Crosswind Learning

Crosswind Success Series:
PMP® Exam Bootcamp Manual

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6.6. Project Stakeholder Management Formulas and Variables

There are no formulas for this chapter.

6.7. Project Stakeholder Management Terminology

Term	Description
Identify Stakeholders	The process of determining all people and entities affected by the project, evaluating and recording any information appropriate to their concerns, involvement, interdependencies, and possible affect on the success of the project
Issue	A disputed or unsettled condition
Issue Log	A project document that tracks elements that cause stakeholder concern or dissension
Manage Stakeholder Engagement	Work and communicate with stakeholders to ensure satisfaction of their legitimate needs and expectations, to resolve their issues, and to include them in appropriate decision-making
Monitor Stakeholder Engagement	The process of monitoring stakeholder relationships and optimizing the approach to stakeholder engagement through the modification of related strategies and plans.
Plan Stakeholder Engagement	The process of establishing management strategies that will engage stakeholders in project related decisions; the strategies are based on the needs, interest levels, and impact levels of the stakeholders
Project Stakeholder Management	The knowledge area that identifies stakeholders, as well as analyzes and manages their expectations and engagement in the project during its lifetime
Stakeholder	Any person or entity that may impact, be impacted by, or perceive itself to be impacted by any decision, activity, or outcome of the project
Stakeholder Analysis	A technique by which quantitative and qualitative information is amassed and evaluated to determine whose interests should be considered throughout the project
Stakeholder Engagement Assessment Matrix	A matrix in which current and desired stakeholder engagement levels are listed for comparison
Stakeholder Engagement Plan	The document, part of the project or program management plan, used to depict all processes, procedures, tools, and techniques that will be used to effectively involve stakeholders in project determinations and performance based on the stakeholders' requirements, concerns, and potential impact
Stakeholder Register	A project document that lists stakeholder information including name, role, assessment, and classification

The source for the above definitions is the Glossary of the Project Management Institute,
A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017

6.8. Project Stakeholder Management Tests and Exercises

6.8.1. Project Stakeholder Management Practice Test

Answers are in section 6.9.1.

1. You are the project manager on an oil exploration project. You have just landed on the oil rig in the ocean and are reviewing the stakeholder register to see who your stakeholders are, their goals and needs. What process will you perform next?

    (A) Plan stakeholder management
    (B) Plan stakeholder engagement
    (C) Manage stakeholder engagement
    (D) Plan communications management

2. Maxron electrical has won the contract to install wireless networking in Lincoln stadium in Darlington Hills. This is a very complex contract because there are a number of stakeholders involved: the owner of Lincoln stadium, various companies associated with the owner, and the city of Darlington Hills. What documentation will be most effective for organizing the stakeholders?

    (A) Stakeholder register
    (B) Stakeholder engagement plan
    (C) Issue log
    (D) Charter

3. All of the following are descriptions derived from analytical techniques used in stakeholder management except…

    (A) Nonresistant
    (B) Neutral
    (C) Supportive
    (D) Leading

4. The marketing brochure redesign project is entering the manage stakeholder engagement process. To effectively manage stakeholder engagement, the project manager has a variety of tools and techniques available during this process. What are they?

    (A) Interpersonal and team skills, communication feedback, and ground rules
    (B) Communications methods, alternatives analysis, and management skills
    (C) Communications skills, communications management plan, and management skills
    (D) Product analysis, communications methods, and management skills

5. Sam is running a project to upgrade a client's website to a new framework. Expectation management has been very challenging on this project. Sam has had challenges keeping the main sponsor involved as the project has evolved. Currently Sam is managing stakeholder engagement. Which of the following best describes what he will expect to create?

(A) Updates to the stakeholder engagement plan, change log and issue log
(B) Approved change requests and updated stakeholder registry
(C) Resolved issues and approved change requests
(D) Updated stakeholder registry, resolved issues, and change requests

6. The project to update the retail store to accommodate the new video game platform is ready for initial planning. Stakeholders have been identified. What documentation will be created as a result of the identification?

