

Project Management Professional



PMP PREPARATION COURSE

6TH EDITION

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A graphic on the left side of the slide shows several black silhouettes of business people standing on various colored puzzle pieces. One central piece is yellow, while others are blue. Two people are shaking hands on the yellow piece, symbolizing collaboration or agreement.

Chapter 13

Project Stakeholder Management

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Lecture 10 : Project Stakeholders Management

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- 2 Plan Stakeholder Engagement → Planning
- 3 Manage Stakeholder Engagement → Execution
- 4 Monitor Stakeholder Engagement → M&C



Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders



Identifying people, groups or organizations that could impact or be impacted by a decision, activity or outcome of the project.

Identifying



People



Group



Organization



Decision



Activity



Outcome

Project



Analyzing & documenting stakeholder interests, involvement, influence, & potential impact on project success.

Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders



Stakeholder:

An individual, group or organization who may affect, be affected by a decision, activity or outcome of the project.



Project Stakeholder Management Overview

13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement
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Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders



Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders

➤ Identify Stakeholders is the process of :

- Identifying project stakeholders regularly. • عملية تحديد المعنيين بالمشروع بانتظام
- Analyzing and documenting relevant information regarding their interests, involvement, influence, and potential impact on project success.
 - تحليل وتوثيق المعلومات ذات الصلة المتعلقة باهتماماتهم، ومشاركتهم وارتباطاتهم وفاعليتهم وتأثيرهم المحتمل على نجاح المشروع.

❖ The key benefit of this process

- ✓ Enables the project team to identify the appropriate focus for engagement of each stakeholder or group of stakeholders.
 - تسمح لفريق المشروع بتحديد التركيز المناسب لمشاركة كل معنٍي بالمشروع أو مجموعة من المعنيين.
- ✓ This process is performed periodically throughout the project.
 - وتوّدّى هذه العملية دوريًا على مدار المشروع.

Project Stakeholder Management

(1) Identify Stakeholders



Input

1. Project Charter
2. Business documents
3. Project management plan
4. Project documents
5. Agreements
6. Enterprise environmental factors
7. Organizational process assets



Tools & Techniques

1. Expert judgment
2. Data Gathering
 - Questionnaires and surveys
 - Brainstorming
3. Data Analysis
 - Stakeholder analysis
4. Data representation
 - Stakeholder mapping/representation
5. Meetings



Outputs

1. Stakeholder register
2. Change requests
3. Project management plan updates
4. Project document updates

Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders

Inputs

BUSINESS DOCUMENTS

- **Business case :** Identifies an initial list of stakeholders affected by the project.
✓ تضع قائمة أولية بالمعنيين المتأثرين بالمشروع

➤ **Benefits management plan :**

- ✓ identify the individuals and groups that will benefit from the delivery of the outcomes of the project.
✓ تحدد الأفراد والجماعات المستفيدة من تحقيق نتائج المشروع

Project Management Plan

The project management plan is **not** available when initially identifying stakeholders; however, once it has been developed, project management plan components include

✓ **Communications management plan.**

Information included in the communications management plan is a source of knowledge about the project's stakeholders

✓ **Stakeholder engagement plan**

identifies the management strategies and actions required to effectively engage stakeholders.

Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders

Inputs

Agreements

الاتفاقيات



- ✓ The **parties** of an agreement are project **stakeholders**. The agreement can contain references to additional stakeholders.
- ✓ يعتبر **أطراف** الاتفاقية هم **المعنيين** بالمشروع. ويمكن للاتفاقية أن تتضمن مراجعة للإشارة إلى معنيين إضافيين.

Organizational Process Assets

أصول عمليات المؤسسة

- ✓ Stakeholder register **templates** and instructions.
- ✓ Stakeholder registers from **previous projects**.
- ✓ Lessons learned **repository** with information about the preferences, actions, and involvement of stakeholders.
- ✓ قوالب وتعليمات سجل المعنيين.
- ✓ سجلات المعنيين من **المشاريع السابقة**.
- ✓ مخزون الدروس المستفادة مع معلومات حول تفضيلات المعنيين وإجراءاتهم ومشاركتهم.

Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders

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Data Gathering

- **Questionnaires and surveys.** الاستبيانات والاستقصاءات.
- **Brainstorming.** العصف الذهني.
- **Brain writing.** الكتابة الذهنية.
- Allows individual participants time to consider the question(s) **individually** before the group creativity session is held.
 - يسمح للمشاركين الأفراد بوقت للنظر في المسألة فردياً قبل انعقاد جلسة الابتكار الجماعي.
 - The information can be gathered in face-to-face groups or using virtual environments supported by technology.
 - ويمكن جمع المعلومات في مجموعات وجهاً لوجه أو باستخدام بيئات افتراضية تدعمها التكنولوجيا.



Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders

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Data Gathering

Brainwriting

Brainwriting (sometimes called "individual brainstorming") is a method for quickly generating ideas by asking participants to write their ideas on paper (or online) rather than announcing them in traditional group brainstorming sessions.

Brainwriting has the advantage of parallel idea generation. In traditional group brainstorming, only one idea can be presented at a time (a serial process). In brainwriting, you can have the entire group writing ideas at the same time.

