

041306T4PMN

PROJECT MANAGEMENT LEVEL 6

BUS/OS/PM/CR/10/6/A

Manage Project Stakeholders

July/Aug 2023



**TVET CURRICULUM DEVELOPMENT, ASSESSMENT AND
CERTIFICATION COUNCIL (TVET CDACC)**

WRITTEN ASSESSMENT

Time: 3 hours

INSTRUCTIONS TO CANDIDATES

1. This paper has two sections **A** and **B**
2. You are provided with a separate answer booklet.
3. Marks for each question are as indicated.
4. Do not write on the question paper.

This paper consists of 3 printed pages

**Candidates should check the question paper to ascertain that all pages
are printed as indicated and that no questions are missing.**

SECTION A (40 MARKS)

Answer **all** the questions in this section

1. Stakeholder mapping is the process of identifying key stakeholders. List **four** Stakeholders to be mapped while creating a new project. (4 Marks)
2. Managing stakeholders' expectations requires constant communication. Suggest **three** ways in which a project team can communicate with stakeholders. (3 Marks)
3. Effective stakeholder engagement management requires a comprehensive approach. State **five** benefits of project stakeholder engagement to an organization. (5 Marks)
4. Stakeholder value is a business concept that companies use to create the best possible levels of return for their stakeholders. Outline **three** dimensions of value that an organization may use to determine the levels of return. (3 Marks).
5. Outline **three** steps that a project manager should follow when performing stakeholder mapping for a project. (3 Marks)
6. State **three** primary goals of a stakeholder communication plan in an organization. (3 Marks)
7. Highlight **four** ways in which stakeholders can directly impact success of a project in an organization. (4 Marks).
8. List **five** factors to consider when determining the stakeholder influence on a project. (5 Marks)
9. State **five** importance of carrying out project stakeholders' analysis to an organization. (5 Marks)
10. Stakeholder engagement is being increasingly promoted across the country. Outline **five** responsibilities of key stakeholders in a project. (5 Marks)

SECTION B (60 Marks)

Answer any **three** questions in this section.

11. Identifying your stakeholders at an early stage can help to keep your project on track. For example stakeholder engagement and communication requirements usually request that the stakeholder identification is done before the project starts. This helps the project team to identify stakeholders who have the power to make decisions or influence outcomes. It's important to identify these people early on so that the project

team may know who to involve as project move forward. Knowing who has the ability to make changes or adjustments to a project helps the project team to manage expectations of different stakeholders and ensures all are working toward the same goals. Required:

a) Expound **five** factors that a project manager should consider when determining the impact of a stakeholder to an organization. (10 Marks)

b) Explain **five** ways in which key stakeholders can benefit your organization. (10 Marks)

12. a) Explain **five** characteristics of a stakeholder's value mindset that an organization should possess. (10 Marks).

b) Discuss **five** reasons that make it necessary for an organization to undertake project stakeholder analysis. (10 Marks)

13. a) Explain **five** ways that a project manager may use to communicate effectively with their project stakeholders. (10 Marks)

b) Analyze **five** approaches that a manager may use to engage project stakeholders. (10Marks)

14. a) Stakeholder Power Interest, Grid is a technique that a project manager may use to list stakeholders by order of priority when conducting stakeholder analysis. Evaluate **four** ways in which the manager should classify each of the stakeholders using this technique. (8 Marks)

b) Explain **six** skills that project managers should possess to be able to effectively manage stakeholders. (12 Marks).