Cert Guide

Stand out with a project management certification

Practice
Tests

Flash
Cards

Review
Exercises

Study
Planner

Project Management Professional (PMP)®

GREGORY M. HORINE

ASAD E. HAQUE

Project Management Professional (PMP)® Cert Guide

See inside ▶▶▶

**for your Pearson Test Prep activation code
and special offers**

accordingly and try to win their level of support. If resistant stakeholders begin to negatively impact the project, again you will act accordingly, this time to ensure the negative impact is either eliminated or at least kept to a minimum.

EXAM TIP!   When stuck on a question, always look at option choices that refer to engaging, motivating, and collaborating with stakeholders (including team members). You always want to take the proactive approach, so always look for options that are proactive rather than reactive. For example, if you've identified an issue, always address the issue immediately rather than waiting for a stakeholder to point out the issue before you address it.

Exam Preparation Tasks

As mentioned in the section "How to Use This Book" in the Introduction, you have a couple of choices for exam preparation: the exercises here, Chapter 18, "Final Preparation," and the exam simulation questions on the Pearson Test Prep practice test software.

Review All Key Topics

Review the most important topics in this chapter, noted with the Key Topic icon in the outer margin of the page. Table 5-3 lists a reference of these key topics and the page numbers on which each is found.

Key Topic

Table 5-3   Key Topics for Chapter 5

Key Topic Element	Description	Page Number
Paragraph	Definition of a stakeholder	158
Section	Stakeholder Grid	161
Section	Salience Model	164
Exam Tip	Updating the stakeholder register	167
Figure 5-5	A Stakeholder Engagement Assessment Matrix	167
Section	Stakeholder Engagement Plan	169

Define Key Terms

Define the following key terms from this chapter and check your answers in the glossary:

stakeholder, stakeholder grid, interest, salience model, power, legitimacy, urgency, stakeholder register, stakeholder engagement assessment matrix, stakeholder engagement plan
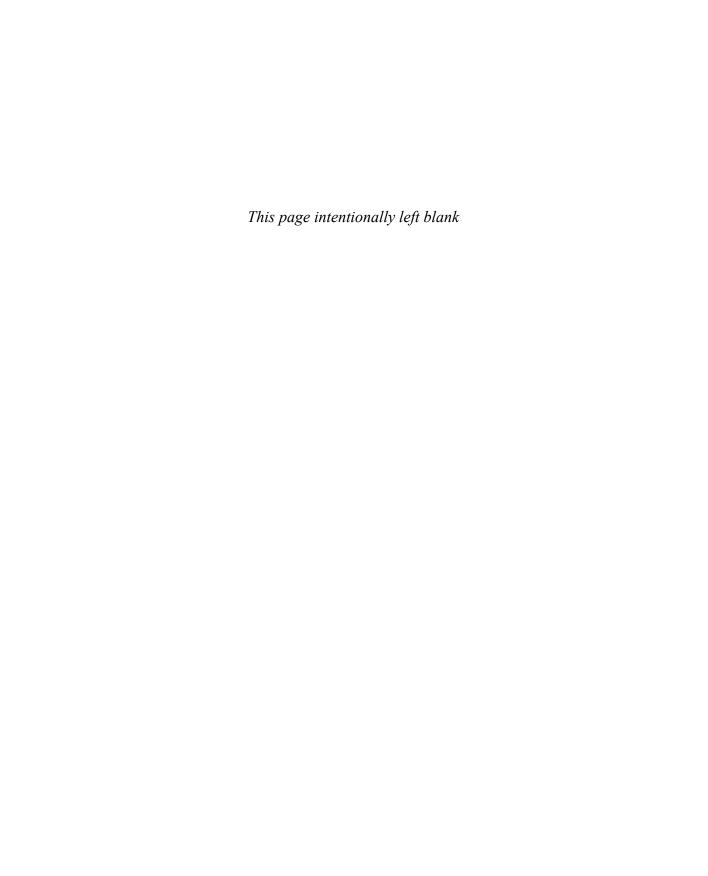
Review Questions

1. You are the project manager of a new project, and you know from past experience that one of the key stakeholders on the project constantly requests changes throughout a project. You want to avoid this situation. What should you do?

   a. Avoid communicating too many results with this stakeholder. The less they know, the fewer changes they will request.

   b. Involve the stakeholder as early as possible and request their input regularly throughout the project.

   c. Consider this situation as a risk to the project and update the risk register.

   d. Observe this stakeholder's involvement, and if this becomes an issue, then escalate to the sponsor.

2. Who would least likely be considered a stakeholder in the following situations?

   a. A building inspector who has to approve the work before the owners are allowed to move in

   b. The vendor that you have decided to order raw materials from this one time and that you have never done business with before

   c. A technical expert whom you sometimes refer to for advice

   d. End users of a system's implementation project

3. You are part of the way through a project, but before you can move to the next stage, you need to get approval from a local government agency. What direction of influence does this government agency fall into in relation to your organization?

   a. Upward

   b. Downward

   c. Outward

   d. Sideward

4. A senior decision maker on your project has recently left your organization and is no longer impacted by the project, nor will this person have any influence on the project. What should you do next?

    a. Update the risk register because this person was a key decision maker.

    b. Notify the team.

    c. Reach out to the replacement.

    d. Update the stakeholder register identifying this person as a non-stakeholder.

5. Which of the following tools might you use to identify stakeholders throughout your project? (Choose three.)

    a. Questionnaires and surveys

    b. Check sheet

    c. Meetings

    d. Statistical sampling

    e. Expert judgment

6. You are analyzing a document and notice that one of your stakeholders is unaware of the project, but you want them to be supportive. What document are you most likely analyzing?

    a. Stakeholder engagement plan

    b. Stakeholder engagement assessment matrix

    c. Salience model

    d. Power and interest grid

7. A stakeholder has power, legitimacy, and urgency. How would you classify this stakeholder?

    a. Definitive stakeholder

    b. Manage closely

    c. Demanding stakeholder

    d. Dangerous stakeholder

8. Your project is currently over budget and behind schedule, and you are looking at the stakeholder engagement assessment matrix. From this document, what indicates to you that you need to take some action to engage and communicate with the stakeholder?

    a. There is a C in the Resistant column.

    b. There are a C and D in the same column.

    c. The C and D are in different columns.

    d. There is a D in the Supportive column.

9. If senior management doesn't want you to spend time writing a project charter because they don't see the value, what should you do?

    a. Continue writing the project charter and show senior management afterward how the charter benefitted the project.

    b. Stop writing the project charter to comply with their request.

    c. Review the benefits of the project charter with them.

    d. Escalate the issue to the sponsor.

10. From the following table, which stakeholder will be the project manager's highest priority stakeholder to reach out to?

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
A	C			D	
B			C	D	
C					C, D
D				C, D	

This page intentionally left blank

This chapter covers the following topics on scope management:

- **What Is Scope Management?:** Review the concepts of scope and learn why managing scope is a critical success factor for a project.

- **Planning Scope Management:** Review the process for planning the scope of the project.

- **Collecting Requirements:** Learn the common tools and artifacts needed to successfully collect requirements from appropriate stakeholders.

- **Scope Definition:** Examine the development of the scope statement.

- **The Work Breakdown Structure (WBS):** Review the purpose of the work breakdown structure and the scope baseline.

- **Validate Scope:** Review the process of customer acceptance of the deliverables.

- **Control Scope:** Identify the project manager's responsibility for properly controlling the scope of a project.

- **Agile Considerations for Scope Management:** Examine the agile approach to managing scope.