

Module 11 - Stakeholder Management

PMP Exam Questions



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Question 1

You are the project manager in the IT department of a company in the steel industry. Your project has been going well, except for the number of changes being made. The product of the project is being installed into seven different departments within the company and will greatly improve departmental performance when operational. The team has taken the appropriate training in communications and managing people. Which of the following is the most likely cause of the project problems?

- A. The project manager was not trained in understanding the company environment.
- B. Some stakeholder were not identified
- C. The project should have more management oversight since it will result in such great benefits to the company.
- D. The project should have used more of the project management processes.

Question 2

At a company in the railroad industry, the project manager is training the team on how to perform stakeholder management in the project. A team member poses the following question: Stakeholders can be identified in which project management process groups?

- A. Initiating and planning
- B. Planning and monitoring and controlling
- C. Monitoring and controlling and closing
- D. Initiating, planning, executing, and monitoring and controlling

Question 3

You have been recently hired by a company that delivers services for the restaurant industry. Your first project includes many stakeholders. A particular stakeholder has a reputation for requesting many changes on project. What is the best approach a project manager can take at the beginning of the project to manage this situation?

- A. Say “No” to the stakeholder a few times to dissuade him from submitting more changes.
- B. Talk to the stakeholder’s boss to find ways of directing the stakeholder’s activities to another project.
- C. Get the stakeholder involved in the project as early as possible
- D. Ask that the stakeholder not be included in the stakeholder listing.

Question 4

You are a project manager in a company that is an internet provider. Your project includes stakeholders such as the customer, sponsor, and the VP's of different organizations providing the resources to the project. Which of the following statements best describes how stakeholders are involved on a project?

- A. They help to determine the project constraints and product deliverables.
- B. They help to determine the project schedule, deliverable, and requirements.
- C. They help to determine the resource needs and resource constraints on the project.
- D. They approve the project charter, help provide assumptions, and create the management plans.

Question 5

At a software company that serves the insurance industry. Your manager wants to know how do you plan to involve the customer during the project. All of the following are parts of the team's stakeholder management effort except:

- A. Determining stakeholders' needs.
- B. Identifying stakeholders.
- C. Managing stakeholders' expectations.
- D. Giving stakeholders extras.

Question 6

A project manager has been assigned to a project chartered to improve the website used by the company to do ecommerce. The project has identified many stakeholders that must be involved during the project. The project manager wants to more extensively involve the stakeholders on the project. Which of the following would be the best way to accomplish this?

- A. Have the stakeholder periodically review the list of project requirements.
- B. Invite the stakeholders to attend project status meetings.
- C. Send status reports to the stakeholders.
- D. Update the stakeholders on the status of all project changes.

Question 7

At a firm that creates architectural drawings for commercial buildings. One of the new projects requires the involvement of many people from different divisions from within the company. The sponsor needs to find out how the project manager is planning to manage all of the stakeholders. A stakeholders engagement assessment matrix can be used to identify:

- A. Additional stakeholders.
- B. Key relationships between stakeholders.
- C. Communication gaps.
- D. Skill levels of stakeholders.

Question 8

At a large construction company, in a project meeting, a team member notices that the project team has identified many stakeholders that need to provide requirements to the project. The role of each stakeholder is determined by:

- A. The stakeholder and the sponsor.
- B. The project manager and the sponsor.
- C. The project manager and the stakeholder.
- D. The team and the project manager.

Question 9

You are the project manager for a large computer installation project when you realize there are over 85 potential stakeholders on the project. Which of the following would be the best course of action for you to take?

- A. Eliminate some stakeholders.
- B. Contact your manager, and ask which stakeholders are most important
- C. Gather the needs of all the most influential stakeholders.
- D. Find an effective way to gather the needs of all stakeholders.

Question 10

At a company that designs sporting goods. You have created a stakeholder register with all of the details of your project stakeholders. Your manager wants to know what are you planning to do with all of that information. Information in the stakeholder register should be:

- A. Accessible only to the project manager.
- B. Available to the project manager and PMO staff.
- C. Shared with others at the discretion of the project manager.
- D. Available to all stakeholders and team members.

Question 11

A company is building a new stadium for the upcoming Olympics. The project includes many high level stakeholders. All of the following are responsibilities of the project manager except:

- A. Get stakeholders' sign-off that the requirements are finalized.
- B. Figure out when stakeholder will be involved in the project and how extensively.
- C. Ask stakeholders to let you know about problems in project communications and relationships.
- D. Carefully select the appropriate stakeholders for the project.

Question 12

You work for an organization with many employees around the world. Your company had many troubled projects in the past because it did not take the time to identify and collect requirements from all the stakeholders. The key objective of stakeholder management is:

- A. Communication.
- B. Satisfaction.
- C. Coordination.
- D. Relationships.

Question 13

You are the project manager in your company HR department. As project manager, you are unable to allocate as much time to interact with your stakeholders as you would like. Which of the following stakeholders will you make it a priority to get to know?

- A. The stakeholder who is an expert on the product of the project, but is not interested in implementing it in his department.
- B. The project sponsor, with whom you have successfully worked on many projects.
- C. The department employee who is unfamiliar with the product of the project, but open to the positive impacts he believes the product will have on his work environment.
- D. The manager of the department that will use the product of the project. She is known to be resistance to change.

Question 14

At a project for a government agency, your sponsor wants to make sure you identify all of the right people that will provide input the project. The degree to which a particular stakeholder may be able to positively or negatively affect a project is his or her:

- A. Level of engagement.
- B. Level of interest.
- C. Level of commitment.
- D. Level of influence.

Question 15

The project manager on a multinational website implementation project is at a company celebration and talks to friends who will be heavy users of this new website when the project is complete and the site is rolled out. They describe some annoying aspects of the current website. The project manager takes this feedback to the sponsor, and encourages design and scope changes. Which of the following best describes what the project manager has done?

- A. Stakeholder analysis
- B. Scope validation
- C. Integrated change control
- D. Scope planning