
Communications Management

Course Length: 2 Days

14 PDUs

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 current *PMBOK® Guide*, 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.

Target Student: Students enrolling in this course should be planning to lead a project (primary audience) or serve on a project team (secondary audience).

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 Content

1. Introduction
 - Session Overview
 - Exercise – Project Communication Problems***
2. Communication Challenges
 - Project Communications Management
 - PMBOK® Guide* Processes
 - Exercise – T-Exercise***
 - Communication Concerns
 - The Dimensions of Communication
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
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
5. Distribute Information
 - Information Distribution Tools and Techniques
 - Information Distribution Methods
 - Exercise – Recommended/Not Recommended practices for communications tools***
 - Lessons Learned
 - Exercise – Determine variances***

6. Manage Stakeholder Expectations

Tools & Techniques

Management Skills

Business Writing

Active Listening

Presentation Skills

Meeting Management

Conferencing Skills

Issues Management

Issues Management Plans

Process Flow for Issues Management

Tools and Best Practices for Issues Management

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

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