



# Lesson 1 Vocabulary



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## **PROJECT MANAGEMENT OFFICE (PMO)**

A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools and techniques. PMOs are more common in larger organizations because of the number of projects that can be in process at the same time.



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## TAILORING

Tailoring is the deliberate adaptation of the project management approach, governance, and processes to make them more suitable for the given environment and the work at hand.



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## **STRATEGIC PLAN**

A high-level business document that explains an organization's vision and mission plus the approach that will be adopted to achieve this mission and vision, including the specific goals and objectives to be achieved during the period covered by the document.



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## **BENEFITS MANAGEMENT PLAN**

The documented explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project or program. It also describes how and when the benefits of a project will be derived and measured. Both the business case and the benefits management plan are developed with the benefits owner prior to the project being initiated. Additionally, both documents are referenced after the project has been completed. Therefore, they are considered business documents rather than project documents or components of the project management plan.



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## **COST-BENEFIT ANALYSIS**

Is one method of measuring or evaluating a project's benefit and value.



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## OPPORTUNITY COST

A concept applied to quantify the missed opportunity when deciding to use a resource (e.g. investment dollars) for one purpose versus another. Alternately opportunity cost is the loss of potential future return from the second-best unselected project. In other words, it is the opportunity (potential return) that will not be realized when one project is selected over another.



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## **INTERNAL RATE OF RETURN (IRR)**

The interest rate that makes the net present value of all cash flow equal to zero. This rate is a function of the cost of capital for project implementation.





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## **RETURN ON INVESTMENT (ROI)**

A financial metric of profitability that measures the gain or loss from an investment relative to the amount of money invested.



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## CHANGE MANAGEMENT

A comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current state to a future state in which they realize desired benefits. It is different from project change control, which is a process whereby modifications to documents, deliverables, or baselines associated with the project are identified and documented, and then are approved or rejected.



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## THRESHOLD

A predetermined value of a measurable project variable that represents a limit that requires action to be taken if it is reached.



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## **TOLERANCE**

The quantified description of acceptable variation for a quality, risk, budget, or other project requirement.



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## ESCALATE

The act of seeking helpful intervention in response to a threat that is outside the scope of the project or beyond the project manager's authority.



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## PROJECT LIFE CYCLE

The series of phases that a project passes through from its start to its completion.



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## PHASE

Refers to a collection of activities within a project. Each project phase is goal oriented and ends at a milestone.



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## PHASE GATE

A point review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a project or program.





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### **MINIMUM VIABLE PRODUCT (MVP)**

The smallest collection of features that can be included in a product for customers to consider it functional. In Lean methodologies, it can be referred to as “bare bones” or “no frills” functionality.



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## **SEQUENTIAL RELATIONSHIP**

Refers to a consecutive relationship between phases; phases occur in procession and without overlap.



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## OVERLAPPING RELATIONSHIP

A type of phase-to-phase relationship characterized by phases that start prior to the ending of the previous phase. Therefore, activities in different phases run concurrently with one another.



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## QUALITY POLICY

The basic principles that should govern the organization's actions as it implements its system for quality management.



## Lesson 2 Vocabulary

# STAKEHOLDER

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## STAKEHOLDER

An individual, group or organization that may affect, be affected by or perceive itself to be affected by a decision, activity or outcome of a project, program or portfolio.

# STAKEHOLDER ANALYSIS



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## STAKEHOLDER ANALYSIS

A technique of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be considered throughout the project.

# STAKEHOLDER REGISTER

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## STAKEHOLDER REGISTER

A project document including the identification, assessment, and classification of project stakeholders.



# STAKEHOLDER ENGAGEMENT PLAN



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## STAKEHOLDER ENGAGEMENT PLAN

A component of the project management plan that identifies the strategies and actions required to promote productive involvement of stakeholders in project or program decision-making and execution. Used to understand stakeholder communication requirements and the level of stakeholder engagement in order to assess and adapt to the level of stakeholder participation in requirements activities.

