Self-Assessment Questions for
Module 13 Project Stakeholder Management

Question 1: William has just taken over a project in its execution phase. The project sponsor told him that the previous project manager had been strictly following the PMBOK Guide principles. However, William finds out that some of the project team members are updating the project status directly to the project customer without keeping him in the loop. What should be William's first step?

    A.) Issue warning notes to the team members.
    B.) Challenge the project sponsor regarding her statement.
    C.) Consult the Communications Management Plan.
    D.) Issue a change request.

Question 2: Two of the subsidiary plans of the Project Management Plan are key inputs to the Manage Stakeholder Engagement process. They are:

    A.) Stakeholder Management Plan and Communications Management Plan
    B.) Scope Management Plan and Stakeholder Management Plan
    C.) Risk Management Plan and Cost Management Plan
    D.) Scope Management Plan and Quality Management Plan

Question 3: Nancy is about to start the Plan Stakeholder Management process for her project. She has selected the Project Management Plan as an input to this process. Which of the following project documents is also needed?

    A.) Stakeholder engagement assessment matrix
    B.) Communications management plan
    C.) Stakeholder register
    D.) Resource breakdown structure

Question 4: The Manage Stakeholder Engagement process is a very critical and continuous process in a project's life cycle. Which of the following is not a benefit of actively managing stakeholders?

    A.) It reduces project risk.
    B.) It reduces Cost of Conformance.
    C.) It increases the probability of the project's success.
    D.) The project manager is more informed on potential requirements changes.

Question 5: Jane has just been assigned as the project manager for a website development project. Mark, the project sponsor has handed over a signed Project Charter to Jane authorizing her as the project manager of this project. What should be the next step for Jane?

A.) Identify project stakeholders
B.) Plan project communications
C.) Develop the Project Management Plan
D.) Hire the project team

Question 6: Linda is currently performing the Identify Stakeholders process. Her project has a large number of stakeholders. Linda should document Information about which of the following types of stakeholders?

A.) Document information about each and every project stakeholder.
B.) Document information only about the stakeholders that are identified during the first team meeting.
C.) Ask for the project sponsor's guidance regarding this issue.
D.) Document information only about the influential stakeholders.

Question 7: Which of the following is not a valid component of a Stakeholder Management Plan?

A.) Desired and current engagement levels of key stakeholders
B.) Scope and impact of change to stakeholders
C.) Method of updating the Stakeholder Management Plan
D.) Scope creep control procedures

Question 8: According to the PMBOK Guide, the project stakeholders that have significant power and have high interest in the project must be?

A.) Kept satisfied
B.) Managed closely
C.) Monitored
D.) Kept informed

Question 9: Linda is managing a construction project. She has a big number of project stakeholders. Ideally speaking, it would be best for the project if all of the stakeholders become:

A.) Unaware
B.) Resistant
C.) Supportive
D.) Leading

Question 10: Which of the following is not an active way of managing project stakeholders?

A.) Conducting project status meetings
B.) Sending project reports by email
C.) Making phone calls to the stakeholders
D.) Having coffee with stakeholders for no reason

Question 11: Which of the following describes classes of stakeholders based on their power, urgency, and legitimacy?

A.) Salience Model
B.) Pareto Diagram
C.) What-if Analysis
D.) RACI Chart

Question 12: As a result of the Control Stakeholder Engagement process, which of the following is unlikely to be updated?

A.) Stakeholder register
B.) Issue log
C.) Risk management plan
D.) Change request

Question 13: Which of the following documents is the most sensitive and must not be openly shared with everybody?

A.) Communications Management Plan
B.) Scope Management Plan
C.) Stakeholder Management Plan
D.) Cost Management Plan

Question 14: Carole's project is halfway through execution. She is currently reviewing the Stakeholder Management Plan and thinks that she needs to revisit the Plan Stakeholder Management process to make some necessary adjustments to the plan. Which process is Carole currently performing?

