

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

Term	Definitions	Video or reading where the term is introduced
Adaptability	The ability to respond to changing conditions.	The 12 Principles of Project Management
Adaptive	A project lifecycle that is iterative or incremental	Project Management Models and Methodologies
ADKAR	A change model that offers a five-step approach to managing change; the acronym stands for awareness, desire, knowledge, ability, and reinforcement.	Leading Change
Affinity Diagram	The act of organizing potential defects into categories or groups for analysis is an excellent brainstorming tool	Managing Quality
Agile	An optimal lifecycle where the deliverable frequency is high and anticipated change is high.	Overview of Key Project Management Models
Agile Manifesto	A declaration of a unifying philosophy for frameworks like scrum, extreme programming, and feature-driven development (FDD) developed in 2001	Overview of Key Project Management Models
Analogous Estimation	A method that combines historical data and expert judgment to anticipate the costs and resources of a project, using this method, a project manager compares the current project to similar past projects.	Project Budgets
Assumption Analysis	A condition or event considered to be true, real, or certain without proof or demonstration	Project Budgets

Autocratic	When a single individual makes a decision.	Decision Making
Balanced Matrix	Many of the same attributes as a weak matrix, but the project manager has more time, authority, power, and support regarding the project.	Different Types of Organizations
Baseline	The approved and accepted project management plan.	Introduction and the Project Initiation Phase
Benefit to Cost Ratio (BCR)	A simple technique to compare the benefits of a project with its costs BCR >1 is positive.	Key Financial Metrics
Bottom-Up Estimation	It involves evaluating prices and resources needed for each task or component, then combining those estimates to provide a detailed project budget.	Project Budgets
Bridge's Transition Model	A three-step change model where flow includes ending-losing and letting go, the neutral zone, and a new beginning.	Leading Change
Budget at Completion (BAC)	Earned Value Management Metric	Planning Earned Value Management
Business Analyst	The business analyst focuses on products and solutions. The project manager focuses on the processes performed to deliver a solution with sufficient quality.	Project Planning Introduction
Business Case	Feasibility study to determine the merit of a potential project	Introduction and the Project Initiation Phase

Cause and Effect Diagram	This diagram breaks out various causes that result in an effect. It is also known as fishbone, Ishikawa, or why/why.	Managing Quality
Closing Phase	The final phase of the project lifecycle is where the team transitions the final product or service to the customer or operations	Project Management Phases
Code of Account Identifier	Numbering identifies and differentiates all work breakdown structure (WBS) activities.	Module 5
Collaborative	A project or item produced or conducted by two or more parties working together	The 12 Principles of Project Management
Communications Management Plan	A plan that defines project communications and the schedule to implement each communications item	Project Support Planning
Complexity	Result of human behavior, system interactions, uncertainty, and ambiguity.	The 12 Principles of Project Management
Conflict Management	The ability to manage stakeholders who may have different opinions or diverse views	Effective Meeting Management
Contingency Reserves	The allocation of contingency reserves supports known or identified risks.	Budget Planning
Continuum of Lifecycles	Defines the optimal project management approach based on delivery requirements and the amount of anticipated change	Project Management Models and Methodologies

Controlling PMO	Reviews work so that it meets practices, templates, standards, and have some decision making capabilities, but they are not absolute. Shares the same information as the supportive Project Management Office (PMO)	The Project Management Office
Cost Performance Index (CPI)	Earned Value Management Metric	Planning Earned Value Management
Cost Variance (CV)	Earned Value Management Metric	Planning Earned Value Management
Critical Path	The path of longest duration on a project network diagram	Overview of Key Project Management Models
Definitive Estimate	Most accurate estimate is the closest one to the actual cost. Upon completion of project planning, the project team prepares these estimates. They range from -5% to +10	Project Budgets
Depreciation	Method of determining an asset's value loss over time as a result of regular wear and tear, aging, and technological advancements	Key Financial Metrics
Design for X	Design for Excellence: shows different aspects of product development (x factors) that may result in business value (y factors).	Managing quality
Direct Cost	The project budget will cover the costs that the project incurs. The project manager must calculate and request these funds from the sponsor.	Budget Planning
Directive PMO	Provides information and manages compliance. May manage all project management resources and assign them to projects to meet the organization's needs.	The Project Management Office

