

CAPM Lexicon



PROJECT
CERTIFICATIONS

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2 types of costs of conformance



2 types of costs of conformance

prevention cost and appraisal cost



2 types of costs of nonconformance



2 types of costs of nonconformance

internal failure cost and external failure cost



3 components of HR plan



3 components of HR plan

roles and responsibilities of
project team, project
organization charts, staffing
management plan



3 types project network schedule calculations



3 types project network schedule calculations

forward pass, backward pass,
float



4 types of logical relationships



4 types of logical relationships

finish-to-start, finish-to-finish,
start-to-start, start-to-finish



5 techniques for resolving conflict



5 techniques for resolving conflict

withdraw/avoid,
smooth/accommodate,
compromise/reconcile,
force/direct,
collaborate/problem solving



7 basic quality tools

7 basic quality tools

cause and effect diagrams,
flowcharts, check-sheets, pareto
diagrams, histograms, control
charts, scatter diagrams



accepted deliverables



accepted deliverables

deliverables are formally approved by customer or sponsors and are recorded (may be recorded in project schedule)



active listening



active listening

receiver confirms listening by nodding, eye contact, and asking questions



activity attributes



activity attributes

identify multiple components of each activity, including activity identifier, WBS ID, activity label, can be used to identify person responsible for executing, place where the work will be performed, project calendar the activity is assigned to, level of effort, etc



activity duration estimates



activity duration estimates

quantitative assessments of the likely # of time periods required to complete an activity. do not include lags. may include a range



Actual Cost (AC)

Actual Cost (AC)

the total of direct and indirect costs incurred in accomplishing work during a given period



agreement



agreement

request initiated by an external entity, will include a defined SOW and the business case and a rationale for the request



analogous estimating

analogous estimating

estimating using historical data from a previous, similar activity or project. used when there is limited amount of info about project, less costly, less time consuming, less accurate than other techniques



analytical techniques for plan stakeholder management



analytical techniques for plan stakeholder
management

evaluate stakeholder
engagement - unaware,
resistant, neutral, supportive,
leading



analytical techniques in plan risk management



analytical techniques in plan risk management

stakeholder risk profile analyses,
strategic risk scoring sheets



assumptions analysis



assumptions analysis

explores validity of assumptions
- identifies risks from inaccuracy,
inconsistency, instability of
assumptions



at what phase in the
project life cycle are
resources necessary at
their highest



at what phase in the project life cycle are resources
necessary at their highest

implementation/execution phase



attribute sampling vs. variables sampling



attribute sampling vs. variables sampling

attribute sampling - the result either conforms or does not conform, variable sampling - result is rated on a continuous scale that measures degree of conformity



authority



authority

the right to make decisions
necessary for the project or the
right to expend resources



avoid



avoid

change project management
plan to eliminate the threat
entirely



basis of estimate



basis of estimate

rationale for estimates are
defined in the WBS dictionary



benchmarking



benchmarking

comparing actual or planned practices to those of comparable organizations to identify best practices, generate ideas for improvement, and provide a basis for measuring performance



benefits of virtual teams in acquire project team



benefits of virtual teams in acquire project team

makes it easier to acquire teams and is a benefit to a project that requires unique skills, form teams of ppl from same org who live in widespread areas, add special expertise to a project team, incorporate employees who work from home, form teams of ppl who work different shifts/hours, include ppl with disabilities



Beta Distribution (PERT)

Beta Distribution (PERT)

triangular distribution w/ more weight given to the most likely estimate (can be asymmetrical). O = optimistic estimate, ML=most likely estimate, P=pessimistic estimate



bidder conference



bidder conference

meetings between buyer and sellers before the submittal of a bid or proposal, used to ensure all sellers have a common understanding of procurement requirements



bottom-up estimating



bottom-up estimating

method of estimating project duration or cost by aggregating estimates of the lower-level components of the WBS, used when an activity cannot be estimated w certainty



budget at completion (BAC)



budget at completion (BAC)

the sum of all budgets
established for the work to be
performed



business case

business case

provides the business perspective for which the project is being initiated, deals w the business needs being addressed by the project



Business value



Business value

the entire value of a business -
the total sum of all tangible and
intangible elements



categories in stakeholder analysis



categories in stakeholder analysis

interests, expectations, influence, power. use power/interest grid, power/influence grid, influence/impact grid, salience model



cause and effect/ishikawa/fishbone diagrams



cause and effect/ishikawa/fishbone diagrams

tools used to determine the
cause of an issue



change control



change control

the procedures used to identify, document, approve, and control changes to the project baselines



change control board



change control board

in change management process-
responsible to review and either
approve or deny change requests,
should include project team
members and other key
stakeholders



change log

change log

comprehensive list of changes
made during a project



change management



change management

the process for managing change in a project, should be incorporated into the project management plan



change management process



change management process

implemented for reviewing and determining whether or not requested changes are in scope of out-of-scope of the project



change requests

change requests

formal request to modify the project scope in order to meet a new requirement - accepted in validate scope process and processed in perform integrated change control process



