

Dr. Ahmed AbdelHady - PMP Preparation Course (6th Edition)

Chapter 10 – Communications Management

Pages (359 – 394) / PMBOK 6th Edition



Chapter 10 – Communications Management

- 1- Plan Communications Management (Planning Process)
- 2- Manage Communications (Executing Process)
- 3- Monitor Communications (M&C Process)

Chapter 10 – Communications Management

10.1 Plan Communications Management

- .1 Inputs
 - .1 Project charter
 - .2 Project management plan
 - .3 Project documents
 - .4 Enterprise environmental factors
 - .5 Organizational process assets
- .2 Tools & Techniques
 - .1 Expert judgment
 - .2 Communication requirements analysis
 - .3 Communication technology
 - .4 Communication models
 - .5 Communication methods
 - .6 Interpersonal and team skills
 - .7 Data representation
 - .8 Meetings
- .3 Outputs
 - .1 **Communications management plan**
 - .2 Project management plan updates
 - .3 Project documents update

10.2 Manage Communications

- .1 Inputs
 - .1 Project management plan
 - .2 Project documents
 - .3 **Work performance reports**
 - .4 Enterprise environmental factors
 - .5 Organizational process assets
- .2 Tools & Techniques
 - .1 Communication technology
 - .2 Communication methods
 - .3 Communication skills
 - .4 Project management information system
 - .5 Project reporting
 - .6 Interpersonal and team skills
 - .7 Meetings
- .3 Outputs
 - .1 **Project communications**
 - .2 Project management plan updates
 - .3 Project documents updates
 - .4 Organizational process assets updates

10.3 Monitor Communications

- .1 Inputs
 - .1 Project management plan
 - .2 Project documents
 - .3 Work performance data
 - .4 Enterprise environmental factors
 - .5 Organizational process assets
- .2 Tools & Techniques
 - .1 Expert judgment
 - .2 Project management information system
 - .3 Data representation
 - .4 Interpersonal and team skills
 - .5 Meetings
- .3 Outputs
 - .1 **Work performance information**
 - .2 Change requests
 - .3 Project management plan updates
 - .4 Project documents updates

