

Situational and Real World Application “It is important that the PMP addresses the Knowledge Areas”	
Knowledge Area ‘XXX’ Management	If you fail to <u>effectively address</u> ‘XXX’ management...
Scope	your client may start requesting additional items that could impact project goals. There is no control loop for scope.
Schedule	the schedule could slip rapidly, or you may be unable to determine any variances between planned time and actual time.
Cost	you may be unable to determine variances between planned cost and actual cost.
Quality	you may be unable to obtain sign-off on completed work products due to the lack of clearly defined standards of acceptable completed criteria. this could result in cost and schedule overruns.
Resources	you may be unable to place the right resources on the right project at the right time.
Communications	you may be unable to work effectively with stakeholders and the team, which could result in strained stakeholder expectations or activity completion issues.
Risk	the project could encounter unforeseen (and thus, unplanned) risk events that could damage or potentially destroy the project.
Procurement	your failure to engage outside vendors successfully could result in scope and completion issues.
Stakeholder	your failure to engage stakeholders could result in stakeholder engagement and expectation issues.

Situational and Real World Application		
Failure to effectively perform the XXX process can result in (or lead to)...		
Knowledge Area	Process	Description
Integration	Project Charter	a project that does not exist
	<u>PMP</u>	<u>See Previous Page</u>
	Direct & Manage Project Work	work that may not deliver expected results
	Manage Project Knowledge	a failure to create new knowledge which could have a negative impact on achieving project objectives and add to organizational learning
	Monitor & Control Project Work	reactive, rather than proactive, project management
Scope	Perform ICC	undocumented or unapproved changes that are required to achieve project objectives
	Close Project or Phase	the inappropriate closing of the project and inadequate / incomplete lessons learned, project archives and storage
	Plan Scope Management	scope creep
	Collect Requirements	incomplete or incorrect requirements
	Define Scope	a discovery of requirements not determined during planning
Schedule	Create WBS	the discovery of required items that were not considered during initial planning
	Validate Scope	difficulty or failure to obtain formal sign-off for deliverables for the project
	Control Scope	the team working on an unapproved change request
	Plan Schedule Management	the creation and modification of a schedule without controls or guidance and inconsistency would likely define the project
	Define Activities	work products taking longer than expected, inaccurate activity durations estimates, and the introduction of out-of-scope items into the project
	Sequence Activities	can generate a variety of issues, such as the inability to start work because predecessor activities have not been completed or performing work that does not make logical sense
	Estimate Activity Duration	the failure to properly estimate activities, which often result in schedule and cost overruns
	Develop Schedule	not knowing when activities should. if not addressed, misallocation of resources can result
		the existence of multiple schedule versions, all different and all official, and the communication of outdated schedule information
	Control Schedule	

Situational and Real World Application		
Failure to effectively perform the XXX process can result in (or lead to)...		
Knowledge Area	Process	Description
Cost	Plan Cost Management	the project manager spending \$\$\$ without established controls or guidance leading to inconsistencies
	Estimate Costs	project termination if a funding shortfall or if cost analysis shows that the project is operating with an unacceptable profit margin
	Determine Budget Control Costs	cost overruns; or could be delayed due to lack of funds to acquire more resources delays that arise from efforts to determine the most effective approach for the elimination of cost overruns
Quality	Plan Quality Management Manage Quality	often produces project results that are out of alignment with the project scope statement could produce a project result that was not functional because the specifications were inaccurate
	Control Quality	excessive rework of the product being created and/or product returns by the customer incomplete or incorrect requirements
Resources	Plan Resource Management	is not executed effectively, the project could be negatively impacted by resources without the proper skill set, resources that are not brought into the project at the optimal time
	Estimate Activity Resources	serious schedule slippage; reason for slippage can include a lack of sufficient personnel, a lack of personnel with appropriate skill sets, and lack of access to material or equipment appropriate to the project
	Acquire Resources	is not executed effectively, staff and other resources could be improperly assigned and the schedule could be incorrect, resulting in work that is inadequate and untimely
	Develop Team	a lack of cohesiveness among team members; this could lead to disharmony or conflict which could disrupt the work of project
	Manage Team Control Resources	has the same result as a failure to effectively execute the develop team process; a lack of cohesiveness amongst team members can result in a project that is over schedule and/or budget due to resources that are not in place at the correct time and/or required corrective actions that are not performed

Situational and Real World Application		
Failure to effectively perform the XXX process can result in (or lead to)...		
Knowledge Area	Process	Description
Communication	Plan Communication Mgmt.	communication breakdown; issues such as failure to send appropriate info to appropriate people at the appropriate time can arise from this failure
	Manage Communication	ineffective decisions due to the communication of incomplete or untimely information
	Monitor Communication	a number of issues; to make reasonable decision, stakeholders must know the status of the project in the appropriate detail and in a timely fashion
Risk	Plan Risk Management	if plan risk management is ignored, it is likely the project risk environment will become reactive; a reactive risk environment has no predetermined responses for risk that occurs and no process for addressing these risks
	Identify Risks	a reactive risk environment and failure to establish a reasonable lists of risks
	Perform <u>Qual.</u> Risk Analysis	may lead to an inability to appreciate the impact of a risk and/or failure to execute risk responses effectively or in a timely manner
	Perform <u>Quant.</u> Risk Analysis	may lead to an inability to maximize opportunities and minimize threats; also result in not knowing the overall risk exposure of the project
	Plan Risk Responses	a failure to develop responses and strategies for identified project risks which could negatively impact the schedule and budget
	Implement Risk Responses	a failure to avert or minimize negative project risks or in a failure to take advantage of positive project risks
	Monitor Risk Responses	A reactive environment; instead of prioritizing risks by impact and probability, determining cogent risk responses, and anticipating risk occurrences based on triggers, each triggers would be addressed as it occurred without any planning and with no regard for the urgency or impact of the risk

Situational and Real World Application		
Failure to effectively perform the XXX process can result in (or lead to)...		
Knowledge Area	Process	Description
Procurement	Plan Procurement Management	effectively can result in incomplete source selection criteria, which could lead to an unsatisfactory seller; unclear procurement sow, which could lead to unrealistic seller responses; and unsatisfactory make-or-buy decisions, which could lead to excessive project cost
	Conduct Procurements	selected sellers that are not awarded a contract, selected sellers that are inferior to other bidders, and agreements that are unenforceable or heavily favor the buyer or seller
	Control Procurements	disputed change requests requiring lengthy negotiations and as a last resort, alternative dispute resolution (ADR); also may result in failure to identify seller performance issues in a timely manner and to close contracts correctly
Stakeholder	Identify Stakeholders	a deficient stakeholder register and a project outcome that doesn't align with the needs of the stakeholders
	Plan Stakeholder Engagement	stakeholder communications issues such as failure to inform a stakeholder of status updates to issue logs, or change request and approvals
	Manage Stakeholder Engagement	failure to meet stakeholder expectations and addressing their issues in a timely manner, which negatively impacts stakeholder engagement
	Monitor Stakeholder Engagement	a failure to distribute work performance info (WPI) and requested changes to the appropriate stakeholder; such a situation can decrease stakeholder engagement