# Organizational Behavior Entity: Communication Modes in Project Management

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*Abstract*: **Communication is a viable tool in project management which depends on verbal, non-verbal body dialect that transmits a message whereas relying on signals for input. Without solid communication project manager seem discover it exceptionally troublesome whereas good communication can join together group part, stake holders etc. When communication is successful, it leaves all parties includes fulfillment.**

*Keywords*: **Communication, Project management.**

## 1. Introduction

It's the truth lies in this world; communication is the powerful media in all aspects of the life. Though, there are different types of communication exists, also varied through different eras but, it can be consolidated considered as a powerful tool in all generations. As it plays a vital role in all aspects, it also plays a parental role in the organization too. Project management also couldn't hide itself from it. It will clearly tell, how the project is moving forward or stuck at a place and why? When a team is working professionally, it will look forward and connects together by the means of communication. So, communication diversified into three different branches i.e., oral, written, and verbal communication.

Regardless of a team, a team member or a project manager or executive delegates, communication connects them. Here, verbal communication can be through various means, it could be a one-on-one (1:1) meeting, group meeting, virtual (video/ audio conference) meeting, sometimes a detail discussion within team (usually called brainstorming). Next type – written communication focuses on variety of media, when some will do phone messages, company's specifically used text message services, emails. Another type is intuitive and needs more understanding to an individual where, body-language, hidden messages rose from meetings, discussion which can shows intention behind the work to get done.

Every type of communication has positive side as well as negative ones. When working on specific projects, manager of the team, leading the project, needs to be in communication always, to keep the project running or else, at initiation or planning stage, project drowns usually, with adverse effect on company's reputation about not being able to meet a basic criterion of customer even though company wanted to do that project and also, project manager will be at high risk, pouring poor performance.

Article will also provide the actual importance of the communication in this era. Now-a-days, lot of technology being used for any communication type and it really helping the teams of an organization, based in totally different locations, even across the oceans, in the air, above the atmosphere. Technology is helping the team members in any field to create, build trust on each other to come up with fruitful and one of the best solutions. These oral, written, and non-verbal communication has to be in consideration with positive ways only, when the intention is a combined work with different, age, sex, culture, religion as, communication is based on the language, its tone and the expression.

## 2. Purpose of the Research

The important aspects of the communication through its different ways by differentiating into few types like oral, written, and non-verbal communication is the main purpose to of this research article.

It's a proven criteria that while working on various projects, selection of proper communication tool became critical to reach to success platform. For a project manager, the type of communication and its media should be used in the project that can eventually shows success/ failure is important. Another purpose/perspective or an objective of this research topic is to see how communication tool comes along with the project success/failure.

Research will depict the important value of communication as project management and its work always being hold on the parameters like time, cost, resources, and entire quality of deliverables but never get considered what is behind it? Behind the success communication plays a vital role.

## 3. Literature Review

During the project, delegates in the project uses variety of communication tools in a project team and let the work running. When that project gets success, it is being considered as well-done work in terms of time, sourcing, cost, quality of deliverables but nobody pays attention to get it happened, what communication and which type, tone was used to make success.

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Emails being used as an effective tool in communication in the professional working and highlights as one of the mostly used tool. Emails are focused, as widely used communication tool in project management (Bond-Bernard, 2017) but the effect of utilizing emails on the organization and the project work are not clearly caught up in the discussion.

Different communication media enriched itself to a different capacity to stimulate understanding of what needs to process. Face-to-face communication provides immediate input from an individual or a group of people on the ongoing discussion. Hand signals/ shake hands, facial expressions (even enlarging eyes, weird faces, sarcastic smile, happy smile, sleepy eyes), body dialect (playing hands, twisting fingers, looking hand nails), voice tone (scared voice, angriness-raised voice), and eye contact (full immersed eye contact or avoiding eye connection) plays critical part. It builds common understanding, which makes problem-solving more easy and quicker. There is disadvantage of this mode as it can consume a lot time to meet in person from one place another if geography of two delegates different, it will cost more due to travelling, it may lead to a partial discussion, eventually leading to conflicts if professionals forgot a key piece of information that should have discussed.

Most reliable, quick response, efficient, less expensive, and trustworthy communication media award can go for "Emails". This tool is so effective that is able to shadow the person activities if performed on emails. Tracing is so intuitive feature of an emails to keep the work going and if shared in group email could prove evidence to activities to avoid any conflict. Emails, can be send out to assign the work, set up the contract, share the information, gathering knowledge and all with tracking, within a second.

Disadvantages of emails discussed and an understanding of six speculation comes into place (Bond-Bernard, 2017). The data collected and analysis depicts those emails can be bizarre at workplace, sometimes. They can prove interrupting mode of communication during the work. Emails can make an individual a stressful, happy, and unintentional replies without wish but as had to do duty work. Also, emails proved media richness value as less. Is again, totally depends upon an individual looking for what to be accomplished in which manner.

(Ziek & Anderson, 2015) exploring and focused the way of communication done by project leader/ manager to impress, stakeholders, investors, putting forward the content and context of the project, purpose, history and success rate with benefits and calculation and delivery of Return on investment (ROI) speech which can be interesting and studied deeply to molding out the way of communication. There was analysis of certain levels done by (Ziek & Anderson, 2015) as, level of philosophy being used, level of technicality and level of problem and its solving nature. When messages sent out, it travels and reached to destination, received by receiver. Then receiver opens it (here encoding process as most of the messages sent out digitally, today). Next process is to interpret it which means understanding of the content and then replies back which can be immediate or after brainstorming or thoughtful process within or with group of individuals. It may lead to conflict,

when interpretation not done properly or if message originally originated to lead the conflict.