Chapter 10 – Communications Management

General Definitions

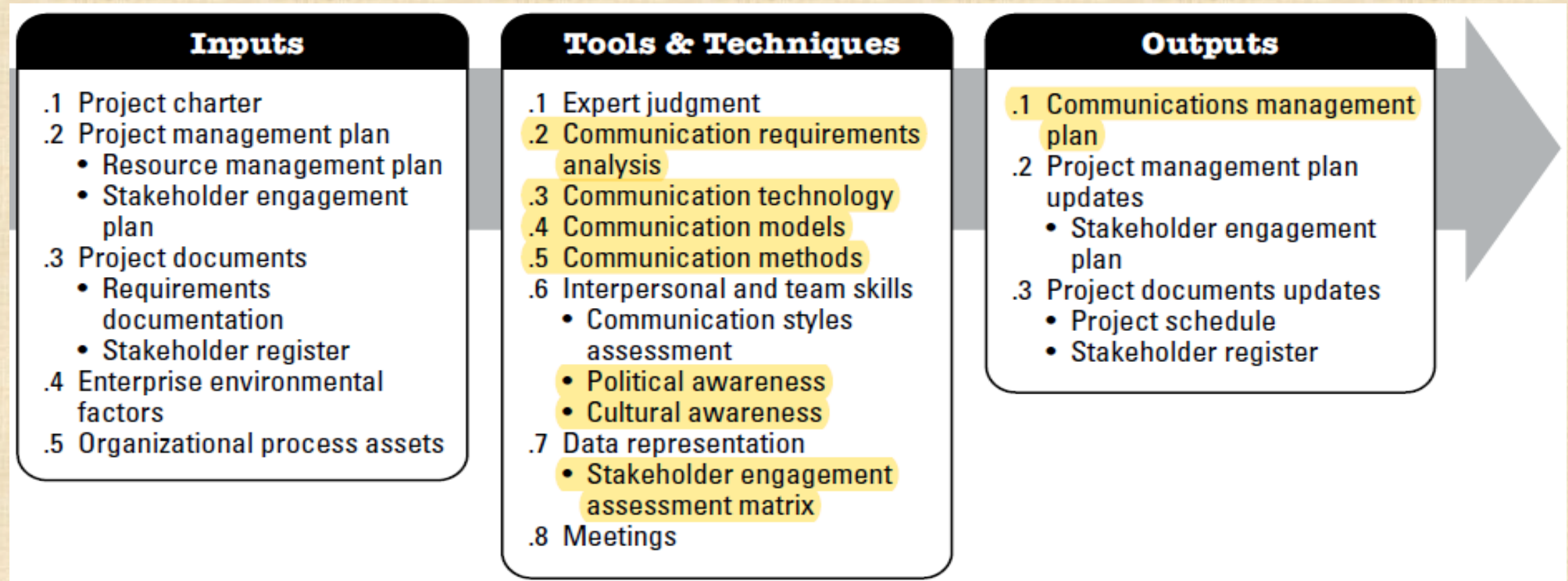
تعريفات عامة

- | | | |
|--------------------------|--|---------------------------------|
| - Formal (رسمي) | Reports, MEMO, Letters, Formal Meetings | يتم التوقيع عليها ورقياً |
| - Informal (غير رسمي) | Emails, Social Media, Websites | يتم ارسالها إلكترونياً |
| - Official (نظامي) | Annual Reports, Reports to Government | التعاملات مع الحكومات |
| - Unofficial (غير نظامي) | Between Team, Building the Trust & relationships | بين الفريق لبناء الثقة |
| - Verbal (شفهي) | Words, Voice Inflections | الكلمات والصوت |
| - Nonverbal (غير شفهي) | Body Language & Actions & Voice Tone | لغة الجسد والحركات ونغمة الكلام |
| - Internal (داخلي) | with Team, SH within Organization | داخل المؤسسة |
| - External (خارجي) | with Customer & Vendors & Suppliers | مع المالك والموردين |
| - Upward (لأعلي) | with Senior management stakeholders | مع الادارة العليا |
| - Downward (لأسفل) | with team who will contribute work | مع من يعمل بيده بالمشروع |
| - Horizontal (أفقي) | with project manager or team | مع مدير المشروع والفريق |

Chapter 10 – Communications Management

1- Plan Communications Management (Planning Process)

- **Only How Communications** will be managed & monitored with the Stakeholders throughout the project by presenting the required information in a timely manner في الوقت المناسب
- This process is performed periodically throughout the project as needed لاحتمال دخول / تغيير عناصر جديدة



Chapter 10 – Communications Management

1- Plan Communications Management (Planning Process)

T&T

1- Communication Requirements Analysis:

تحليل متطلبات التواصل

عدد قنوات التواصل **Communication Channels No. = $N(N-1)/2$**

N is the No. of Project Stakeholders

2- Communication Technology:

تكنولوجيا التواصل

To get Communication Technology, The are some parameters should to be considered:

A- Urgency

الاهمية

B- Frequency

عدد مرات الاستخدام

C- Availability

هل متاحة ام لا للجميع

D- Ease to be Used

سهولة الاستخدام

E- Language

اللغة

F- Confidential Information

مدي خصوصية المعلومات المنقولة خلالها

لاحظ لا يوجد عامل التكلفة نهائياً ضمن عوامل اختيار تكنولوجيا التواصل.... لا يمكن الاختيار بناءً علي الارخص مثلاً

Chapter 10 – Communications Management

1- Plan Communications Management (Planning Process)

T&T

3- Communication Models:

