



AMREF INTERNATIONAL TRAINING CENTER

Qualification Code : 041306T4PMN
Qualification : Project Management Level 6
Unit Code : BUS/CU/PM/CR/10/6/A
Unit of Competency : Manage Project stakeholders

WRITTEN ASSESSMENT

INSTRUCTIONS TO CANDIDATE

1. You have **THREE** hours to answer all the questions.
2. Marks for each question are indicated in the brackets.
3. The paper consists of **TWO** sections: A and B.
4. Do not write on the question paper.
5. A separate answer booklet will be provided.

This paper consists of THREE printed pages.

Candidates should check the question paper to ascertain that all the pages are printed as indicated

SECTION: A (40 MARKS)

Answer all questions in this section

1. You have been tasked to develop a stakeholder communication plan for a complex urban development project. Identify **four** things you will include in your stakeholder communications plan. (4 Marks)
2. Anthony is currently managing a bridge construction project. The project is in the execution phase. During the planning phase of the project, Anthony developed a comprehensive stakeholder management plan for the project. Outline **four** components of a stakeholder management plan. (4 Marks)
3. A CEO hires your firm to strengthen his company's operations. He's helped develop the project plan and is focused on maintaining his company's good reputation. Identify **four** ways you will engage this stakeholder. (4 Marks)
4. Feedback is an essential component in managing stakeholders. State **four** methods you can use to collect feedback when managing stakeholder engagement. (4 Marks)
5. Stakeholder mapping helps you assess stakeholders based on different parameters. Mention **four** techniques a project manager may use to classify stakeholders. (4 Marks)
6. Highlight **four** ways through which an organization may identify potential project stakeholders. (4 Marks)
7. Jim is managing a road network design project for a government agency. He is currently performing the Plan Stakeholder Management process for the project. Outline **four** documents he is likely to use to communicate with the stakeholders. (4 Marks)
8. Stakeholders can be classified into different groups. List **four** components of a stakeholder analysis matrix. (4 Marks)
9. For stakeholder engagement to be successful there are various things to consider. State **four** pillars of stakeholder engagement. (4 Marks)
10. Explain the **two** main categories of stakeholders giving relevant examples. (4 Marks)

SECTION B: (60 MARKS)

Answer question 11 and any other TWO questions in this section.

11. Nairobi Expressway was a mega-project that involved multiple stakeholders. The project team used cost-benefit analysis to evaluate the economic, social, and environmental impacts of the project, and to prioritize the needs and expectations of the stakeholders. They also used cost-benefit analysis to monitor and control the project budget, scope, quality, and risks. As a result, the project was delivered on time with high levels of stakeholder satisfaction.
- a) Identify **three** stakeholders involved in the project. (3 Marks)
 - b) State **three** roles of the stakeholders mentioned in a) above. (3 Marks)
 - c) Discuss **four** benefits of engaging stakeholders in community projects. (8 Marks)
 - d) Analyze three Challenges an organization may face if they do not engage stakeholders. (6 Marks)
12. Sandra is managing a new supersonic aircraft design project. This is a massive project, and its success is hugely important for her organization. She has been tasked to identify potential stakeholders for the project to be a success.
- a) Discuss **five** reasons that make it necessary for the organization to undertake project stakeholder analysis. (10 Marks)
 - b) Explain **five** levels of engagement the organization should consider to manage the stakeholders. (10 Marks)
13. Walmart is one of the world's largest retailers, with a complex network of stakeholders. In recent years, the company has faced criticism over its treatment of employees and suppliers, as well as its impact on the environment. To address these concerns, Walmart has implemented a comprehensive stakeholder engagement strategy.
- a) Describe **five** stakeholder engagement strategies. (10 Marks)
 - b) Explain **five** skills that project managers should possess to be able to effectively manage stakeholders. (10 Marks)

14. Kenya Literature Bureau a publishing company saw a significant rise in issues, a lot of unpleasant “surprises” were cropping up; business was down as new resources were hired, also some of the projects were poorly estimated. The local university was unhappy as their eBook products reached campus late for use by professors and students. In some cases, the books were a week or two late. Since the courses must start on schedule and students need their books at the beginning of their courses, the new lucrative college customer was unhappy.

- a) Discuss **five** barriers to effective stakeholder communication. (10 Marks)
- b) Explain **five** benefits of stakeholder communication to organizations. (10 Marks)

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