Brainwriting is also known as: a cascade session, idea writing, individual **brainstorming**, and non-oral brainstorming.

- هي طريقة لتوليد الأفكار بسرعة عن طريق مطالبة المشاركين بكتابة أفكارهم على الورق (أو عبر الإنترنت) بدلاً من الإعلان عنها في جلسات تبادل الأفكار الجماعية.
- يتمتع الكتابة اليدوية بميزة توليد الأفكار المتوازية. في العصف الذهني الجماعي التقليدي ، يمكن تقديم فكرة واحدة فقط في كل مرة (عملية تسلسلية).
- في الكتابة اليدوية ، يمكنك كتابة أفكار المجموعة بأكملها في نفس الوقت.

Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders

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Data Analysis

➤ Document analysis. تحليل الوثائق.

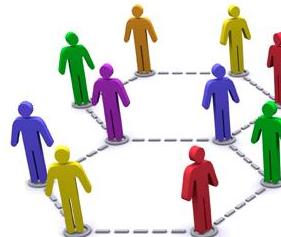
- Assessing the available project documentation and lessons learned from previous projects to identify stakeholders and other supporting information.

• تقييم وثائق المشروع المتاحة والدروس المستفادة من المشاريع السابقة لتحديد المعينين وغيرها من المعلومات المساندة.

➤ Stakeholder analysis

Stakeholder analysis results in a list of stakeholders and relevant information such as :

- Their positions in the organization.
- Roles on the project.
- Stakeholders expectations.
- Attitudes (their levels of support for the project).
- Their interest in information about the project.



- مناصبهم في المؤسسة
- أدوارهم في المشروع
- توقعاتهم
- مواقفهم (مستويات الدعم لديهم للمشروع)
- اهتمامهم بالمعلومات حول المشروع.



Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders

STAKEHOLDER ANALYSIS

Project Title: _____ Date Prepared: _____

Name or Role	Interest	Influence	Attitude

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01. Identify Stakeholders

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Data Representation

Stakeholder Mapping and Representation: تحديد وتمثيل المعنيين

- ✓ Is a method of categorizing stakeholders using various methods.
- ❖ Common methods include:

- Power/interest grid, power/influence grid, or impact/influence grid

- ✓ **Power/interest grid:** grouping the stakeholders based on their level of authority ("power") and their level of concern ("interest").
- ✓ **Power/influence grid:** grouping the stakeholders based on their level of authority ("power") and their active involvement ("influence") in the project.
- ✓ **Influence/impact grid:** grouping the stakeholders based on their active involvement ("influence") in the project and their ability to effect changes to the project's planning or execution ("impact").

Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders

□ Power/interest grid

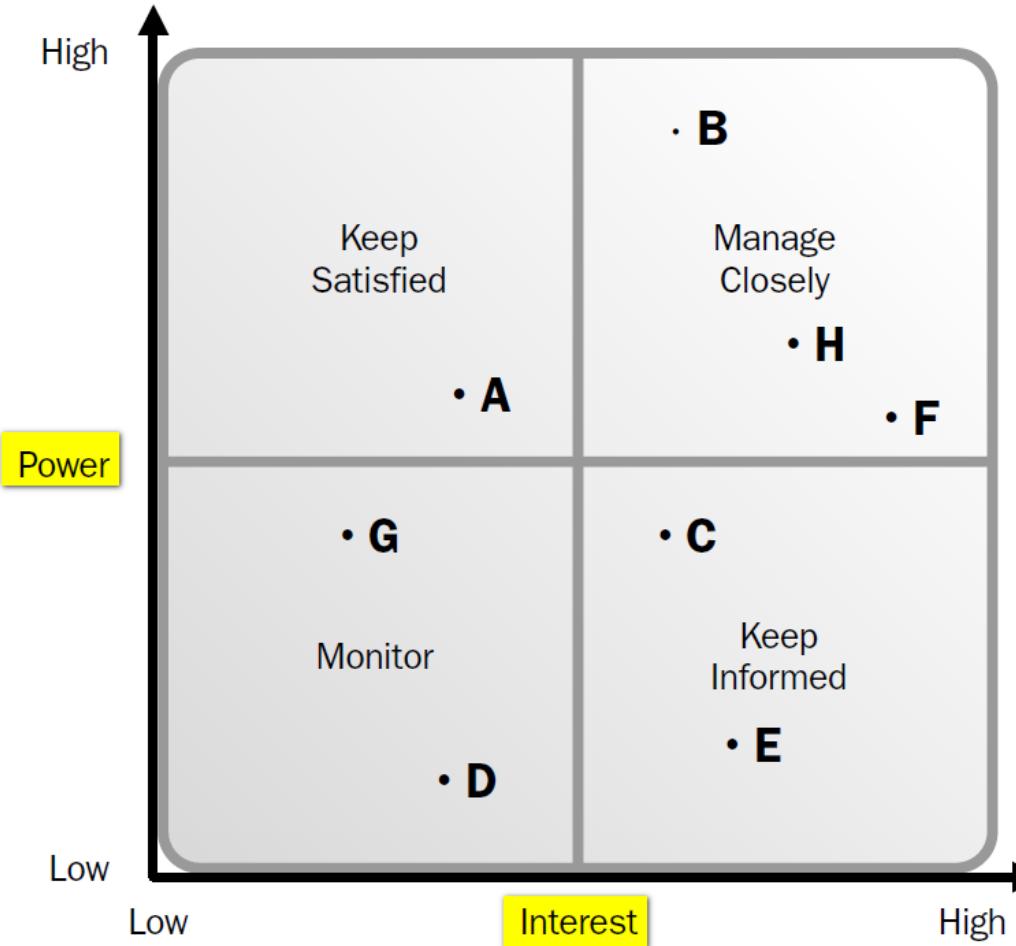


Figure 10-4. Example Power/Interest Grid with Stakeholders

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01. Identify Stakeholders

Power/interest grid

High power, highly interested people (Manage Closely): you must fully engage these people, and make the greatest efforts to satisfy them.

High power, less interested people (Keep Satisfied): put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.

Low power, highly interested people (Keep Informed): adequately inform these people, and talk to them to ensure that no major issues are arising. People in this category can often be very helpful with the detail of your project.

Low power, less interested people (Monitor): again, monitor these people, but don't bore them with excessive communication.

Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders

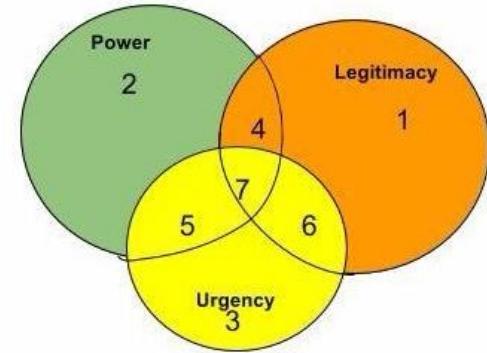
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□ Data Representation

- Salience model

نموذج الصدارة.

Describes classes of stakeholders based on:



The salience model is useful for:

- للمجموعات الكبيرة المعقدة من المعنيين.
 - شبكات معقدة من العلاقات داخل المجموعة.
 - تحديد الأهمية النسبية للمعنيين المحددين.

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01. Identify Stakeholders

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Data Representation

- Directions of influence

اتجاهات التأثير.

Classifies stakeholders according to their **influence** on the work of the project.

➤ Stakeholders can be classified in the following ways:

- ✓ Upward (senior management of the performing organization or customer and sponsor)
- ✓ Downward (the team or specialists contributing knowledge or skills in a temporary capacity)
- ✓ Outward (stakeholder groups and their representatives **outside** the project team, such as suppliers, government departments, the public, and end-users)
- ✓ Sideward (the peers of the project manager, such as other project managers or middle managers who are in competition for **scarce** project resources or who **collaborate** with the project manager in sharing resources or information).

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01. Identify Stakeholders

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Data Representation

5- Prioritization

ترتيب الأولويات

- Prioritizing stakeholders may be necessary for projects with a large number of stakeholders
- Where the membership of the stakeholder community is changing frequently.
- when the relationships between stakeholders and the project team or within the stakeholder community are complex.

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Meetings

- Meetings are used to develop an understanding of significant project stakeholders. They can take the form of facilitation workshops, small group guided discussions, and virtual groups using electronics or social media technologies to share ideas and analyze data.

Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders

O Stakeholder Register

- ✓ **Identification information.** Name, organizational position, location and contact details, and **role** on the project.
- ✓ **Assessment information.** Major requirements, expectations, potential for influencing project outcomes.
- ✓ **Stakeholder classification.** Internal/external, impact/influence/power/interest, upward/downward/outward/ sideward.

O Change Request

- As stakeholder identification continues throughout the project, **new stakeholders**, or **new information about stakeholders**, may result in a change request to the product, project management plan, or project documents

Lecture 10 : Project Stakeholders Management

01. Identify Stakeholders

STAKEHOLDER REGISTER					
Project Title:		Date Prepared:			
Name	Position/Role	Contact Information	Requirements	Expectations	Classification

Lecture 10 : Project Stakeholders Management

02. Plan Stakeholder Engagement



Lecture 10 : Project Stakeholders Management

02. Plan Stakeholder Engagement

➤ Plan Stakeholder Engagement is the process of :

- Developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project.
- عملية وضع طرق مشاركة المعنيين بالمشروع، بناءً على احتياجاتهم وتوقعاتهم واهتماماتهم وتأثيرهم المحتمل على المشروع.

❖ The key benefit of this process

- ✓ Provides an actionable plan to interact effectively with stakeholders.
 - توفر خطة قابلة للتطبيق للتفاعل مع المعنيين بفاعلية.
- ✓ This process is performed periodically throughout the project as needed
 - وتوّدّي هذه العملية دورياً على مدار المشروع.