change requests for manage project team

change requests for manage project team

staffing changes (affect project management plan) - moving ppl to diff assignments, outsourcing some work, replacing team members who leave



chart of accounts

chart of accounts

the financial numbering system
used to monitor project costs by
category



Check-sheets

Check-sheets

used to gather data - ensures all data needed is gathered consistently to perform analysis



close project or phase



close project or phase

occurs at the end of the project
AND at the end of each phase,
involves expert judgment,
analytical techniques, meetings



closing



closing

bringing the project or phase to an orderly end, including gaining formal acceptance of the result



code of accounts

code of accounts

the numbering system for providing unique identifiers for all items in the WBS, hierarchical and can to multiple levels, each lower level containing a more detailed description of a project deliverable



collaborating/problem solving



collaborating/problem solving

project manager directly address disagreement and gets all parties to work together to solve problem - info collected, alternatives identified, most appropriate is selected. win-win - recommended for long term resolution



PROJECT
CERTIFICATIONS

collect requirements process



collect requirements process

defines and documents what is needed to meet project objectives



Colocation



Colocation

project team members are physically located close to one another in order to improve communications, working relations, and productivity



common situations that require resource leveling



common situations that require resource leveling

1. when required resources are only available at certain times
2. when required resources are only available in limited quantities
3. to keep resource usage at a constant level



communication channels



communication channels

$n(n-1)/2$ - consider # of potential communications channels to plan the actual communications



communication requirements analysis



communication requirements analysis

determines the information needs of the stakeholders.



communication skills



communication skills

listening actively and effectively, questioning and probing, educating team, fact finding, setting/managing expectations, persuading a person/team, motivating, coaching to improve performance, negotiating, resolving conflict, summarizing, recapping, and identifying the next steps



communications management plan



communications management plan

describes how project communications will be planned, structured, monitored and controlled



components of issue logs



components of issue logs

issue description, initiator,
responsible person, target date
for completion/priority,
resolution explanation, actual
completion date



components of procurement management plan



components of procurement management plan

types of contracts, risk management issues, whether estimates will be used, unilateral actions, standardized procurement documents, managing multiple suppliers, coordinating procurement w other project aspects, constraints/assumptions, handling long lead times, handling make or buy decision, setting scheduled dates in contracts, identifying requirements for mitigate risks, establishing direction to provide to sellers on WBS, establishing format for procurement SOW, identify prequalified sellers, procurement metrics



components of risk management plan



components of risk management plan

methodology, roles and responsibilities, budgeting, timing, risk categories, definitions of risk probability and impact, probability and impact matrix, revised stakeholders tolerances, reporting formats, tracking



components of stakeholder management plan



components of stakeholder management plan

engagement levels, impacts, relationships among stakeholders, communications requirements, information on format and content of communications, need for and reason for communication, timing of info distribution



components of stakeholder register

components of stakeholder register

identification info (name, position, location, role), assessment info (info from stakeholder analysis), stakeholder classification (internal or external, supporter, neutral, or resistant), additional info on communication needs/risk tolerances



configuration control



configuration control

systematic procedure that refers to change management - protects customer and team members from unauthorized changes



cons of a functional organization



cons of a functional organization

client is not the focus of activity,
function rather than problem
oriented, no one fully responsible
for project, slow response to the
client, tendency to sub optimize,
fragmented approach to a project



cons of matrix organizations



cons of matrix organizations

two-boss syndrome, more time and effort needed to get team members, functional managers may be reluctant to share top performers, conflicts of authority between project manager and functional manager, careful project monitoring required, political infighting among project managers



cons of projectized organizations



cons of projectized organizations

hourly costs may become inflated while specialists are waiting between assignments or are on call, bureaucracy, standards, procedures, and documentation may result in an abundance of red tape



considerations when developing the project charter

considerations when developing the project charter

enterprise environmental factors
and organizational process
assets

Constraint

Constraint

a restriction or limitation that may force a certain course of action or inaction



contingency plan



contingency plan

a response to a risk event that will be implemented only if the risk event occurs



contingency reserve



contingency reserve

budget within cost baseline or performance measurement baseline that is for accepted risks and for which contingent or mitigating responses are developed



contingent response strategies



contingent response strategies

events that trigger the contingency response should be defined and tracked - contingency plans or fallback plans, update wbs, schedule, budget, project man plan, etc



Contract

Contract

the binding agreement between
a buyer and seller

contract change control system



contract change control system

define process by which the procurement can be modified -
paperwork, tracking systems,
dispute resolution procedures,
approval levels



control account



control account

a summary-level component of the WBS that is used to summarize both subsidiary control accounts and work packages that make up the control account



control charts



control charts

monitor performance within acceptable upper and lower boundaries - useful in identifying when processes require attention, show project progress



control costs process



control costs process

monitoring the status of a project against the project budget and cost baseline



PROJECT
CERTIFICATIONS

control procurements process



control procurements process

managing procurement
relationships, monitoring
contract performance, managing
changes and corrections to
contracts



PROJECT
CERTIFICATIONS

control quality process



control quality process

monitor and record results of
executing the quality activities to
assess performance and
recommend changes



