

# PMP Lexicon



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CERTIFICATIONS

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# Active Listening





# Active Listening

In communication, the role that requires the receiver to receive and understand what is said and provide feedback to the sender.



# Adaptive Leadership

# Adaptive Leadership

The leader adapts to his or her environment in order to lead most effectively. It typically works best with leaders who are seasoned and self-aware. The exam favours this type of leadership as an answer.



# Affinity Estimating

# Affinity Estimating

A technique designed to rapidly estimate a large feature backlog. It uses shirt sizes, coffee cup sizes, or the Fibonacci sequence of number to rapidly place user stories into similarly sized groups.



# Agile Manifesto - 4 Values

# Agile Manifesto - 4 Values

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan



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# Agile Modeling



# Agile Modeling

A representation of the workflow of a process or system that the team can review before it implemented in code. Stakeholders and non-programmers should be able to understand and work the model more easily than code.



# Agile Principles (1 of 12)



# Agile Principles (1 of 12)

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

# Agile Principles (2 of 12)



## Agile Principles (2 of 12)

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.



# Agile Principles (3 of 12)

## Agile Principles (3 of 12)

Deliver working software frequently from a couple of weeks to a couple of months, with a preference to the shorter time scale.



# Agile Principles (4 of 12)





## Agile Principles (4 of 12)

Business people and developers must work together daily throughout the project.

# Agile Principles (5 of 12)

## Agile Principles (5 of 12)

Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.



# Agile Principles (6 of 12)



## Agile Principles (6 of 12)

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.



# Agile Principles (7 of 12)

# Agile Principles (7 of 12)

Working software is the primary measure of progress.

# Agile Principles (8 of 12)



## Agile Principles (8 of 12)

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.



# Agile Principles (9 of 12)



## Agile Principles (9 of 12)

Continuous attention to technical excellence and good design enhances agility.

# Agile Principles (10 of 12)

## Agile Principles (10 of 12)

**Simplicity - the art of maximizing the amount of work not done - is essential.**



# Agile Principles (11 of 12)

## Agile Principles (11 of 12)

The best architecture, requirements, and designs emerge from self-organizing teams.

# Agile Principles (12 of 12)



## Agile Principles (12 of 12)

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.



# Agile Space

# Agile Space

Team space that encourages colocation, collaboration, communication, transparency and visibility.



# Analysis

# Analysis

Developing an understanding of potential solutions by studying the problem and underlying need.



# Artifact

# Artifact

The output of a process or work, typically in the form of a document, drawing, model or code.



# Burn Rate



# Burn Rate

The cost of the agile team, or the rate at which it consumes resources. Most often it is calculated simply by adding up the team cost. It is communicated by the cost per iteration, cost per week, cost per month or some other measure that is meaningful to the performing organization.



# Burn-Down Chart



# Burn-Down Chart

A chart used to communicate progress during and at the end of an iteration (# of stories completed/remaining)



# Burn-Up Chart



# Burn-Up Chart

It shows functionality completed over time. Progress trends up as stories are completed and value is accumulated. They do not show work-in-progress, so it is not an accurate way to predict the end of the project.



# Ceremony



# Ceremony

A regular meeting on an Agile project such as the iteration planning meeting, the daily stand-up, the iteration review, and the iteration retrospective.



# Chicken





# Chicken

Someone on an Agile project who is involved but not committed. Chickens should not be part of the core project team but may have input.



# Collective Code Ownership



# Collective Code Ownership

An environment where the entire team is collectively responsible for 100% of the code. This means that each member of the team is cross-capable of maintaining everyone else's code. It discourages specialization and the formation of silos.



# Colocation



# Colocation

Having the entire team physically working in the same space.

# Cone of Silence



# Cone of Silence

Creating an environment free of distractions and interruptions for one or more team members.



# Cone of Uncertainty





# Cone of Uncertainty

A term describing the difficulty of estimating early due to unknowns and how that should improve over time. This indicates that the ability to estimate should get more accurate if estimates are given shortly before work is performed.