Lecture 10 : Project Stakeholders Management

02. Plan Stakeholder Engagement

Notes

- The first version of the stakeholder engagement plan is developed after the Identify Stakeholder process.
- The stakeholder engagement plan is updated regularly to reflect changes to the stakeholder community.
 - ❖ Typical trigger situations requiring updates to the plan include but are not limited to:
 - ✓ When it is the start of a new phase of the project.
 - ✓ When there are changes to the organization structure or within the industry.
 - ✓ When new individuals or groups become stakeholders, current stakeholders are no longer part of the stakeholder community, or the importance of particular stakeholders to the project's success changes.

Project Stakeholder Management

(2) Plan Stakeholder Engagement



Input

1. Project Charter
2. Project management plan
3. Project documents
4. Agreements
5. Enterprise environmental factors
6. Organizational process assets



Tools & Techniques

1. Expert judgment
2. Data Gathering
3. Data Analysis
4. Decision making
5. Data representation
6. Meetings



Outputs

1. Stakeholder management plan

Lecture 10 : Project Stakeholders Management

02. Plan Stakeholder Engagement

Inputs

Project Charter

- The project charter contains information on the **project purpose, objectives, and success criteria** that can be taken into consideration when planning **how to engage stakeholders**.

Agreements

- When planning for the engagement of contractors and suppliers, coordination usually involves working with the procurement/contracting group in the organization to ensure contractors and suppliers are effectively managed .

Lecture 10 : Project Stakeholders Management

02. Plan Stakeholder Engagement

TT Stakeholder Engagement Assessment Matrix



Lecture 10 : Project Stakeholders Management

02. Plan Stakeholder Engagement

TT

Data representation

➤ Stakeholder engagement assessment matrix

Supports comparison between the current engagement levels of stakeholders and the desired engagement levels required for successful project delivery.

❖ The engagement level of stakeholders can be classified as follows :

- ✓ **Unaware:** Unaware of the project and potential impacts.
- ✓ **Resistant:** Aware of the project and potential impacts but resistant to any changes
- ✓ **Neutral:** Aware of the project, but neither supportive nor unsupportive.
- ✓ **Supportive:** Aware of the project and potential impacts and supportive of the work and its outcomes.
- ✓ **Leading:** Aware of the project and potential impacts and actively engaged in ensuring that the project is a success.

Lecture 10 : Project Stakeholders Management

02. Plan Stakeholder Engagement

➤ Stakeholder engagement assessment matrix

C: Represents the **current** engagement level of each stakeholder.

D: Indicates the **level** that the project team has assessed as **essential** to ensure project success (**desired**).

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				D C	

Stakeholder Engagement Assessment Matrix

Lecture 10 : Project Stakeholders Management

02. Plan Stakeholder Engagement

o Stakeholder Engagement Plan

- ✓ Is a component of the project management plan. ✓ إحدى مكونات خطة إدارة المشروع.
- ✓ Identifies the **strategies** and actions required to promote productive involvement of stakeholders in decision making and execution. ✓ تحدد الاستراتيجيات والإجراءات الالازمة لتعزيز المشاركة المنتجة للمعنيين في صنع القرار وتنفيذها.
- ✓ Specific strategies or approaches for engaging with individuals or groups of stakeholders. ✓ استراتيجيات أو أساليب محددة للمشاركة مع أفراد أو مجموعات من المعنيين.

Lecture 10 : Project Stakeholders Management

03. Manage Stakeholder Engagement



Lecture 10 : Project Stakeholders Management

03. Manage Stakeholder Engagement

➤ Manage Stakeholder Engagement is the process of :

- Communicating and working with stakeholders to meet their needs expectations.
- Address issues, and foster appropriate stakeholder involvement

➤ The key benefit of this process:

- ✓ Allows the project manager to increase support and minimize resistance from stakeholders.
- ✓ تتيح لمدير المشروع زيادة الدعم وتقليل المقاومة من المعنيين.

❖ Manage Stakeholder Engagement involves activities such as:

- 1- Engaging stakeholders at appropriate project stages.
- 2- Managing stakeholder expectations through negotiation and communication.
- 3- Addressing any risks or potential concerns related to stakeholder management.
- 4- Anticipating future issues that may be raised by stakeholders.
- 5- Clarifying and resolving issues that have been identified.

Project Stakeholder Management

(3) Manage Stakeholder Engagement



Input

1. Project management plan
2. Project documents - change log
3. Enterprise environmental factors
4. Organizational process assets



Tools & Techniques

1. Expert judgment
2. Communication skills
3. Interpersonal and team skills
4. Ground rules
5. Meetings



Outputs

1. Change requests
2. Project management plan updates
3. Project documents updates

Lecture 10 : Project Stakeholders Management

03. Manage Stakeholder Engagement

Inputs

Project management plan

1- Communications management plan

Describes the methods, formats, and technologies used for **stakeholder communication**

2- Risk management plan

Describes the risk categories, risk appetites, and reporting formats that can be used to **manage stakeholder engagement**.

3- Stakeholder engagement plan

Provides guidance and information on **managing stakeholder expectations**.

4- Change management plan

Describes the process for submitting, evaluating and implementing **changes to the project**.

Lecture 10 : Project Stakeholders Management

03. Manage Stakeholder Engagement

Inputs

PROJECT DOCUMENTS

Change log

Change requests and their status are documented in the change log and communicated to the appropriate stakeholders.