نموذج التواصل

Encode – Transmit – Decode – Acknowledge - Feedback

A- **Encode** Is the Sender المرسل

B- **Decode** Is the Receiver المستلم

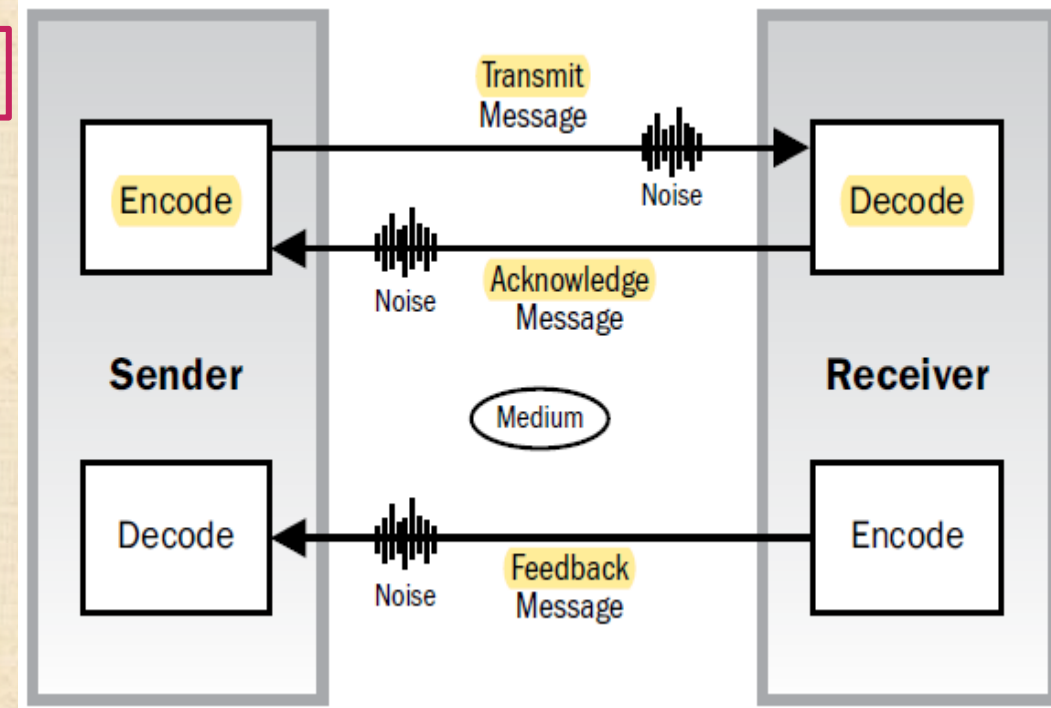
C- **Transmit** Is the Sending الارسال

D- **Acknowledge** Is the Receiving إشعار بالاستلام

E- **Feedback** Is the Reply with Response الرد بعد الفهم

F- **Medium** Is Any Communication Technology as Telephone or Email اي وسيلة تواصل مثل التليفون او الايميل

G- **Noise** Is Any Drag through Medium causes Misunderstanding اي اعاقه بالوسط تعيق فهم الرسالة



Chapter 10 – Communications Management

1- Plan Communications Management (Planning Process)

T&T

4- Communication Methods:



Chapter 10 – Communications Management

1- Plan Communications Management (Planning Process)

T&T

4- Communication Methods:

طرق التواصل

D- Interpersonal communication: between Individuals, typically face-to-face

E- Small group communication: Within groups of three to six people

F- Public communication: Single speaker addressing a group of people

G- Mass communication: minimal connection to anonymous group الحد الادنى من التواصل لمجموعة غير معلومة

H- Networks and social computing communication: many-to-many social media

Chapter 10 – Communications Management

1- Plan Communications Management (Planning Process)

T&T (Interpersonal & Team Skills)

5- Political Awareness: الوعي السياسي

PM Focus on SH Authority & SH Power & SH Influence & Organization Strategy

6- Cultural Awareness: الوعي الثقافي

PM Focus on SH Cultural Differences & Understanding & Reduce Misunderstanding

T&T (Data Representation)

7- Stakeholder Engagement Assessment Matrix: مصفوفة مشاركات المعنيين

Displays gaps between current and desired المرغوب به engagement levels of individual stakeholders

(Will be more detailed in through Ch 13 – Stakeholders)

Chapter 10 – Communications Management

1- Plan Communications Management (Planning Process)

OUTPUTS

1- Communications Management Plan

Including the following:

- Who will Send
- Who will Receive
- What will be Sent
- When will be Sent
- How will be Sent
- Why will be Sent
- How many times will be Sent
- Escalation Process in case any Conflict

