Glossary   CIS4375   Project Management & Practice

Date Assigned

Term	Definition	Topic Area

Assigned on 3/1/2016

Term	Definition	Topic Area
Colocation	Organizational placement strategy where project team members are physically located close to one another in order to improve communication, working relationships, and productivity	PM-Resource Mgt
Contingency Reserve	Budget within the cost baseline or performance measurement baseline that is allocated for identified risks that are accepted and for which mitigating responses are developed	PM-Cost Mgt
Contract	Mutually binding agreement that obligates the seller to provide the specified product or service or result and obligates the buyer to pay for it	PM-Procurement Management
Cost Baseline	The approved version of the time-phased project budget which can only be changed throug formal change control procedures	PM-Cost Mgt
Cost Management Plan	Component of PM Plan that describes how project expenditures will be planned, structure, and controlled.	PM-Cost Mgt
Cost-Reimbursable Contract	Contract where payments to the seller cover all legitimate actual costs incured for completed work, plus a fee representing seller profit	PM-Procurement Management
Earned Value Management	Methodology that combines scope, schedule, and resoruce measurements to assess project performance and progress	PM-Cost Mgt
Fixed-Price Contract	Contract where a specified total price is set for a defined product, service, or result	PM-Procurement Management
HR Management Plan	Part of the PM Plan that provides guidance on how project resurces should be defined, staffed, managed, and eventually released	PM-Resource Mgt
Management Reserve	Amount of the project budget withheld for management control prurposes	PM-Cost Mgt
Performance Reporting	Act of collecting and distributing performance information, including status reports, progress measurements, and forecasts, by periodically collecting and analyzing baseline versus actual data to understand and communicate the project progress and performance as well as to forecast the project results	PM-Resource Mgt
Procurement Management Pla	Component of the PM Plan that describes how a project team will acquire goods and services from outside the performing organization	PM-Procurement Management
Reserve Analysis	Analytical technique to determine essential features and relationships of components in the PM Plan to establish a buffer for schedule duration, budget, estiamted cost, or funds for a project	PM-Cost Mgt
Resource	Skilled individual/team, equipment, services, supplies, commodities, material, budgets, or funds	PM-Resource Mgt

Term	Definition	Topic Area
Resource Breakdown Structure	Hierarchical representation of skills, equipment, etc. by category and type	PM-Resource Mgt
RFP	Type of procurement document used to request proposals from prospective sellers of products or services	PM-Procurement Management
RFQ	Type of procurement document used to request price quotations from prospective sellers of common or standard products or services	PM-Procurement Management
Time & Materials Contract	Contract where the agreement fixes the rate of certain resources without fixing quantity of those resources used to deliver the product, service, or result	PM-Procurement Management
Tuckman Ladder	Model describing team development: Formin', Stormin', Normin', Performin', Adjournin'	PM-Resource Mgt
Virtual Teams	Groups of people with a shared goal who fulfill their roles with little or not time spent meeting face-to-face	PM-Resource Mgt

Assigned on   2/16/2016

Term	Definition	Topic Area
Control Quality	Process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes	PM-Quality Mgt
Control Risks	Process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throught the project	PM-Risk Mgt
Cost of Quality	Method of determining the costs incurred to ensure quality; consists of prevention, appraisal costs and failure costs	PM-Quality Mgt
Plan-Do-Check-Act	Iterative management method used in business for the control and continuous improvement of processes and products	PM-Quality Mgt
Probability & Impact Matrix	Grid for mapping the probability of each risk occurrence and its impact on project ovjectives if that risk occurs	PM-Risk Mgt
Process Improvement Plan	Section of the Project Management Plan which details the steps for analyzing project management and product development processes to identify activities that enhance their value	PM-Quality Mgt
Quality Assurance	Process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used	PM-Quality Mgt
Quality Audit	Structured, independent process to determine if project activities comply with organizational and project policies, processes, and procedures	PM-Quality Mgt
Quality Checklist	Structured tool used to verify that a set of required steps has been performed	PM-Quality Mgt
Quality Control	Process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes	PM-Quality Mgt