# Continuous Integration



# Continuous Integration

The practice of regularly checking in each team member's work and building and testing the entire system. The most rigorous methodologies do this daily with the goal of quickly catching systemic errors that may have been introduced.



# Cycle Time

# Cycle Time

The amount of time needed to complete a feature or user story.

# Daily Stand-up Meeting



# Daily Stand-up Meeting

A brief meeting, usually held at the start of the day, where the entire team attends and participates by briefly answering three questions: "what did you accomplish yesterday", "what do you plan to do today", and "are you encountering any obstacles?" They are important to the flow of communication and to the early detection of any issues. Most Agile methodologies firmly keep these meetings to 15 minutes in length.



# DEEP



DEEP

Acronym describing the Product Backlog = Detailed Appropriately, Estimable, Emergent, Prioritized



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# Disaggregation



# Disaggregation

Breaking down epics or large stories into smaller user stories.  
Disaggregation is similar to decomposition on traditional projects.



# Done



# Done

A term that must be explicitly defined and agreed upon by the entire team. The definition is important so that each team member means exactly the same thing when he or she says that a piece of work is done.



# Emotional Intelligence



# Emotional Intelligence

The ability to relate to others and to lead. It is not directly related to traditional intelligence measures. It is an important leadership skill for leaders to be able to relate to items.



# Empowered team





# Empowered team

Means that members are able to make decisions and to carry out those decisions in their work. In other words, the way they organize to add value is up to them.



# Empowerment

# Empowerment

A necessary attribute of Agile teams. The concept of it on an Agile project means that the team is able to make the necessary decisions to add value. This is in contrast to traditional projects where teams typically have to ask permission or escalate most decisions.



# Epic Story (Capability)

## Epic Story (Capability)

A very large story that may spin iterations. These must be disaggregated into their component user stories before they are useful at a tactical level.



# Extreme Programming (XP)



# Extreme Programming (XP)

A highly disciplined Agile methodology that runs one week iterations and has programmers work in pairs. It defines the roles of Coach, Customer, Programmer, Tracker and Tester.



# Feature



# Feature

A group of stories that delivers value to the customer. They are expressed as verb / noun (check item price, complete transaction, etc.)



# Fibonacci Sequence

# Fibonacci Sequence

A sequence of numbers often used in Agile estimating. The numbers are calculated by beginning with the series 0,1 and adding the previous two numbers together resulting in the following series: 0,1,1, 2, 3, 5, 8, 13, 21, 34, 55, 89...



# Five Whys Technique



# Five Whys Technique

A form of root cause analysis popularized at Toyota where the question "why?" is asked five successive times, each time looking one level deeper at the underlying problem.



# Grooming

# Grooming

Cleaning up the product backlog through various activities such as removing items, disaggregating them, or estimating them.



# Ground Rules



# Ground Rules

Unwritten rules that apply to all team members. They should be communicated with everyone on the team.

Expecting everyone on the team to assemble at 8:00 for a daily stand-up meeting without being asked would be an example.



# Ideal Time

# Ideal Time

The amount of time an assignment would take if there were no interruptions or distractions. Some Agile projects provide estimates using this rather than actual time.



# Incremental Delivery



# Incremental Delivery

The Agile concept that functionality should be delivered in small stages rather than as a complete solution. The customer benefits from seeing the solution evolve by being able to influence it and learn from it as it develops.



# Information Radiator



# Information Radiator

A group of artifacts that is used to communicate project status to the team and other stakeholders. They are an important part of maintaining transparency and visibility into the team's progress.



# Interactions



# Interactions

Face to face conversations between team members, customers, and stakeholders. The Agile Manifesto makes it clear that "individuals and interactions" are favoured "over processes and tools".



# Iteration

# Iteration

A cycle of work that is repeated on Agile projects. They generally consist of a short planning session, followed by a period of work, and finally a retrospective to evaluate the process and the results and make adjustments.

Several of these may be combined into to form a release, and they are repeated multiple times throughout the project.