PROJECT
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control risks process

control risks process

implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, evaluating risk process effectiveness



control schedule process



control schedule process

monitoring status of project
activities to update progress and
manage changes to schedule
baseline



PROJECT
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control scope process



control scope process

process of monitoring the status of the project and product scope and managing changes to the scope baseline



cost aggregation

cost aggregation

cost estimates for each work package are added, then control accounts, and ultimately for the entire project



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cost of conformance



cost of conformance

there is a proactive decision to eliminate errors from a project and product



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cost of quality



cost of quality

all costs incurred over life of the product in preventing nonconformance to requirements, appraising for conformance to requirements, and failing to meet requirements



cost-benefit analysis

cost-benefit analysis

compares the cost of the quality step to the expected benefit

CPI greater than 1.0
indicates



CPI greater than 1.0 indicates

costs are below budget

CPI less than 1.0
indicates



CPI less than 1.0 indicates

costs are over budget

crashing



crashing

using alternative strategies for completing activities for the least additional cost, should be for tasks on critical path, may result in additional/new critical paths



create WBS process

create WBS process

process that further articulates the work that is included in a project, defines the work necessary to fulfil the scope and project objectives



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critical chain method



critical chain method

views the project as a system -
critical chain adds resource
dependencies to define a resource-
limited schedule, longest sequence
of resource levelled tasks is the
critical chain



critical path



critical path

the path longest duration within
the project

data gathering and representation techniques



data gathering and representation techniques

interviewing, probability
distributions



PROJECT
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decode



decode

receiver translating a message
into an idea or meaning

decomposition



decomposition

the process of breaking down a project deliverable into smaller, more manageable components



decomposition in define activities process

decomposition in define activities process

deliverables of the WBS are
broken down into smaller
components - activities

define activities process



define activities process

process of identifying and documenting specific actions to be performed to produce project deliverables - provide a basis for estimating, scheduling, executing, monitoring and controlling project work



deliverables of the concept phase



deliverables of the concept phase

1. feasibility studies that clarify the problems to be solved
2. order of magnitude forecasts of cost
3. a project charter to grant permission for the project to proceed



deliverables of the development/planning phase



deliverables of the development/planning phase

1. scope statement
2. WBS
3. schedule baseline
4. determination of budgetary costs and a developed budget
5. identification of resources and team members w/ levels of responsibility
6. a risk assessment
7. communications management plan
8. a project plan
9. control systems and methods for handling change control



deliverables of the implementation and execution phase



deliverables of the implementation and execution phase

1. execution results for work packages
2. status reports and performance reporting
3. procurement of goods and services
4. managing, controlling, and redirecting of scope, quality, schedule and cost
5. resolution of problems
6. integration of the product into operations



deliverables of the termination and close phase



deliverables of the termination and close phase

1. formal acceptance
2. documented results and lessons learned
3. reassignment or release of resources



design of experiments



design of experiments

statistical method for identifying which factors may influence specific variables of a product/process, may be used to determine the # and type of tests and impact on cost of quality



determine budget process



determine budget process

aggregating the estimated costs of individual activities or work packages to establish a cost baseline



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develop project team process



develop project team process

allows project manager to focus on how to get the most out of the project team, ensures team members have the appropriate skills to perform, team interacts effectively, good team environment



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difference between contingency reserve and management reserve



difference between contingency reserve and management reserve

contingency reserve are dollars set aside to address risk - included in cost baseline, management reserves are budget reserves for unplanned changes and not included in cost baseline



dimensions of communication



dimensions of communication

internal and external, formal and informal, vertical and horizontal, official and unofficial, written and oral, verbal and nonverbal



discretionary dependencies



discretionary dependencies

there are other options for
accomplishing activities w other
orders and resources



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early termination of a contract



early termination of a contract

special case of procurement
closure

Earned Value (EV)

Earned Value (EV)

sum of approved cost estimates
for activities completed

effective listening

effective listening

receiver attentively watches the sender to observe physical gestures and facial expressions, receiver contemplates responses, asks questions, repeats/summarizes, provides feedback



encode



encode

sender translating an idea or
meaning into a language for
sending



PROJECT
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enhance



enhance

increase probability and/or
impact of the opportunity

enterprise env factors
that can affect manage
communications



enterprise env factors that can affect manage
communications

org culture/structure,
govt/industry standards, PMIS

enterprise env factors
that can influence
estimate costs process



enterprise env factors that can influence estimate
costs process

market conditions, published
commercial information

enterprise env factors
that can influence
identify risks



enterprise env factors that can influence identify risks

published info, academic studies,
published checklists,
benchmarking, industry studies,
risk attitudes



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enterprise env factors
that can influence
perform qualitative risk
analysis



enterprise env factors that can influence perform
qualitative risk analysis

industry studies of similar
projects by risk specialists, risk
databases



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enterprise env factors
that can influence plan
procurement
management



enterprise env factors that can influence plan
procurement management

marketplace conditions,
products/services in
marketplace, suppliers, typical
terms and conditions, unique
local requirements



