

## Project Communications Management - 2 Days

### Course Description:

In today's dynamically changing business environment projects are initiated under tighter budgetary, resource and time constraints than ever before. This seminar focuses on the core project communications management skills, as presented in the *PMBOK® Guide, 4<sup>th</sup> Edition*, that are required to manage a project. The program will provide the attendees with proven "real life" tools and techniques, and put into context through various exercises and scenarios and case studies.

### Course Audience:

This course is intended for both project team members and project managers wishing to gain a fluent working knowledge of commonly accepted best practices for planning and implementing project communications. Team members and managers looking to improve their communication skills and looking to improve their understanding of how on-going communications planning and implementation can foster project success should take this course. Students on a track to take the PMP examination should take this course.

### Prerequisites:

To ensure your success, we recommend you have taken a foundation course in project management or have strong working knowledge or experience in project communication.

**Delivery Method:** Instructor-led, group-paced, classroom-delivery learning model with structured minds-on and hands-on activities.

**Benefits:** Students will learn how to use communications management techniques to plan, organize, control, document, and improve their project communications.

### Performance-Based Objectives

- Discuss the processes of Project Communications Management and a project manager's role in it.
- Discuss the Identify Stakeholder and Stakeholder Analysis processes.
- List and discuss challenges to effective communication and how to deal with these challenges.
- Discuss key elements of project management communications and reporting.
- List and discuss elements of a Communications Management Plan.
- Discuss techniques for distributing project information.
- Learn how to Report Performance to track a project's progress and report on any variances.
- Discuss techniques for managing the expectations of project stakeholders.
- Discuss project closure activities
- Learn effective communication tools and techniques that can be applied to a project environment.

## **Course Outline:**

### **Module 1 Introduction**

Session Overview

*Exercise – Project Communication Problems*

### **Module 2 Communication Challenges**

Project Communications Management

*PMBOK® Guide Processes*

*Exercise – T-Exercise*

Communication Concerns

The Dimensions of Communication

### **Module 3 Identify Stakeholders**

The Triple Constraint

Stakeholder Analysis

*Exercise – Identify Project Stakeholders*

Identifying Stakeholder Impact and Interests

*Exercise – Stakeholders 2 x 2 Matrix*

Stakeholder Management Strategy

### **Module 4 Planning Project Communications**

Project Subsidiary Management Plans

Plan Communications

Communication Planning Factors

Communication Channels

Communication Media

Project Communication Requirements Analysis

Project Communications Management Plan Components

Communication Planning Table

*Exercise – Create a Communications Planning Matrix for a project*

Performance Measurement Baselines

Calculating Variance

### **Module 5 Distribute Information**

Information Distribution Tools and Techniques

Information Distribution Methods

*Exercise – Recommended/Not Recommended practices for communications tools*

Lessons Learned

*Exercise – Determine variances*

### **Module 6 Manage Stakeholder Expectations**

Tools & Techniques

Management Skills

- Business Writing

- Issues Management
- Issues Management Plans
- Process Flow for Issues Management
- Tools and Best Practices for Issues Management

**Module 7 Report Performance**

- Earned Value
- Calculating Earned Value
- Using EVMS to Forecast

*Exercise – Earned Value Calculations*

- Types of Reports

Perform Integrated Change Control

*Exercise – Performance Reporting and Corrective Actions*

**Module 8 Project Closure**

Closing Processes

Close Project or Phase process

*Discussion – What happens at project closure?*

- Contract
- Closure Administrative
- Closure Archive

Project Records

Lessons Learned

Course Summary

Course Review

Appendix – Communication Tools and Techniques