# COMMUNICATIONS MANAGEMENT PLAN



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## COMMUNICATIONS MANAGEMENT PLAN

A component of the project, program, or portfolio management plan that describes how, when, and by whom information about the project will be administered and disseminated.

# COMMUNICATION MODEL



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## COMMUNICATION MODEL

A description, analogy, or schematic used to represent how the communication process will be performed for the project.

# CROSS- FUNCTIONAL TEAM



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## CROSS-FUNCTIONAL TEAM

Teams that have all the capabilities to deliver the work they've been assigned. Team members can specialize in certain skills, but the team is capable of delivering what they've been called on to build. See also "self-organizing teams".

# GENERALIZING SPECIALISTS



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## GENERALIZING SPECIALISTS

Refers to a project team member who has a particular area of deep expertise but also has experience in many other areas that may not be directly related to their core area. These team member types are valued on agile projects because of their ability to be interchangeable.

# T-SHAPED



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## T-SHAPED

Refers to a person whose skill set comprises one area of specialization and broad ability in other skills required by the team.

# TEAM CHARTER

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## TEAM CHARTER

A document that records the team values, agreements, and operating guidelines as well as establishes clear expectations regarding acceptable behavior by project team members.

# GROUND RULES

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## GROUND RULES

Expectations regarding acceptable behavior by project team members.



# VIRTUAL TEAM

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## VIRTUAL TEAM

A group of people with a shared goal who fulfill their roles with little or no time spent meeting face-to-face.

# COLOCATION

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## COLOCATION

An organizational placement strategy in which the project team members are physically located close to one another to improve communication, working relationships, and productivity.

# KEY PERFORMANCE INDICATORS (KPIs)



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## KEY PERFORMANCE INDICATORS (KPIs)

A set metric used to evaluate a project, an organizational unit, or a project team's performance against the project vision and objectives. KPIs can be time bound.

# PRODUCT BOX EXERCISE



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## PRODUCT BOX EXERCISE

A technique used to explain a desired solution or outcome. Stakeholders try to describe aspects of a solution in the same way a marketer might describe product features and benefits on a box.

# XP METAPHOR

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## XP METAPHOR

A common Extreme Programming (XP) technique that describes a common vision of how a program works.

# PROJECT CHARTER



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## PROJECT CHARTER

A document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

# PRODUCT MANAGEMENT



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## PRODUCT MANAGEMENT

The integration of people, data, processes, and business systems to create, maintain, and evolve a product or service throughout its life cycle.



## Lesson 3 Vocabulary



# SUBSIDIARY MANAGEMENT PLANS



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## PROJECT MANAGEMENT PLAN COMPONENTS

### SUBSIDIARY MANAGEMENT PLANS

- Scope management plan
- Requirements management plan
- Schedule management plan
- Cost management plan
- Quality management plan
- Resource management plan
- Communications management plan
- Risk management plan
- Procurement management plan
- Stakeholder engagement plan

# BASELINES



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## PROJECT MANAGEMENT PLAN COMPONENTS

### BASELINES

- Scope baseline
- Schedule baseline
- Cost baseline

# ADDITIONAL COMPONENTS



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## PROJECT MANAGEMENT PLAN COMPONENTS

### ADDITIONAL COMPONENTS

- Change management plan
- Configuration management plan
- Performance measurement baseline
- Project life cycle
- Development approach
- Management reviews

# PROJECT DOCUMENTS



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## PROJECT DOCUMENTS

Any documents that are prepared in support of a project – for example, requirements, specifications, contracts with vendors, design documents, test plans, and publications that will be delivered to the client along with the final product.

# PROJECT SCOPE

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## **PROJECT SCOPE**

The features, functions, and works that characterize the delivery of a product, service, and/or result.

# PRODUCT SCOPE



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## PRODUCT SCOPE

The functions and features that characterize a product or a service.

# ROLLING WAVE PLANNING



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## ROLLING WAVE PLANNING

An iterative planning technique in which the work to be accomplished in the near term is planned in detail, while the work in the future is planned at a higher level.

