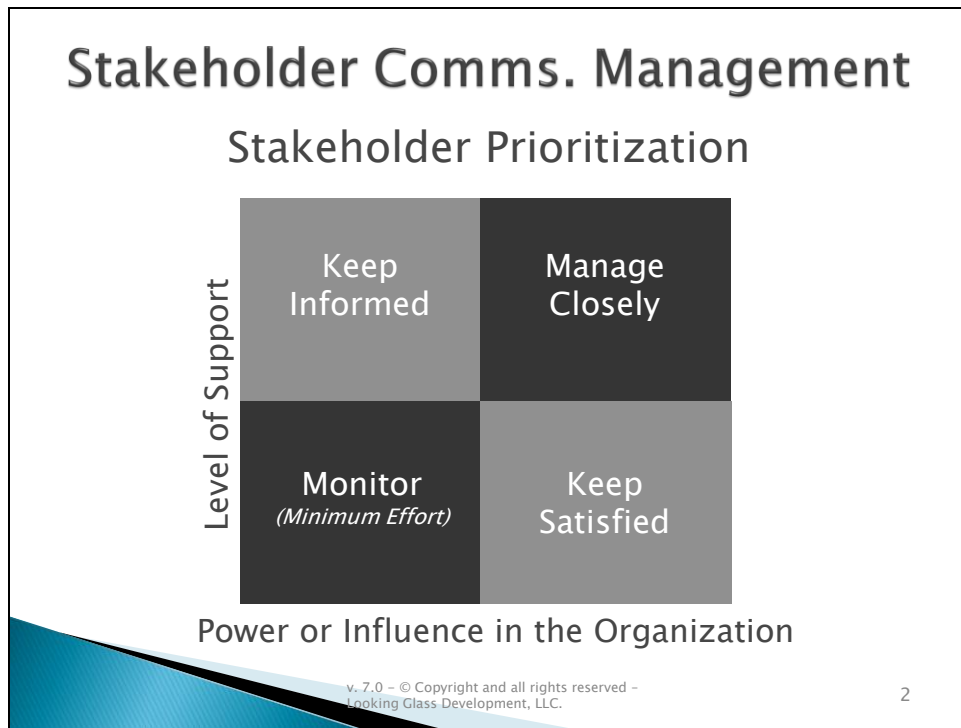


Risk Management Professional (RMP)[®] Exam Prep

Chapter 04 - Stakeholder Management & Communication

WORKBOOK

Stakeholder Management & Communication



Stakeholder Comms. Management

Stakeholder Engagement Classification

- ◆ Unaware
- ◆ Resistant
- ◆ Neutral
- ◆ Supportive
- ◆ Leading

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Stakeholder Comms. Management

Communications Terms

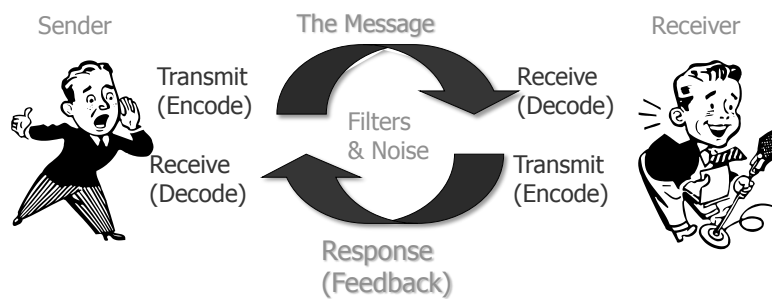
- ❖ Response
- ❖ Channel
- ❖ Nonverbal
- ❖ Para Lingual
- ❖ Active Listening
- ❖ Effective Listening
- ❖ Feedback



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Stakeholder Comms. Management

The Communication Model is made up of four parts within a circle: the sender, the message, the receiver, the response.



