

# Everyone's Smart University

## Project (Spring 2021)

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|--------------|--------------------------|---------------|
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| Section | Date                        | Course Code |
| Master  | Thursday<br>18 / 03 / 2021. | (PMG511)    |

## PROJECT LEADERSHIP

### Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 2021-05-20 في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- ☐ يتم تسليم المشروع في صيغة ملف pdf مع الالتزام بنموذج الجامعة ولن تقبل أي مستندات أخرى.
- ☐ يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- ☐ يجب الالتزام بـ Theme موحّد كما يلي:
  - حجم الخط 12.
  - نوع الخط Arial.
  - لون الخط أسود.
  - المسافة بين الأسطر 1.5 line spacing.
  - عدد صفحات البحث (لا تقل عن ثلاث صفحات ولا تزيد عن ستة صفحات).

Instructor's Name: **Dr. Sara Adel**

## Communication in the project

### Introduction:

Many modern organizations carry out their business tasks using the project-based approach.

Realization of projects requires a specific approach to task realization and appropriate management.

Appropriate project management is of particular importance for the success of their implementation, and includes a number of areas, which are described in detail by many authors.

One of the areas of project management described within these methodologies is communication management, which is considered to be of crucial importance to the success of the project, and on the other one hand, most stakeholders exalt its importance.

The objective of this research, to discuss the importance of the effective communication and how to have effective communication in your project if you are a project leader.

### Literature Review:

Project communication management ensures timely and appropriate generation, collection, dissemination, storage, and disposition of project information. Open and clear communications are required among planners, implementers, and all levels of the organization for project success. It includes having a communication plan, information distribution path, progress reporting, and information sharing system for management and customers. Project communication management should also include methods and techniques to build trust and relationships among team members, as well as propagate desirable personal behaviors and clear communication rules.

Several research findings indicate that, in case of many projects, activities in the field of communication management are disordered, supported mainly by project managers' intuition or neglected. Research on project communication management in industrial enterprises in Slovakia revealed that in 66% of them no written document (methodology, process steps) to manage project communication has been prepared.

The following literature review aims to identify and summarize real-life project communication management practices investigated and described in available readings. Most of communication management practices identified in this literature review concerned distributed teams. This is mainly due to communication challenges encountered by that type of project teams.

These challenges include distance, lack of face-to-face communication, difficulties with building trust and relationships, time zone differences, cultural differences, lack of common rules, misinterpretation of written text, ignoring communication, and lack of communication. Sometimes also, language skills of cooperating partners are so low, that fluent conversation is impossible, most notably in teleconferences.

In her dissertation, presented communication management practices used in the virtual teams she researched. These included the following:

1. Direct oral communication: face-to-face communication – used very rarely, mainly because of high costs; videoconferencing – used on a daily basis;
2. Managing technology: shared space, where teams can exchange information easily at any time (website, internal messenger, groupware, project-tracking software) – used very intensively on a daily basis;
3. Communication technology: storing and instant access to project communication and information (wiki-type website, “knowledge Centre”) – used intensively on a daily basis;
4. Asynchronous and synchronous communication – used on a daily basis (IM, GoToMeetings, e-mails, occasionally phone calls);
5. Building trust and relationship by encouraging team members to share their feelings and chat informally; using basic rules such as acknowledging a request for information within a particular time;
6. Communication management strategies:
  - Clear lines and responsibilities established within the team up front;
  - Regular face-to-face meetings with team members – at least through videoconferencing;
  - Knowledge sharing and access to information for all team members – project information center

- Using the correct medium of communication depending on the task, project stage, individual team member - a responsibility of the virtual team's manager;
- Communication time schedule – especially for teams in different time zones;
- Monitoring communication, follow-up and feedback;
- Building trust by establishing relationships among team members.

Remidez and Jones mention the last aspect of communication management strategies also, who claim that task-oriented communications that lack relationship-building aspects are insufficient to support successful projects. [1]

### Methodology:

According to the Project Management Institute (PMI), poor communication is the primary reason why projects fail one-third of the time. Even if the project is not a failure, the effects of poor communication is still a detriment. Consider this. In projects with minimally effective communications, only 37% of the projects were completed on time, only 48% were completed within budget and just 52% met their original goals.

How does that compare to projects, which had highly effective communication?