Term	Definition	Topic Area
Reserve	Provisions in the PM Plan to mitigate cost and/or schedule risk	PM-Risk Mgt
Residual Risk	Risk that remains after risk responses have been implemented	PM-Risk Mgt
Risk	An uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives	PM-Risk Mgt
Risk Appetite	Degree of uncertainty an entity is willing to take on an in anticipation of a reward	PM-Risk Mgt
Risk Audits	Examination and documentation of the effectiveness of risk responses in dealing with identified risks and their root causes, as well as the effectiveness of the risk management process	PM-Risk Mgt
Risk Breakdown Structure	Hierarchical representation of risks according to their risk categories	PM-Risk Mgt
Risk Strategies	Approaches for managing identified risks • Negative Risks: Accept, Avoid, Transfer, Mitigate • Positive Risks: Exploit, Enhance, Share, Accept	PM-Risk Mgt
Risk Threshold	Measures along the level of uncertainty or the level of impact at which a stakeholder may have a specific interest - above the threshold the risk will not be tolerated	PM-Risk Mgt
Risk Tolerance	Degreee, amount, or volume of risk that an organizaiton or individual will withstand	PM-Risk Mgt
Risks & Issues Register	Log of all problems & potential problem the project team is monitoring	PM-Risk Mgt

Assigned on 2/9/2016

Term	Definition	Topic Area
Activity	Smallest unit of work having four characteristics: (1) definite duration, (2) logic relationships with other activities in the project, (3) resource consumption, and (4) an associated cost.	PM-Time Mgt
Communication Methods	Systematic procedure, technique, or process used to transfer information amoung project stakeholders	PM-Communication Mgt
Communication Models	Description, analogy or schematic used to represent how the communication process will be performed for the project	PM-Communication Mgt
Communications Management	Component of the project management plan that describes how, when, and by whom informaiton about the project will be administered and disseminated	PM-Communication Mgt
Contingency Reserves	Estimated durations withing the schedule baseline, which is allocated for identified risks that are accepted and for which contingent or mitigation responses are developed (known-unknowns).	PM-Time Mgt

Term	Definition	Topic Area
Critical Chain	Schedule method that allows the project team to place buffers on any project schedule path to account for limited resources and project uncertainties	PM-Time Mgt
Critical Path	Sequence of activities that represents the longest path through a project, which determines the shortest possible duration	PM-Time Mgt
Duration	Total number of work periods required to complete a schedule activity or work breakdown structure component.	PM-Time Mgt
Earned Value Management	Methodology that combines scope, schedule, and resource measurements to assess project performance and progress	PM-Time Mgt
Effort	Number of labor units required to complete a schedule activity or WBS component	PM-Time Mgt
Gantt Chart	• Commonly used in project management, is one of the most popular and useful ways of showing activities (tasks or events) displayed against time • Scheduling chart which relates tasks & durations to a timeline	PM-Time Mgt
Interactive Communications	Communications between 2 or more parties performing a multidirectional exchange of information	PM-Communication Mgt
Management Reserves	Specified amount of the project duration withheld for control puposes and reserved for unforeseen work that is within the scope of the project (unknow-unknowns)	PM-Time Mgt
Precedence Diagramming Met	Technique used for constructing a 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 performed	PM-Time Mgt
Predecessor Activity	An activity tht logically comes before a dependent activity in a schedule	PM-Time Mgt
Pull Communications	Communications intended for a large audience or involving large volumes of information, and requiring the recipients to access the communication content at their discretion	PM-Communication Mgt
Push Communications	Communications sent to specific recipients who need to receive the information	PM-Communication Mgt
Schedule	An output of a schedule model that presents linked activities with planned dates, durations, milestones and resources	PM-Time Mgt
Schedule Management Plan	Component of PM Plan that establishes the criteria and the activities for developing, monitoring, and controlling the schedule - may be formal or informal, highly detailed or broadly framed, based upon the nees of the project, and includes appropriate control thresholds	PM-Time Mgt
Successor Activity	A dependent activity that logically comes after another activity in a schedule	PM-Time Mgt

Assigned on 2/4/2016

Term	Definition	Topic Area
Buy-In	Degree to which an individual accepts project goals and objectives as his/her own	PM-Stakeholder Mgt

Term	Definition	Topic Area
Power & Interest Matrix	Groups stakeholders based on their level of authority over the project and their level of concern about project outcomes	PM-Stakeholder Mgt
Stakeholder Analysis	A technique of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout a project (PMBOK)	PM-Stakeholder Mgt
Stakeholder Engagement	Degree to which a stakeholder participates in project activities. May be classified as: • Unaware • Resistant • Neutral • Supportive • Leading/Advocating	PM-Stakeholder Mgt
Stakeholder Management Plan	Identifies the management strategies required to effectively engage stakeholders	PM-Stakeholder Mgt
Stakeholder Register	• Project document including the identification, assessment, and classification of project stakeholders. • Listing of all project stakeholders along with positions, roles, contact information, etc.	PM-Stakeholder Mgt