# PROGRESSIVE ELABORATION



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## PROGRESSIVE ELABORATION

The iterative process of increasing the level of detail in a project management plan as greater amounts of information and more accurate estimates become available.



# PRODUCT ROADMAP



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## PRODUCT ROADMAP

A high-level visual summary of the product or products of the project that includes goals, milestones, and potential deliverables.

# MILESTONE



## MILESTONE

A specific point within a project life cycle used as a measure in the progress toward the ultimate goal. A milestone marks a specific point along a project timeline. The point may signal anchors such as a project start and end date, a need for external review, or input and budget check. It is represented as a task of zero duration and is displayed as an important achievement in a project.

# COLLECT REQUIREMENTS PROCESS



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## COLLECT REQUIREMENTS PROCESS

The process in which requirements documentation is developed. Precedes the Define Scope process.

# REQUIREMENTS DOCUMENTATION



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## REQUIREMENTS DOCUMENTATION

A description of how individual requirements meet the business need for the project.

# USER STORY

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## USER STORY

An informal, general explanation of a product, service, or software feature written from the perspective of the end user. Its purpose is to articulate how the feature will provide value to the customer.

# NOMINAL GROUP TECHNIQUE



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## **NOMINAL GROUP TECHNIQUE**

A technique that enhances brainstorming with a voting process used to rank the most useful ideas for further brainstorming or for prioritization.

# MULTI-CRITERIA DECISION ANALYSIS



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## MULTI-CRITERIA DECISION ANALYSIS

A technique that utilizes a decision matrix to provide a systematic, analytical approach for establishing criteria, such as risk levels, uncertainty, and valuation, to evaluate and rank many ideas.

# BENCHMARKING



## **BENCHMARKING**

The comparison of actual or planned products, processes, and practices to those of comparable organizations to identify best practices, generate ideas for improvement, and provide a basis for measuring performance.



# CONTEXT DIAGRAM

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## CONTEXT DIAGRAM

Visual depiction of product scope, showing a business system (process, equipment, computer system, etc.) and how people and other systems interact with it.

# STORYBOARDING

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## STORYBOARDING

The prototyping method that uses visuals or images to illustrate a process or represent a project outcome. Storyboards are useful to illustrate how a product, service, or application will function or operate when it is complete.

# PROTOTYPES

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## PROTOTYPES

A method of obtaining early feedback on user requirements by building a working model of the expected product. Prototypes can be used to solicit aesthetics, functionalities etc. Several iterations may be displayed.

# SCOPE MANAGEMENT PLAN



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## SCOPE MANAGEMENT PLAN

A component of the project or program management plan that describes how the scope will be defined, developed, monitored, controlled, and validated.

# WORK BREAKDOWN STRUCTURE (WBS)



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## WORK BREAKDOWN STRUCTURE (WBS)

A hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables.



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## EPIC

A large body of work that can be broken down into smaller pieces—features and user stories. Epics can take months to complete.

# FEATURE



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## FEATURE

A set of related requirements that allows the user to satisfy a business objective or need.

# SCHEDULE MANAGEMENT PLAN



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## SCHEDULE MANAGEMENT PLAN

A component of the project or program management plan that establishes the criteria and activities for developing, monitoring, and controlling the schedule.



# WORK PACKAGE

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## **WORK PACKAGE**

The work defined at the lowest level of the work breakdown structure (WBS) for which cost and duration are estimated and managed.

# DEPENDENCY

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## DEPENDENCY

A relationship between one or more tasks/activities. A dependency may be mandatory or discretionary, internal or external. See also “start-to-start”; “start-to-finish”; “finish-to-start”; and “finish-to-finish”.

# PRECEDENCE RELATIONSHIP



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## PRECEDENCE RELATIONSHIP

A logical dependency used in the precedence diagramming method.

# CRITICAL PATH



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## CRITICAL PATH

The sequence of activities that represents the longest path through a project, which determines the shortest possible duration.

# PROJECT ACTIVITY

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## **PROJECT ACTIVITY**

A distinct, scheduled portion of work performed during a project.