Agile principles state that these may last from two weeks to two months however, XP methodology condenses them to one week.



# Iteration Backlog



# Iteration Backlog

The work that is needed to be performed on a given iteration. It is expected to "burn down" throughout the iteration.



# Iteration Retrospective



# Iteration Retrospective

A half day meeting at the end of an iteration where the team meets to discuss the work that was done and look for ways to improve the next iteration. It is focused on process improvement.



# Kaizen



# Kaizen

The Japanese management philosophy of continuous improvement. After an initial, generally incomplete delivery, it advocates small, frequent changes initiated by the team.



# Kanban

# Kanban

A Japanese management philosophy that literally means "signal". This focuses on promoting visibility of the work-in-progress (WIP) and limiting the amount of work-in-progress the team allows. In a typical environment, the work being performed by each member of the team is displayed on a kanban board, which shows the work and its stage of completeness. A team member will not take on a new task until the current one is done, thereby limiting WIP.



# Kanban Board

# Kanban Board

An artifact that shows work-in-progress (WIP). These display the workflow stages (i.e. Started, Designed, Coded, Tested, Done) and where the tasks are within that workflow. The team and interested stakeholders can tell at a glance what work is being performed.



# Osmotic Communication



# Osmotic Communication

Communication which occurs as a result of people sitting in the environment. One team member overhearing two other team members conversing in the war room and thus becoming informed would be an example of this.





# Parking Lot Chart





# Parking Lot Chart

A chart used, primarily in requirements gathering activities, to pause conversations that might distract from the immediate goal. A stakeholder who raises a point that may be important but not necessarily relevant to the current discussion may have the issue "parked" for later discussion. All items on the chart should be revisited at the end of the session.



# Persona

# Persona

A fictitious personality that includes a name and a description to help facilitate user stories.



# Pig

Pig

Someone on an Agile project  
who is committed and is  
impacted by the outcome.



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# Planning Meeting (SCRUM)



# Planning Meeting (SCRUM)

Can only last a maximum of 8 hours. The first half has the Product Owner discussing the highest priority features with the team. The second half is devoted to the team mapping out the Sprint and defining things to a task level.



# Planning Poker





# Planning Poker

An exercise that has many different forms across Agile projects. Traditionally, team members individually estimate the effort to program a user story by writing the estimate down on an index card. Then each team member simultaneously turns over his or her card, and the discussion is focused on the high and low estimates to understand why the team member thinks it will be particularly difficult or easy. The team discusses and repeats as needed until all estimates are relatively in line.

Estimates may be for hours, a number of days, ideal days, or affinity estimates such as XS, S, M, L or XL or points along the Fibonacci sequence.



# Process Tailoring

# Process Tailoring

Refining Agile processes to fit the project or environment. It is based on the principle that the process should serve the project and not vice versa. In Agile, this action may be performed repeatedly throughout the life of a project.



# Product Backlog



# Product Backlog

All of the known features that are to be implemented throughout the project, regardless of the planned iteration or release.



# Product Backlog (DEEP)



# Product Backlog (DEEP)

Detailed appropriately,  
Estimable, Emergent, and  
Prioritized.

# Product Owner



# Product Owner

The Agile project role that represents the customer, users, and stakeholders and advocates for the overall business value of potential features. This person maintains the product backlog and also leads the first part of each iteration planning meeting. Also, acts as the single voice of the users and communicates with other stakeholders.



# Product Road Map



# Product Road Map

An artifact that shows an overview of current and / or planned product functionality. It will have less detail than the release plan.



# Product Vision Statement



# Product Vision Statement

An elevator statement for the project, describing what it is, who would need it, the key reasons someone would pay for it, and what differentiates it in the market.



# Progressive Elaboration

# Progressive Elaboration

An iterative approach where planning occurs in cycles rather than all up front. Projects which use this typically do some planning, some execution, some monitoring and controlling, and then repeat that cycle. Agile projects do this a lot.