Issue log

Any project or **stakeholder concerns** are documented in the issue

Stakeholder register

The stakeholder register provides the **list of project stakeholders** and any **information** needed to execute the stakeholder engagement plan.

Lecture 10 : Project Stakeholders Management

03. Manage Stakeholder Engagement

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□ Communication Skills

- **Feedback:** Assist in understanding stakeholder reaction to the various project management activities and key decisions.
 - للمساعدة في فهم رد فعل المعنيين على أنشطة إدارة المشروع المختلفة والقرارات الرئيسية.

- ❖ Feedback may be collected in the following ways:

- Conversations; both formal and informal. • المحادثات؛ الرسمية وغير الرسمية.
- Issue identification and discussion. • التعرف على الإشكالات ومناقشتها.
- Meetings. • الاجتماعات.
- Progress reporting. • تقارير التقدم.
- Surveys. • الاستقصاءات.



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□ Ground rules

القواعد الأساسية

- Defined in the team charter set the expected behavior for project team members, stakeholders, with regard to stakeholder engagement.

Lecture 10 : Project Stakeholders Management

03. Manage Stakeholder Engagement

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Interpersonal and team skills

- **Conflict management.** The project manager should ensure that conflicts are resolved in a timely manner.
- **Cultural awareness.** used to help the project manager and team to communicate effectively by considering cultural differences and the requirements of stakeholders.
- **Negotiation.** used to achieve support or agreement that supports the work of the project or its outcomes and to resolve conflicts within the team or with other stakeholders.
- **Observation/conversation.** used to stay in touch with the work of the project or its outcomes and to resolve conflicts within the team or with other stakeholders
- **Political awareness.** achieved through understanding the power relationships within and around the project.

Lecture 10 : Project Stakeholders Management

04. Monitor Stakeholder Engagement



Lecture 10 : Project Stakeholders Management

04. Monitor Stakeholder Engagement

➤ Monitor Stakeholder Engagement is the process of :

- Monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through modification of engagement strategies and plans.
- مراقبة علاقات المعنيين بالمشروع، وتحصيص الاستراتيجيات لإشراك المعنيين من خلال تعديل استراتيجيات وخطط المشاركة

❖ The key benefit of this process:

- ✓ Maintains or increases the efficiency and effectiveness of stakeholder engagement activities
- ✓ تحافظ على كفاءة وفعالية إشراك المعنيين.

Project Stakeholder Management

(4) Monitor Stakeholder Engagement



Input

1. Project management plan
2. Project documents
3. Work performance data
4. Enterprise environmental factors
5. Organizational process assets



Tools & Techniques

1. Data Analysis
2. Decision making
3. Data representation
4. Communication skills
5. Interpersonal and team skills
6. Meetings



Outputs

1. Work performance information
2. Change requests
3. Project management plan updates
4. Project documents updates

Lecture 10 : Project Stakeholders Management

03. Monitor Stakeholder Engagement

Inputs

Project management plan

1- Resource management plan

Identifies the methods for team member management

2- Communications management plan

Describes the plans and strategies for communication to the project's stakeholders

3- Stakeholder engagement plan

Defines the plan for managing stakeholder needs and expectations

Lecture 10 : Project Stakeholders Management

03. Monitor Stakeholder Engagement

Inputs

Project management plan

1- Issue log

The issue log documents all the known issues related to the project and stakeholders

2- Project communications

include the project communications that have been distributed to stakeholders as defined in the communications management plan

3- Risk register

contains the identified risks for the project, including those related to stakeholder engagement and interactions, their categorization, and list of potential responses

4- Stakeholder register

contains stakeholder information that includes but is not limited to stakeholder identification, assessment, and classification.

Lecture 10 : Project Stakeholders Management

04. Monitor Stakeholder Engagement

Inputs

Work Performance Data:

Work performance data contains data on project status such as which stakeholders are supportive of the project, and their level and type of engagement

