Certified Associate in Project Management (CAPM)® Exam Prep

Chapter 13 – Project Stakeholder Management

Workbook
Stakeholder Management

- Process of identifying the people, groups, or organizations that could impact or be impacted by the project and then managing, influencing, and impacting them for the benefit of the project and the stakeholder.
Stakeholder Management

13.1 Identify Stakeholders

- Process of determining who your stakeholders are & in what are they interested.

- This is an on-going process throughout the project.
Stakeholder Management
13.1 Identify Stakeholders

Inputs
.1 Project charter
.2 Procurement documents
.3 Enterprise environmental factors
.4 Organizational process assets

Tools & Techniques
.1 Stakeholder analysis
.2 Expert judgment
.3 Meetings

Outputs
.1 Stakeholder register

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Stakeholder Management
Classification Models for Stakeholder Analysis

- Power / Interest Grid
- Power / Influence Grid
- Influence / Impact Grid
- Salience Model – based on stakeholders’ power, urgency, legitimacy
Stakeholder Management

13.2 Plan Stakeholder Management

- Process of developing a plan to manage the interests and people with interests in the project.

- Provides a clear, actionable plan to manage interests on the project.
Stakeholder Management

13.2 Plan Stakeholder Management

**Inputs**
1. Project management plan
2. Stakeholder register
3. Enterprise environmental factors
4. Organizational process assets

**Tools & Techniques**
1. Expert judgment
2. Meetings
3. Analytical techniques

**Outputs**
1. Stakeholder management plan
2. Project document updates
Stakeholder Management

Stakeholder Engagement Classification

- Unaware
- Resistant
- Neutral
- Supportive
- Leading
Stakeholder Management

13.3 Manage Stakeholder Engagement

**Inputs**
1. Stakeholder management plan
2. Communications management plan
3. Change log
4. Organizational process assets

**Tools & Techniques**
1. Communication methods
2. Interpersonal skills
3. Management skills

**Outputs**
1. Issue log
2. Change requests
3. Project management plan updates
4. Project document updates
5. Organizational process assets updates
Stakeholder Management

13.4 Control Stakeholder Engagement

Inputs
.1 Project management plan
.2 Issue log
.3 Work performance data
.4 Project documents

Tools & Techniques
.1 Information management systems
.2 Expert judgment
.3 Meetings

Outputs
.1 Work performance information
.2 Change requests
.3 Project management plan updates
.4 Project document updates
.5 Organizational process assets updates
Stakeholder Management

Project Stakeholder Management – Summary

- Four (4) Processes
- Know components in each process.
- Focus on understanding why stakeholders are important.
- Focus on the importance of transparency & understanding each stakeholders’ interest.
Review Questions:

1. Which of the following is not an input to the identify stakeholders process?
   A. Project charter  
   B. Statement of work  
   C. Procurement documents  
   D. Enterprise environmental factors

2. Which of the following is an input to the identify stakeholders process?
   A. Work breakdown structure  
   B. Stakeholder management strategy  
   C. Procurement documents  
   D. Stakeholder identification strategy

3. Which of the following is a tool and technique used in the identify stakeholder process?
   A. Expert judgment  
   B. Communication models  
   C. Communication methods  
   D. Interpersonal skills

4. Which of the following is an output from the identify stakeholders process?
   A. Project document updates  
   B. Communication management strategy  
   C. Stakeholder analysis  
   D. Stakeholder register

5. Which of the following is an input to the plan stakeholder management process?
   A. Communications management strategy  
   B. Stakeholder management plan  
   C. Stakeholder register  
   D. RACI diagram

6. Which of the following is not an input to the plan stakeholder management process?
   A. Enterprise environmental factor  
   B. Stakeholder register  
   C. Project management plan  
   D. Communication management plan
7. Which of the following is not a tool or technique used in the plan stakeholder management process?
   A. Organizational process assets
   B. Expert judgment
   C. Meetings
   D. Analytical techniques

8. Which of the following is an output for the plan stakeholder management process?
   A. Human resources management plan
   B. Stakeholder register
   C. Project document updates
   D. Change requests

9. Which of the following is not an input to the manage stakeholder engagement process?
   A. Stakeholder management plan
   B. Human resources management plan
   C. Change log
   D. Organizational process assets

10. Which of the following is an input to the manage stakeholder engagement process?
    A. Human resources management plan
    B. Change requests
    C. Enterprise environmental factors
    D. Communications management plan

