

# Glossary



## Project Management Terms and Definitions Course 6

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### A

**Accountability:** Refers to being responsible for decisions associated with a project or task

**Alignment:** Reaching agreement between two or more parties

**Artifact:** A project management document

### B

**Behavioral questions:** In an interview, these questions ask the interviewee to share an example when they had to practice a particular skill

**Benchmarking:** Refers to evaluating success against a standard

**Benefits:** The expected gains of a project

**Beta distribution (PERT):** A three-point estimation formula that takes into account that the “most likely” case is more likely to occur, so it gives it more weight

**Budget:** An estimate of the amount of money allocated to complete the project

## C

**Closed-ended question:** A type of question that can be answered with a single response, like “yes or no” and “true or false”

**Coalition:** A temporary alliance or partnering of individuals or groups in order to achieve a common purpose or to engage in a joint activity

**Confidence level rating:** An indication of confidence in an estimate’s accuracy

**Conger’s four steps:** Refers to Jay A. Conger's four-step approach to effectively persuade and influence another person to consider new ideas: establish credibility, frame for common ground, provide evidence, and connect emotionally

**Constructive criticism:** A respectful form of feedback that is intended to help the recipient improve a piece of work

**Costs:** The money spent on project tasks as well as prices of things like time, resources, and labor

## D

**Deliverables:** Specific tasks and tangible outcomes that enable the team to meet project goals

**Dependency:** A relationship between two project tasks, where the start or completion of one depends on the start or completion of the other

**Domain knowledge:** Knowledge of a specific industry, topic, or activity

## E

**Effort estimate:** The actual time it takes to complete a task

**Empathy:** The ability to understand and feel what others are feeling

**Elevator pitch:** A quick professional summary of yourself

**Evaluation:** The act of observing, measuring, and then comparing findings to a set of agreed-upon criteria

**Evaluation indicator:** The specific type of data that needs to be collected to help answer an evaluation question

**Evaluation presentation:** A presentation that examines how well your project is working according to a set of standards

**Evaluation question:** A key question about the outcomes, impact, and/or effectiveness of a project or program

**Executive summary:** A few sentences to a paragraph that describe a project's purpose and outcome; provides an overview of the main points of a larger report

## F

**Factual questions:** In an interview, these questions aim to assess the interviewee on knowledge of basic project management skills

## G

**Good product hygiene:** Refers to compiling all links and documentation into one place for historical purposes

## H

**Hypothetical questions:** In an interview, these questions present a scenario to assess the interview on how they would go about working through that experience

# I

**Impact report:** A presentation guided by a deck or slideshow that shows key stakeholders the value that's been added by the project

**Influence:** Refers to how much power a stakeholder has and how much their actions affect the project outcome

**Interest:** Refers to how much the stakeholder's needs will be affected by project operations and outcomes

# K

**Key accomplishments:** The section of the executive summary that discusses which activities, tasks, and milestones helped your project find success

# L

**Lessons learned:** The section of the executive summary that discusses potential improvements and how future processes will be changed for the better

# M

**Micromanaging:** Refers to when a manager too closely observes, controls, or continuously reminds the people they're managing of the work they've been assigned

**Milestones:** Important points within the schedule that indicate progress

**Most likely estimate:** An estimate for a task that assumes some issues might occur based on how long the task usually takes under normal circumstances

**Multiple choice question:** A closed-ended question that has several answer choices

**Mutual benefit:** Refers to when all parties involved gain some kind of benefit or advantage

**Mutually beneficial agreement:** An agreement that benefits all parties involved



**Objective criteria:** Standards by which something can be judged based on neutral information like market value, research findings, previously-documented experience, or laws and regulations

**Objectives and key results (OKRs):** A combination of a goal and a metric to determine a measurable outcome

**One-pager:** A one-page document that provides an overview of your project

**Open-ended question:** A type of question that requires more than a one-word answer; asks respondents to answer in their own words

**Optimistic estimate:** An estimate for a task that assumes the best-case scenario—that issues will not occur

**Out-of-scope:** Details that are not included in the project plan and don't contribute to the project's goal

**Overhead:** The business expenses not directly attributed to creating a product or service



**Pessimistic estimate:** An estimate for a task that assumes the worst-case scenario—that issues will definitely occur

**Power-interest grid:** A chart that provides clarity about whom to prioritize and how best to approach negotiations with each stakeholder

**Project charter:** A formal document that clearly defines the project and outlines the necessary details to reach the project's goals

**Project closeout report:** A document created by project managers for project managers, future project managers, and anyone interested in the project elements and artifacts

**Project goals:** The desired results of the project

**Project plan:** Documentation that defines the scope, tasks, milestones, budget, and overall activities in order to keep the project on track

**Project summary:** A brief overview of the project that outlines the project goals

**Project tasks:** Activities that need to be accomplished within a set period of time

**Project vision:** The section of the executive summary that specifies the need the project is fulfilling

## Q

**Quality assurance:** A review process that evaluates whether the project is moving toward delivering a high-quality service or product; also known as QA

**Quality control:** The techniques that are used to ensure quality standards are maintained when a problem is identified; also known as QC

**Quality management plan:** Documentation of all the information needed to effectively manage quality throughout the project life cycle; defines the policies, processes, and criteria for project quality as well as the roles and responsibilities for carrying them out

**Quality planning:** The process that the project manager or team establishes and follows for identifying and determining exactly which standards of quality are relevant to the project as a whole and how to satisfy them

**Quality standards:** The requirements and specifications that a product or service must meet in order to be considered successful by the organization and the customer

## R

**Retrospective:** A workshop or meeting that gives project teams time to reflect on a project

## S

**Scaled question:** A closed-ended question that provides more than two options and asks the respondent to rate their answers on a scale

**Scope:** The boundaries of a project

**Slide-based presentation:** A series of digital slides used to visually present information

**SMART action item:** A task that is specific, measurable, attainable, relevant, and time-bound

**SMART goals:** Goals that are specific, measurable, attainable, relevant, and time-bound

**Stakeholder analysis:** A visual representation of all stakeholders

**Stakeholder management:** The process of maintaining good relationships with the people who have the most influence on one's work

**STAR method:** A way of organizing a response to an interview question following a story-like structure; stands for: situation, task, action, and result

**Storytelling:** The process of turning facts into narrative to communicate something to an audience

**Summary sheet:** A one- or two-page write-up with just the most relevant information

**Survey:** A tool used to evaluate and measure the quality of a project's process, goal, or deliverable

**Survey question:** A question designed to collect data that can help answer evaluation questions

**Synthesizing:** Refers to gathering information from multiple sources and using those points to help form an analysis

## T

**Three-point estimating:** A technique used to help determine the most realistic time estimate for a task

**Time estimation:** A prediction of the total amount of time required to complete a task

**Total duration estimate:** An effort estimate plus any other factors, like getting approvals, prep work, testing, and so on

**Triangular distribution:** A three-point estimation formula in which the weight of each estimate is identical, meaning the "most likely" case does not affect the final estimate more than the optimistic or pessimistic estimates