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enterprise env factors
that could influence
identify stakeholders



enterprise env factors that could influence identify stakeholders

org culture/structure,
govt/industry standards, global,
regional local trends practice or
habits



PROJECT
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enterprise env factors
that could influence
plan cost management



enterprise env factors that could influence plan cost management

org culture and structure, market conditions, currency exchange rates, published resource cost rate info, published seller price lists, PMIS



PROJECT
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enterprise env factors
that may influence
acquire project team



enterprise env factors that may influence acquire
project team

existing info on human
resources, personnel admin
policies, organizational structure,
colocation or multiple locations



PROJECT
CERTIFICATIONS

enterprise env factors
that may influence plan
quality management



enterprise env factors that may influence plan quality management

govt agency regulations, rules, standards, guidelines, working/operating conditions, cultural perceptions



PROJECT
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enterprise env factors
updates as a result of
develop project team



enterprise env factors updates as a result of develop
project team

personnel admin, employee
training records, skill
assessments

enterprise
environmental factors
that could constrain
project management
plan



enterprise environmental factors that could constrain
project management plan

government or industry
standards, project management
info systems, infrastructure,
personnel administration



PROJECT
CERTIFICATIONS

enterprise
environmental factors
that can influence plan
HR management



enterprise environmental factors that can influence
plan HR management

org culture and structure,
existing human resources,
geographical dispersion of team
members, personnel admin
policies, marketplace conditions



PROJECT
CERTIFICATIONS

estimate activity resources process



estimate activity resources process

estimating type and quantities of material, human resources, equipment, or supplies needed to do each activity



PROJECT
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estimate costs process

estimate costs process

process of determining the costs associated w delivering a project

examples of appraisal costs



examples of appraisal costs

assess the quality, costs due to increase % of product inspected to reduce defective parts, due to purchasing state of the art equipment



PROJECT
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examples of business reasons addressed by a project



examples of business reasons addressed by a project

market demand, business needs,
customer request, technological
advancement, legal requirement,
social need



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examples of costs of external failure



examples of costs of external failure

failures found by the customers.
costs due to increase in warranty
work, costs when customers are
lost, costs from an increase in
lawsuits



examples of costs of internal failure



examples of costs of internal failure

failures found by the project, costs incurred once inspection of the final product has been performed and any defective products have been thrown away



examples of performance reports



examples of performance reports

analysis of past performance, analysis of project forecasts, current status of risks and issues, work completed during period, work to be completed in next period, summary of changes approved in period



examples of prevention costs

examples of prevention costs

build a quality product, costs due to increase # of training days, due to developing a regression test plan



expected monetary value analysis

expected monetary value analysis

used to determine the average outcomes of a specific scenario - calculated by multiplying value of each outcome by its probability and adding the products together, requires a risk neutral assumption, may use a decision tree



exploit



exploit

ensure that the opportunity is realized, 100% of the opportunity

external dependencies



external dependencies

dependencies outside team's
control - could be considered a
risk to the project



PROJECT
CERTIFICATIONS

facilitated workshops



facilitated workshops

used to define scope process to bring stakeholders together on specific deliverables to be produced, project managers create an agenda for these meetings



factors that influence conflict resolution methods



factors that influence conflict resolution methods

relative importance and intensity
of conflict, time pressure,
position by persons involved,
motivation to resolve conflict



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factors that may
influence make-or-
buy decisions



factors that may influence make-or-buy decisions

core capabilities of the org, value delivered by vendors meeting the need, risks associated w meeting the need, capability internally compared w vendor community



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factors when determining communication technology



factors when determining communication technology

urgency, availability, ease of use,
project environment, sensitivity
and confidentiality of info



PROJECT
CERTIFICATIONS

fallback plan



fallback plan

a response plan that will be implemented if the primary response plan is ineffective



fast tracking



fast tracking

overlapping or performing in parallel activities that would have been done sequentially, may increase rework or risk



PROJECT
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finish-to-finish



finish-to-finish

logical relationship in which the successor cannot finish until the predecessor finishes

finish-to-start



finish-to-start

logical relationship in which a successor cannot start until a predecessor finishes



PROJECT
CERTIFICATIONS

forecasting

forecasting

tool that gives a mathematical estimate of what the future costs of a project will be based on the past activity of the project



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formal verbal communication



formal verbal communication

presentations, speeches - used
when persuading ppl to accept
ideas and products



PROJECT
CERTIFICATIONS

formal written communication



formal written communication

should be used for key documents -
project plans, project charter,
communicating over long
distances, complex problems, legal
documents, long/technical
situations



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forming



forming

phase where team meets and learns about the project and their formal roles and responsibilities, team members tend to be independent and not as open



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free float

free float

amount of time an activity can be delayed w/o delaying the early start of any successor



functional organizations



functional organizations

each employee is in a hierarchical structure with one superior, staff is often grouped by specialty



PROJECT
CERTIFICATIONS

funding limit reconciliation



funding limit reconciliation

project manager must make sure the activities are performed in order for project to meet its milestones within the funding limits



grade



grade

a category to differentiate items
w the same functional use but
not the same characteristics