# ACTIVITY LIST

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## ACTIVITY LIST

A documented tabulation of schedule activities that shows the activity description, activity identifier, and a sufficiently detailed scope-of-work description so project team members understand what work is to be performed.

# ACTIVITY DEPENDENCY



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## **ACTIVITY DEPENDENCY**

A logical relationship between two project activities.

# PRECEDENCE DIAGRAMMING METHOD



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## PRECEDENCE DIAGRAMMING METHOD

A technique used to create the network diagram. It constructs a schedule model in which activities are represented by nodes and are graphically linked by one or more logical relationships to show the sequence in which the activities are to be performed.



# LEAD



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## LEAD

The amount of time a successor activity can be advanced with respect to a predecessor activity.



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## LAG

The amount of time a successor activity will be delayed with respect to a predecessor activity.

# CRITICAL PATH METHOD



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## CRITICAL PATH METHOD

A technique of schedule analysis in which the schedule activities are evaluated to determine the float or slack for each activity and the overall schedule. To calculate critical path, use the forward and backward pass along with float analysis to identify all network paths, including critical.

# FLOAT



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## FLOAT

The difference between the early and late dates.

# TOTAL FLOAT



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## TOTAL FLOAT

The amount of time that a schedule activity can be delayed or extended from its early start date without delaying the project finish date or violating a schedule constraint.

# FREE FLOAT



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## FREE FLOAT

The amount of time that a scheduled activity can be delayed without impacting the early start date of any subsequent scheduled activity

# EARLY FINISH DATE (EF)



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## EARLY FINISH DATE (EF)

The earliest possible point in time when the uncompleted portions of a schedule activity can finish based on the schedule network logic, the data date, and any schedule constraints.

# EARLY START DATE (ES)



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## EARLY START DATE (ES)

The earliest possible point in time when the uncompleted portions of a schedule activity can start based on the schedule network logic, the data date, and any schedule constraints.



# LATE FINISH DATE (LF)



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## LATE FINISH DATE (LF)

The latest possible point in time when the uncompleted portions of a schedule activity can finish based on the schedule network logic, the project completion date, and any schedule constraints.

# LATE START DATE (LS)



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## LATE START DATE (LS)

The latest possible point in time when the uncompleted portions of a schedule activity can start based on the schedule network logic, the project completion date, and any schedule constraints.

# RESOURCE SMOOTHING



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## RESOURCE SMOOTHING

A resource optimization technique in which free and total float are used without affecting the critical path. See also “Resource Levelling” and “Resource Optimization Technique”.

# RESOURCE LEVELLING



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## RESOURCE LEVELLING

A resource optimization technique in which adjustments are made to the project schedule to optimize the allocation of resources and which may affect the critical path.

# FAST TRACKING

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## **FAST TRACKING**

A schedule compression technique in which activities or phases normally done in sequence are performed in parallel for at least a portion of their duration.

# CRASHING



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## CRASHING

Applying additional resources to one or more tasks/activities to complete the work more quickly. Crashing usually increases costs more than risks. In comparison, fast-tracking increases risks.

# SCHEDULE BASELINE



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## SCHEDULE BASELINE

The approved version of a schedule model that can be changed using formal change control procedures and is used as the basis of comparison to actual results. It is one of the main project documents that should be created before the project starts.

# HARDENING ITERATION / ITERATION H



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## **HARDENING ITERATION / ITERATION H**

Specialized increment/ iteration/sprint dedicated to stabilizing the code base so that it is robust enough for release. No new functionality is added. Primarily used for refactoring and/or technical debt.



# SPRINT VELOCITY

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## SPRINT VELOCITY

A descriptive metric used by agile and hybrid teams. It describes the volume of work that a team performs during a sprint. Use this metric to understand the rate of your team's work during an average sprint.

# DEFINITION OF READY (DOR)



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## DEFINITION OF READY (DOR)

A team's checklist for a user-centric requirement that has all the information the team needs to be able to begin working on it.

# DEFINITION OF DONE (DOD)



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## DEFINITION OF DONE (DOD)

A team's checklist of all the criteria required to be met so that a deliverable can be considered ready for customer use.