(A) Stakeholder register
(B) Stakeholder management plan
(C) Issue log
(D) Charter

7. All of the following interpersonal or soft skills are applicable to managing stakeholder engagement except...

(A) Building trust
(B) Resolving conflict
(C) Passive listening
(D) Overcoming resistance to change

8. During the plan stakeholder engagement process for the accounting system upgrade project, what tools and techniques are available to the project manager?

(A) Issue logs, stakeholder analysis, reporting systems, and approved change requests
(B) Expert judgment, meetings, and mind mapping
(C) Management skills, communication methods, stakeholder analysis, and interpersonal skills
(D) Stakeholder analysis, issue logs, and approved change requests

9. Which processes does the project manager use to manage the project stakeholders?

(A) Plan stakeholder engagement, manage stakeholder engagement, monitor stakeholder engagement
(B) Identify stakeholders, plan stakeholder engagement, manage stakeholder engagement, monitor stakeholder engagement
(C) Identify stakeholders, plan stakeholder engagement, monitor stakeholder engagement
(D) Identify stakeholders, plan stakeholder engagement, manage stakeholder engagement

10. During the identify stakeholders process, the project manager of the security project has what key tools and techniques at his disposal?

(A) Stakeholder analysis, stakeholder management strategy chart, and expert judgment
(B) Power/interest grid, stakeholder analysis, and expert judgment
(C) Stakeholder management strategy chart, stakeholder analysis, power/interest grid, and expert judgment
(D) Expert judgment and stakeholder analysis

11. To effectively manage stakeholders to increase support for and minimize negative impact to a project, project managers often rely on strategy tools during the identify stakeholders process. A key tool is the stakeholder register. Of the following, which best represents typical matrix entries?

(A) Level of impact on the project, strategies to gain support or minimize negative impact, stakeholder name, level of interest in the project, requirements for level of communication
(B) Level of interest in the project, stakeholder name, political influence within the organization, strategies to gain support or minimize negative impact
(C) Strategies to gain support or minimize negative impact, level of interest in the project, stakeholder name, level of impact on the project
(D) Requirements for level of communication, stakeholder name, level of interest in the project, political influence within the organization, strategies to gain support or minimize negative impact

12. The chief financial officer of the mortgage banking company has been reassigned to the IT department and will have no further involvement in the financial department. Which of the following documents should be updated for the Tax Laws Accounting Upgrade project?

(A) Stakeholder register
(B) Power/interest grid
(C) Stakeholder register and power/interest grid
(D) Issue log

13. Which of the following is the best description of stakeholders?

(A) All persons and groups that are impacted by the project and have a job because of the project
(B) All persons who are members of the project team and their job changes because of the project
(C) All persons that are impacted by the project, have a job because of the project, and/or consider themselves stakeholders
(D) All persons who consider themselves stakeholders and have a job because of the project

14. You are a project manager and have just created the stakeholder engagement plan. What process will you perform next?

    (A) Identify stakeholder
    (B) Manage stakeholder engagement
    (C) Monitor stakeholder engagement
    (D) Monitor communications

15. Which of the processes can update the issue log?

    (A) Identify stakeholders, plan stakeholder engagement, manage stakeholder engagement, monitor stakeholder engagement
    (B) Identify stakeholders, manage stakeholder engagement, monitor stakeholder engagement
    (C) Plan stakeholder engagement, manage stakeholder engagement, monitor stakeholder engagement
    (D) Identify stakeholders, plan stakeholder engagement, manage stakeholder engagement

16. You are a project manager and have just discovered that your sponsor who is the Chief Financial Officer (CFO) on your project has changed. The sponsor is now the Chief Information Officer (CIO). Previously the CIO was a key stakeholder, but not the sponsor. Which of the following documents would you update first?

    (A) The stakeholder register
    (B) The stakeholder engagement assessment matrix
    (C) The stakeholder engagement plan
    (D) The issue log

17. During which process is the stakeholder engagement plan created?

    (A) Identify stakeholders
    (B) Plan stakeholder engagement
    (C) Manage stakeholder engagement
    (D) Control stakeholder engagement

18. Given the complex nature of projects, which area of change generally has the highest impact?

    (A) A change in the company that is creating the project
    (B) A change in the market for which the work of the project is intended
    (C) A change in the team on the project
    (D) A change in the project

19. Your company is doing market analysis to see about creating a next generation thermostat that will increase the efficiency of home energy use and can be controlled by a smartphone. While the company is evaluating the market potential for this product and determining its target audience, which of the following stakeholder groups will they likely engage?