PROJECT
CERTIFICATIONS

ground rules



ground rules

establish clear expectations regarding acceptable behaviour, clear guidelines decrease misunderstanding and increase productivity - critical when collocation sync is needed or cultural variances are present



group creativity techniques



group creativity techniques

brainstorming, nominal group
technique, idea/mind mapping,
affinity diagram, multicriteria
decision analysis



group decision making



group decision making

project team must gather and assess alternatives to determine which path/paths should be followed in order to best meet project objectives



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informal verbal communication



informal verbal communication

meetings, conversations,
humour, inquiries, team building,
day-to-day communications



PROJECT
CERTIFICATIONS

informal written communication

informal written communication

should be used for status updates, info updates, day-to-day communications



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information management systems



information management systems

provides a set of standard tools for the project manager to capture, store and distribute info to stakeholders about project cost, schedule progress, and performance



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inspection



inspection

determining if the deliverables have been delivered - can be in the form of reviews, audits, walk-throughs, checkpoints, and prototypes



interviews

interviews

can be formal or informal w various stakeholders- must stay on topic w project objectives - ultimate goal is to determine the needs of the stakeholders, must develop an interview plan for each stakeholder



issue log

issue log

document and monitor who is responsible for resolving issues by a target date



PROJECT
CERTIFICATIONS

lack of tracking
updates in project
plan may result in



lack of tracking updates in project plan may result in

scope creep

lag

lag

the amount of time a successor's start or finish is delayed from the predecessor's start or finish



PROJECT
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lead (negative lag)

lead (negative lag)

amount of time a successors
start or finish can occur before
the predecessor's start or finish



PROJECT
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leadership roles in adjourning stage



leadership roles in adjourning stage

facilitate project team members
moving to other projects, ensure
work is completed, assess
project performance



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leadership roles in forming stage



leadership roles in forming stage

help members get to know each other, provide clear direction/purpose, involve members in developing plans, clarifying roles, provide info the team needs to start



leadership roles in norming stage



leadership roles in norming stage

fully utilize team members
skills/knowledge/experience,
encourage and acknowledge
members, encourage respect,
work collaboratively



leadership roles in performing stage



leadership roles in performing stage

update teams methods and procedures to support cooperation's, help team understand how to manage change, represent and advocate for team, monitor work progress and celebrate achievements



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leadership roles in storming stage



leadership roles in storming stage

resolve issues of power and authority, develop agreements, adapt leadership role, encourage members to take on more responsibilities



make or buy analysis

make or buy analysis

determining whether to make or buy items - analyzing costs and benefits of purchasing vs making



management reserve



management reserve

a dollar value, not included in project budget, that is set aside for unplanned changes to project scope or time that are not currently anticipated



mandatory dependencies



mandatory dependencies

dependencies that cannot be
changed

meetings in control risks

meetings in control risks

project risk management should
be an agenda item at all status
meetings



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milestone list



milestone list

list of significant points in a project with the dates, and whether or not they are mandatory



mitigate



mitigate

reduce probability and/or impact
of an adverse risk event(negative
risk)

monte carlo technique



monte carlo technique

project model is computed many times with the input values chosen at random for each iteration from the probability distributions, a histogram is calculated from the iterations



multicriteria decision analysis in acquire project team



multicriteria decision analysis in acquire project team

selection criteria - availability,
cost, experience, ability,
knowledge, skills, attitude,
international factors



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multicriteria decision analysis



multicriteria decision analysis

a technique that utilizes a decision matrix to provide a systematic analytical approach for establishing criteria, such as risk levels, uncertainty, and valuation, to evaluate and rank many ideas



negotiation



negotiation

project manager uses this to
acquire appropriate resources.
formal or informal, should be a
win-win approach



noise



noise

anything that compromises the
original meaning of a message

nominal group technique



nominal group technique

a technique that enhances brainstorming w a voting process used to rank the most useful ideas for further brainstorming or prioritization



nonverbal communication



nonverbal communication

55% of communication based on
body language

norming

norming

team members begin to work together and adjust their work habits and behaviours to support the team, team learns to trust each other



PROJECT
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objective



objective

something toward which work is to be directed, a strategic position to be attained, a purpose to be achieved, a result to be obtained, a product to be produced, or a service to be performed



observation and conversation



observation and conversation

used to stay in touch w the work and attitudes of project team members. monitors progress toward deliverables, accomplishments, interpersonal issues



opportunities

opportunities

risk events or conditions that are favorable to a project

org process assets for control schedule

org process assets for control schedule

existing formal and informal
schedule control-related policies,
schedule control tools,
monitoring and reporting
methods



PROJECT
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org process assets that
can affect manage
communications



org process assets that can affect manage
communications

policies, procedures, processes
regarding comm management,
templates, historical info, lessons
learned



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org process assets that
can influence control
quality process



org process assets that can influence control quality process

org's quality standards and policies, standard work guidelines, issue and defect report procedures and communication policies