# ITERATION BACKLOG



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## ITERATION BACKLOG

The work that is committed to be performed during a given iteration and is expected to burn down the duration. The work does not carry over to the next iteration.

# RESOURCE MANAGEMENT PLAN



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## RESOURCE MANAGEMENT PLAN

A component of the project management plan that describes how project resources are acquired, allocated, monitored, and controlled.

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# RESOURCE CALENDAR



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## RESOURCE CALENDAR

A calendar that identifies the working days and shifts for which each specific resource is available.

# RACI CHART



## RACI CHART

Stands for Responsible, Accountable, Consult, and Inform. A common type of responsibility assignment matrix (RAM) that uses responsible, accountable, consult, and inform statuses to define the involvement of stakeholders in project activities.

# MAKE-OR-BUY ANALYSIS



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## MAKE-OR-BUY ANALYSIS

The process of gathering and organizing data about product/service requirements and analyzing data against available alternatives including the purchase or internal manufacture of the product.



# MAKE-OR-BUY DECISIONS



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## MAKE-OR-BUY DECISIONS

Decisions made regarding the external purchase versus internal manufacture of a product.

# PROCUREMENT MANAGEMENT PLAN



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## PROCUREMENT MANAGEMENT PLAN

A component of the project or program management plan that describes how a project team will acquire goods and services from outside the executing organization.

# PROCUREMENT DOCUMENTS



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## PROCUREMENT DOCUMENTS

Documents used in bid and proposal activities, which include the buyer's invitation for bid, expression of interest (EOI); invitation for negotiations; request for information (RFI); request for quotation (RFQ); request for proposal (RFP); and seller's responses.

# STATEMENT OF WORK (SOW)



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## STATEMENT OF WORK (SOW)

A narrative description of products, services, or results to be delivered.

# REQUEST FOR PROPOSAL (RFP)



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## REQUEST FOR PROPOSAL (RFP)

A type of procurement document used to request proposals from prospective sellers of products or services. In some application areas, it may have a narrower or more specific meaning.

# BIDDER CONFERENCES



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## **BIDDER CONFERENCES**

The meetings with prospective sellers prior to the preparation of a bid or proposal to ensure all prospective vendors have a clear and common understanding of the procurement. Also called vendor conferences, pre-bid conferences, or contractor conferences.

# SOURCE SELECTION CRITERIA



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## SOURCE SELECTION CRITERIA

A set of attributes, desired by the buyer, which a seller is required to meet or exceed to be selected for a contract.

# CONTRACT



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## CONTRACT

A mutually binding agreement that obligates the seller (supplier) to provide the specified product or service or result and obligates the buyer to pay for it.



# BURN RATE

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## **BURN RATE**

The rate at which the project consumes financial resources, representing negative cash flow. Burn rates are often used by agile projects to budget costs for planned iterations / sprints / increments.

# COST MANAGEMENT PLAN



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## **COST MANAGEMENT PLAN**

A component of a project or program management plan that describes how costs will be planned, structured, and controlled.

# COST BASELINE



## COST BASELINE

The approved version of the time-phased project budget, excluding any management reserves, which can be changed only through formal change control procedures and is used as a basis for comparison to actual results.

# BUDGET AT COMPLETION (BAC)



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## **BUDGET AT COMPLETION (BAC)**

The sum of all budgets established to provide financial support for the work to be performed.

# CONTINGENCY RESERVE



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## CONTINGENCY RESERVE

Time or money allocated in the schedule or cost baseline for known risks with active response strategies.

# TRIGGER CONDITION



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## TRIGGER CONDITION

An event or situation that indicates that a risk is about to occur.

# OPPORTUNITY

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## **OPPORTUNITY**

A risk that, if developed, would create a positive effect on one or more project objectives.

# THREAT

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## **THREAT**

A risk that would have a negative effect on one or more project objectives.



# ISSUE



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## ISSUE

A current condition or situation that may have an impact on the project objectives.