Discretionary Dependency	Breaking a dependency is possible if necessary. Typically, one adds discretionary dependencies to reduce risk	Schedule Planning
Document Review	Review documentation that leads to a project's creation.	Module 4
Earned Value Management	A method used to determine the real-time scope, schedule, and budget status for a project	Planning Earned Value Management
Economic Value Added (EVA)	Measures the value a company generates for its shareholders; a subjective analysis by stakeholders.	Key Financial Metrics
Elicitation	The process of facilitating with stakeholders to determine the best method to satisfy a need; generally the job of a business analyst.	Effective Meeting Management
Estimate at Completion (EAC)	Earned Value Management Metric	Planning Earned Value Management
Executing Phase	The third phase of the project lifecycle is where the team produces deliverables by the project management plan	Project Management Phases
Expert Estimation	See Analogous Estimation	Project Budgets
Expert Judgement	Involves experts in the decision-making process to improve the chances of project success and increase stakeholder confidence in the process and outcome.	Decision Making

External Dependency	A relationship that is dependent upon external factors; often, these external factors may be legal or regulatory in nature.	Schedule Planning
Fist to Five	A quick way to determine general agreement on a decision; the speaker restates a course of action and then requests the team express their level of support by putting up several fingers ranging from 0 to 5.	Decision Making
Flowchart	Shows process flow and where quality issues may occur.	Managing quality
Funding Limit Reconciliation	The process of tracking the actual expenses against the funding limit to ensure that the project finishes on time and within budget	Project Budgets
Ground Rules and Norms	Standards of behavior ensure the teams are cohesive and effective.	The 12 Principles of Project Management Scenario
Incremental	An optimal lifecycle is when the deliverable frequency is big and anticipated project change is low.	Project Management Models and Methodologies
Indirect Cost	The project will pay for costs incurred externally to the project.	Budget Planning
Influencing	The ability to motivate stakeholders to perform the tasks required for a project to be successful	Module 3 Introduction
Initiation Phase	The first phase in the project lifecycle is where the manager develops the project charter and stakeholder register, and the sponsor approves them.	Project Management Phases

Integrated Change Control	A formal process to manage project change.	The 12 Principles of Project Management Scenario
Internal Dependency	Defined as any dependency within the team's ability to control.	Schedule Planning
Internal Rate of Return (IRR)	The discount rate that makes the net present value (NPV) of a project zero, measured as a percentage	Key Financial Metrics
Interviewing	Obtain information from stakeholders by directly talking with them	Influencing for Results
Iteration	A timed period where the team implements an adaptive or agile project generally, timeboxed at 15 or 30 days, also known as a sprint in scrum	Traditional Project Management
Iterative	An optimal lifecycle is when the deliverable frequency is low, and the anticipated project change is big.	Traditional Project Management
Kanban	A visual way to capture project status using boards that are visible to everyone on the team.	Overview of Key Project Management Models
Kick-Off Meeting	Meeting to present approved Project Management Plan to stakeholders for acceptance.	Effective Meeting Management
Kotter Change Model	An eight-step process for leading change to transform organizations; is a top-down approach where the need originates at the organization's top.	Leading change

Leadership	Attitude, talent, character, and behaviors influence individuals to achieve desired outcomes.	The 12 Principles of Project Management
Lean	A methodology that sets goals to reduce waste, minimize resources, and improve delivery speed	Overview of Key Project Management Models
Lessons Learned	Project closing activity that identifies and shares what went well, what can be approved, and what recommended changes	Project Budgets
Lifecycle	A series of phases that a project passes through from start to completion.	Project Management Models and Methodologies
Logical Data Model	A model project managers use to identify where quality issues may occur; in this model, managers define a problem and brainstorm potential factors impacting the problem	Managing quality
Majority	More than 50% of all voting members must approve.	Decision Making
Management Reserves	The project team may request Management Reserves to support unknown risks.	Budget Planning
Mandatory Dependency	Dependencies legally or contractually required or inherent like work	Schedule Planning
Matrix Diagram	This diagram shows the strength of relationships between various factors. Project managers use this diagram to determine where strong and weak relationships exist to make better-informed decisions.	Managing quality

Mind Mapping	It visually organizes information around a single quality concept. This is similar to affinity charting.	Managing quality
Monitoring and Controlling Phase	The fourth phase of the project lifecycle is where customers inspect for verification and validate deliverables	Project Management Phases
Motivation	The process that initiates, guides, and maintains goal-oriented behaviors.	The 12 Principles of Project Management
Multi-Criteria Decision Analysis	Weighted decision-making method involves choosing between options when multiple criteria (or objectives) are available for consideration.	Decision Making
Needs Assessment	Business analysts work closely with organization leadership to identify opportunities assess the current state, determine the future state, and generate solutions	Project Planning
Net Present Value (NPV)	The difference between the present value of cash inflows and the present value of cash outflows over a period, measured in dollars or other currency	Key Financial Metrics
Nominal Group Technique	A systematic approach to group brainstorming promotes contributions from all participants and allows agreement on the importance of topics, problems, or solutions.	Decision Making
OARP	OARP stands for owner, approver, reviewers, and participants although not documented by the PMI. This is a useful technique for making effective decisions.	Decision Making
Opportunity	A positive risk.	The 12 Principles of Project Management Scenario

