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## 1 Stakeholder Management 18

1.	<p>When do stakeholders have the MOST influence on a project?</p> <p>A. At the beginning of the project</p> <p>B. In the middle of the project</p> <p>C. At the end of the project</p> <p>D. Throughout the project</p> <p>A</p>
2.	<p>The 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 selected the appropriate processes for use on the project. The project manager is a technical expert as well as having been trained in communications and managing people. Which of the following is the MOST likely cause of the project problems?</p> <p>A. The project manager was not trained in understanding the company environment.</p> <p>B. The project should have more management oversight since it will result in such great benefits to the company.</p> <p>C. The project should have used more of the project management processes.</p> <p>D. Some stakeholders were not identified.</p> <p>D</p>
3.	<p>Stakeholders can be identified in which project management process groups?</p> <p>A. Initiating, planning, executing, and monitoring and controlling</p> <p>B. Initiating and planning</p> <p>C. Planning and monitoring and controlling</p> <p>D. Monitoring and controlling and closing</p> <p>A</p>
4.	<p>A particular stakeholder has a reputation for requesting many changes on projects. What is the BEST approach a project manager can take at the beginning of the project to manage this situation?</p> <p>A. Say "No" to the stakeholder a few times to dissuade him from submitting more changes.</p> <p>B. Get the stakeholder involved in the project as early as possible.</p> <p>C. Talk to the stakeholder's boss to find ways of directing the stakeholder's activities to another project.</p> <p>D. Ask that the stakeholder not be included in the stakeholder listing.</p> <p>B</p>
5.	<p>Which of the following statements BEST describes how stakeholders are involved on a project?</p> <p>A. They help to determine the project schedule, deliverables, and requirements.</p> <p>B. They help to determine the project constraints and product deliverables.</p> <p>C. They help to determine the resource needs and resource constraints on the project.</p> <p>D. They approve the project charter, help provide assumptions, and create the management plans</p> <p>B</p>
6.	<p>All of the following are parts of the team's stakeholder management effort EXCEPT:</p>

	<p>A. stakeholders' needs.</p> <p>B. Identifying stakeholders.</p> <p>C. Giving stakeholders extras.</p> <p>D. Managing stakeholders' expectations</p> <p>C</p>
7.	<p>You have been assigned to manage the development of an organization's new website. The site will be highly complex and interactive, and neither your project team nor the client has much experience with this type of website development. The timeline is extremely aggressive. Any delay will be costly for both your firm and the client. You have a project sponsor and have achieved agreement and sign-off on both the project charter and the project management plan. Client personnel have been kept fully informed of the project's progress through status reports and regular meetings. The project is on schedule and within budget, and a final perfunctory review has been scheduled.</p> <p>Suddenly you hear that the entire effort may be cancelled because the product being developed is totally unacceptable. What is the MOST likely cause of this situation?</p> <p>A. A key stakeholder was not adequately involved in the project.</p> <p>B. The project charter and project management plan were not thoroughly explained to or adequately reviewed by the client.</p> <p>C. Communications arrangements were inadequate and did not provide the required information to interested parties.</p> <p>D. The project sponsor failed to provide adequate support for the project.</p> <p>A</p>
8.	<p>A project manager wants to more extensively involve the stakeholders on the project. Which of the following would be the BEST way to accomplish this?</p> <p>A. Have the stakeholders periodically review the list of project requirements.</p> <p>B. Invite the stakeholders to attend project status meetings.</p> <p>C. Send status reports to the stakeholders.</p> <p>D. Update the stakeholders on the status of all project changes.</p> <p>A</p>
9.	<p>A stakeholders engagement assessment matrix can be used to identify:</p> <p>A. Communication gaps.</p> <p>B. Additional stakeholders.</p> <p>C. Key relationships between stakeholders.</p> <p>D. Skill levels of stakeholders.</p> <p>A</p>
10.	<p>The role of each stakeholder is determined by:</p> <p>A. The stakeholder and the sponsor.</p> <p>B. The project manager and the sponsor.</p> <p>C. The team and the project manager.</p> <p>D. The project manager and the stakeholder.</p> <p>D</p>
11.	<p>Susan is managing the development of a mobile phone application. Half of the project work has been completed. Susan is currently reviewing her stakeholder management</p>

	<p>plan. She finds out that some of the resisting stakeholders have now become supportive. How should Susan update her stakeholder management plan?</p> <p>A. Transfer these stakeholders to the project supporters group, and for these stakeholders, adopt the stakeholder management strategy defined for the project supporters.</p> <p>B. Transfer these stakeholders to the project supporters group but continue with the defined resisting stakeholder management strategy with these stakeholders.</p> <p>C. Do not update the stakeholder management plan at this stage as things are getting better.</p> <p>D. For these stakeholders, continue with the defined resisting stakeholder management strategy as this strategy has produced positive results so far.</p> <p>A</p>
12.	<p>The implementation of which of the following processes decreases the risk of project failure?</p> <p>A. Manage stakeholder engagement</p> <p>B. Monitor stakeholder engagement</p> <p>C. Plan stakeholder management</p> <p>D. Develop stakeholder engagement</p> <p>A</p>
13.	<p>The five levels of stakeholder engagement are...?</p> <p>A. Oblivious, opposed, neutral, proactive, driving</p> <p>B. Unaware, opposed, neutral, supportive, driving</p> <p>C. Oblivious, resistant, neutral, supportive, leading</p> <p>D. Unaware, resistant, neutral, supportive, leading</p> <p>D</p>
14.	<p>Plan stakeholder management is fundamentally concerned with all the following except...?</p> <p>A. Developing strategies to effectively engage stakeholders throughout the project</p> <p>B. Development of the stakeholder register</p> <p>C. Development of the stakeholder management plan</p> <p>D. Identifying how the project will affect stakeholders</p> <p>B</p>
15.	<p>You are engaged in gathering information from stakeholders regarding whose interests should be taken into account throughout the project. This is called:</p> <p>A. Identify stakeholders</p> <p>B. Stakeholder analysis</p> <p>C. Expert judgment</p> <p>D. Plan stakeholder management</p> <p>B</p>
16.	<p>Which of the following is not included in the Stakeholder Management Plan?</p> <p>A. Project lifecycle</p> <p>B. Communications requirements</p> <p>C. Impact of scope changes to stakeholders</p> <p>D. Stakeholder management strategy</p>

	A
17.	<p>Most projects will have a _____ number of stakeholders.</p> <p>A. Resistant</p> <p>B. Supportive</p> <p>C. Diverse</p> <p>D. Unknown</p> <p>C</p>
18.	<p>Which of the following is not an input to the Monitor Stakeholder Engagement process?</p> <p>A. Project management plan</p> <p>B. Issue log</p> <p>C. Project documents</p> <p>D. Work performance information</p> <p>D</p>