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PROJECT MANAGEMENT LEVEL 6

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

MANAGE PROJECT STAKEHOLDERS

July/August 2024



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

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INSTRUCTIONS TO CANDIDATE

1. This paper consists of two sections; A and B
2. Answer ALL the question as guided in each section
3. Marks for each question are as indicated in the brackets
4. You are provided with a separate answer booklet to answer the questions
5. Do not write in this question paper

This paper consists of FOUR (4) 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 questions in this section.

1. The Salience model is one way of stakeholder analysis. State FOUR classifications of stakeholders according to this model. (4 Marks)
2. In the context of project management, a stakeholder is not necessarily a shareholder. Using relevant examples distinguish between stakeholder and shareholder. (4 Marks)
3. The stakeholder register is an important document in managing stakeholders. Highlight FOUR contents of a stakeholder register. (4 Marks)
4. Conflicts are usual in projects. State FOUR sources of conflict amongst stakeholders in projects. (4 Marks)
5. There are various tools that are used to collect data about stakeholders. List FOUR stakeholder data collection tools. (4 Marks)
6. Different organizations use different communication channels when communicating to external stakeholders. Outline FOUR communication channels. (4 Marks)
7. Effective stakeholder engagement is a key to the success of a project. State FOUR guidelines to follow when engaging stakeholders in a project. (4 Marks)
8. Mukaya, a project manager, needs to gain stakeholder support for his projects. Identify FOUR strategies he may be using to gain stakeholder support. (4 Marks)
9. As a project manager, it is necessary to prepare reports for the project stakeholders. Outline FOUR ways in which project managers present reports to project stakeholders. (4 Marks)
10. When collecting data about stakeholders, there are various challenges that you go through. Identify FOUR challenges experienced when collecting stakeholder's data. (4 Marks)

SECTION B (60 MARKS)

Answer Question 11 (compulsory) and any other two questions

11. Brenda, a seasoned project manager in Kenya, is leading a non-profit organization's initiative to establish mobile health clinics in disadvantaged rural communities. Despite the noble objectives of the project, Brenda encounters significant challenges within the organization. Silos and fragmented communication affects the project team, with individuals from various departments working in isolation and failing to coordinate their efforts effectively. Resistance to change further complicates matters, as many employees are hesitant to embrace the necessary operational shifts required for the project's success. Additionally, limited cross-functional collaboration inhibits synergy among departments, hindering efforts to streamline processes and allocate resources efficiently. These internal cooperation issues threaten to impede progress and undermine the project's ability to deliver much-needed healthcare services to rural populations.
- Apart from the challenges she is encountering in the organizations Brenda knows very well that she has to work with various stakeholders to ensure that the health project will be a success. Among the challenges she has to incorporate external stakeholders are: to be able to get support, resources, and necessary approvals, to foster community trust, participation and support for the project, to leverage the existing expertise, to get additional funding technical assistance and expertise to support the project implementation, to get technological solutions to enhance the project effectiveness and efficiency among others.

Using the case study above:

- a) Advise Brenda on FIVE strategies she can adopt to ensure that there is cooperation amongst project team members and other stakeholders. (10 Marks)
 - b) Explain FIVE external stakeholders that Brenda can work with to make the health project successful. (10 Marks)
- 12.
- a) Salient model is used as a stakeholder analysis technique. Discuss FOUR advantages of the salient model. (8 Marks)
 - b) Shareholder communication plan is an important aspect in management of the stakeholders Discuss SIX components of stakeholder communication plan. (12 Marks)
- 13.

- a) Stakeholder management involves various activities to be followed for project managers to achieve success. Explain FOUR activities that are involved in project stakeholder management. (8 Marks)
- b) Stakeholder management requires effective analysis . Describe FOUR ways of handling the 'High influence, High interest' category of stakeholder as per the influence/interest stakeholder analysis matrix. (12 Marks)
- 14.
- a) Over the past decade, Hassan has been successfully implementing community projects in Northern Kenya. He attributes his success to effective stakeholder management. Explain FIVE benefits that Hassan may gain from proper stakeholder management in his projects. (10 Marks)
- b) Reports contain important information needed by various project stakeholders. Explain FIVE factors a project manager may consider when preparing project reports. (10 Marks)

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