    (A) Distribution customers
    (B) End users
    (C) Regulatory agencies
    (D) Advertising agencies

20. You are a new project manager on an existing project. You discover varying roles and goals of stakeholders and see that some stakeholders are not doing what is needed on the project regarding involvement. You want to put a strategy in place to better align stakeholder engagement. Which of the following documents would you create or update?

    (A) The stakeholder register
    (B) The stakeholder engagement assessment matrix
    (C) The stakeholder engagement plan
    (D) The issue log

21. You are the project manager on a restaurant POS system project for Hamburger Prince Restaurants. You are fortunate in having the top technical architect in the company on your project. In your monthly meeting with the CEO, you are informed that the architect will be reassigned to a higher priority enterprise reporting system project. You inform the CEO that the resource's involvement on your project is critical to the project's success, but the CEO will not reconsider. What is the best action to take next?

    (A) Evaluate the impact of the person's absence on the project and communicate to senior management
    (B) Continue to lobby for the person to be returned to your project
    (C) Change the scope of the project to accommodate for the loss of the resource
    (D) Continue as the original plan, but without the resource

22. The project team is creating a power/interest grid to use for the rental renovation project. Which of the following best describes the purpose of this grid?

    (A) Effective management of stakeholder engagement can be the result of identifying the levels of power and interest of stakeholders
    (B) Effective management of stakeholder engagement can be the result of organizing the reporting structure of stakeholders
    (C) Effective management of stakeholder engagement can be the result of identifying the stakeholder reporting structure
    (D) Effective management of stakeholder engagement can be the result of graphically depicting the relationship between team member roles and authority levels

23. The project to update the retail store to accommodate the new video game platform is ready for initial planning. Stakeholders have been identified and a stakeholder register created. What documentation will be created next?

   (A) Stakeholder register
   (B) Stakeholder engagement plan
   (C) Issue log
   (D) Charter

24. The project manager is engaged in a project that will result in an Internet-driven thermostat to save electricity and cut energy costs. Since this is an innovative project, which of the following stakeholder groups is most likely to have the most influence early in the project?

   (A) Distribution customers
   (B) End users
   (C) Regulatory agencies
   (D) Manufacturing partners

25. Which of the following is least likely to be in a high power, high interest position on a power/interest grid?

   (A) Persons who are impacted by the project
   (B) Persons who are on the project team
   (C) Persons who consider themselves to be stakeholders
   (D) All of the answers

26. The project to upgrade the accounting software in consideration of upcoming tax law changes is underway. The project manager is working with the chief information officer (CIO) and chief financial officer (CFO) to ensure regulatory compliance and requirements alignment. Where will these two stakeholders most likely fit in a power/interest grid?

   (A) High power/low interest
   (B) Low power/low interest
   (C) High power/high interest
   (D) Low power/high interest

27. You are a project manager currently analyzing your stakeholders and management strategies for those stakeholders. You want to use something that will show you a picture of where they all fit in relation to each other. What will you likely use to review this information?

(A) The stakeholder register
(B) The engagement assessment matrix
(C) Power/interest grid
(D) Organizational breakdown structure

28. Which of the following is the most accurate statement about a power/interest grid?

(A) Stakeholders cannot be added once the document is created
(B) Stakeholders cannot be repositioned in the document once they are positioned
(C) Stakeholders should let the project manager know if their power/interest levels change
(D) Stakeholder power and interest levels can change throughout the project and it's incumbent on the project manager to proactively monitor these changes

29. All of the following are descriptions derived from analytical techniques used in stakeholder engagement except…

(A) Aware
(B) Resistant
(C) Neutral
(D) Supportive

30. You are a project manager on a mobile GPS application project. The sponsor has come to you and requested a major change in mapping source data. She said that this change will not impact the schedule or budget and you need to do it immediately. What do you do first?