Opportunity Cost	The possible benefits that a person, investor, or company forgoes while deciding between two options.	Key Financial Metrics
Organic or Functional	An organizational model is sometimes known as the silo; in this model, support is minimal, and a project manager may not be assigned.	Different Types of Organizations
Parametric Estimation	Involves using statistical data and mathematical models to estimate the costs and resources.	Project Budgets
Payback	Time is required to recover the initial investment cost; it is the break-even point at which the total investment equals the total revenue.	Key Financial Metrics
Planning Phase	The second phase of a project lifecycle is where the manager and team accomplish all project planning; the key deliverable in this phase is the project management plan.	Project Management Phases
Plurality	Largest group or segment determines the final decision.	Decision Making
PMI Code of Ethics	Values that all project managers must adopt; include responsibility, fairness, honesty, and respect	The 12 Principles of Project Management
Political Awareness	Helps the Project Manager plan effectively based on the project environment as well as the organization's political environment	Module 5
Predecessor Activity	An activity in a project network diagram that precedes a successor activity	Schedule Planning

Predictive	A lifecycle where the manager determines project scope, schedules, and budgets early in a project is best if delivery requirements and change are low.	Project Management Models and Methodologies
Process Group	A group of individual processes in the project lifecycle which includes initiation, planning, executing, monitoring and controlling, and closing	Project Management Models and Methodologies
Procurement Management Plan	Plan that identifies the overall project procurement management strategy for a project	Project Failure Overview
Product Owner	An adaptive role with the responsibility of maintaining the product backlog, developing user stories, and acting as the voice of the customer	Project Management Models and Methodologies
Project Brief	A brief synopsis of a project to familiarize key stakeholders with the purpose, benefits, and key objectives	Introduction and the Project Initiation Phase
Project Charter	A document that defines high-level scope, schedule, and budget; once the sponsor approves the project charter, project planning can begin.	Introduction and the Project Initiation Phase
Project Funding Requirements	These are the financial, time-phased resources needed to complete a specific project.	Project Budgets
Project Management	An application of skills, knowledge, tools, and techniques to project activities to meet the project requirements	What Inspired Us to Create this Course?
Project Management Body of Knowledge	Also known as PMBOK, this shares proven traditional practices that are widely applied and innovative practices emerging in project management.	Overview of Key Project Management Models

Project Management Office (PMO)	A management structure that standardizes project-related governance processes and facilitates sharing of resources, methodologies, tools, and techniques.	The Project Management Office
Project Manager	A person assigned by an organization to lead the team who is accountable for project objectives	What Inspired Us to Create this Course
Project Network Diagram	A sequenced flow of work packages organised in the order of their completion. There are annotations for each work package and critical route.	Schedule Planning
Project Oriented Organizations	Organizations whose primary focus is on managing projects.	Different Types of Organizations
Quality	A product or service that conforms to requirements and is fit for use.	Module 3 Introduction
Quality Assurance (QA)	The process of performing quality audits to ensure compliance with policies and standards; preventative in nature	Managing quality
Quality Control (QC)	The process of performing inspections to verify deliverables; corrective in nature	Managing quality
Quality Management Plan	Describes how the team will implement applicable policies, procedures, and guidelines to achieve quality objectives.	The 12 Principles of Project Management Scenario
Requirements Management Plan	Plan that defines how end-to-end project requirements will be planned and documented. A "how to" plan	Module 5

Reserves	Funds set aside for potential risk events	Budget Planning
Resiliency	The ability to absorb impacts and recover quickly from a setback or failure	The 12 Principles of Project Management
Resource Breakdown Structure	Tabular tool used to identify and track resources requirements by Work Breakdown Structure (WBS) Code of Account Identifier	Project Planning
Return on Invested Capital (ROIC)	Used to determine how well a company allocates its capital to profitable projects or investments measured as a percentage.	Key Financial Metrics
Return on Investment (ROI)	A percentage metric determines the profitability of an investment. It determines the amount of investment return to the cost of the investment.	Stakeholder Engagement Plan
Risk	Any potential event, positive or negative, can impact a project.	Project Failure Overview
Risk Management Plan	Plan that identifies the overall project risk management strategy for a project	The 12 Principles of Project Management
Rough Order of Magnitude (ROM)	A financial metric is defined in the early stages of a project to estimate approximate costs and determine project feasibility. ROM estimates range from -75% to +75%.	Project Budgets
Salience Model	A method of classifying stakeholders by power, urgency, and legitimacy.	Module 3