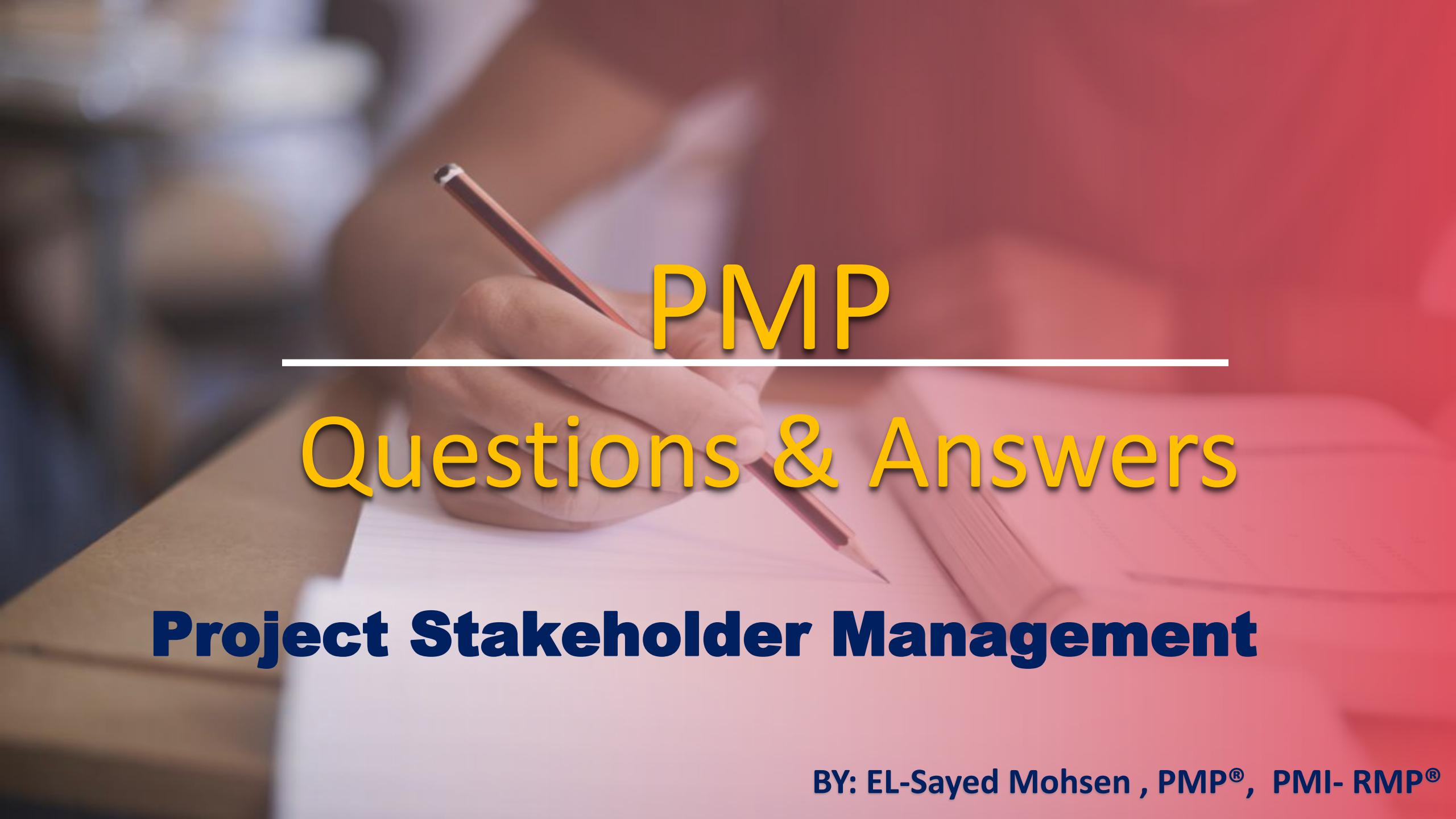
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Work Performance Information:

includes information about the status of stakeholder engagement, such as

- The level of current project support and compared to the desired levels of engagement as defined in the stakeholder engagement assessment matrix.

بالمستويات المرجوة من المشاركة تشمل معلومات أداء العمل معلومات مشاركة المعنيين مثل مستوى الدعم الحالي للمشروع ومقارنته حسبما وردت في مصفوفة تقييم مشاركة المعنيين

A close-up photograph of a person's hands writing in a notebook with a pencil. The hands are positioned in the upper left corner of the frame, with one hand holding the pencil and the other hand resting on the page. The notebook has horizontal lines. The background is blurred, showing what appears to be a wooden desk and some papers.

PMP

Questions & Answers

Project Stakeholder Management

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Q1) Stakeholder analysis is an important technique in the Identify Stakeholders process. One of the steps involved is to identify the potential impact of each stakeholder and classify him or her appropriately. Which of the following is not a valid stakeholder categorization method?

- A- Salience model**
- B- Tolerance model**
- C- Power/interest grid**
- D- Influence/impact grid**





Q2) The stakeholder engagement plan is developed early during project planning phase. However, as the project moves into its execution phase, project stakeholders' needs, interests and/or influence might change. If a significant change happens, what should the project manager do?

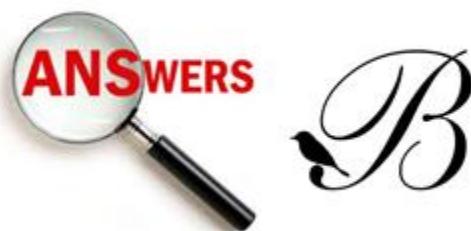
- A- Refer the issue to the project sponsor**
- B- Hold all project communications until the issue has a resolution**
- C- Seek expert judgment from the project sponsor**
- D- Revisit the Plan Stakeholder Engagement process**





Q3) Jane is managing a complex process improvement project. There was a serious conflict between the key project stakeholders recently. Jane was successful in getting this conflict resolved in a timely manner. However, this caused a significant delay. Which of the following is a recommended action at this stage?

- A- Avoid resolving similar conflicts in the future**
- B- Update the lessons-learned documentation**
- C- Transfer these stakeholders to the project-resisting stakeholders' group**
- D- Review the stakeholder engagement plan**





Q4) Anna has recently taken over a project as the project manager. The project is early in the executing phase. Although all the key stakeholders signed off on the project scope statement, Anna learns that some of the key stakeholders do not fully understand the project scope. The stakeholders' constant support is crucial for the success of the project. What must Anna do?