(A) Implement the change
(B) Meet with the sponsor to figure out the details of what they want
(C) Create a change request
(D) Stop all project work

6.9. Project Stakeholder Management Answers for Tests and Exercises

6.9.1. Project Stakeholder Management Practice Test Answers

We recommend that you download answer sheets from the Crosswind website, so you can practice the test as many times as you like.

1. You are the project manager on an oil exploration project. You have just landed on the oil rig in the ocean and are reviewing the stakeholder register to see who your stakeholders are, their goals and needs. What process will you perform next?

    Correct Answer: (B) Plan stakeholder engagement
    Explanation: Plan stakeholder engagement is the process that follows identify stakeholders. Manage stakeholder engagement follows plan stakeholder engagement. Plan stakeholder management is a distracter. Plan communications management is a communications process. [Crosswind Manual 6.3; *PMBOK® Guide* 13.2]

2. Maxron electrical has won the contract to install wireless networking in Lincoln stadium in Darlington Hills. This is a very complex contract because there are a number of stakeholders involved: the owner of Lincoln stadium, various companies associated with the owner, and the city of Darlington Hills. What documentation will be most effective for organizing the stakeholders?

    Correct Answer: (A) Stakeholder register
    Explanation: The stakeholder register is used to identify stakeholders and provide key information about them. The stakeholder engagement plan is used to provide direction for managing stakeholder engagement. The issue log is used to track issues and provide key information about them. The charter is the basis of the project and provides initial high-level information about the project. [Crosswind Manual 6.2; *PMBOK® Guide* 13.1]

3. All of the following are descriptions derived from analytical techniques used in stakeholder management except…

    Correct Answer: (A) Nonresistant
    Explanation: Stakeholder engagement levels are typically described as unaware, resistant, neutral, supportive and leading. [Crosswind Manual 6.3.2; *PMBOK® Guide* 13.2.2.5]

4. The marketing brochure redesign project is entering the manage stakeholder engagement process. To effectively manage stakeholder engagement, the project manager has a variety of tools and techniques available during this process. What are they?

    Correct Answer: (A) Interpersonal and team skills, communication feedback, and ground rules
    Explanation: The tools and techniques for the Manage Stakeholder Engagement process are: expert judgment, inspection, communication, feedback, interpersonal and team skills, conflict management, cultural awareness, negotiation, observation/conversation, political awareness, ground rules, and meetings. [Crosswind Manual 6.4; *PMBOK® Guide* 13.3]

5.	Sam is running a project to upgrade a client's website to a new framework. Expectation management has been very challenging on this project. Sam has had challenges keeping the main sponsor involved as the project has evolved. Currently Sam is managing stakeholder engagement. Which of the following best describes what he will expect to create?

Correct Answer: (A) Updates to the stakeholder engagement plan, change log and issue log
Explanation: The outputs for the Manage Stakeholder Engagement process are change requests, project management plan updates, communication management plan updates, stakeholder engagement plan updates, project documents updates, change log updates issue log updates, lessons learned register updates and stakeholder register updates. [Crosswind Manual 6.4; *PMBOK® Guide* 13.3]

6.	The project to update the retail store to accommodate the new video game platform is ready for initial planning. Stakeholders have been identified. What documentation will be created as a result of the identification?

Correct Answer: (A) Stakeholder register
Explanation: The stakeholder register is used to identify stakeholders and provide key information about them. This is the main output of the identify stakeholders process. The stakeholder engagement plan is used to provide direction for managing stakeholder engagement. The issue log is used to track issues and provide key information about them. The charter is the basis of the project and provides initial high-level information about the project. [Crosswind Manual 6.2; *PMBOK® Guide* 13.1]

7.	All of the following interpersonal or soft skills are applicable to managing stakeholder engagement except...

Correct Answer: (C) Passive listening
Explanation: Interpersonal or soft skills applicable to managing stakeholder engagement are building trust, resolving conflict, active listening, and overcoming resistance to change. [Crosswind Manual 6.4; *PMBOK® Guide* 13.3]

8.	During the plan stakeholder engagement process for the accounting system upgrade project, what tools and techniques are available to the project manager?

