

## **Project Communications Management Communicating with Project Stakeholders**

### **Course Summary**

#### **Description**

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.

#### **Objectives**

At the end of this course, students will be able to:

- 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.

#### **Topics**

- Introduction
- Communication Challenges
- Identify Stakeholders
- Planning Project Communications
- Distribute Information
- Manage Stakeholder Expectations
- Report Performance
- Project Closure

#### **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.

#### **Duration**

Two days  
14 PDUS

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### **Course Outline**

- I. Introduction**
  - A. Session Overview
  - B. Exercise – Project Communication Problems
- II. Communication Challenges**
  - A. Project Communications Management
  - B. PMBOK® Guide Processes
  - C. Exercise – T-Exercise
  - D. Communication Concerns
  - E. The Dimensions of Communication
- III. Identify Stakeholders**
  - A. The Triple Constraint
  - B. Stakeholder Analysis
  - C. Exercise – Identify Project Stakeholders
  - D. Identifying Stakeholder Impact and Interests
  - E. Exercise – Stakeholders 2 x 2 Matrix
  - F. Stakeholder Management Strategy
- IV. Planning Project Communications**
  - A. Project Subsidiary Management Plans
  - B. Plan Communications
  - C. Communication Planning Factors
  - D. Communication Channels
  - E. Communication Media
  - F. Project Communication Requirements Analysis
  - G. Project Communications Management Plan Components
  - H. Communication Planning Table
  - I. Exercise – Create a Communications Planning Matrix for a project
  - J. Performance Measurement Baselines
  - K. Calculating Variance
- V. Distributing Information**
  - A. Information Distribution Tools and Techniques
  - B. Information Distribution Methods
  - C. Exercise – Recommended/Not Recommended practices for communications tools
  - D. Lessons Learned
  - E. Exercise – Determine variances
- VI. Manage Stakeholder Expectations**
  - A. Tools & Techniques
  - B. Management Skills
    1. Business Writing
    2. Active Listening
    3. Presentation Skills
    4. Meeting Management
    5. Conferencing Skills
    6. Issues Management
    7. Issues Management Plans
    8. Process Flow for Issues Management
    9. Tools and Best Practices for Issues Management
- VII. Report Performance**
  - A. Earned Value
  - B. Calculating Earned Value
  - C. Using EVMS to Forecast
  - D. Exercise – Earned Value Calculations
  - E. Types of Reports
  - F. Perform Integrated Change Control
  - G. Exercise – Performance Reporting and Corrective Actions
- VIII. Project Closure**
  - A. Closing Processes
  - B. Close Project or Phase process
  - C. Discussion – What happens at project closure?
    1. Contract Closure
    2. Closure Administrative
    3. Closure Archive
  - D. Lessons Learned
  - E. Course Summary
  - F. Course Review
  - G. Appendix – Communication Tools and Techniques