



# **PROJECT COMMUNICATION MANAGEMENT PRACTICES IN INSURANCE INDUSTRY**

**By**

**NAFEES AHMED**

**28402**

A thesis presented to the  
Department of Management Sciences, Bahria University, Karachi Campus  
in partial fulfillment of the requirements for the degree of  
MS Project Management

**SPRING, 2016**

**Bahria University Karachi Campus**

## ACKNOWLEDGEMENTS

All praise be to Almighty Allah who Has enabled me to undertake and complete this dissertation. He Has blessed me with the company of people who are unique in their own way and have been of immense help to me throughout this dissertation.

I would like to thank my father and family members for their love, support and encouragement during the whole program.

I would like to extend my heartiest gratitude to Dr. Bashir Ahmed, MSPM Program Coordinator, for his efforts applied for smooth execution of this program.

I want to thank all the teachers of Bahria University, especially Mr. Mumtaz Khan for his help and patience in statistical assessment.

I also want to thank from the bottom of my heart all my friends, colleges and those who support me directly or indirectly in data collection activity.

Finally, I am highly indebted and grateful to my principal supervisor Mr. Amir Manzoor for his immense support, guidelines, time and responsive attitude during the course of this thesis.

Nafees Ahmed



### **Abstract**

Generally, projects are initiated in business environment due to operating necessity or competitive necessity but unfortunately not successfully completed as per defined triple constraints (Scope, Quality, Schedule, Budget, Risks, Resources, etc.).

Project management is a grey area in organizations having especially functional structure. And standard procedures, resources and skills are not implemented correctly on project activities for project success and requirements. Project management itself is the set of 10 knowledge management areas (Project Management Institute, 2013) and each has its own impact over successful accomplishment of the project. Communication management aspect in Project management has a vital and important role which remain continued project initiation even before it till project closure.

The purpose of this thesis is to analyze the existing communication management practices in General Insurance companies of Pakistan. This contribution deal with the role of efficient project communication in successful accomplishments of projects. The main research question of this research thesis is: Does Communication Management really matter for the organization when initiated a new project? It can be rephrased as 'Do Organization really understand the role of effective communication in project management. As a result of the study, we are able to propose the flexible application of communication management practices during project handling which in turn support the accomplishment of projects as per defined constraints.

## TABLE OF CONTENTS

1	Submission form of Thesis .....	i
2	Approval sheet .....	ii
3	Declaration of authentication .....	iii
4	Acknowledgements .....	iv
5	Dedications .....	v
6	<b>Abstract</b> .....	vi
7	Table of contents.....	vii
8	<b>Introduction</b> .....	1
8.1	Background .....	1
8.2	Research problem .....	2
8.3	Research purpose .....	3
8.4	Need for the study/Research .....	3
8.5	Research questions/Hypothesis .....	3
8.6	Definition of terms .....	4
9	<b>Literature review</b> .....	5
9.1	Importance and significance .....	5
9.2	Comparison among standard methodology .....	9
9.3	Communication management overview .....	10
9.4	Communication models .....	11
9.5	Communication methods .....	12
9.6	Communication skills & important considerations .....	13
9.7	Communication requirements Analysis .....	14
9.8	Communication technology & channels .....	14
9.9	Project Communication management framework .....	16
10	<b>Methodology</b> .....	19
10.1	Topic selection .....	19



10.2	Nature of research and target population .....	19
10.3	Data collection & selection of respondents .....	20
10.4	Data integration .....	20
10.5	Analysis and discussion .....	21
10.6	SPSS generated statistics & bar charts .....	24
11	<b>Conclusion</b> .....	35
12	<b>Recommendation</b> .....	37
13	<b>References</b> .....	39
14	<b>Appendix A – Questionnaire</b> .....	41
<b>Figures</b>		
Figure 1 (a):	Functional Structure .....	2
Figure 1 (b):	Weak Matrix Structure .....	2
Figure 2	: Triple C model .....	5
Figure 3	: Risk against for every US\$ 1 billion project .....	6
Figure 4	: Effective communication & projects success ratio .....	7
Figure 5	: Unsuccessful projects due to ineffective communications .....	7
Figure 6	: Feedbacks during Project work .....	8
Figure 7	: Rework cycle structure .....	9
Figure 8	: The Project Communications Management Overview .....	10
Figure 9	: Core areas of project communication .....	11
Figure 10	: Basic Communication Model .....	11
Figure 11	: Project communication management framework .....	17
Figure 12	: Project communication management framework-Detailed .....	18
<b>Tables</b>		
Table 1	: Worldwide project management standards .....	9
Table 2	: Communication methods .....	12
Table 3	: Skills for effective communication .....	14
Table 4	: Statistical review of Key communication factors .....	22
Table 5	: Effective Communication method statistics .....	23
Table 6	: Elements of Projects Continued After Project Closure-Frequency .....	23
Table 7	: Strengths in Project Environment –Frequency .....	23