11. Which of the following is a tool or technique used in the manage stakeholder engagement process?
    A. Management skills
    B. Expert judgment
    C. Meetings
    D. Stakeholder analysis
12. Which of the following is not a tool or technique used in the manage stakeholder engagement process?
   A. Communication methods
   B. Stakeholder analysis
   C. Interpersonal skills
   D. Management skills

13. Which of the following is not an output from the manage stakeholder engagement process?
   A. Issue log
   B. Approved change requests
   C. Project management plan updates
   D. Project document updates

14. Which of the following is not an output from the manage stakeholder engagement process?
   A. Project management plan updates
   B. Project documents updates
   C. Change log
   D. Organizational process assets updates

15. Which of the following is an input to the control stakeholder engagement process?
   A. Work performance data
   B. Stakeholder management plan
   C. Communications management plan
   D. Organizational process assets

16. Which of the following is not an input to the control stakeholder engagement process?
   A. Project management plan
   B. Change log
   C. Work performance data
   D. Project documents
17. Which of the following is a tool or technique used in the control stakeholder engagement process?
   A. Communication methods
   B. Interpersonal skills
   C. Management skills
   D. Meetings

18. Which of the following is not a tool or technique used in the control stakeholder engagement process?
   A. Information management systems
   B. Expert judgment
   C. Management skills
   D. Meetings

19. Which of the following is not an output of the control stakeholder engagement process?
   A. Work performance data
   B. Work performance information
   C. Change requests
   D. Project document updates

20. Which of the following is an output of the control stakeholder engagement process?
   A. Issue log
   B. Stakeholder register
   C. Stakeholder management plan
   D. Work performance information

21. Kelly is managing a road construction project using a linear methodology. The project is currently in the execution phase. During the planning phase of the project, she created a detailed stakeholder management plan for the project. However, the plan does not define the frequency of its review. How often should the stakeholder management plan be reviewed by Kelly?
   A. On a weekly basis
   B. On a monthly basis
   C. Regularly, with the frequency decided by Kelly
   D. The stakeholder management plan should not be reviewed during the execution phase of the project
22. Bob is developing his project's stakeholder management strategy. He is working hard to consider all enterprise environmental factors as part of his process. Which of the following enterprise environmental factors should be paid special attention to during this process?
   A. Lessons learned from past similar projects
   B. Purchased commercial databases
   C. Organizational process assets such as templates
   D. His organization's unique culture and structure

23. The goal of project stakeholder management is to engage the project stakeholder with the project. What is the objective of effectively keeping the project stakeholders engaged with the project?
   A. To manage their expectations so that the project objectives are achieved
   B. To ensure consistent project management methodologies are used across the organization's projects
   C. To ensure the project team members are motivated
   D. To exclude negative stakeholders

24. Stephanie is managing a new automobile development project for her organization. It is a large project requiring resources from several locations and its success is critical for the company. What is the most desirable level of engagement for all Stephanie's major project stakeholders?
   A. Resistance stakeholders
   B. Neutral stakeholders
   C. Supportive stakeholders
   D. Leading stakeholders

25. Tom is in the early stages of his project. His sponsor asks that he present a list of identified stakeholders at the next project update meeting. He also asks that Tom include the stakeholders current and desired engagement levels so the team can determine the stakeholder management strategy. Which of the following can Tom use to summarize all the required information in a tabular form?
   A. Stakeholder engagement assessment matrix
   B. Communications management plan
   C. Stakeholder register
   D. Stakeholder management plan
26. Which of the following are always stakeholders?
   A. A person who does not want the project completed
   B. A union worker who will use the product or service
   C. A functional manager from the finance department
   D. A worker who might lose their job because of the project

27. You are leading a U.S. $300,000 manufacturing project. The project has been going for six months and has another four months scheduled. Project information has consistently been delivered in accordance with the communications management plan, and all scope changes have followed the appropriate change management guidelines. One day you are approached by a key stakeholder who is very surprised to learn about a change that was approved two months ago and received by all stakeholders. What should you do?
   A. Ask the sponsor why the stakeholder did not understand their responsibilities.
   B. Address the situation in the next steering committee meeting to ensure no one else missed the change.
   C. Review the communications management plan to see what revisions are necessary.
   D. Determine why the stakeholder did not receive the information and let them know when it was published.

