

Execution, Stakeholder, and Governance

Module 2: Managing Change and Program Resources

Welcome! The alphabetized glossary contains many of the terms you'll find within this course. This comprehensive glossary also includes additional industry-recognized terms not used in course videos. These terms are important for you to recognize when working in the industry, participating in user groups, and participating in other certificate programs.

Term	Definition
Change control board (CCB)	A formal board that reviews, assesses, and either approves, rejects, or defers program change requests.
Change fatigue	Change fatigue occurs when the cumulative impact of multiple changes, such as new processes, systems, or organizational restructuring, leads to decreased morale, reduced productivity, and increased resistance to further changes.
Change log	A list of requested changes with up-to-date status that is shared with stakeholders.
Cost reimbursement contract	A type of contract where the buyer agrees to pay the seller for all legitimate and allowable project costs incurred, plus an additional amount for profit. This contract is typically used when the project scope is not well defined, and the costs cannot be accurately estimated in advance.
Defined	An organizational maturity model level. Processes are standardized and documented. This includes a standard change management process. There is a common understanding of how the program will be managed across the organization.
Fixed price contract	A type of contract where the payment amount does not depend on the resources used or time expended. This contract sets a fixed total price for a well-defined product or service, providing a clear budget for both the buyer and the seller.

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Initial (ad hoc)	An organizational maturity model level. Processes are unpredictable and reactive. There is little to no formal structure. Change initiatives often are met with confusion and resistance.
Managed	An organizational maturity model level. Processes are measured and controlled. Data is used to manage and improve processes.
Optimizing	An organizational maturity model level. Continuous improvement is embedded in the organization. Processes are refined and improved based on feedback and performance data.
Organizational maturity model	A model designed to show the organizational maturity of an organization using five levels of readiness criteria.
Program Change Management Office (PCMO)	A dedicated function within an organization responsible for overseeing and coordinating change management activities across programs and projects within the firm's portfolio.
Repeatable	An organizational maturity model level. Basic processes are established and can be repeated. However, they are not standardized across the organization. Change is managed ineffectively. The potential for program scope creep is high.
Request for information (RFI)	A preliminary document sent to potential suppliers to gather general information about their products, services, or capabilities. It is often used to help the organization understand what solutions are available in the market and to make informed decisions about next steps.
Request for proposal (RFP)	A comprehensive document that an organization sends to potential suppliers inviting them to submit detailed proposals for a project or service. An RFP typically

Term	Definition
	includes specific requirements, criteria for evaluation, and instructions for submitting proposals.
Request for quotation (RFQ)	A document that an organization sends to potential suppliers asking them to provide a quote for the cost of a specific service or set of products. It is typically used when the requirements are well-defined and clear.
Resource breakdown structure (RBS)	A common tool often used to supplement a resource management plan that breaks out resources by components, requirements, costs, and schedules.
Three-point averaging	A three-point cost estimation technique. The three estimates are used to calculate an average. (Optimistic + Most Likely + Pessimistic) divided by 3.
Three-point cost estimation	A technique used in project management to estimate the cost or duration of a project task by considering three different scenarios: the most likely (realistic), the optimistic (best-case), and the pessimistic (worst-case). The three estimates are then used to calculate an average or weighted average, providing a more accurate and comprehensive estimate.
Three-point PERT	A three-point cost estimation technique. The three estimates are used to calculate a weighted average. (Optimistic + (4) Most Likely + Pessimistic) divided by 6.
Time and material contract	A type of contract where the buyer agrees to pay the supplier based on the time spent and materials used to complete the project. This contract is often used when the scope of work is not well defined and can be adjusted as the project progresses.