# BUSINESS RISK

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## **BUSINESS RISK**

The inherent risk in any business endeavor that carries the potential for either profit or loss. Types of business risks are competitive, legislative, monetary, and operational.

# RISK APPETITE



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## RISK APPETITE

The degree of uncertainty an organization or individual is willing to accept in anticipation of a reward.

# RISK THRESHOLD



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## RISK THRESHOLD

The level of risk exposure above which risks are addressed and below which risks may be accepted.

# RISK MANAGEMENT PLAN



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## **RISK MANAGEMENT PLAN**

A component of the project, program, or portfolio management plan that describes how risk management activities will be structured and performed.

# PROMPT LIST



## PROMPT LIST

A checklist for a specific category of risk. This tool is a simple series of broad risks, for example environmental or legal, rather than specific risks, such as flooding or regulatory changes. The idea is to push (prompt) the team to think and brainstorm the risks in groups and eventually prioritize the same.

# RISK BREAKDOWN STRUCTURE (RBS)



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## **RISK BREAKDOWN STRUCTURE (RBS)**

A hierarchical representation of potential sources of risk.

# AFFINITY DIAGRAM

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## **AFFINITY DIAGRAM**

A technique that allows large numbers of ideas to be classified into groups for review and analysis.



# DELPHI TECHNIQUE

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## **DELPHI TECHNIQUE**

A form of gathering expert opinions in which members of a group are asked or polled anonymously.

# PROBABILITY AND IMPACT MATRIX



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## PROBABILITY AND IMPACT MATRIX

A grid for mapping the probability of occurrence of each risk and its impact on project objectives if that risk occurs.

# RISK REGISTER

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## RISK REGISTER

A repository in which outputs of risk management processes are recorded. As the central planning document for project risk analysis and control, the risk register contains a list of the most important risks to the project's completion. For each risk, it identifies the likelihood of occurrence, the impact to the project, the priority, and the applicable response plans.

# SIMULATION

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## **SIMULATION**

An analytical technique that models the combined effect of uncertainties to evaluate their potential impact on objectives.

# MONTE CARLO SIMULATION (RISK ANALYSIS)



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## MONTE CARLO SIMULATION (RISK ANALYSIS)

A risk management technique, which project managers use to estimate the impacts of various risks on the project cost and project timeline. Using this method, one can easily find out what will happen to the project schedule and cost in case any risk occurs. It is used at various times during the project life cycle to get the idea on a range of probable outcomes during various scenarios.

# SENSITIVITY ANALYSIS



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## SENSITIVITY ANALYSIS

An analysis technique to determine which individual project risks or other sources of uncertainty have the most potential impact on project outcomes, by correlating variations in project outcomes with variations in elements of a quantitative risk analysis model.

# DECISION TREE ANALYSIS



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## DECISION TREE ANALYSIS

A diagramming and calculation technique for evaluating the implications of a chain of multiple options in the presence of uncertainty.

# INFLUENCE DIAGRAM



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## INFLUENCE DIAGRAM

Used in quality management decisions. A graphical representation of situations showing causal influences, time ordering of events, and other relationships among variables and outcomes.



# EXPECTED MONETARY VALUE (EMV)



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## EXPECTED MONETARY VALUE (EMV)

A quantitative method of calculating the average outcome when the future is uncertain. The calculation of EMV is a component of decision tree analysis. Opportunities will have positive values and threats will have negative values.

# SECONDARY RISK

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## **SECONDARY RISK**

A risk that arises as a direct result of implementing a risk response.

# RESIDUAL RISK



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## RESIDUAL RISK

The risk that remains after risk responses have been implemented.

# CONTINGENCY PLAN



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## CONTINGENCY PLAN

A risk response strategy developed in advance, before risks occur; it is meant to be used if and when identified risks become reality.

# CONTINGENCY RESERVE



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## CONTINGENCY RESERVE

Time or money allocated in the schedule or cost baseline for known risks with active response strategies.