# Scrum



# Scrum

A popular Agile methodology developed by Jeff Sutherland and Ken Schwaber. The methodology defines the roles of ScrumMaster, Product Owner and Team and practices daily stand-up meetings with the team. In this methodology iterations are known as Sprints. It is built upon the three pillars of visibility, inspection and adaptation.

Sprints in this methodology are preceded by a planning meeting and followed by a retrospective.



# Scrum of Scrums



# Scrum of Scrums

A meeting of multiple Scrum teams, typically attended by the ScrumMaster or a designated representative. In this meeting, each team's progress is discussed, and the work of multiple teams is coordinated. This technique is often used to scale very large Scrum projects where the team must be subdivided.



# Scrum Roles



# Scrum Roles

Product Owner,  
Team(development), Scrum  
Master.

# Self-Organization



# Self-Organization

The Agile leadership principle that teams should not be heavily managed or directed but should be formed more organically.



# Servant Leadership



# Servant Leadership

The Agile leadership principle that states that leadership roles (e.g. Coach or ScrumMaster) function best when they lead by serving the team. These type of leaders do not ask anything of the team that they would not be willing to do themselves.



# Story Point

# Story Point

A unit or measure to express the estimated difficulty (effort) of a user story. These may be expressed in hours or days or as shirt sizes (XS, S, M, L, XL, XXL) or as a number of the Fibonacci sequence.



# Sustainability

# Sustainability

A team pace or velocity that can be maintained indefinitely. Agile teams work to avoid a time crunch at the end of an iteration or release and instead try to keep an intense but steady pace.



# Swarming



# Swarming

An Agile collaboration technique where the entire team is focused on a single user story. It may be used for the entire product backlog or simply for a single, challenging story.



# Timeboxing



# Timeboxing

Constraining the project or release by setting a firm delivery date and then working to get as much value and functionality in the delivery as the schedule allows.



# User Story

# User Story

One or more business requirements that will add value to the user. It is relatively small in terms of the effort it would take to implement. They are typically captured on story cards.

They are stated in terms of business functionality and not in technical terms. For instance, if the team needed to optimize a database, this would not be characterized as one of these unless the customer requested a performance increase that the database optimization might lead to.



# Validation

# Validation

The process of ensuring that the product is acceptable to the customer.

# Value

# Value

The worth that a project delivers to the business. The quest to add this drives most team decisions.



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# Value based prioritization





# Value based prioritization

the project's value to the customer or market is given a financial number and is evaluated against other projects or opportunities.



# Value stream mapping



# Value stream mapping

A way to analyse a chain of processes with the goal of eliminating waste. It is intended to give the analyst a deeper understanding of the system by mapping it out.

It is a Lean technique used to analyse the flow of materials and information through the system and to identify and eliminate waste.



# Value-based prioritizations

# Value-based prioritizations

A practice of letting the Product Owner or Customer determine which functionality is implemented first based on the value it delivers. It may also be applied to the concept of project justification.



# Velocity

# Velocity

The number of features or user stories that a team delivers in a fixed iteration.



# War Room





# War Room

A location where the entire team can work in one dedicated space. A war room helps facilitate communication and a sense of team and avoid silos.



# Wideband Delphi Estimating



# Wideband Delphi Estimating

An estimation technique where the team comes together for a presentation on user stories and to discuss the challenges but then estimates in private. The estimates for each story are plotted on a chart with no names, and then the range of points is discussed, and the team attempts to reach a general consensus. The advantage is that people may estimate in the absence of any group pressure, while still leveraging the wisdom and experience of the entire group to reach consensus.



# WIP Limits



# WIP Limits

Limiting the Work-In-Progress (WIP) so that the team maintains focus on completing tasks, maintaining quality and delivering value.



# Wireframe

# Wireframe

A lightweight non-functional user interface design that shows the major interface elements and how they would interact. They can give users an idea of how the system might function without the team having to write code.



# Work in Progress (WIP)





# Work in Progress (WIP)

Stories or tasks that have been begun. It is typically openly displayed on an information radiator, and its progress is shown as it moves through the workflow.