A.) Identify Stakeholders
B.) Plan Stakeholder Management
C.) Manage Stakeholder Engagement
D.) Control Stakeholder Engagement

Question 15: The current and desired stakeholders' engagement levels are best documented in:

      A.) Stakeholder Map
      B.) Stakeholder Engagement Assessment Matrix
      C.) Responsibility Assignment Matrix
      D.) Stakeholder Breakdown Structure

Answer Sheet for Self-Assessment 13

Question Number	My Answer	Correct	Incorrect
Question 01		☐	☐
Question 02		☐	☐
Question 03		☐	☐
Question 04		☐	☐
Question 05		☐	☐
Question 06		☐	☐
Question 07		☐	☐
Question 08		☐	☐
Question 09		☐	☐
Question 10		☐	☐
Question 11		☐	☐
Question 12		☐	☐
Question 13		☐	☐
Question 14		☐	☐
Question 15		☐	☐
Total Number			
% Correct		_____%	

To calculate the % correct, divide the "total correct" by 0.15. Example: If you have 13 correct then calculate 13 / 0.15 = 86.6%

Answers for Self-Assessment 13

Question Number	Correct Answer
Question 01	C
Question 02	A
Question 03	C
Question 04	B
Question 05	A
Question 06	D
Question 07	D
Question 08	B
Question 09	C
Question 10	B
Question 11	A
Question 12	D
Question 13	C
Question 14	D
Question 15	B

Answers & Explanations for Self-Assessment 13

Question 1: William has just taken over a project in its execution phase. The project sponsor told him that the previous project manager had been strictly following the PMBOK Guide principles. However, William finds out that some of the project team members are updating the project status directly to the project customer without keeping him in the loop. What should be William's first step?

A.) Issue warning notes to the team members.
B.) Challenge the project sponsor regarding her statement.
C.) Consult the Communications Management Plan.
D.) Issue a change request.

Correct answer is **C**

Explanation: As a first step, William needs to understand how the project has been executed up to this point. He should first review the Communications Management Plan to determine whether this behavior by certain team members is acceptable or not.

Reference: PMBOK Guide 5th Edition, page 408

Question 2: Two of the subsidiary plans of the Project Management Plan are key inputs to the Manage Stakeholder Engagement process. They are:

A.) Stakeholder Management Plan and Communications Management Plan
B.) Scope Management Plan and Stakeholder Management Plan
C.) Risk Management Plan and Cost Management Plan
D.) Scope Management Plan and Quality Management Plan

Correct answer is **A**

Explanation: All subsidiary plans are important. However, the Stakeholder Management Plan and the Communications Management Plan are key inputs to the Manage Stakeholder Engagement process.

Reference: PMBOK Guide 5th Edition, page 404

Question 3: Nancy is about to start the Plan Stakeholder Management process for her project. She has selected the Project Management Plan as an input to this process. Which of the following project documents is also needed?

A.) Stakeholder engagement assessment matrix
B.) Communications management plan
C.) Stakeholder register
D.) Resource breakdown structure

Correct answer is **C**

Explanation: The two key inputs to the Plan Stakeholder Management process are the Project Management Plan and the Stakeholder Register. Other inputs are Enterprise Environmental Factors and Organizational Process Assets.

Reference: PMBOK Guide 5th Edition, page 399

Question 4: The Manage Stakeholder Engagement process is a very critical and continuous process in a project's life cycle. Which of the following is not a benefit of actively managing stakeholders?

A.) It reduces project risk.
B.) It reduces Cost of Conformance.
C.) It increases the probability of the project's success.
D.) The project manager is more informed on potential requirements changes.

Correct answer is **B**

Explanation: Cost of Conformance is the money spent to assure compliance to quality requirements. Cost of Non-Conformance is the cost of rework, scrap, liabilities, etc. Actively managing stakeholders reduces the Cost of Non-Conformance, not the Cost of Conformance.

Reference: PMBOK Guide 5th Edition, page 406

Question 5: Jane has just been assigned as the project manager for a website development project. Mark, the project sponsor has handed over a signed Project Charter to Jane authorizing her as the project manager of this project. What should be the next step for Jane?

A.) Identify project stakeholders
B.) Plan project communications
C.) Develop the Project Management Plan
D.) Hire the project team

Correct answer is **A**

Explanation: Jane should complete the initiating phase of the project before moving on to the planning and executing phases. The next step is to carry out the Identify Stakeholders process.

Reference: PMBOK Guide 5th Edition, page 393

Question 6: Linda is currently performing the Identify Stakeholders process. Her project has a large number of stakeholders. Linda should document Information about which of the following types of stakeholders?

A.) Document information about each and every project stakeholder.
B.) Document information only about the stakeholders that are identified during the first team meeting.
C.) Ask for the project sponsor's guidance regarding this issue.
D.) Document information only about the influential stakeholders.

Correct answer is **D**

Explanation: Most projects will have a large number of stakeholders. In addition, the project manager's time is limited and must be used efficiently. Linda should only document the stakeholders that are influential or those who are actively involved in the project.

Reference: PMBOK Guide 5th Edition, page 394

Question 7: Which of the following is not a valid component of a Stakeholder Management Plan?