28. Which of the following is the last process of project stakeholder management?
   A. Identify stakeholders
   B. Plan stakeholder management
   C. Manage stakeholder engagement
   D. Control stakeholder engagement
Answer Key:

1. B
   PMBOK Guide - The inputs to the identify stakeholders process include:
   -Project charter
   -Procurement documents
   -Enterprise environmental factors
   -Organizational process assets

2. C
   PMBOK Guide - The inputs to the identify stakeholders process include:
   -Project charter
   -Procurement documents
   -Enterprise environmental factors
   -Organizational process assets

3. A
   PMBOK Guide - The tools and techniques used in the identify stakeholder process include:
   -Stakeholder analysis
   -Expert judgment
   -Meetings

4. D
   PMBOK Guide - The output to the identify stakeholder process include:
   -Stakeholder register

5. C
   PMBOK Guide - The inputs to the plan stakeholder management process include:
   -Project management plan
   -Stakeholder register
   -Enterprise environmental factors
   -Organizational process assets
6. D
PMBOK Guide - The inputs to the plan stakeholder management process include:
-Project management plan
-Stakeholder register
-Enterprise environmental factors
-Organizational process assets

7. A
PMBOK Guide - The tools and techniques used in the plan stakeholder management process are:
-Expert judgment
-Meetings
-Analytical techniques

8. C
PMBOK Guide - The outputs to the plan stakeholder management process include:
-Stakeholder management plan
-Project document updates

9. B
PMBOK Guide - The inputs to the manage stakeholder engagement process include:
-Stakeholder management plan
-Communications management plan
-Change log
-Organizational process assets

10. D
PMBOK Guide - The inputs to the manage stakeholder engagement process include:
-Stakeholder management plan
-Communications management plan
-Change log
-Organizational process assets
11. A
PMBOK Guide - The tools or techniques used in the manage stakeholder engagement process include:
- Communication methods
- Interpersonal skills
- Management skills

12. B
PMBOK Guide - The tools or techniques used in the manage stakeholder engagement process include:
- Communication methods
- Interpersonal skills
- Management skills

13. B
PMBOK Guide - The outputs from the manage stakeholder engagement process include:
- Issue log
- Change requests
- Project management plan updates
- Project documents updates
- Organizational process assets updates

14. C
PMBOK Guide - The outputs from the manage stakeholder engagement process include:
- Issue log
- Change requests
- Project management plan updates
- Project documents updates
- Organizational process assets updates

15. A
PMBOK Guide - The inputs to control stakeholder engagement process include:
- Project management plan
- Issue log
- Work performance data
- Project documents
16.B  
PMBOK Guide - The inputs to control stakeholder engagement process include:  
-Project management plan  
-Issue log  
-Work performance data  
-Project documents

17.D  
PMBOK Guide - The tools and techniques used in the control stakeholder engagement process include:  
-Information management systems  
-Expert judgment  
-Meetings

18.C  
PMBOK Guide - The tools and techniques used in the control stakeholder engagement process include:  
-Information management systems  
-Expert judgment  
-Meetings

19.A  
PMBOK Guide - The outputs from the control stakeholder engagement process include:  
-Work performance information  
-Change requests  
-Project management plan updates  
-Project documents updates  
-Organizational process assets updates

20.D  
PMBOK Guide - The outputs from the control stakeholder engagement process include:  
-Work performance information  
-Change requests  
-Project management plan updates  
-Project documents updates  
-Organizational process assets updates
21. C
On any project the project stakeholders' interests, needs, expectations & engagement levels may change over time. To manage this, the stakeholder management plan should be reviewed regularly by the project manager. The frequency of this review should be decided by the project manager if not imposed by senior management.

22. D
Lessons learned and project templates are organizational process assets not enterprise environmental factors. Commercial databases typically provide very limited information to help develop the stakeholder management plan. The best answer is the organization's unique culture and structure.

23. A
The core objective for stakeholder engagement management is to ensure that the project stakeholders are kept satisfied and their expectations are met throughout the project. Keeping the project team members motivated and using a consistent methodology are generic objectives of project management. Excluding negative stakeholders will usually have adverse repercussions on the project.

24. C
The ideal situation on any project is for the stakeholders to be supportive. This helps to ensure timely resolution of issues. Unfortunately, this is not always achievable. If all major stakeholders assume a leading role this leads to significant conflict.

25. A
Both "plans" are detailed textual documents. They are not presentation tools. Both the stakeholder register and stakeholder engagement assessment matrix contain the required information. However, the stakeholder engagement assessment is the best tool to be selected in this situation as it only presents the information required by the project sponsor in a tabular format.

26. B
The user of the result of a project is always a stakeholder. The others might or might not be stakeholders.
27. C
This is a trick question of sorts. The question states that all stakeholders received the information about the change so option D is out. The next best option is reviewing the communications management plan and determining what changes need to be made.

28. D
PMBOK Guide - The processes found in the communication management knowledge area include:
- Identify stakeholders
- Plan stakeholder management
- Manage stakeholder engagement
- Control stakeholder engagement