Correct Answer: (B) Expert judgment, meetings, and mind mapping
Explanation: The tools and techniques for the plan stakeholder management process are expert judgment, data gathering, benchmarking, data analysis, assumption and constraint analysis, mind mapping, root cause analysis, stakeholder engagement assessment matrix, SWOT analysis, decision-making, prioritization/ranking, and meetings. [Crosswind Manual 6.3; *PMBOK® Guide* 13.2]

9.	Which processes does the project manager use to manage the project stakeholders?

Correct Answer: (B) Identify stakeholders, plan stakeholder engagement, manage stakeholder engagement, monitor stakeholder engagement
Explanation: The processes associated with the stakeholder knowledge area are Identify Stakeholders, Plan Stakeholder Engagement, Manage Stakeholder Engagement, and Monitor Stakeholder Engagement. [Crosswind Manual Chapter 6 Introduction; *PMBOK® Guide* Chapter 13 Introduction]

10. During the identify stakeholders process, the project manager of the security project has what key tools and techniques at his disposal?

   Correct Answer: (D) Expert judgment and stakeholder analysis
   Explanation: The tools and techniques for the Identify Stakeholder process are expert judgment, data gathering, questionnaires and surveys, brainstorming, data analysis, stakeholder analysis, document analysis, and meetings. [Crosswind Manual 6.2; *PMBOK® Guide* 13.1]

11. To effectively manage stakeholders to increase support for and minimize negative impact to a project, project managers often rely on strategy tools during the identify stakeholders process. A key tool is the stakeholder register. Of the following, which best represents typical matrix entries?

   Correct Answer: (C) Strategies to gain support or minimize negative impact, level of interest in the project, stakeholder name, level of impact on the project
   Explanation: The stakeholder analysis matrix typically contains the stakeholder name, level of interest in the project, strategies to gain support or minimize negative impact, and level of impact on the project. The other answers are noise. [Crosswind Manual 6.2; *PMBOK® Guide* 13.1]

12. The chief financial officer of the mortgage banking company has been reassigned to the IT department and will have no further involvement in the financial department. Which of the following documents should be updated for the Tax Laws Accounting Upgrade project?

   Correct Answer: (C) Stakeholder register and power/interest grid
   Explanation: The stakeholder register and the power/interest grid for the project should be updated to reflect the appropriate information for the CFO and his replacement. [Crosswind Manual 6.2; *PMBOK® Guide* 13.1]

13. Which of the following is the best description of stakeholders?

   Correct Answer: (C) All persons that are impacted by the project, have a job because of the project, and/or consider themselves stakeholders
   Explanation: Stakeholders can be team members or any persons or groups that are impacted by the project, have a job because of the project, or consider themselves stakeholders. [Crosswind Manual 6.2; *PMBOK® Guide* 13.1]

14. You are a project manager and have just created the stakeholder engagement plan. What process will you perform next?

   Correct Answer: (B) Manage stakeholder engagement
   Explanation: Plan stakeholder engagement creates the stakeholder engagement plan. Manage stakeholder engagement follows plan stakeholder engagement. Identify stakeholders precedes plan stakeholder engagement. Monitor stakeholder engagement follows manage stakeholder engagement. Monitor communications is a communications process. [Crosswind Manual 6.4; *PMBOK® Guide* 13.3]

15. Which of the processes can update the issue log?

   Correct Answer: (B) Identify stakeholders, manage stakeholder engagement, monitor stakeholder engagement
   Explanation: Three of the four stakeholder processes can result in the issue log being updated. They are identify stakeholder, manage stakeholder engagement, and monitor stakeholder engagement. [Crosswind Manual 6.2, 6.4, and 6.5; *PMBOK® Guide* 13.1, 13.3, and 13.4]

16. You are a project manager and have just discovered that your sponsor who is the Chief Financial Officer (CFO) on your project has changed. The sponsor is now the Chief Information Officer (CIO). Previously the CIO was a key stakeholder, but not the sponsor. Which of the following documents would you update first?

