

Important Definitions

Chapter 1

Chapter 10 Project Communication Management

-stakeholder register —

a public document that includes details related to the identified project stakeholders

-stakeholder management strategy —

an approach to help increase the support of stakeholders throughout the project

-communications management plan —

a document that guides project communications

-expectations management matrix —

a tool to help understand unique measures of success for a particular project

-status reports —

reports that describe where the project stands at a specific point in time

-progress reports —

reports that describe what the project team has accomplished during a certain period of time

-forecasts —

used to predict future project status and progress based on past information and trends

-confrontation mode —

directly facing a conflict using a problem-solving approach that allows affected parties to work through their disagreements

-compromise mode —

using a give-and-take approach to resolving conflicts; bargaining and searching for solutions that bring some degree of satisfaction to all the parties in a dispute

-smoothing mode —

deemphasizing or avoiding areas of differences and emphasizing areas of agreements

-forcing mode —

using a win-lose approach to conflict resolution to get one's way

-withdrawal mode —

retreating or withdrawing from an actual or potential disagreement

-collaborating mode —

a conflict-handling mode where decision makers incorporate different viewpoints and insights to develop consensus and commitment

-groupthink —

conformance to the values or ethical standards of a group

-lessons-learned report—

reflective statements written by project managers and their team members to document important things they have learned from working on the project

-project archives —

a complete set of organized project records that provide an accurate history of the project

Chapter 11 Project Risk Management

-risk — an uncertainty that can have a negative or positive effect on meeting project objectives

-risk utility — or

-risk tolerance

the amount of satisfaction or pleasure received from a potential payoff also called risk tolerance

-risk-seeking —

having a high tolerance for risk

-risk-neutral —

a balance between risk and payoff

-risk-averse —

having a low tolerance for risk

-known risks —

risks that the project team have identified and analyzed and can be managed proactively

-unknown risks —

risks that have not been identified and analyzed so they cannot be managed proactively

-risk management plan —

a plan that documents the procedures for managing risk throughout a project

-contingency plans —

predefined actions that the project team will take if an identified risk event occurs

-contingency allowances —or

-contingency reserves —

provisions held by the project sponsor or organization to reduce the risk of cost or schedule overruns to an acceptable level; also called contingency allowances

-fallback plans — plans developed for risks that have a high impact on meeting project objectives, to be implemented if attempts to reduce the risk are not effective

**-risk breakdown structure —
a hierarchy of potential risk categories for a project**

**-brainstorming —
a technique by which a group attempts to generate ideas or find a solution for a specific problem by amassing ideas spontaneously and without judgment**

**-Delphi technique —
an approach used to derive a consensus among a panel of experts, to make predictions about future developments**

**-interviewing —
a fact-finding technique that is normally done face-to-face, but can also occur through phone calls, e-mail, or instant messaging**

**-risk register —
a document that contains results of various risk management processes, often displayed in a table or spreadsheet format**

**-probability/impact matrix or chart —
a matrix or chart that lists the relative probability of a risk occurring on one side of a matrix or axis on a chart and the relative impact of the risk occurring on the other**

**-sensitivity analysis —
a technique used to show the effects of changing one or more variables on an outcome**

-risk acceptance — accepting the consequences should a risk occur

-risk sharing — allocating ownership of the risk to another party

- risk avoidance — eliminating a specific threat or risk by eliminating its causes**
- risk mitigation — reducing the impact of a risk event by reducing the probability of its occurrence**
- risk transference — shifting the consequence of a risk and responsibility for its management to a third party**
- residual risks — risks that remain after all of the response strategies have been implemented**
- secondary risks — risks that are a direct result of implementing a risk response**
- workarounds—unplanned responses to risk events when there are no contingency plans in place**