Assigned on   2/2/2016

Term	Definition	Topic Area
Authority	Right to apply project resources, make decisions, sign approvals, accept deliverables, and influence other to carry out the work of the project	PM-Cost Mgt
Change Management Process	Process used to plan, organize & control changes in project scope	PM-Scope Mgt
Context Diagrams	Visual depiction of the product scope showing a business system (process, equipment, computer system, etc.) and how people and other systems (actors) interact with it.	PM-Requirements Mgt
Decomposition (Functional)	• Process of taking a complex process and breaking it down into its smaller, simpler parts. • Breakdown of a list of items into classifications or groups on the basis of the function each item performs or is used for	SDLC-Analyze & Design
Functional Requirement	Capability that a solution must have in terms of the behavior and information the solution will manage.	SDLC-Analyze & Design
Non-Functional Requirement	Type of requirement that describes performance or quality attributes a solution must meet.	SDLC-Analyze & Design
Organizational Breakdown Stru	Hierarchical representation of the project organization that illustrates the relationship between project activities and the organizational units that will perform those activities	PM-Resource Mgt
Requirement	• A usable representation of a need. • A condition or capability that is required to be present in a product, service, or result to satisfy a contract or other formally imposed specification.	SDLC-Analyze & Design
Requirements Analysis	Process by which requirements are identified, documented and verified	PM-Scope Mgt

Term	Definition	Topic Area
Requirements Attribute	Characteristic or property of a requirement used to assist with requirements management	SDLC-Analyze & Design
Requirements Management	Planning, executing, monitoring, and controlling any or all of the work associated with requirements elicitation and collaboration, requirements analysis and design, and requirements life cycle management	SDLC-Analyze & Design
Requirements Traceability	Identifies and documents the lineage of each requirement	SDLC-Analyze & Design
Requirements Traceability Mat	A grid that links product requirements from their origin to the deliverables that satisfy them	SDLC-Analyze & Design
Scope	The sum of the products, services, and results to be provided as a project.	PM-Scope Mgt
Scope Baseline	The approved version of a scope statement, work breakdown structure, and its associated WBS dictionary, that can be changed only through formal change control procedures and is used as a basis for comparison	PM-Scope Mgt
Statement of Scope	Description of the project boundaries, major deliverables, assumptions & constraints.	PM-Scope Mgt
User Requirements Document	Document that specifies what the software is expected to do and frequently consists of: • As-Is Artifacts/Documents • Conceptual Data Model • Requirements Traceability Matrix	SDLC-Analyze & Design
Work Breakdown Structure	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.	PM-Scope Mgt
Work Breakdown Structure Dic	Document that provides detailed deliverable, activity and scheduling information about each component in the WBS	PM-Scope Mgt
Work Package	Work defined at the lowest level of the WBS for which cost and duration can be estimated and managed	PM-Scope Mgt

Assigned on 1/28/2016

Term	Definition	Topic Area
Product Scope	The features and functions that characterize a product, service, or result	PM-Scope Mgt

Assigned on 1/26/2016

Term	Definition	Topic Area
Business Case	Describes the necessary information from a business standpoint to determine whether or not the project is worth the required investment	PM-Integration
Change Request	Formal proposal to modify any document, deliverable, or baseline	PM-Scope Mgt
Charter	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	PM-Integration

Term	Definition	Topic Area
Configuration Management Sy	Collection of formal documented procedures used to apply technical and administrative direction and surveillance to: • Identify & document the functional & physical characteristics of a product, result, service, or component • Control any changes to such characteristics • Record & report each change and its implementation status • Support the audit of the products, results, or components to verify conformance to requirements	PM-Integration
Data Flow Diagram	Two-dimensional diagram that explains how data is processed and transferred in a system	SDLC-Analyze & Design
Deliverable	Unique and verifiable product, result or capability to perform a service that is required to be produced to complete a process, phase, or project.	PM-Project Management
Knowledge Area	Complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specializatoin	PM-Project Management
PMBOK	The PMBOK® Guide—Fifth Edition is the preeminent global standard for project management. It provides project managers with the fundamental practices needed to achieve organizational results and excellence in the practice of project management.	PM-Project Management
PMI Standards	• Document that provides, for common and repeated use, rules, guidelines, or characteristics for activities or their results, aimed at the achievement of the optimum degree of order in a given context • Developed under a process based on the concepts of consensus, openness, due process, and balance and providing guidelines for achieving specific project, program and portfolio management results.	PM-Project Management
PMI Standards	• Document that provides, for common and repeated use, rules, guidelines, or characteristics for activities or their results, aimed at the achievement of the optimum degree of order in a given context • Developed under a process based on the concepts of consensus, openness, due process, and balance and providing guidelines for achieving specific project, program and portfolio management results.	PM-Project Management
Process Group	Collection of processes associated with a specific set of activities, like • Initiating the project • Planning its acvitities • Executing those activities • Monitoring & controlling project performance • Closing the project	PM-Project Management