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Stakeholder Comms. Management

The Communications Management Plan

- ❖ Stakeholder communication requirements
- ❖ Format, content, level of detail
- ❖ Person responsible for communicating
- ❖ Receivers
- ❖ Methods or technologies
- ❖ Frequency
- ❖ Escalation process
- ❖ Updating process
- ❖ Glossary



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Questions and Answers

Review Questions:

1. Which of the following is a key axis used for stakeholder prioritization?
 - A. Role of the stakeholders
 - B. Level of support for the project
 - C. Title of the stakeholder
 - D. All of the above

2. Kelly is managing a road construction project using a linear methodology. The project is currently in the execution phase. During the planning phase of the project, she created a detailed stakeholder management plan for the project. However, the plan does not define the frequency of its review. How often should the stakeholder management plan be reviewed by Kelly?
 - A. On a weekly basis
 - B. On a monthly basis
 - C. Regularly, with the frequency decided by Kelly
 - D. The stakeholder management plan should not be reviewed during the execution phase of the project

3. Bob is developing his project's stakeholder management strategy. He is working hard to consider all enterprise environmental factors as part of his process. Which of the following enterprise environmental factors should be paid special attention to during this process?
 - A. Lessons learned from past similar projects
 - B. Purchased commercial databases
 - C. Organizational process assets such as templates
 - D. His organization's unique culture and structure

4. The goal of project stakeholder management is to engage the project stakeholder with the project. What is the objective of effectively keeping the project stakeholders engaged with the project?
 - A. To manage their expectations so that the project objectives are achieved
 - B. To ensure consistent project management methodologies are used across the organization's projects
 - C. To ensure the project team members are motivated
 - D. To exclude negative stakeholders

5. Stephanie is managing a new automobile development project for her organization. It is a large project requiring resources from several locations and its success is critical for the company. What is the most desirable level of engagement for all Stephanie's major project stakeholders?
- A. Resistance stakeholders
 - B. Neutral stakeholders
 - C. Supportive stakeholders
 - D. Leading stakeholders
6. Tom is in the early stages of his project. His sponsor asks that he present a list of identified stakeholders at the next project update meeting. He also asks that Tom include the stakeholders current and desired engagement levels so the team can determine the stakeholder management strategy. Which of the following can Tom use to summarize all the required information in a tabular form?
- A. Stakeholder engagement assessment matrix
 - B. Communications management plan
 - C. Stakeholder register
 - D. Stakeholder management plan
7. Which of the following is always a stakeholder?
- A. A person who does not want the project completed
 - B. A union worker who will use the product or service
 - C. A functional manager from the finance department
 - D. A worker who might lose their job because of the project

Answer Key:

1. B
Stakeholders are prioritized using a four square grid that is made of two axes: Level of support for the project and power or influence within the organization.
2. C
On any project, the project stakeholders' interests, needs, expectations and engagement levels may change over time. To manage this, the stakeholder management plan should be reviewed regularly by the project manager. The frequency of this review should be decided by the project manager if not imposed by senior management.
3. D
Lessons learned and project templates are organizational process assets, not enterprise environmental factors. Commercial databases typically provide very limited information to help develop the stakeholder management plan. The best answer is the organization's unique culture and structure.
4. A
The core objective for stakeholder engagement management is to ensure that the project stakeholders are kept satisfied and their expectations are met throughout the project. Keeping the project team members motivated and using a consistent methodology are generic objectives of project management. Excluding negative stakeholders will usually have adverse repercussions on the project.
5. C
The ideal situation on any project is for the stakeholders to be supportive. This helps to ensure timely resolution of issues. Unfortunately, this is not always achievable. If all major stakeholders assume a leading role, this leads to significant conflict.
6. A
Both "plans" are detailed textual documents. They are not presentation tools. Both the stakeholder register and stakeholder engagement assessment matrix contain the required information. However, the stakeholder engagement assessment is the best tool to be selected in this situation as it only presents the information required by the project sponsor in a tabular format.

7. B

The user of the result of a project is always a stakeholder. The others might or might not be stakeholders.