- A- Email the copy of the scope management plan to the key project stakeholders**
- B- Don't do anything since all the key project stakeholders signed the scope statement.**
- C- Email the copy of the scope statement to the key project stakeholders.**
- D- Conduct one-to-one meeting sessions with these key stakeholders to ensure they understand the project scope**





Q5) Which of the following stakeholder analysis techniques is recommended when you need to analyze project stakeholders based on their power, urgency, and legitimacy?

- A- Salience model**
- B- Power/interest grid**
- C- Power/influence grid**
- D- Influence/impact grid**



PMBOK 513

◆ **Salience model.** Describes classes of stakeholders based on assessments of their **power** (level of authority or ability to influence the outcomes of the project), **urgency** (need for immediate attention, either time-constrained or relating to the stakeholders' high stake in the outcome), and **legitimacy** (their involvement is appropriate).



Q6) Lucy has to brief her key project stakeholders on the recent approved changes to the project scope. Which of the following project documents will provide essential input to Lucy for preparing her presentation?

- A- Change request form**
- B- Change control procedures**
- C- Change log**
- D- Issue management procedures**



13.3.1.2 PROJECT DOCUMENTS

Project documents that can be considered as inputs to this process include but are not limited to:

- ◆ **Change log.** Described in Section 4.6.3.3. Change requests and their status are documented in the change log and communicated to the appropriate stakeholders.

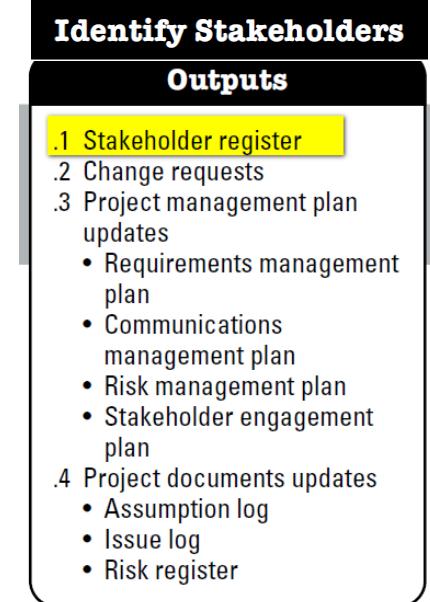
PMBOK 525



Q7) Linda has been assigned to establish a PMO in her organization. Linda believes this project cannot succeed unless all the key project stakeholders support the project. She also believes she needs to pay special attention to stakeholder management to ensure success of this project. First, she needs to develop her stakeholder register. To produce the project stakeholder register, which of the following processes must Linda start?

- A- Plan Stakeholder Engagement**
- B- Monitor Stakeholder Engagement**
- C- Manage Stakeholder Engagement**
- D- Identify Stakeholders**

PMBOK 507





Q8) Jennifer has recently been asked to manage an office refurbishment project. She finds out that the chief financial officer of the company is resisting the project. The chief financial officer is a key project stakeholder. What must Jennifer do first?

- A- Seek expert judgment from the project initiator**
- B- Seek support from the project sponsor to force project decisions**
- C- Conduct a team meeting to discuss this issue**
- D- Analyze options that might change or influence the chief financial officer's perception.**





Q9) Which of the following is the process of communicating and working with stakeholders to meet their needs and expectations, address issues as they occur, and foster appropriate stakeholder involvement?

- A- Manage Stakeholder Engagement**
- B- Monitor Stakeholder Engagement**
- C- Manage Communications**
- D- Monitor Communications**



PMBOK 523

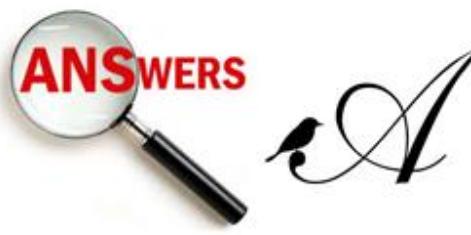
13.3 MANAGE STAKEHOLDER ENGAGEMENT

Manage Stakeholder Engagement is the process of **communicating** and **working with stakeholders** to meet their needs and expectations, **address issues**, and foster appropriate stakeholder involvement. The key benefit of this



Q10) Which of the following tools and techniques helping you to classifying the identified stakeholders?

- A) Power/ interest grid**
- B) Meetings**
- C) Stakeholders register**
- D) Root cause analysis**





Q11) During planning phase in your project, you discovered a lot of numbers of internal stakeholders in a various department, IT department, HR department and technical department. Also you identified a lot of external stakeholders such as vendors, subcontractors, governmental organizations. What is the best way to distribute and retrieve information for such numbers of stakeholders?