Scatter Diagram	A diagram that shows the relationship between two variables, Project Managers look for correlations or statistically independent findings.	Managing Quality
Schedule Management Plan	Plan that provides process and direction to the team on how to define, develop, monitor, control, and validate the project schedule. A "How to" plan	Schedule Planning
Schedule Performance Index (SPI)	Earned Value Management Metric	Planning Earned Value Management
Schedule Variance (SV)	Earned Value Management Metric	Planning Earned Value Management
Scope Management Plan	Plan that defines how end-to-end project scope will be planned and executed. A "how to" plan	Scope Planning
Scope Statement	The most detailed version of the scope. Allows for the development of a Work Breakdown Structure (WBS)	Scope Planning
Scrum	A popular form of agile that the majority of agile practitioners use.	Overview of Key Project Management Models
Scrum Master	An adaptive role that trains and coaches the development team to adhere to all agile processes.	Overview of Key Project Management Models
SIPOC	This acronym stands for Supplier, Input, Process, Output, and Customer. SIPOC shows the horizontal value chain for a process from start to end.	Managing Quality

Six Sigma	A collection of tools and techniques to improve processes	Overview of Key Project Management Models
Sponsor	An individual who authorizes the project and provides the required funding	Stakeholder Engagement Plan Lab
Sprint	A scrum term that defines a timed period where the team implements an adaptive or agile project; generally, timeboxed at 15 or 30 days, also known as an iteration.	Project Management Models and Methodologies
Stacey Method	A project selection methodology developed by Ralph Stacey, this methodology bases decisions on stakeholder acceptance and complexity considerations.	Project Management Models and Methodologies
Stakeholder	Anyone interested in or impacted by a project.	Stakeholder Register
Stakeholder Engagement Assessment Matrix	A list of current and desired commitment levels, which includes unaware, neutral, resistant, supportive, and leading	Stakeholder Engagement Plan
Stakeholder Engagement Plan	Planning document that identifies stakeholders, current and desired commitment levels, and strategies to move stakeholders to desired levels	Introduction and the Project Initiation Phase
Stakeholder Mapping	A method of classifying stakeholders by power and interest	Module 4
Stakeholder Register	A list of key stakeholders by assigned roles and responsibilities to support a project	Stakeholder Register

Stewardship	One who shows integrity, care, compliance, and trustworthiness.	The 12 Principles of Project Management
Strong Matrix	The project manager has more power than the functional manager, can make decisions on the allocation of resources, and has a great deal of control.	Different Types of Organizations
Subject Matter Expert (SME)	An individual who possesses knowledge and expertise critical to project success	Project Budgets
Successor Activity	An activity in a project network diagram that follows a predecessor activity	Schedule Planning
Supportive PMO	Low level of control (decision-making) but does provide best practices, common oversight, and templates.	The Project Management Office
System	A set of interacting and independent components that function as a unified whole	The 12 Principles of Project Management
Tailoring	Determining which processes are required to plan and implement a project effectively	The 12 Principles of Project Management
Threat	A negative risk.	The 12 Principles of Project Management Scenario
Three-Point Averaging	Adds the optimistic, most likely, and pessimistic estimates and averages them. Another name for this method is triangular distribution	Budget Planning

Three-Point Estimation	An estimation method that considers pessimistic, optimistic, and most likely estimates and calculates them mathematically to achieve an estimation.	Budget Planning
Three-Point PERT	The PERT (Program Evaluation Review Technique) method weights the optimistic, most likely, and pessimistic estimates based on statistical norms	Budget Planning
Time Value of Money	A concept stating that the value of a currency decreases over time.	Key Financial Metrics
Top Down Estimation	See Analogous Estimation	Project Budgets
Traceability Matrix	Plan used to track the evolution of product development from conception through launch	Project Planning
Twelve Principles of Project Management	A list of principles that serve as foundational guidelines for strategy, decision-making, and problem-solving	Module 3 Introduction
Value	The business objectives and intended benefits of a project.	The 12 Principles of Project Management
Value Added Analysis	A process that identifies and improves the benefits and attributes of a product or service that appeal to the customer.	Project Budgets
Virtual Communications	Opportunities for stakeholders to interact using communications technology	Project Management in the Virtual Environment

Voting	A popular method of collective decision-making. This method helps the manager make decisions effectively in certain situations by allowing democratic participation and representation.	Decision Making
WBS Dictionary	A list of tasks associated with work package completion	Scope Planning
Weak Matrix	The project manager works directly for a functional manager. The role is a project coordinator with limited power or project expediter as strictly a communications lead.	Different Types of Organizations
Wideband Delphi Technique	A systematic forecasting method used to gather opinions of experts on a problem is through questionnaires or mail	Decision Making
Work Breakdown Structure (WBS)	A hierarchical breakout of all work packages by phase is required to complete a project successfully	Scope Planning
Work Package	The lowest level of activity in a Work Breakdown Structure (WBS)	Project Support Planning