PROJECT
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org process assets that
can influence
determine budget
process



org process assets that can influence determine
budget process

existing cost budgeting policies,
cost budgeting tools, reporting
methods

org process assets that
can influence estimate
costs process



org process assets that can influence estimate costs
process

cost estimating policies, cost
estimating templates, historical
information, lessons learned



PROJECT
CERTIFICATIONS

org process assets
that can influence
identify risks



org process assets that can influence identify risks

project files, org and project
process controls, risk statement
formats or templates, lessons
learned



PROJECT
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org process assets
that can influence
identify stakeholders



org process assets that can influence identify
stakeholders

stakeholder register templates,
lessons learned, stakeholder
registers from previous projects



PROJECT
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org process assets
that can influence
manage project team



org process assets that can influence manage project team

certificates of appreciation,
newsletters, websites, bonus
structures, corporate apparel,
other org perquisites



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org process assets
that can influence
plan HR management



org process assets that can influence plan HR management

org standard
processes/policies/roles,
templates, lessons learned,
escalation procedures for
handling issues within team



PROJECT
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org process assets that
can influence plan
procurement
management



org process assets that can influence plan
procurement management

formal procurement
policies/procedures,
management systems,
established multi-tier system of
prequalified sellers



PROJECT
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org process assets that
can influence plan risk
management



org process assets that can influence plan risk management

risk categories, common definitions of concepts, risk statement formats, standard templates, roles and responsibilities, authority levels for decision making, lessons learned



PROJECT
CERTIFICATIONS

org process assets
that could influence
control costs process



org process assets that could influence control costs
process

existing formal and informal cost
control policies, cost control
tools, and monitoring and
reporting methods



PROJECT
CERTIFICATIONS

org process assets
that may influence
acquire project team



org process assets that may influence acquire project team

organizational standard policies,
processes, procedures



PROJECT
CERTIFICATIONS

org process assets that
may influence plan
quality management



org process assets that may influence plan quality management

org quality policies, procedures, guidelines, historical databases, lessons learned



PROJECT
CERTIFICATIONS

org process assets
updates from manage
communications
process



org process assets updates from manage
communications process

stakeholder notifications, project
reports, project presentations,
project records, feedback from
stakeholders, lessons learned
documentation



PROJECT
CERTIFICATIONS

org process assets
updates from manage
stakeholder
engagement



org process assets updates from manage stakeholder engagement

stakeholder notifications, project reports, project presentations, project records, feedback from stakeholders, lessons learned



PROJECT
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organizational theory



organizational theory

provides info regarding way in which ppl, teams, units behave - can shorten amount of time, cost, effort needed to create plan HR management outputs



paralingual communication



paralingual communication

optional vocal effects or tone of
voice that may help
communicate meaning



PROJECT
CERTIFICATIONS

parametric estimating



parametric estimating

estimating w an algorithm based on historical data and project parameters, uses a statistical relationship between historical data and other variables to calculate cost, budget, or duration



pareto diagrams



pareto diagrams

type of histogram in which info is sorted by frequency. also called 80/20 rule because 20% defects account for 80% of costs. show trends



perform integrated change control process



perform integrated change control process

coordinates changes across the entire project by determining that a change has occurred, managing a change, and ensuring a change is controlled



PROJECT
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perform qualitative risk analysis



perform qualitative risk analysis

takes all info from identify risks
process and prioritizes risks
based on probability and impact
of each occurring



PROJECT
CERTIFICATIONS

perform quality assurance process



perform quality assurance process

process of auditing the quality requirements and the results from quality control measurements to ensure that quality standards and operational definitions are used



PROJECT
CERTIFICATIONS

perform quantitative risk analysis



perform quantitative risk analysis

numerically analyzing effect of identified risks on overall project objectives



PROJECT
CERTIFICATIONS

performance reporting



performance reporting

collecting/distributing
performance info - status
reports, progress measurements,
forecasts



PROJECT
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performance reviews



performance reviews

process of measuring, comparing and analyzing performance in relation to the schedule



PROJECT
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planning package



planning package

a component of the WBS that is a subset of the control account to support known uncertainty in project deliverables



plurality



plurality

when no majority is available,
the option w the greatest
number of votes will be selected



PROJECT
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pre-assignment



pre-assignment

project participants are selected in advance - can be used as part of a competitive proposal if a project award is dependent upon having specific expertise



precedence diagramming method



precedence diagramming method

schedule model in which activities are represented by nodes and are linked by one or more logical relationships to show the sequence in which the activities are to be performed



predictive life cycles

predictive life cycles

preferred when the scope to be delivered is well understood

prevention vs. inspection



prevention vs. inspection

prevention - keeping errors out of the process, inspection - keeping errors out of the hands of the customer



product quality



product quality

specific to the type of product produced and the customer requirements-
measures the extent to which the end products meet the requirements, expressed in terms such as performance, grade, durability, support of existing processes, defects, errors



