has accomplished - for example, % complete to schedule, or what is completed versus what is in process.
 3. Forecasting - predicting future project status and progress.
 4. Performance reporting should generally provide information on scope, schedule, cost, and quality. Many projects also require information on risk, and procurement. Reports may be prepared comprehensively or on an exception basis.

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Tools & Techniques for Performance Reporting

- **Variance analysis** : Comparing actual project results to planned or expected results (CV & SV)
- **Trend analysis** : Examining project results over time to determine if performance is improving or deteriorating
- **Earned Value analysis** : It integrate scope, cost, and schedule measures to help the project management team to assess project performance
- **Performance review** : Meeting held to assess project status and/or progress

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Output Of 'Report Performance

- **Performance reports** : Performance reports organize and summarize the information gathered and present the results on any analysis. (S-Curve, Histogram, Bar Chart, and Tables)
- **Change request** : Analysis of project performance often generates a request for a change to some aspect of the project

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Communication Methods

- The methods of communications identified for each stakeholder in the communications management plan are utilized during stakeholder management.
- Face-to-face meetings are the most effective means for communicating and resolving issues with stakeholders.
- When face-to-face meetings are not warranted or practical (such as on international projects), telephone calls, electronic mail and other electronic tools are useful for exchanging information and dialoguing

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Communication Methods (continue)

Communication Method	When used
Formal written	Complex problems, project plans, project charter, communicating over long distances
Formal verbal	Presentations, speeches
Informal written	Memos, e-mail, notes
Informal verbal	Meetings, conversations

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Communication Methods (continue)

Situation	Communication Method
Memos	Informal written
Project Plans	Formal written
Communicating over long distances	Formal written
Meetings	Informal verbal
Presentations	Formal verbal
Conversations	Informal verbal
Complex problems	Formal written
E-mail	Informal written
Notes	Informal written
Speeches	Formal verbal
Project Charter	Formal written

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Communication Channels

- Communications grow at greater than a linear rate and are represented by the following formula: $N(N-1)/2$ where N equals the number of people. Project managers should realize that communication is complex and needs to be managed but cannot be controlled.
- Example: If a team of 4 people adds one more person to the team, how many more channels of communication are there?
- Answer: 4



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Communication Model

- Each message is encoded by the sender and decoded by the receiver based on the receiver's education, experience, language, and culture.
- PMI advocates that the sender encode a message carefully, determine the communication method to use to send it, and confirm that the message is understood. The receiver should decode the message carefully and confirm that the message is understood



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Communication Model (Terms)

- Nonverbal: About 55% of all communication is non-verbal (e.g., based on physical mannerisms).
- Para Lingual: Means the pitch and tone of your voice. This also helps to convey a message.
- Active listening: The receiver confirms that she is listening, confirms agreement, and asks for clarification.
- Effective Listening: Watching the speaker to pick up physical gestures and facial expressions, thinking about what you want to say before responding, asking questions, repeating, and providing feedback.
- Feedback: Saying things like, "Do you understand what I have explained?", usually asked by the sender.



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Communication Blockers

What can get in the way of communications?

1. Noise.
2. Distance.
3. Improper en-coding of messages.
4. Saying "that is a bad idea"
5. Hostility.
6. Language.
7. Culture



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Problem Solving

Process of solving problems is as follows:

1. Define the causes or symptom of the problem.
2. Analyze the problem.
3. Identify solutions.
4. Implement decision.
5. Review the decision and confirm that the decision solved the problem



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Question 1

- Extensive use of ----- communication is most likely to aid in solving complex problems.
 - A. Verbal
 - B. Written
 - C. Formal
 - D. Non-verbal



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Answer B

- Written communication allows your words to be documented, and they will go to everyone in the same form. When there are complex problems, you want everyone to receive the same thing.



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Question 2

- **The work breakdown structure can be an effective aid for communication in which situation (s)?**
 - A. Internal within the project team
 - B. Internal within the organization
 - C. External with the customer
 - D. Internal and External to the project



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Answer D

- The work breakdown structure allows communication vertically and horizontally within the organization as well as outside the project.



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Question 3

- **The MOST likely result of communication blockers is that:**
 - A. The project is delayed
 - B. Trust level is enhanced
 - C. Conflict occurs
 - D. Senior management is displeased



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Answer C

- The major result of communication blockers and miscommunication as a whole is conflict.



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Question 4

- **Communications are often enhanced when the sender _____ the receiver.**
 - A. Speaks up to
 - B. Uses more physical movements when talking to
 - C. Talks slowly to
 - D. Shows concern for the perspective of



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Answer D

- Understanding the receiver's perspective allows you to direct the communication to meet his needs.



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Question 5

- **Formal written correspondence with the customer is required when:**
 - A. Defects are detected.
 - B. The customer requests additional work not covered under contract.
 - C. The project has a schedule slippage that includes changes to the critical path.
 - D. The project has cost overruns.



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Answer B

- Everything that we do is more formal in a contract environment than in other project activities. Because choice B deals with contracts, it is the best answer.



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