# QUALITY MANAGEMENT PLAN



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## QUALITY MANAGEMENT PLAN

A component of the project or program management plan that describes how applicable policies, procedures, and guidelines will be implemented to achieve the quality objectives.

# QUALITY POLICY

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## QUALITY POLICY

The basic principles that should govern the organization's actions as it implements its system for quality management.

# CHANGE MANAGEMENT PLAN



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## CHANGE MANAGEMENT PLAN

A component of the project management plan that establishes the Change Control Board, documents the extent of its authority, and describes how the change control system will be implemented.



# CHANGE REQUEST (CR)



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## **CHANGE REQUEST (CR)**

Request for change sent to upper management or the Change Control Board (CCB) for its evaluation and approval.



## Lesson 4 Vocabulary

# ACTIVE LISTENING



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## ACTIVE LISTENING

A communication technique that involves acknowledging the speaker's message and the recipient clarifying the message to confirm that what was heard matches the message that the sender intended.

# COMMUNICATION STYLES ASSESSMENT



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## COMMUNICATION STYLES ASSESSMENT

A technique to identify the preferred communication method, format, and content for stakeholders for planned communication activities.

# SERVANT LEADERSHIP



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## SERVANT LEADERSHIP

A leadership style used in agile and other types of projects which encourages the self-definition, self-discovery, and self-awareness of team members by listening, coaching, and providing an environment that allows them to grow.

# GROWTH MINDSET



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## GROWTH MINDSET

A growth mindset, as conceived by Stanford psychologist Carol Dweck and colleagues, is the belief that a person's capacities and talents can be improved over time.

# TRANSPARENCY

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## TRANSPARENCY

One of the three pillars of empirical process (transparency, inspection, and adaptability) that promotes real-time, accurate progress on every aspect of the project. See also “Visibility”.

# CONFIGURATION MANAGEMENT PLAN



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## CONFIGURATION MANAGEMENT PLAN

A component of the project management plan that describes how to identify and account for project artifacts under configuration control, and how to record and report changes to them.



# CONFIGURATION MANAGEMENT SYSTEM



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## CONFIGURATION MANAGEMENT SYSTEM

A collection of procedures used to track project artifacts and monitor and control changes to these artifacts.

# VERSION CONTROL



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## VERSION CONTROL

A system that records changes to a file, in a way that allows users to retrieve previous changes made to it.

# PSYCHOLOGICAL SAFETY



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## PSYCHOLOGICAL SAFETY

Being able to show and employ oneself without fear of negative consequences of status, career, or self-worth—we should be comfortable being ourselves in our work setting.

# CONSENSUS

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## **CONSENSUS**

Group decision technique in which the group agrees to support an outcome even if the individuals do not agree with the decision.

# EMPATHY

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## EMPATHY

Part of emotional intelligence (EQ or EI). The ability to understand others' viewpoints and be a team player. It enables us to connect with others and understand what moves them.

# INFORMATION RADIATOR



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## INFORMATION RADIATOR

The generic term for visual displays placed in a visible location so everyone can quickly see the latest information. Also known as “Big Visible Chart” in agile.

# AGILE COACH

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## AGILE COACH

A process role on a project team that helps organizations achieve true agility by coaching teams across the enterprise on how to apply agile practices and choose their best way of working. See also “scrum master.”

# TACIT KNOWLEDGE



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## TACIT KNOWLEDGE

Personal knowledge that can be difficult to articulate and share such as beliefs, experience, and insights.





# Lesson 5 Vocabulary

# LEAN SIX SIGMA

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## LEAN SIX SIGMA

A collaborative team method that provides an enhanced ability to target customer needs and measure performance during project execution and monitoring. It was introduced by American engineer Bill Smith while working at Motorola in 1986.

# A/B TESTING

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## A/B TESTING

A marketing approach used to determine user preferences by showing different sets of users' similar services—an 'Alpha' and a 'Beta' version—with one independent variable.

# PARETO CHART

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## PARETO CHART

A histogram that is used to rank causes of problems in a hierarchical format. See also “80/20 Rule”.