   Correct Answer: (A) The stakeholder register
   Explanation: The stakeholder register would be the first document to be updated, as that would reflect changes in stakeholders and roles. The stakeholder engagement assessment matrix would be used to identify gaps between stakeholder engagement and needed levels of engagement. The stakeholder engagement plan identifies how to engage stakeholders. The issue log contains items that require attention. [Crosswind Manual 6.2; *PMBOK® Guide* 13.1]

17. During which process is the stakeholder engagement plan created?

   Correct Answer: (B) Plan stakeholder engagement
   Explanation: The Plan Stakeholder Engagement process creates, among other documentation, the stakeholder engagement plan. The Identify Stakeholders process creates the stakeholder register. The Manage Stakeholder Engagement process creates, among other documentation, change requests and project management plan updates. [Crosswind Manual 6.3; *PMBOK® Guide* 13.2]

18. Given the complex nature of projects, which area of change generally has the highest impact?

   Correct Answer: (B) A change in the market for which the work of the project is intended
   Explanation: The highest impact is a change in the market for which the work of the project is intended. A negative change could result in a radically altered or eliminated market. A positive change could result in a totally reinvented market. [Crosswind Manual 6.1.1; No *PMBOK® Guide* Reference]

19. Your company is doing market analysis to see about creating a next generation thermostat that will increase the efficiency of home energy use and can be controlled by a smartphone. While the company is evaluating the market potential for this product and determining its target audience, which of the following stakeholder groups will they likely engage?

   Correct Answer: (B) End users
   Explanation: Your company will engage the end users, probably selected as a focus group, since they can provide feedback on their interest in purchasing the product. Other stakeholder groups would have a lesser influence or their influence would be greatest at another point in the project. Distribution customers would influence the product's deployment. Regulatory agencies would influence product requirements. Advertising agencies would influence the marketing of the product. [Crosswind Manual 6.2; *PMBOK® Guide* 13.1]

20. You are a new project manager on an existing project. You discover varying roles and goals of stakeholders and see that some stakeholders are not doing what is needed on the project regarding involvement. You want to put a strategy in place to better align stakeholder engagement. Which of the following documents would you create or update?

Correct Answer: (B) The stakeholder engagement assessment matrix
Explanation: The stakeholder engagement assessment matrix would be used to identify gaps between stakeholder engagement and needed levels of engagement. The stakeholder register would be the first document to be updated as that would reflect changes in stakeholders and roles. The stakeholder engagement plan identifies how to engage stakeholders. The issue log contains things that require attention. [Crosswind Manual 6.3.2; *PMBOK® Guide* 13.2.2.5]

21. You are the project manager on a Restaurant POS System project for Hamburger Prince Restaurants. You are fortunate in having the top technical architect in the company on your project. In your monthly meeting with the CEO, you are informed that the architect will be reassigned to a higher priority enterprise reporting system project. You inform the CEO that the resource's involvement on your project is critical to the project's success, but the CEO will not reconsider. What is the best action to take next?

Correct Answer: (A) Evaluate the impact of the person's absence on the project and communicate to senior management
Explanation: Letting senior management know the impact of not having the resource on the project is the best action to take next. You don't change the scope of the project because that isn't the call of the project manager. If you encounter a significant change such as the loss of a resource, you are expected to revise the plan to accommodate the change. [Crosswind Manual 6.1.2; No *PMBOK® Guide* Reference]

22. The project team is creating a power/interest grid to use for the rental renovation project. Which of the following best describes the purpose of this grid?

Correct Answer: (A) Effective management of stakeholder engagement can be the result of identifying the levels of power and interest of stakeholders
Explanation: The power/interest grid depicts the levels of power and project interest of the stakeholders. The more power and interest a stakeholder has, the more closely project management should monitor and manage that stakeholder's engagement. The other answers are distracters. [Crosswind Manual 6.2.1; *PMBOK® Guide* 13.1.2.4]

23. The project to update the retail store to accommodate the new video game platform is ready for initial planning. Stakeholders have been identified and a stakeholder register created. What documentation will be created next?