PROJECT
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progressive elaboration

progressive elaboration

the iterative process of increasing the level of detail in a project management plan as greater amounts of information and more accurate estimates become available



project coordinator



project coordinator

reports to a higher level in the hierarchy, usually holds a staff position, has more formal authority than a PE, can assign work to functional workers, useful when project costs are relatively low compared to those in the rest of the organization



project documents
that require periodic
updates



project documents that require periodic updates

risk registers, stakeholder registers, data and WBS dictionaries

project documents updates from control schedule



project documents updates from control schedule

schedule data, project schedule,
risk register

project documents updates from quantitative risk analysis



project documents updates from quantitative risk analysis

probabilistic analysis of the project, probability of achieving cost and time objectives, prioritized list of quantified risks, trends in results



PROJECT
CERTIFICATIONS

project documents updates of qualitative risk analysis

project documents updates of qualitative risk analysis

risk register updates,
assumptions log updates

project expeditor

project expeditor

a facilitator - has little formal authority - communicates information between the executive and the workers, used when project costs are relatively low



project management information system (PMIS)



project management information system (PMIS)

the collection of tools, methodologies, techniques, standards, and resources used to manage a project, can be formal or informal



PROJECT
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pros of a functional organization



pros of a functional organization

flexibility in staff use, availability of experts for multiple projects, grouping of specialists, technological continuity, normal advancement path



PROJECT
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pros of matrix organizations



pros of matrix organizations

project is the point of emphasis,
access to a reservoir of technical
talent, less anxiety about team future
at project completion, quick client
response, better firm-wide balance of
resources, minimizes overall staff
fluctuations



pros of projectized organizations



pros of projectized organizations

one boss, project manager has independence/authority, team members are collocated, treated as insiders, most resources are involved in project work



PROJECT
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prototyping



prototyping

a method of obtaining early feedback on requirements by providing a working model of the expected product before actually building it



pull communication methods



pull communication methods

communicating thru internet
sites and knowledge repositories
- more likely to use formal
written methods



PROJECT
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push communication methods



push communication methods

include letters, memos, reports, emails, faxes, etc sent to stakeholders



quality checklists



quality checklists

a structure tool used to verify that a set of required steps has been performed



quality metric



quality metric

describes a project attribute and how the control quality process will measure it, example on-time performance, cost control, defect frequency, failure rate, availability, reliability, test coverage



recognition and rewards



recognition and rewards

reward positive actions can
motivate people - give team
recognition throughout life cycle
of project



requirements management plan



requirements management plan

describes how requirements will be analysed, documented, and managed



requirements traceability matrix



requirements traceability matrix

a matrix for recording each requirement and tracking its attributes and changes throughout the project life cycle to provide a structure for changes to product scope



reserve analysis



reserve analysis

compare amount of the contingency reserves remaining to the amount of risk remaining to determine if remaining reserve is adequate



residual risk



residual risk

the risk that cannot be
eliminated in implementing a
risk response plan



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resource calendars in acquire project team



resource calendars in acquire project team

shows the availability of team members - compare this with project schedule to determine if there are any gaps in resource needs



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resource histogram



resource histogram

graph that shows the total
resources used in each time
period



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resource leveling



resource leveling

a technique in which start and finish dates are adjusted based on resource constraints with the goal of balancing resource demand with supply



resource optimization techniques



resource optimization techniques

techniques that are used to adjust start and finish dates of activities that adjust planned resource use to be equal to or less than resource availability



resource smoothing



resource smoothing

adjusts activities of a schedule model so the requirements for resources do not exceed predefined limits, critical path is not changed, may not be able to optimize all resources



responsibility assignment matrix



responsibility assignment matrix

structure that relates project roles and responsibilities to the project scope definition



PROJECT
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risk appetite

risk appetite

degree of uncertainty an entity is willing to take on in anticipation of a reward



PROJECT
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risk breakdown structure



risk breakdown structure

provide project team w a structured approach to reviewing typical risks by category and subcategory



risk data quality assessment



risk data quality assessment

evaluate degree to which the risk data is useful for risk management - examines accuracy, quality, reliability, integrity of the risk data



risk diagramming techniques



risk diagramming techniques

cause and effect diagrams,
system or process flow charts,
influence diagrams



risk threshold

risk threshold

measures, along the level of uncertainty or level of impact, at which a stakeholder may have a specific interested, risk tolerated under this, not tolerated above this



PROJECT
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risk tolerance



risk tolerance

degree, amount, or volume of risk that an org or individual will withstand



PROJECT
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role of project manager in scope management



role of project manager in scope management

defining the work, ensuring that only the project work is being completed, preventing scope creep



rolling wave planning



rolling wave planning

a progressive elaboration technique that addresses uncertainty in detailing all future work for a project



rolling wave planning in define activities process



rolling wave planning in define activities process

work to be accomplished in the near term is planned in detail, and work in the future is planned at a higher level



