

# Glossary

## Project Management

### Terms and Definitions

#### Course 1



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**Link:** <https://www.coursera.org/learn/project-management-foundations/resources/R9Ijr>

## A

**Agile:** A project management approach in which project phases overlap and tasks are completed in iterations

**Authority:** Refers to one's ability to make decisions for the project that impact the organization

## B

**Barrier:** Something that can get in the way of project progress

**Buzzword:** A word or phrase that is popular for a period of time or in a particular industry

## C

**C-Suite:** All the “chief” level officers in an organization

**Change agent:** A person from inside an organization who helps the organization transform by focusing on improving organizational effectiveness and development

**Change management:** The process of delivering a completed project and getting people to adopt it

**Classic structure:** An organizational structure with a traditional, top-down reporting hierarchy

**Closing:** The **phase** at **the end of a project** during which team members' work is celebrated and how the project went is evaluated

**Contract work:** **Work done** for a company by **non-employees** on a project-by-project basis

**Corporate governance:** The **framework** by which an organization achieves its goals and objectives

**Cross-functional team:** **Team members** who have **different** skill sets and may even work in different departments but are **all working towards** the successful completion of a project

**Culture mapping:** **A tool** that can illustrate a company's culture and how the company's values, norms, and employee behavior may be **affected by change**

## D

**Delegation:** Assigning tasks to individuals or resources who can best complete the work

**Deliverable:** A specific task or **outcome**

**DMAIC:** A strategy for process improvement; refers to the **five phases** in the **Lean Six** Sigma approach: define, measure, analyze, improve, and control

## E

**Effective communication:** Refers to being transparent, upfront with plans and ideas, and making information available

**Escalation paths:** Refers to the courses for communicating risks to the right people at the right time

**Executing:** **Completing** the tasks necessary to achieve the project goals

## F

**Feedback mechanism:** A tool that can capture input from stakeholders, such as a survey

**Floating task:** A task for which a change in its delivery would **not affect** the project's overall success or impact its timeline

**Flowchart:** A **tool** that can **visualize** a project's **development process**

**Functional manager:** The leader of a department in a functional (Classic) organization

**Functional organizations:** An organization **divided into departments** based on **function**; also called a Classic organization

## G

**Governance:** The **management framework** within which decisions are made and accountability and responsibility are determined

## I

**Influencing without authority:** Refers to a project manager's ability to guide teammates to complete their assigned work without acting as their direct managers

**Initiation:** The **project phase** that is the launchpad for the entire project; project goals, deliverables, resources, budget, and people are identified at this stage

**Internship:** A short-term way to **get hands-on experience** in an industry

**Interpersonal skills:** The **behaviors** used to **interact with others**; skills than can help one influence without authority, including communication, negotiation, conflict mediation, and understanding motivations

**Iterative:** Refers to **phases and tasks that overlap** or happen at the same time that other tasks are being worked on

## K

**Kanban:** An **Agile approach** and a tool that provides visual feedback about the status of the work in progress through the use of Kanban boards or charts.

## L

**Lean:** A methodology in which the main principle is the removal of waste within an operation

**Lean Six Sigma:** A combination of two “parent” project management methodologies: Lean and Six Sigma; used for projects that have goals to save money, improve quality, and move through processes quickly

**Linear:** A project structure in which the previous phase or task has to be completed before the next can start

## M

**Matrix structure:** A hybrid organizational structure that is like a grid; includes direct higher-ups to report to, as well as stakeholders from other departments or programs

**Mission:** Clarifies what the “what,” “who,” and “why” of the organization

## O

**Organizational culture:** Employees’ shared values and the organization’s values, mission, history, and so on; a company’s personality

**Organizational structure:** The way a company or organization is arranged

**Ownership:** When people feel like they are empowered to take responsibility for the successful completion of their tasks

## P

**Planning:** Making use of productivity tools and creating processes; creating and maintaining plans, timelines, schedules, and other forms of documentation to track project completion

**Program manager:** A project manager who manages multiple projects for specific products, teams, or programs

**Project:** A unique endeavor which usually includes a set of unique deliverables; a series of tasks that need to be completed to reach a desired outcome

**Project governance:** The **framework** for how project decisions are made

**Project life cycle:** The **basic structure** for a project; consists of four different phases: initiate the project, make a plan, execute and complete tasks, and close the project

**Project management:** The **application** of knowledge, skills, tools, and techniques to project activities to **meet the project requirements**

**Project management methodology:** A **set of guiding principles** and **processes** for owning a project throughout its life cycle

**Project management office:** An internal group at a company that defines and maintains project management standards across the organization

**Project manager:** Individual who **shepherds projects** from start to finish and serves as a guide for their team, using their impeccable organizational and interpersonal skills every step of the way

**Project task:** An activity that needs to be accomplished within a set period of time by the project manager, the project team, or the stakeholder

## R

**Reporting chart:** A **diagram** showing the **relationships** among **people** and **groups** within the organization and who each person or group reports to

**Resource availability:** Knowing how to access the people, equipment, and budget needed for a project

**Resources:** Anything needed to complete a project, such as people, equipment, software programs, vendors, and physical space or locations

**Retrospective:** A workshop or meeting with the project team to note best practices and learn how to manage a project more effectively the next time

**Risk:** A potential event which can occur and have an impact on a project

## S

**Scrum:** An Agile framework that focuses on developing complex projects through collaboration and an iterative process. Work is completed by small, cross-functional teams led by a Scrum Master and is divided into short Sprints with a set list of deliverables.

**Six Sigma:** A methodology used to reduce variations by ensuring that quality processes are followed every time

**Sprint:** A phase in the Agile project management approach which has a defined duration with a set list of deliverables

**Stakeholder:** People who are interested in and affected by the project's completion and success

**Steering committees:** A group that decides on the priorities of an organization and manages the general course of its operations

## T

**Transferable skill:** An ability that can be used in many different jobs and career paths

## U

**Urgency:** Getting team members to understand that the project is important and to identify what actions need to be taken to move the project along

## V

**Values:** Principles that describe how employees are expected to behave

## W

**Waterfall:** A project management methodology that refers to the sequential ordering of phases