خطة إدارة الاتصالات

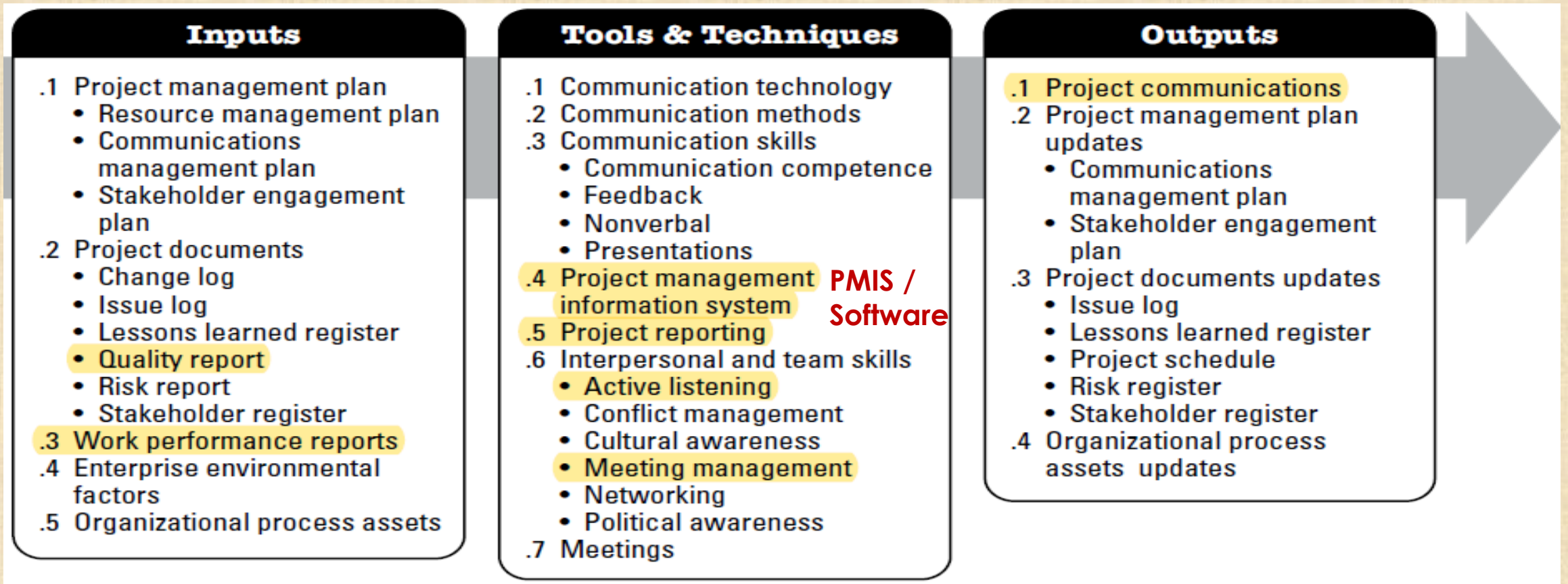
عملية التصعيد لشخص ما في حالة حدوث مشكلة

لاحظ ان مسؤولية التأكد من فهم الرسالة تقع علي المرسل والمستلم معاً

Chapter 10 – Communications Management

2- Manage Communications (Executing Process)

Ensuring timely and appropriate collection, creation, **distribution**, storage, retrieval, management, monitoring, and the ultimate disposition of project information. The key benefit of this process is that it enables an **efficient and effective information flow** between the project team and the stakeholders. This process is **performed throughout the project**



Chapter 10 – Communications Management

2- Manage Communications (Executing Process)

T&T

1- Pro. Manag. Information System: (PMIS)

نظام إدارة المعلومات بالمشروع

PMIS is responsible to distribute the information to SH using Many Tools as:
(Software, Meetings, Dashboard, Emails, Fax, Website.....)

2- Project Reporting:

تقارير المشروع

Project reporting is the act of **collecting** and **distributing** project information to SH with **suitable format**

A- Progress Report: is the report about **Accomplished / Finished works**

اعمال منتهية

B- Status Report: is the report about **Current works**

اعمال جارية

Chapter 10 – Communications Management

2- Manage Communications (Executing Process)

T&T (Interpersonal & Team Skills)

3- Active Listening:

الاستماع باهتمام

Including (Understanding, Acknowledge, Clarifying)

4- Meeting Management:

ادارة الاجتماعات

Including the following Steps

- 1- Prepare Agenda including Objectives
- 2- Start & End Time
- 3- Invitation
- 4- Stay on Topic
- 5- Manage any Conflict
- 6- Record all Actions

Effective Communications: Provide **Right** Information to **Right** SH in **Right** Time with **Right** Format فعّال

Efficient Communications: Provide **Only** Required Information

كفاء

Chapter 10 – Communications Management

2- Manage Communications (Executing Process)

OUTPUTS

1- Project Communications

اتصالات المشروع

Including all Required Reports for SH as follows:

