

4.1: Introduction

Learning Objectives

1. Describe the process to identify stakeholders in a project and create a stakeholder register.
2. Explain the management of stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder engagement involvement.
3. List the conditions when project managers need to update the stakeholder engagement plan.
4. Evaluate the importance of good communication in project management
5. Create a communication management plan.
6. Describe the interpersonal and technical skills that project managers need to lead project teams and manage the projects effectively.
7. Explain how project managers can create a culture pertinent to a project.
8. Describe the virtual project teams that are exponentially utilized worldwide by all types of organizations, and compare in-person and virtual teams.

Overview

A project is successful when it achieves its objectives and meets or exceeds the expectations of the stakeholders who are individuals, groups, teams, businesses, corporations, communities, government organizations, or non-governmental organizations who either care about or have a vested interest in a project. They may affect the whole project, its outcomes, some activities, or even only a decision, an activity, or an outcome of the project negatively or positively. Stakeholders may be actively involved with project activities or have something to either gain or lose as a result of the project. Project managers and their teams spent most of their time communicating and collaborating with the stakeholders. Indeed, project managers, themselves, spent 90% of their time communicating^[1]. This chapter discusses stakeholder management and how project managers should pay attention to while they communicate with the stakeholders including their key stakeholders such as project team members, sponsors, internal or external clients, customers, end-users, and regulatory and government agencies.

Project managers and their teams spend most of their time communicating and collaborating with the stakeholders. Indeed, project managers, themselves, spend 90% of their time communicating^[1]. Therefore, we will also address the aspects of communication which is necessary to sustain a healthy relationship with all the stakeholders besides project team members. In this chapter, we are also focusing on the team management that elaborates on the relationships between the project manager and other team members as well the relationships among all team members. Working with people, inside and outside the project team, involves dealing with them both logically and emotionally. A successful working relationship between individuals begins with appreciating the importance of emotions and how they relate to personality types, leadership styles, negotiations, and setting goals.

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1. Project Management Institute. (2017). A guide to the Project Management Body of Knowledge (PMBOK guide) (6th ed.). Project Management Institute. [↩](#)
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