

# Glossary

## Project Management

### Terms and Definitions

#### Course 1

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## A

**Agile:** A project management approach in which project phases overlap and tasks are completed in iterations

**Authority:** Refers to one's ability to make decisions for the project that impact the organization

## B

**Barrier:** Something that can get in the way of project progress

**Buzzword:** A word or phrase that is popular for a period of time or in a particular industry

## C

**C-Suite:** All the “chief” level officers in an organization

**Change agent:** A person from inside an organization who helps the organization transform by focusing on improving organizational effectiveness and development

**Change management:** The process of delivering a completed project and getting people to adopt it

**Classic structure:** An organizational structure with a traditional, top-down reporting hierarchy

**Closing:** The phase at the end of a project during which team members' work is celebrated and how the project went is evaluated

**Contract work:** Work done for a company by non-employees on a project-by-project basis

**Corporate governance:** The framework by which an organization achieves its goals and objectives

**Cross-functional team:** Team members who have different skill sets and may even work in different departments but are all working towards the successful completion of a project

**Culture mapping:** A tool that can illustrate a company's culture and how the company's values, norms, and employee behavior may be affected by change

## D

**Delegation:** Assigning tasks to individuals or resources who can best complete the work

**Deliverable:** A specific task or outcome

**DMAIC:** A strategy for process improvement; refers to the five phases in the Lean Six Sigma approach: define, measure, analyze, improve, and control

## E

**Effective communication:** Refers to being transparent, upfront with plans and ideas, and making information available

**Escalation paths:** Refers to the courses for communicating risks to the right people at the right time

**Executing:** Completing the tasks necessary to achieve the project goals

# F

**Feedback mechanism:** A tool that can capture input from stakeholders, such as a survey

**Floating task:** A task for which a change in its delivery would not affect the project's overall success or impact its timeline

**Flowchart:** A tool that can visualize a project's development process

**Functional manager:** The leader of a department in a functional (Classic) organization

**Functional organizations:** An organization divided into departments based on function; also called a Classic organization

# G

**Governance:** The management framework within which decisions are made and accountability and responsibility are determined

# I

**Influencing without authority:** Refers to a project manager's ability to guide teammates to complete their assigned work without acting as their direct managers

**Initiation:** The project phase that is the launchpad for the entire project; project goals, deliverables, resources, budget, and people are identified at this stage

**Internship:** A short-term way to get hands-on experience in an industry

**Interpersonal skills:** The behaviors used to interact with others; skills that can help one influence without authority, including communication, negotiation, conflict mediation, and understanding motivations

**Iterative:** Refers to phases and tasks that overlap or happen at the same time that other tasks are being worked on

# K

**Kanban:** An Agile approach and a tool that provides visual feedback about the status of the work in progress through the use of Kanban boards or charts.

# L

**Lean:** A methodology in which the main principle is the removal of waste within an operation

**Lean Six Sigma:** A combination of two “parent” project management methodologies: Lean and Six Sigma; used for projects that have goals to save money, improve quality, and move through processes quickly

**Linear:** A project structure in which the previous phase or task has to be completed before the next can start

# M

**Matrix structure:** A hybrid organizational structure that is like a grid; includes direct higher-ups to report to, as well as stakeholders from other departments or programs

**Mission:** Clarifies what the “what,” “who,” and “why” of the organization

# O

**Organizational culture:** Employees’ shared values and the organization’s values, mission, history, and so on; a company’s personality

**Organizational structure:** The way a company or organization is arranged

**Ownership:** When people feel like they are empowered to take responsibility for the successful completion of their tasks

# P

**Planning:** Making use of productivity tools and creating processes; creating and maintaining plans, timelines, schedules, and other forms of documentation to track project completion

**Program manager:** A project manager who manages multiple projects for specific products, teams, or programs

**Project:** A unique endeavor which usually includes a set of unique deliverables; a series of tasks that need to be completed to reach a desired outcome

**Project governance:** The framework for how project decisions are made

**Project life cycle:** The basic structure for a project; consists of four different phases: initiate the project, make a plan, execute and complete tasks, and close the project

**Project management:** The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements

**Project management methodology:** A set of guiding principles and processes for owning a project throughout its life cycle

**Project management office:** An internal group at a company that defines and maintains project management standards across the organization

**Project manager:** Individual who shepherds projects from start to finish and serves as a guide for their team, using their impeccable organizational and interpersonal skills every step of the way

**Project task:** An activity that needs to be accomplished within a set period of time by the project manager, the project team, or the stakeholder

# R

**Reporting chart:** A diagram showing the relationships among people and groups within the organization and who each person or group reports to

**Resource availability:** Knowing how to access the people, equipment, and budget needed for a project

**Resources:** Anything needed to complete a project, such as people, equipment, software programs, vendors, and physical space or locations

**Retrospective:** A workshop or meeting with the project team to note best practices and learn how to manage a project more effectively the next time

**Risk:** A potential event which can occur and have an impact on a project

## S

**Scrum:** An Agile framework that focuses on developing complex projects through collaboration and an iterative process. Work is completed by small, cross-functional teams led by a Scrum Master and is divided into short Sprints with a set list of deliverables.

**Six Sigma:** A methodology used to reduce variations by ensuring that quality processes are followed every time

**Sprint:** A phase in the Agile project management approach which has a defined duration with a set list of deliverables

**Stakeholder:** People who are interested in and affected by the project's completion and success

**Steering committees:** A group that decides on the priorities of an organization and manages the general course of its operations

## T

**Transferable skill:** An ability that can be used in many different jobs and career paths

## U

**Urgency:** Getting team members to understand that the project is important and to identify what actions need to be taken to move the project along

# V

**Values:** Principles that describe how employees are expected to behave

# W

**Waterfall:** A project management methodology that refers to the sequential ordering of phases