- Performance Reports
- Deliverable Status
- Schedule Progress
- Cost Report

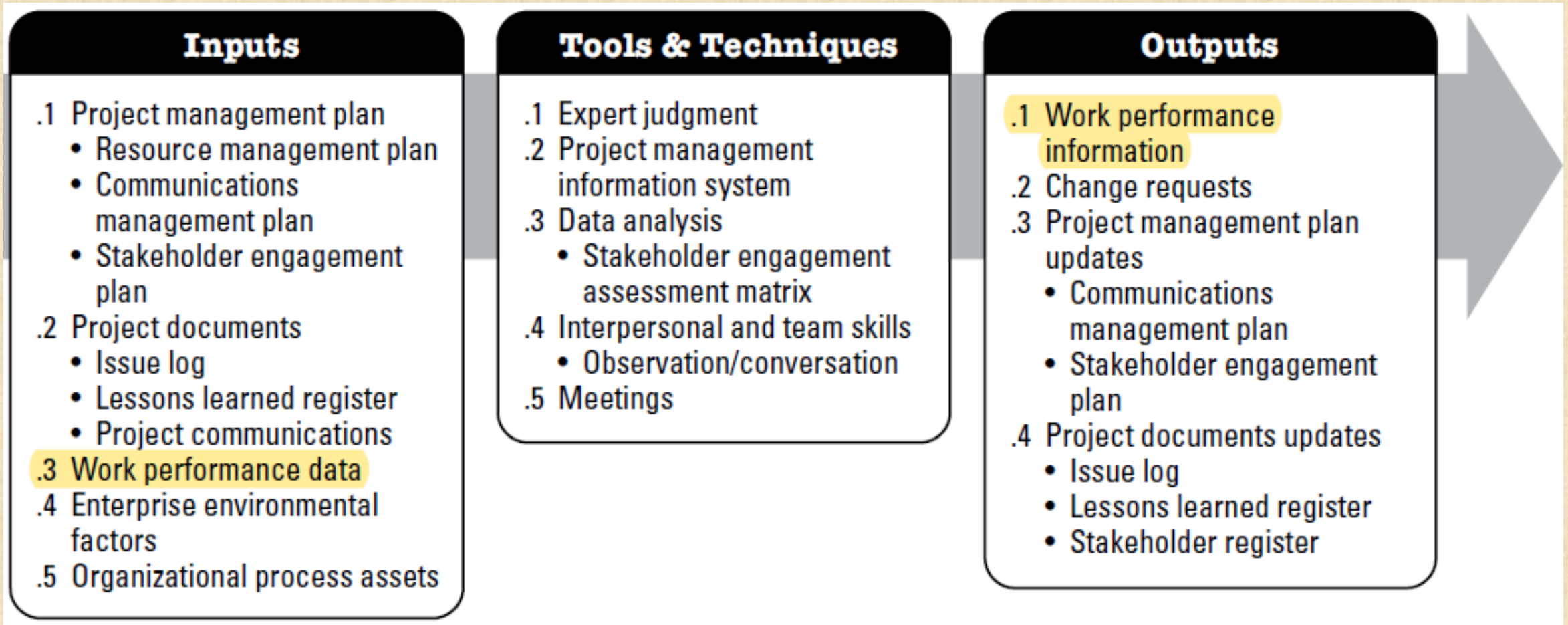
لاحظ انه لم يخرج من عملية الـ **Manage Communications** اي تقارير مثل الـ **Work Performance Data** ولكن فقط خرجت اتصالات المشروع وهي متضمنة جميع التقارير اللازمة لارسالها الي المعنيين

لاحظ ان عملية الـ **Manage Communications** هي المسؤلة عن ارسال جميع التقارير الي المعنيين

Chapter 10 – Communications Management

3- Monitor Communications (M&C Process)

Ensuring the information needs of the project and its stakeholders **are met**. The key benefit of this process is the **optimal information flow**. This process is **performed throughout the project**



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Chapter	Pages – PMBOK 6 th Edition	Status
1- Introduction	1 - 36	Done
2- Projects Environment	37 - 50	Done
3- PM Roles	51 - 68	Done
4- Integration	69 - 128	Done
5- Scope	129 - 172	Done
6- Schedule	173 - 230	Done
7- Cost	231 - 270	Done
8- Quality	271 - 306	Done
9- Resource	307 - 358	Done
10- Communication	359- 394	Done
11- Risk	395- 458	Not Yet
12- Procurement	459- 502	Not Yet
13- Stakeholder	503 - 536	Not Yet