UNIVERSITY OF ALBERTA
DEPARTMENT OF COMPUTING SCIENCE

AGILE PLANNING FOR SOFTWARE PRODUCTS

GLOSSARY

Glossary

Word	Definition
Action	The activity that should be undertaken to deal with a risk on a project, after an indicator is identified.
Ad Hoc Development	Developing software reactively, without a plan.
Analogy Technique	An estimation technique in which you estimate using experience with a similar project.
Analysis Paralysis	Group anti-pattern risk that occurs when development team becomes stuck too long in one phase of the project.
Anti-pattern	Commonly occurring solution or situation in a project with negative consequences. These can involve groups of people or individuals.
Beginning-To-End Path	A path that is sequential from the beginning of a chart to the end.
Bottom-Up Technique	An estimation technique in which you break down the project into small, manageable tasks and generate estimates for the individual tasks.
Cart before the horse	Group anti-pattern risk that occurs when too much emphasis is placed on part of the project that should be worked on later.
Commitment	What you agree to deliver.
Cone of Uncertainty	A visual representation of the variability in a project against the project timeline.
Coordination Point	A point in a chart where two paths converge and all converging tasks must be completed in order to move on to the next task.
Critical Path	The longest duration path of tasks between two logical points.
Critical Path Method (CPM) Chart	A visual way to organize task dependencies and find the critical path.
Cross-Functional	The development team consists of everyone that they need for development. They are not dependent on someone outside of the development team.
Customer and Stakeholder Risks	Risks that involve customers or stakeholders of the project, such as not providing materials to the development team, delivering

	materials late, etc.
Death March	Group anti-pattern risk that occurs when a project is destined for failure, but the development team keeps working on it out of obligation.
Definition of Done	A strict set of completion criteria that a development team agrees to, which all tasks must have in order to be considered done.
Developer Task	A task to be completed by the development team.
Deviation	In mathematics and statistics, deviation is a measure of difference between the observed value of a variable and some other value. Represented by the Greek letter, sigma.
Email as the primary means of communication	Common group anti-pattern risk that occurs when email is the only form of communication used on a development team, which can lead to disjointed communication.
Ends Uncertainty	The uncertainty associated with what a project is going to produce.
Estimate	A guess for the amount of time it will take to complete a task, preferably based on some sort of data.
Expected Time (Te)	The time that the task or project is expected to be completed in. Based on the Most Probable Time, the Optimistic Time, and the Pessimistic Time.
Experts' Technique	An estimation technique in which you converge estimates from multiple estimators.
Fire Drill	Group anti-pattern risk that occurs when a large amount of project work is accomplished right before a deadline, instead of evenly distributed across the project time.
Finish-Finish Dependency	A task dependency in which the first task must finish, before the second task can finish.
Finish-Start Dependency	A task dependency in which the first task must finish, before the second task can start.
Gold-Plating	Group anti-pattern risk that occurs when so much effort is put into one part of a project that it diminishes returns.
Groupthink	Group anti-pattern risk that occurs when a group follows the general opinions of a group, even if individual opinions differ.

Heroics	Group anti-pattern risk that occurs when a project relies heavily on only one developer's ability to finish a project.
Impact	The level of seriousness of a risk materializing and affecting a project.
Indicators	A sign that a risk is about to occur in a project.
Intellectual Violence	Individual anti-pattern risk that occurs when an individual affects a project by constantly asserting their own opinions on topics, or using superior knowledge on a topic to make other team members feel less knowledgeable and valued.
Iteration	An iterative increment of a release.
Iteration Plan	The plan of the tasks that will be completed in a sprint or iteration.
Likelihood Matrix	A 2D representation of the likelihood and the impact a risk might have on the project.
Loose cannon	Individual anti-pattern risk that occurs when a person makes significant project decisions without consulting the rest of the team.
Means Uncertainty	The uncertainty associated with how a project is going to be completed.
Micromanaging	Managing subordinates or employees by closely observing or controlling their work.
Milestone	An internal checkpoint to measure progress.
Mission-Critical Project	A project that has priority over other projects, because it is tied to the survival of the company or business it is associated it.
Most Probable Time (Tm)	Your estimate of the most likely time for the task or project.
Optimistic Time (To)	What you would consider the least time that this task or project could be completed in.
Overengineering	Group anti-pattern risk that occurs when a product is made more complex than necessary.
Parallel	Tasks that can occur simultaneously.
Path	A path is a sequence following the arrows that you can take from