Term	Definition	Topic Area

Project Management Plan	• Document that describes how the project will be executed, monitored, and controlled
	• Frequently includes the following more detailed management plans
	    • Stakeholder
	    • Scope
	    • Schedule
	    • Cost
	    • Requirements
	    • Quality
	    • Communications
	    • Risks/Issues
	    • HR
	    • Procurement
		PM-PM Plan

Proposal	A plan or suggestion, especially a formal or written one, put forward for consideration or discussion by others	PM-Project Management
Statement of Work	Narrative description of products, services, or results to be delivered by a project	PM-Integration
Work Performance Data	Raw observations & measurements identified during activities performed to carry out project work	PM-Project Management
Work Performance Informatio	Performance data collected from various controlling processes, analyzed in context and integrated based on relationships across areas	PM-Project Management
Work Performance Report	Physical or electronic representation of work performance information compiled in project documents, intended to generate decisions or raise issues, actions, or awareness Ex: Status reports, memos, justifications, dashboards, recommendations & udpates	PM-Project Management

Assigned on   1/19/2016

Term	Definition	Topic Area
Adaptive Project Life Cycle	Life cycles (agile methods) intended to respond to high levels of change and ongoing stakeholder involvement. Adaptive methods are iterative & incremental with very rapid iterations and fixed time & cost.	PM-Project Management
Business Analysis	• Practice of enabling change in the context of an enterprise by defining needs and recommending solutions that deliver value to stakeholders • Investigation into the operations of a business to expose the causes behind the results achieved, and the effects of those results on the business	SDLC-Analyze & Design

Term	Definition	Topic Area
Enterprise Environmental Fact	Conditions, not under the control of the project team, that influence, constrain, or direct the project. Examples: • Org culture, structure & governance • Gov't or industry standards • Infrastructure • Existing human resources • Stakeholder risk tolerances • PM IS	PM-Project Management
Iterative & Incremental Project	Life cycles in which project phases (iterations) intentionally repeat one or more project activities as the project team's understanding of the product increases.	PM-Project Management
Matrix Organization	Any organizational structure in which the project manager shares responsibility with the functional managers for assigning priorities and for directing the work of person assigned to the project.	PM-Resource Mgt
Organization	A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems--they affect and are affected by their environment.	Model-Business
Organization Chart	Diagram that outlines the internal structure of a company outlining the roles, responsibilities and relationships between individuals within an organization	PM-Resource Mgt
Organizational Process Assets	Plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization	PM-Project Management
Predictive Project Life Cycle	Life cycles in which the project scope, and the time & cost required to deliver that scope, are determined as early in the project life cycle as practical.	PM-Project Management
Product	A [product], idea, method, information, object or service created as a result of a process and serves a need or satisfies a want. It has a combination of tangible and intangible attributes (benefits, features, functions, uses) that a seller offers a buyer for purchase.	SDLC-Accept & Deploy
Project	A temporary endeavor undertaken to create a unique product, service, or result	PM-Project Management

Term	Definition	Topic Area
Project Governance	Oversight function that is aligned with the organization's governance model and encompasses the project life cycle. Provides Team with structure, processes, decision making models and tools for managing the project, while supporting and controlling the project for successful delivery.	PM-Project Management
Project Life Cycle	Series of phases that a project passes through from its initiation to its closure	PM-Project Management
Project Management Institute	World's leading not-for-profit professional membership association for the project, program and portfolio management profession. PMI advances careers, improves organizational success and further matures the profession of project management through its globally recognized standards, certifications, resources, tools, academic research, publications, professional development courses, and networking opportunities.	PM-Project Management
Project Management Office (P	• An organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools and techniques (PMBOK) • Organization authorized to expend resources to define & enforce project standards • Frequently given authority to approve project expenditures up to a certain amount	PM-Project Management
Project Manager	Individuals authorized to expend resources required to complete an approved project	PM-Project Management
Project Phase	Collection of logically related project activities that culminates in the completion of one or more deilverables.	PM-Project Management
Stakeholder	A group or individual with a relationship to the change, the need, or the solution	PM-Stakeholder Mgt
Work Product	Deliverable or outcome (such as a training course or a building) that must be produced to complete a project and achieve its objectives (Business Dictionary)	SDLC-Accept & Deploy