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root cause analysis



root cause analysis

identify a problem, discover
underlying causes that lead to it,
develop preventive action



rough order or magnitude estimate



rough order or magnitude estimate

an estimate w a range of -25% to +75% often used during project initiation



PROJECT
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run charts

run charts

show trending - used when objective of a project is to see an increase or decrease in a variable



salience model



salience model

describes classes of stakeholders
based on their power, urgency,
and legitimacy



scatter diagrams

scatter diagrams

useful if variable being measured doesn't trend - but is grouped or patterned - show a correlation between variables, demonstrate priorities



schedule baseline



schedule baseline

part of project management plan.
approved version of schedule
model that can be changed only
thru formal change control and is
used as a basis for comparison to
actual results



scope creep



scope creep

the uncontrolled expansion of a product or project scope without adjustments to time, cost, and resources



secondary risk



secondary risk

new risk that is introduced as a
result of the risk response

sensitivity analysis

sensitivity analysis

helps determine risk w the highest potential impact on a project - may use tornado diagram



smoothing/accommo dating



smoothing/accommodating

opposing party's differences are de-emphasized while areas of agreement are emphasized on the issue in question, keeps atmosphere friendly but does not resolve the conflict



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source selection criteria



source selection criteria

identify criteria for selecting a vendor - used to rate/score potential sellers - objective criteria are ideal



SPI greater than 1.0
indicates



SPI greater than 1.0 indicates

project is ahead of schedule

SPI less than 1.0
indicates



SPI less than 1.0 indicates

a project is behind schedule

staffing management plan



staffing management plan

staff acquisition plan, resource calendar, staff release plan, concurrent assignments and priorities, training needs, recognitions and rewards, compliance w roles, safety policies and procedures



stakeholder analysis



stakeholder analysis

gathering and evaluating info
regarding the people or orgs
impacted by a project



PROJECT
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stakeholder engagement assessment matrix



stakeholder engagement assessment matrix

defines current state and desired state of stakeholder engagements

standard deviation

standard deviation

measurement of the variability
of the quantity measured from
the average



PROJECT
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statement of work

statement of work

an input in the form of a narrative description of the products or services to be delivered by the project



statistical sampling



statistical sampling

technique for determining how well a project is performing -
choose part of the population of interest for inspection



steps of a basic communication model



steps of a basic communication model

sender encodes a message, chooses medium, message passes thru medium and encounters noise that interferes transmission and meaning, receiver decodes message, receiver acknowledges receipt, receiver sends a feedback to the sender



SWOT analysis



SWOT analysis

focuses on strengths, weaknesses, opportunities, and threats for a project to prompt discussion on risks



Tacit Knowledge

Tacit Knowledge

Personal knowledge that can be difficult to articulate and share such as beliefs, experience, and insights.



team performance assessments



team performance assessments

indicators such as: improvements in individual skills, improvements in team competencies, reduced staff turnover rate, increased team cohesiveness



technical performance measurement



technical performance measurement

compares technical accomplishments during project execution to the schedule of technical achievement - quantifiable measurements - throughput, system response time, defect rates, durability



tolerances vs control limits



tolerances vs control limits

tolerances - specified range of acceptable results, control limits - identify boundaries of common variation

tornado diagram



tornado diagram

bar chart used in sensitivity analysis for comparing relative importance of variables



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trend analysis

trend analysis

examines performance over time
to see if it is improving or
deteriorating



tuckman's team stages



tuckman's team stages

forming, storming, norming,
performing, adjourning

types of analytical techniques used by project manager



types of analytical techniques used by project manager

root cause analysis, forecasting methods, failure mode and effect analysis, fault tree analysis, reserve analysis, trend analysis, earned value management, variance analysis, regression analysis, grouping methods, causal analysis



types of scheduling charts



types of scheduling charts

gant chart, milestone chart,
network diagram, time-scaled
network diagram



types of work performance data



types of work performance data

work completed, key performance indicators, technical performance measures, start and finish dates, # of change requests, # of defects, actual costs



unanimity



unanimity

gaining a consensus in which everyone agrees w a single course of action



PROJECT
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what is scenario analysis



what is scenario analysis

process of evaluating scenarios
in order to predict their effect of
project objectives



what is the first
component of the
project management
plan



what is the first component of the project management plan

the project scope statement

when are additional
tasks added in
reserve analysis



when are additional tasks added in reserve analysis

when specific and history
warrants

when are pessimistic
estimates used in
reserve analysis



when are pessimistic estimates used in reserve analysis

when resource assignments have not been finalized

when compressing
schedule, focus on



when compressing schedule, focus on

the critical path, earlier tasks,
and activity relationships such as
leads and lags



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when is a % used in
reserve analysis



when is a % used in reserve analysis

when uncertainty exists across entire project before any risk assessment is performed



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win-win approach to negotiation



win-win approach to negotiation

both parties reach an agreeable conclusion based on a perceived mutual benefit



PROJECT
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withdraw/avoid



withdraw/avoid

retreating from an actual or potential conflict situation, only appropriate for situations in which a cooling-off period is needed - only delays conflict



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work performance data



work performance data

gathered thru work execution
and passed to the controlling
processes for analysis



PROJECT
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work performance information



work performance information

in control scope process, confirms that deliverables have indeed been delivered and validated - project manager is responsible for ensuring that this info is captured



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workarounds

workarounds

unplanned responses to risks
that were previously unidentified
or accepted



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