	one task to another.
Personnel Risks	Risks that involve the personnel of the development team, such as a team member leaving, team member conflicts, etc.
Pessimistic Time (Tp)	What you would consider the most time that the task or project could be completed in; it is the worst-case scenario.
Product Owner	The client role in Scrum, or the one responsible for providing the backlog of features for the product.
Program Evaluation and Review Technique (PERT) Chart	Developed by the U.S. Navy in the 50s to manage the Polaris submarine missile program. It is a visual representation of a project.
Range	A series of numbers that includes the highest and lowest possible amounts.
Release	The stage where you are delivering your product to be ready for the market. A release generally consists of iterations.
Risk Management Plan	A list of potential project risks and their associated impacts and likelihood, and any planned action for how to address the risk if it should arise.
Risk-Value Matrix	A 2D representation of the amount of influence a risk might have on the value of project features.
Risks	Something that could potentially cause your project to fail.
Role	A part of development that a person takes on.
Seagull Management	Group anti-pattern risk that occurs when a manager only shows up occasionally in a project, assigns a large amount of new task work, and then disappears, resulting in low team morale.
Schedule	The mapping of tasks to a timeline.
Scope Risk	Risks that involve expanding requirements.
Sigma	A letter of the Greek alphabet, used in mathematics to represent the deviation.
Silos	Group anti-pattern risk that occurs when a lack of communication occurs in a team.
Slack	Occurs when a path duration is less than the duration of the

	critical path. Paths with slack can be delayed without adding time to the overall duration of the project.
Sprint	A short, iterative, and incremental time period in Scrum in which a working prototype is delivered to the product owner (client) at the end
Sprint Goal	In Scrum, a goal or vision to be completed in a sprint.
Start-Finish Dependency	A task dependency in which the first task must start before the second task can finish.
Start-Start Dependency	A task dependency in which the first task must start before the second task can start.
Story Point	An arbitrary measure used by Scrum teams. This is used to measure the effort required to implement a user story.
Synchronize	All the paths need to be completed before you can move on to the path or paths leading out of that node.
Target	A point in the schedule to meet.
Task	A small, manageable step of a project to be completed.
Task Dependency	A relationship that specifies the ordering of tasks
Technology Risks	Risks that involve how likely technology used on the project is likely to fail.
Time-Boxed	A strict time limit that the event must remain in.
Uncertainty	Unknown; not certain of.
Uncertainty Space Diagram	A way to visualize the uncertainty of a project. It measures the means uncertainty against the ends uncertainty.
User Story	A short, simple description of a feature told from the perspective of the person who desires the feature.
Value	The importance of a feature to a project.
Variability	The extent to which data points differ from each other. In the Cone of Uncertainty diagram, this represents the amount of uncertainty.
Velocity	An estimate of the number of features that you can reasonably

	expect to build into a project over a given period of time.
Vendor lock-in	Group anti-pattern risk that occurs when a development team creates a product around a single technology solution or vendor, and depends heavily on it even if it is not the best option.
Viewgraph engineering	Group anti-pattern risk that occurs when too much emphasis is placed on aspects of a project other than development work.
Work Breakdown Structure	A representation that takes one large work product or task and breaks it down into smaller, manageable work products or tasks in a hierarchical fashion.
Work Product	An intermediate product that is produced as a result of a task. A work product could also be consumed as an input for a task to occur.