



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

TIME 3 HOURS

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 (3) 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. Stakeholders are individual members or organizations who are actively involved in the project and whose interests may be positively or negatively affected by project implementation. Highlight **four** ways through which an organization may identify potential project stakeholders. (4 Marks)
2. State **four** elements of projects that require stakeholder analysis. (4 Marks)
3. List **four** advantages of involving the community during project implementation. (4 Marks)
4. State **four** characteristics of projects that require stakeholder analysis at their early stage of development. (4 Marks)
5. Identifying and mapping stakeholders helps in managing their expectation from the project goals. Outline **four** steps that a project manager should follow when performing stakeholder mapping for a project. (4 Marks)
6. Highlight **four** reasons that make it necessary for an organization to develop a stakeholder map. (4 marks)
7. One way of managing stakeholders' interest is through communication and meetings. State **four** types of communication that you would use to disseminate information to the project stakeholders. (4 Marks)
8. Stakeholders interest usually accelerate or slow down project implementation. identify **four** ways of determining stakeholders' interests in a project. (4 Marks)
9. Highlight **four** advantages of monitoring stakeholders' engagement in a project. (4 Marks)
10. Outline **four** benefits of preparing stakeholders' engagement report which can be presented to the project sponsors. (4 Marks)

SECTION B: (60 MARKS)

Answer question 11 and any other TWO questions in this section. Each question is 20 marks

11. Get Better Investment (GBI) is an enterprise dealing with pot plants multiplication and export process. The enterprise has integrated different stakeholders in their operations, and recently the enterprise has been experiencing conflict among the stakeholders. Elvis, has been employed as a human resource manager and tasked with the responsibility of coming up with systems to ensure that conflict management as a result of issues related to communication are addressed. With reference to the above case.
- a) Explain **three** communication channels that Elvis may use when communicating with project stakeholders. (6 Marks)
 - b) Analyze **two** factors to consider when selecting a communication channel in a project. (4 Marks)
 - c) Discuss **five** stakeholder communication requirements that should guide a project team when communicating with stakeholders. (10 Marks)
12. As a project manager for project X you are required to identify and manage the stakeholder interest in the project that your organization is implementing or sponsoring.
- a) Describe **four** factors that project team should consider when analysing stakeholders' Interests in a project. (8 marks)
 - b) Explain **six** benefits to an organization for allowing project stakeholders to participate in decision making. (12 Marks)
13. An organization Y is considering factory expansion project which will require more land for their project.
- a) Discuss **five** types of stakeholders that would participate in this project. (10 Marks)
 - b) Explain **five** reasons that make it necessary for an organization to develop a stakeholder engagement framework (10 Marks)
14. As a project management expert, you are required to develop list of tools that can help in identifying stakeholders' interest in a project.
- a) Explain **six** tools of assessing stakeholders' influence and interest towards the project. (12 Marks)
 - b) Describe **four** ways in which stakeholders' engagement assessment matrix can assist an organization when analysing project stakeholders' interests. (8 Marks)