A.) Desired and current engagement levels of key stakeholders
B.) Scope and impact of change to stakeholders
C.) Method of updating the Stakeholder Management Plan
D.) Scope creep control procedures

Correct answer is **D**

Explanation: Scope creep control relates to the Control Scope process. The Change Management Plan and the Scope Management Plan address scope creep control procedures. The rest of the choices are valid components of the Stakeholder Management Plan.

Reference: PMBOK Guide 5th Edition, page 403

Question 8: According to the PMBOK Guide, the project stakeholders that have significant power and have high interest in the project must be?

A.) Kept satisfied
B.) Managed closely
C.) Monitored
D.) Kept informed

Correct answer is **B**

Explanation: According to the PMBOK Guide, the project stakeholders that have significant power and have high interest in the project must be managed closely.

Reference: PMBOK Guide 5th Edition, page 397

Question 9: Linda is managing a construction project. She has a big number of project stakeholders. Ideally speaking, it would be best for the project if all of the stakeholders become:

A.) Unaware
B.) Resistant
C.) Supportive
D.) Leading

Correct answer is **C**

Explanation: If all of the project stakeholder are either unaware or resistant, this woul be a disaster for the project. Both supportive and leading stakeholders are positive stakeholders. Don't fall for the trick in the question; it is asking to pick a choice that can be fitted to all project stakeholders. If all project stakeholders become leading, this would also be a disaster for the project. The best available option is supportive.

Reference: PMBOK Guide 5th Edition, page 402

Question 10: Which of the following is not an active way of managing project stakeholders?

A.) Conducting project status meetings
B.) Sending project reports by email
C.) Making phone calls to the stakeholders
D.) Having coffee with stakeholders for no reason

Correct answer is **B**

Explanation: All of the given choices are effective methods of communicating with project stakeholders. However, the question is asking for the answer choice that is not an active method. Active Communication requires interaction. Communicating via emails is considered Passive Communication.

Reference: PMBOK Guide 5th Edition, page 406

Question 11: Which of the following describes classes of stakeholders based on their power, urgency, and legitimacy?

A.) Salience Model
B.) Pareto Diagram
C.) What-if Analysis
D.) RACI Chart

Correct answer is **A**

Explanation: The Salience Model describes classes of stakeholders based on their power (ability to impose will), urgency (need for attention), and legitimacy (involvement).

Reference: PMBOK Guide 5th Edition, page 396

Question 12: As a result of the Control Stakeholder Engagement process, which of the following is unlikely to be updated?

    A.) Stakeholder register
    B.) Issue log
    C.) Risk management plan
    D.) Change request

Correct answer is **D**

Explanation: This is a tricky question. There is a difference between updating a document and creating a document. New change requests are usually created during the Control Stakeholder Engagement process. The rest of the choices are the documents that may get updated as a result of this process.

Reference: PMBOK Guide 5th Edition, page 414

Question 13: Which of the following documents is the most sensitive and must not be openly shared with everybody?

    A.) Communications Management Plan
    B.) Scope Management Plan
    C.) Stakeholder Management Plan
    D.) Cost Management Plan

Correct answer is **C**

Explanation: The Stakeholder Management Plan is the most sensitive plan among the others. It documents strategies to manage both the positive and negative stakeholders. The rest of the documents are less sensitive than then Stakeholder Management Plan.

Reference: PMBOK Guide 5th Edition, page 404

Question 14: Carole's project is halfway through execution. She is currently reviewing the Stakeholder Management Plan and thinks that she needs to revisit the Plan Stakeholder Management process to make some necessary adjustments to the plan. Which process is Carole currently performing?

    A.) Identify Stakeholders
    B.) Plan Stakeholder Management
    C.) Manage Stakeholder Engagement
    D.) Control Stakeholder Engagement

Correct answer is **D**

Explanation: Since the project is halfway through execution and Carole is planning to revisit the Plan Stakeholder Management process, she cannot be currently performing the Plan Stakeholder Management process. This must be a process from the monitoring and controlling process group, i.e., Control Stakeholder Engagement process.

Reference: PMBOK Guide 5th Edition, page 409

Question 15: The current and desired stakeholders' engagement levels are best documented in:

A.) Stakeholder Map
B.) Stakeholder Engagement Assessment Matrix
C.) Responsibility Assignment Matrix
D.) Stakeholder Breakdown Structure

Correct answer is **B**

Explanation: The current and desired stakeholder's engagement level can be documented using a Stakeholder Engagement Assessment Matrix. This matrix also shows the gaps between the current and the desired engagement levels. The rest of the choices are not valid.

Reference: PMBOK Guide 5th Edition, page 402

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