Seventy-one percent of these projects finished on time, 76% were completed within budget and 80% of them met their original goals. [2]

### Results and Discussion:

In order to have a full view on the communication in projects, it is better to summarize the communication management practices identified through the literature review, grouping them into four categories: strategic, informational, emotional, and practical, depending on the main goal of a given communication practice

|                                            |                                               |
|--------------------------------------------|-----------------------------------------------|
| Communication management practice category | Communication management practice in projects |
|--------------------------------------------|-----------------------------------------------|

|                                                                                                                            |                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>strategic</b><br>(connected with communication planning and project environment)                                        | clear lines and responsibilities established up                                                                                                        |
|                                                                                                                            | cross-cultural competence                                                                                                                              |
|                                                                                                                            | high quality communication planning                                                                                                                    |
|                                                                                                                            | good public relations on behalf of the external team in the country of project realization                                                             |
|                                                                                                                            | adopting common working language among team members                                                                                                    |
|                                                                                                                            | well-defined customer authority                                                                                                                        |
|                                                                                                                            | high process visibility for the customer                                                                                                               |
| <b>informational</b><br>(regarding generation, collection, dissemination, storage, and disposition of project information) | “shared virtual space”/“project knowledge centre” – website/Wiki, groupware, project tracking software)                                                |
|                                                                                                                            | instant messenger, e-mail, GoToMeetings                                                                                                                |
|                                                                                                                            | traditional phone calls                                                                                                                                |
|                                                                                                                            | communication time schedule (especially for teams in different time zones)                                                                             |
|                                                                                                                            | using various communication channels (for better convergence)                                                                                          |
| <b>emotional</b><br>(concerning the building of trust and relationships)                                                   | regular face-to-face communication, at least with the use of audio- or videoconferencing (often hindered by technical problems or low language skills) |
|                                                                                                                            | encouraging team members to share feelings and chat informally – use of social media (virtual water cooler)                                            |
|                                                                                                                            | kick-off meeting, review meetings, stand-up meetings (kick-off should be a face-to-face meeting, other can be IT supported)                            |
|                                                                                                                            | more face-to-face communication than written                                                                                                           |
|                                                                                                                            | frequent visits and staff rotation                                                                                                                     |
|                                                                                                                            | asking team members for advice, opinions, feedback                                                                                                     |
| <b>practical</b><br>(connected with clear and                                                                              | using basic communication rules (i.e. specifying time for sending reply, keeping promises, providing details and reasons for requests)                 |

|                                            |                                                                                                                           |
|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| positive communication and behavior rules) | desirable behavior and personal attitude (sticking to appointments, asking rather than telling, writing positive e-mails) |
|                                            | similar team composition and work patterns at different locations                                                         |
|                                            | having a key member of one team physically located with the other team                                                    |
|                                            | short, asynchronous communication loops                                                                                   |

**Table 1:** Summary and categorization of the communication management practices.

The purpose of introducing the communication management practices categories is to underline the multiple roles which these different practices play in project management and that within each category there are numerous ways to support communication management.

Effective communication management within virtual project teams is of paramount importance and a fundamental competency that, if properly executed, connects every member of a project team, so that they can work together to achieve the project's objectives. If communication is not managed effectively and fully understood by Project Managers, project outcomes may be at risk.

According to PMI's Pulse research, 55 percent of Project Managers agree that effective communication with all stakeholders is the most critical success factor in project management. Effective project communications ensure that the right information reaches the right person at the right time and in a cost-effective manner.

Communication is the key to keeping team members, managers, and stakeholders informed and on track to pursue the project objectives, as well as to identifying issues, risks, misunderstandings, and all other challenges to project completion. Effective communication is a critical element of team effectiveness, both in traditional and virtual teams. Communication plan components to be considered by the project managers to ensure the effectiveness of the communication in the project.

#### **Communication plan components:**

- ❖ Audience:

Identify audience for the project including:

1. **Residents**
2. **Board of Directors**
3. **Internal staff**
4. **Media**
5. **Stakeholders**

❖ Messaging type:

Determine Messaging type (may vary by audience):

1. **Letter**
2. **Status report**
3. **Project update**

❖ Delivery method:

Determine appropriate delivery method:

1. **Meeting**
2. **Mail/Email**
3. **Website**

❖ Schedule:

Determine frequency:

1. **Daily**
2. **Weekly**

❖ Schedule:

Determine the source of message:

1. **Project manager**
2. **CEO**

## References:

- [1] Remidez, H., & Jones, N. B. (2012). Developing a model for social media in project management communications. *International Journal of Business and Social Science*, 3(3), 33-36.
- [2] Marketing Department, eSUB Construction, November-2020.