# 80/20 RULE



## 80/20 RULE

A general guideline with many applications; in terms of controlling processes, it contends that a relatively large number of problems or defects, typically 80%, are commonly due to a relatively small number of causes, typically 20%. See also “Pareto Chart”.

# EXPLICIT KNOWLEDGE



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## EXPLICIT KNOWLEDGE

Knowledge that can be codified using symbols such as words, numbers, and pictures. This type of knowledge can be easily documented and shared with others.

# TACIT KNOWLEDGE



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## TACIT KNOWLEDGE

Personal knowledge that can be difficult to articulate and share such as beliefs, experience, and insights.

# COMMUNITY OF PRACTICE (COP)

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## COMMUNITY OF PRACTICE (COP)

As described by E. Wenger in his book, *Cultivating Communities of Practice*, the CoP uses the same basic idea as used by Shell in their off-shore drilling platforms to establish local forums of “experts” with the specific mandate to create an arena in which project managers would feel comfortable sharing their findings and learnings from their projects.



# WORK SHADOWING



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## WORK SHADOWING

An on-the-job technique that enables someone to learn about and perform a job while observing and working with another, more experienced person.

# EARNED VALUE (EV)



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## EARNED VALUE (EV)

A measure of work performed expressed in terms of the budget authorized for that work.

# QUALITY METRIC



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## QUALITY METRIC

A description of a project or product attribute and how to measure it.

# VARIANCE ANALYSIS



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## VARIANCE ANALYSIS

A technique for determining the cause and degree of difference between the baseline and the actual performance.

# QUALITY AUDIT

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## QUALITY AUDIT

A structured, independent process to determine if project activities comply with organizational and project policies, processes, and procedures.

# HISTOGRAM

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## HISTOGRAM

A bar or column chart that graphically represents numerical data—for example, the number of defects per deliverable, a ranking of the cause of defects, the number of times each process is noncompliant, or other representations of project or product defects.

# RESERVE ANALYSIS



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## RESERVE ANALYSIS

A method used to evaluate the amount of risk on the project and the amount of schedule and budget reserve to determine whether the reserve is sufficient for the remaining risk.

# ISSUE LOG



## ISSUE LOG

An issue is a current condition or situation that may have an impact on the project objectives. An issue log is used to record and monitor information on active issues. Issues are assigned to a responsible party for follow up and resolution.



# CHANGE CONTROL BOARD (CCB)



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## CHANGE CONTROL BOARD (CCB)

A formally chartered group responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project and for recording and communicating such decisions.



# Lesson 6 Vocabulary

# ACCEPTANCE CRITERIA



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## **ACCEPTANCE CRITERIA**

A set of conditions that is required to be met before deliverables are accepted.

# DEFINITION OF DONE (DoD)



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## DEFINITION OF DONE (DoD)

A team's checklist of all the criteria required to be met so that a deliverable can be considered ready for customer use.

# FINAL REPORT

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## **FINAL REPORT**

A summary of the project's information on performance, scope, schedule, quality, cost, and risks.

# BENEFITS MANAGEMENT PLAN



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## **BENEFITS MANAGEMENT PLAN**

The documented explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project or program. It also describes how and when the benefits of a project will be derived and measured. Both the business case and the benefits management plan are developed with the benefits owner prior to the project being initiated. Additionally, both documents are referenced after the project has been completed. Therefore, they are considered business documents rather than project documents or components of the project management plan.



## **DevOps**

A collection of practices for creating a smooth flow of delivery by improving collaboration between development and operations staff.

# BUSINESS DOCUMENT



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## **BUSINESS DOCUMENT**

An artifact developed prior to the project, used as part of the business case, and which is reviewed periodically by a project professional to verify benefit delivery.



# LESSONS LEARNED REGISTER



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## LESSONS LEARNED REGISTER

A project document used to record knowledge gained during a project. The knowledge attained can be used in the current project and entered into the lessons-learned repository for subsequent use.

# LESSONS LEARNED REPOSITORY



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## LESSONS LEARNED REPOSITORY

A central store of historical lessons learned information from various projects across jurisdictions.