- A) Using interactive communications with the various numbers of stakeholders**
- B) Establishing a strict communication models system**
- C) Classify a stakeholder by interest/ influence grid.**
- D) Classify a stakeholder into groups and send to him the required information only**





Q12) The sponsor of your project is particularly interested in reviewing the **roles of different stakeholders on the project. As a project manager, you should direct the sponsor of the project one of the following document?**

- A. Stakeholder's engagement assessment matrix**
- B. Stakeholder Register**
- C. Stakeholder management plan**
- D. Team Charter**

PMBOK 514



B

13.1.3.1 STAKEHOLDER REGISTER

The main output of the Identify Stakeholders process is the stakeholder register. This document contains information about identified stakeholders that includes but is not limited to:

- ◆ **Identification information.** Name, organizational position, location and contact details, and **role** on the project.



Q13) You have just been moved onto a project that is well into the project implementation phase. You then realize that no stakeholder register exists for the project. Since you are new to the organization, you want to ensure that you use its templates for documents. Therefore you search for a template for a stakeholder register in the:

- A. Organizational process assets**
- B. Enterprise environmental factors**
- C. Stakeholder management plan**
- D. Project management plan**

PMBOK 510



13.1.1.7 ORGANIZATIONAL PROCESS ASSETS

The organizational process assets that can influence the Identify Stakeholders process include but are not limited to:

- ◆ Stakeholder register templates and instructions,
- ◆ Stakeholder registers from previous projects, and



Q14) You are managing a complex project with many stakeholders each with their own interest in the project. You have begun the process of monitoring overall project stakeholder relationships. Your goal is to increase the efficiency and effectiveness of stakeholder engagement activity. What process are you engaged in?

- A. Manage Stakeholder Engagement**
- B. Monitor Stakeholder Engagement**
- C. Control Communications**
- D. Manage Communications**



PMBOK 530

13.4 MONITOR STAKEHOLDER ENGAGEMENT

Monitor Stakeholder Engagement is the process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through modification of engagement strategies and plans. The key benefit of this process is that it maintains or increases the efficiency and effectiveness of stakeholder engagement activities as the project evolves and



Q15) You have been assigned an ongoing project, this project is about identifying key market driver for your company's financial product, and project team tells you that there are a lot of problems with the stakeholders. To quickly assess the current situation which of the following documents will be the FIRST one that you will refer to?

- A. Project Management Plan**
- B. Communications Management Plan**
- C. Stakeholder Management Plan**
- D. Issue Log**





Q16) Which of the following tools helps in determining the gaps between the current and desired stakeholder engagement levels?

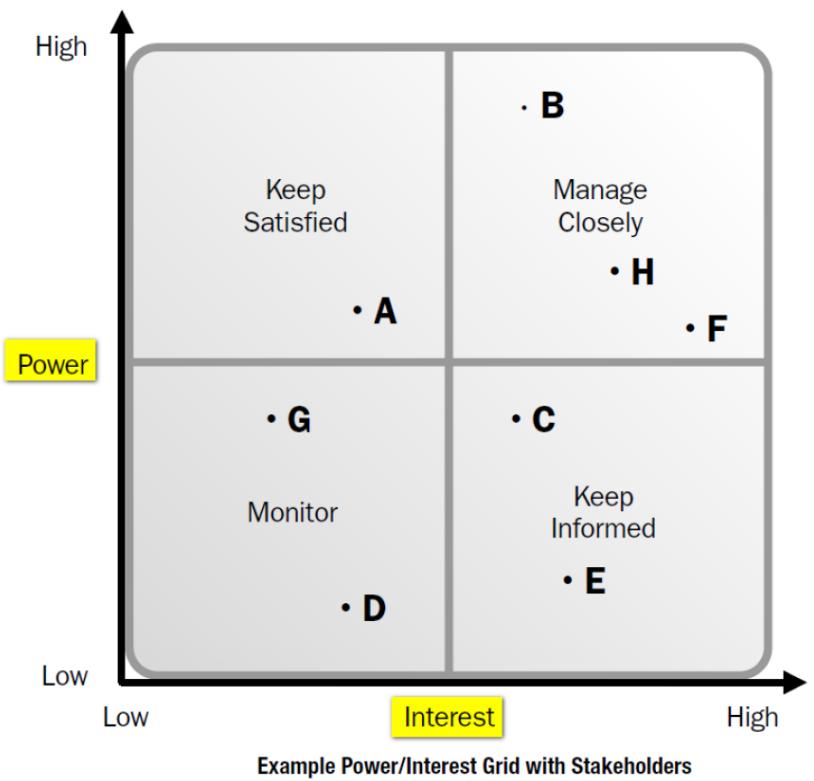
- A. Fishbone diagram**
- B. Stakeholder engagement assessment matrix**
- C. Monte Carlo analysis**
- D. Stakeholder register**





Q17) Edward is Quality Manager For the Company Who manage a Team of 20 tester. Edward is concerned about project success or failures but not have power to make decisions. In which category will you keep Edward?

- A- Keep informed**
- B- Keep satisfied**
- C- Manage Closely**
- D- Monitor**





Q18) A Stakeholder has become supportive after he was resistive , what is the first document you shall update as a project manager ?

A- communications Management plan

B- Risk Register

C- Stakeholder engagement assessment matrix

D- issue log

PMBOK 522



Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				D C	

Figure 13-6. Stakeholder Engagement Assessment Matrix

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