Pro-active working is necessary than reactive gesture in the project management by a project leader/manager to explicate the strategy to success of the project (Gillard & Johansen, 2019). Surrounding containing, stakeholders, vendors, contract organizations/representatives are always in the motion to provide and collect information from project manager. If work has to be given from surroundings to project manager, and assigning is less hectic, an email can do the work but if more demanding job needs to get done and wants pre-sessions, brainstorming a personal meet would take place wherever possible for the efficiency and delivery of data precisely. Jobs which require back and forth communication could be easy, when happened with emails but, depends upon the data and nature of the demand whereas, crucial project work mostly preferred in a way of direct communication or in person discussion causes effectiveness.

As a project manager, this official has to communicate and keep in contact with various aspects (entities) of the project, so soft skill i.e., the way of delivering the intentions is critical. Without a soft skill, project will not need much time to drowned and all the hard work from team or even from project manager goes into vein. In any given occasion, project manager needs abilities like convincing, elaborating, transaction, social mindfulness, impact, building belief, coordination, assignment, cultural awareness, inspiration, and cooperation. (Zou, Zhao, Nguyen, Ma, & Gao, 2018) have centered on these delicate aptitudes within the project managers and the impact of the delicate aptitudes on the venture.

In today's world, especially after pandemic, meetings mostly carried out through electronic media like, "Microsoft Teams, Zoom" or many other platforms which brings various teams together to build effectiveness within cross-functional teams across the ocean, different geographic regions. (Danielle & Annemieke) were focused on the communication held through technology and its behavior to impact the project success. So, managers need to grasp the different cultural values, way of talking, mutual understanding, toning, personal belief, religion can makes the project worse as well as grand level success.

*1) Communication for Project Management Improvement*

For improved project management, few tactics can be used for better results.

- Need to be present on every communication meet.
- Have communication plan in hand.
- Then plan the meetings through communication points
- Appropriately use RACI (Responsible, Accountable, Consulted, Informed) matrix.
- When necessary, especially in this pandemic period, use of online tool.
- After results have celebration of achievements, recognition for team.

RACI Matrix is linear responsibility chart (LRC) highlights the participation of an individual entity in project.

Chart will give detailed information about the project being

held with intuitive insights of who is responsible, who being held accountable, what entities should get consulted and informed.
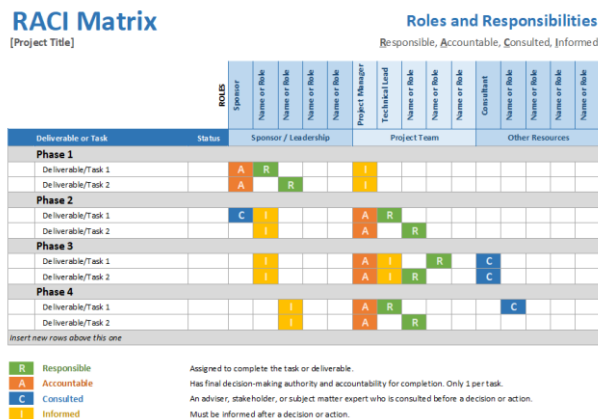


Fig. 1.  RACI Matrix for Project Management

*2)  How communication fails the project?*
- When inadequate planning occurs through communication.
- Lack of Transparency by communication.
- Refine overtime failure.
- Enough conflicts through communication, without concept clearing.
- Inadequate access approval for team and less communication.
- Poor Recognition of team work and achievements.

## 4. Practical Applications

During the project management, it is very important to choose, a mode of communication to select from i.e., oral, written, or non-verbal communication. A project management is always to be easy when proper communication held through appropriate type.

One type is verbal communication in which project leader or any person, can kick the meetings in person, with an individual or a group of people to share, brainstorm or to gather the information. While working project, it usually turns to contract types, negotiation, procurement, stakeholder meetings, selection of contractors and all related activities involved in project management, most of the time verbal and direct person meetings people preferred. Now-a-days due to this worldwide pandemic, instead of in person meetings, verbal, digitally

written communicate took place as everyone aware of it.

Further, when meet or talk very first time, in project management term called as initiation, written communications play important role. Now-a-days written communication means a equation of writing any request, queries or sharing information through emails. Professional and most of the people using this tool to initiate. Of course, there will be some doubts, unclarity needs to be clarify from which communication can be pushed forward and bring it to in person meeting for keen conversation regarding the work getting done.

## 5. Conclusion

Communication puts liveliness in any work. It is not just a tool to connect with anyone but also gives fruitful results if done correctly. This article, distinctly imposing the effectiveness of all types of communication in entire life of the work. Communication, a project manager used is for sure to share the information and gain the knowledge available but, at the same time, he/she should use it for his/her team to bind the team together friendly, to make team effective in the work, clearly understand the team members' diversity, culture, origin and working persona.

Preferred communication tool is in person meetings where possible as it expresses the emotions, body language, expression, and intentions of agreeing or not by the party in front. All the expressions are less in written communications even though new technology brings emoticons to express one's feelings.

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