

MBA CLASS 4

Subject Profile: PROJECT MANAGEMENT

Session 9



> PROJECT COMMUNICATION MANAGEMENT
> PROJECT FINALIZATION

On completion of this Session, you will be able to:

1. Develop project communication management plan and associated methods and techniques
2. Outline project information collection procedure and tools
3. Describe methods of typical project reporting
4. Finalize project

ACTIVITIES:

- **Lecturing**
- **Reading for comprehensive:**
- **Group discussion:** Project effective reporting system

Presentation: Reporting system of your new project

- **Home exercise:** Preparation of your final presentation on your newly designed project
- **Assessment:** Self-assessment

LEARNING TOOLS

- PMBOK Guide
- Lecture notes
- Assignment material

Project communication management

- Project communication management includes the processes required to ensure timely and appropriate generation, collection distribution and storage of project information
- It provides the key connection between people, ideas and information necessary for success.

1. Project Communications planning

1.1. Communications planning requirements

Each organizational structure has different communication requirements. Communications planning is linked to organizational planning – role and responsibilities, and reporting relationships.

Communications planning requirements

- Stakeholder communication requirements are the overall information needs of the project stakeholders
- Communication technology

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Stakeholder communications requirements include:

- Project organization and stakeholder responsibility relationships
- Disciplines, departments and specialties involved on the project
- Logistics of how many individuals will be involved with the project and at which locations over which timeframes
- External information needs (e.g. media)

Communications technology

- Factors may affect the project include
- The immediacy of the need for information
- The availability of technology
- The expected project staffing
- The length of the project

1.2. Determining stakeholder requirements

Stakeholders	Type of information	Timing	Format	Responsibility
General Manager Retail	Project overview Project status (scope, Budget, issue, risk)	Project initiation Weekly Monthly	Project definition document Project status report Steering committee report	Project Manager

General Manager HR	Project overview Project status (scope, Budget, issue, risk)	Project initiation Monthly	Project definition document Steering committee report	Project Manager
General Manager Risk & Network operations	Project overview Project status (scope, Budget, issue, risk)	Project initiation Monthly	Project definition document Steering committee report	Project Manager

1.3. Communication requirements

Communication requirements are the overall information needs of the project stakeholders. The following table is shown as an example.

Communication type	Purpose	To whom	Format	How often	Responsibility
Project newsletter	To keep all stakeholder informed	All internal stakeholders	Newsletter	Monthly	Project manager
Timesheet	Track progress	Team member	Timesheet form	weekly	Project team leaders
...

1.4. Communication planning deliverables

Communication planning deliverables

Communication management plan provides:

- Stakeholder requirements
- A collection and filing structure
- A distribution structure
- Production schedule
- Methods for accessing communications between scheduled communications
- A methods for upgrading and refining the communications management plan

2. Information collection

Information collection

Information collection involves the process of ensuring that information needed to meet the communications requirement of stakeholders is captured and retained effectively.

2.1. Information collection mechanisms and tools

Information collection mechanisms and tools

- Communication skills
- Information retrieval systems
- Information distribution system



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Descriptions:

- Information retrieval systems: information can be shared by team members through a variety of methods including manual filling system, electronic text databases, software and system which allow access to technical document.
- Information distribution system: information may be distributed using a variety of methods including meetings, network, mail, email, fax etc.

2.2. Information collection deliverables

Project records

- Correspondence
- Memos
- Reports
- Timesheets
- Spreadsheets

- Document describing the project
- etc.

3. Project reporting

Project reporting

- Project reporting involves preparing and distributing performance information, in order to provide stakeholders with information about how resources are being used to achieved project objectives



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3.1. Project reporting requirements

Project reporting requirements

- Project plan: contains the various baselines that will be used to assess project performance
- Work results: Accurate, uniform information on work results
- Other project results: that should be considered when assessing project performance

3.2. Project report types

Type of project reports

- Status report
- Progress report
- Forecasts

- Inception report
- Midterm report
- Monthly report
- Quarterly report
- Final report
- Ad-hoc report

3.3. Performance reporting mechanisms and tools

Performance reporting mechanisms and tools

- Performance review
- Variance analysis
- Trend analysis
- Earned value analysis



3.4. Project reporting deliverables

Project reporting deliverables

May include:

- Status reports
- Steering committee reports
- Risk & issue registers
- Timesheets
- Scope management reporting
- Organizational newsletters

etc.

4. Project finalization

Project finalization

Project finalization consist of:

- Verifying and documenting project results.
- Obtaining sign-off of the deliverables by sponsor, client of customer
- Conducting a post implementation review
- Organizing project closing activities, and



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4.1. Verifying and documenting project results

Verifying and documenting project results

- Final payment to contractors and equipment/service handover certification
- Finalize financial procedures and documentation
- Complete project database archives
- Prepare final report

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4.2. Obtaining sign-off of the deliverables

Obtaining sign-off of the deliverables by sponsors, clients or customers

- Contracts
- Project asset report
- Final report

4.3. Conducting a post implementation review

Conducting a post implementation review

- Changes in project scope and change management process
 - Suitability of project implementation strategy
 - Quality of the project planning
 - Financial measures – actual cost vs. budget
 - Quality of project communication
 - Impact of the implementation on the business
 - HR mobilization
- etc.

4.4. Project finalization deliverables

Project finalization deliverables

- Project archives: A complete set of project records
- Sign-off: this includes documentation accepted and approved the clients or sponsors
- Lesson learned