Correct Answer: (B) Stakeholder engagement plan
Explanation: The stakeholder engagement plan is used to provide direction for managing stakeholder engagement. The stakeholder register is used to identify stakeholders and provide key information about them. The issue log is used to track issues and provide key information about them. The charter is the basis of the project and provides initial high-level information about the project. [Crosswind Manual 6.2; *PMBOK® Guide* 13.1]

24. The project manager is engaged in a project that will result in an Internet-driven thermostat to save electricity and cut energy costs. Since this is an innovative project, which of the following stakeholder groups is most likely to have the most influence early in the project?

   Correct Answer: (C) Regulatory agencies
   Explanation: Since this is such an innovative project, and it involves energy, it is very likely to come under the scope of a regulatory authority that would have significant influence over product requirements which are established early in the project. Other stakeholder groups would have a lesser influence or their influence would be greatest at another point in the project: End users would influence the company's positioning of the product. Distribution customers would influence the product's deployment. Manufacturing partners would influence the assembly of the product. [Crosswind Manual 6.2; *PMBOK® Guide* 13.1]

25. Which of the following is least likely to be in a high power, high interest position on a power/interest grid?

   Correct Answer: (C) Persons who consider themselves to be stakeholders
   Explanation: Of the possible answers, persons who consider themselves stakeholders are the most unlikely to be in a high power, high interest position on the power grid. Typically, persons in the power grid are very aware of their power and interests and know they are stakeholders. Additionally, those who create the power grid are aware of those who have power and can determine if they might have an interest in the project. [Crosswind Manual 6.2; *PMBOK® Guide* 13.1]

26. The project to upgrade the accounting software in consideration of upcoming tax law changes is underway. The project manager is working with the chief information officer (CIO) and chief financial officer (CFO) to ensure regulatory compliance and requirements alignment. Where will these two stakeholders most likely fit in a power/interest grid?

   Correct Answer: (C) High power/high interest
   Explanation: The positions of CIO and CFO imply a high degree of power. Their involvement in ensuring regulatory compliance and the alignment of requirements imply a very high degree of interest. [Crosswind Manual 6.2.1; *PMBOK® Guide* 13.1.2.4]

27. You are a project manager currently analyzing your stakeholders and management strategies for those stakeholders. You want to use something that will show you a picture of where they all fit in relation to each other. What will you likely use to review this information?

   Correct Answer: (C) Power/interest grid
   Explanation: The power and interest grid shows the amount of power and interest that the stakeholders have on the project. This helps influence how you manage and engage them throughout the project. The engagement assessment matrix shows any gaps between stakeholders current and desired level of engagement. The stakeholder register shows who the stakeholders are on the project and engagement strategies around them. The organizational breakdown structure is an organization chart and shows people and positions. [Crosswind Manual 6.2.1; *PMBOK® Guide* 13.1.2.4]

28. Which of the following is the most accurate statement about a power/interest grid?

   Correct Answer: (D) Stakeholder power and interest levels can change throughout the project and it's incumbent on the project manager to proactively monitor these changes

   Explanation: The power and interest of stakeholders can change during a project. Typically, the project manager is responsible for monitoring these changes. Stakeholders can be added as needed to the grid and their power/interest levels changed as appropriate. [Crosswind Manual 6.2.1; *PMBOK® Guide* 13.1.2.4]

29. All of the following are descriptions derived from analytical techniques used in stakeholder engagement except…

   Correct Answer: (A) Aware

   Explanation: Stakeholder engagement levels are typically described as unaware, resistant, neutral, supportive and leading. [Crosswind Manual 6.3.2; *PMBOK® Guide* 13.2.2.5]

30. You are a project manager on a mobile GPS application project. The sponsor has come to you and requested a major change in mapping source data. She said that this change will not impact the schedule or budget and you need to do it immediately. What do you do first?

   Correct Answer: (B) Meet with the sponsor to figure out the details of what they want

   Explanation: The sponsor stating the change won't cause a budget or schedule impact is not necessarily accurate. Until you as the project manager determine there is no schedule or budget impact, you can't say there is no impact. Thus, the first thing you would do is to meet with the sponsor to learn as much as you can about the details. From there, you meet with the team to figure out options. Then you let the sponsor know the options, and if they want to move forward, you would create a change request. Stopping all work would be inappropriate. [Crosswind Manual 6.1.2; No P*MBOK® Guide* Reference]