# Affinity Diagram



# Affinity Diagram

A technique that allows large numbers of ideas to be classified into groups for review and analysis.



# Adaptive Life Cycle



# Adaptive Life Cycle

A project life cycle that is iterative or incremental.

# Work Performance Reports



# Work Performance Reports

The physical or electronic representation of work performance information compiled in project documents, intended to generate decisions, actions, or awareness



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# Work Performance Data





# Work Performance Data

The raw observations and measurements identified during activities being performed to carry out the project work.



# Voice of the Customer

# Voice of the Customer

A planning technique used to provide products, services, and results that truly reflect customer requirements by translating those customer requirements into the appropriate technical requirements for each phase of project product development.



# Verified Deliverables



# Verified Deliverables

Completed project deliverables that have been checked and confirmed for correctness through the Control Quality process.



# Variance Analysis

# Variance Analysis

A technique for determining the cause and degree of difference between the baseline and actual performance.



# Unanimity



# Unanimity

Agreement by everyone in the group on a single course of action.



# Tornado Diagram



# Tornado Diagram

A special type of bar chart used in sensitivity analysis for comparing the relative importance of the variables.



# Time and Material Contract (T&M)



# Time and Material Contract (T&M)

A type of contract that is a hybrid contractual arrangement containing aspects of both cost-reimbursable and fixed-price contracts.



# Tacit Knowledge

# Tacit Knowledge

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



# Statistical Sampling





# Statistical Sampling

Choosing part of a population of interest for inspection.

# Stakeholder Analysis



# Stakeholder Analysis

A technique of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project.



# Specification Limits

# Specification Limits

The area, on either side of the centreline, or mean, of data plotted on a control chart that meets the customer's requirements for a product or service. This area may be greater than or less than the area defined by the control limits.



# Sensitivity Analysis



# Sensitivity Analysis

An analysis technique to determine which individual project risks or other sources of uncertainty have the most potential impact on project outcomes, by correlating variations in project outcomes with variations in elements of a quantitative risk analysis model.



# Seller Proposals



# Seller Proposals

Formal responses from sellers to a request for proposal or other procurement document specifying the price, commercial terms of sale, and technical specifications or capabilities the seller will do for the requesting organization that, if accepted, would bind the seller to perform the resulting agreement.



# Self-Organizing teams



# Self-Organizing teams

A team formation where the team functions with an absence of centralized control



# Secondary risk



# Secondary risk

A risk that arises as a direct result of implementing a risk response.



# Scope Baseline



# Scope Baseline

The approved version of a scope statement, work breakdown structure (WBS), and its associated WBS dictionary, that can be changed using formal change control procedures and is used as a basis for comparison to actual results.



# Schedule Forecasts



# Schedule Forecasts

Estimates or predictions of conditions and events in the project's future based on information and knowledge available at the time the schedule is calculated.



# Schedule Baseline

# Schedule Baseline

The approved version of a schedule model that can be changed only through formal change control procedures and is used as a basis for comparison to actual results.



# Root Cause Analysis



# Root Cause Analysis

An analytical technique used to determine the basic underlying reason that causes a variance or a defect or a risk. A root cause may underlie more than one variance or defect or risk.



# Rolling Wave Planning



# Rolling Wave Planning

An iterative planning technique in which the work to be accomplished in the near term is planned in detail, while the work in the future is planned at a higher level.



# Risk Transference



# Risk Transference

A risk response strategy whereby the project team shifts the impact of a threat to a third party, together with ownership of response.



# Risk Threshold



# Risk Threshold

The level of risk exposure above which risks are addressed and below which risks may be accepted.

# Risk Sharing

# Risk Sharing

A risk response strategy whereby the project team allocates ownership of an opportunity to a third party who is best able to capture the benefit of that opportunity.



# Risk Review

# Risk Review

A meeting to examine and document the effectiveness of risk responses in dealing with overall project risk and with identified individual project risks.



# Risk Report



# Risk Report

A project document developed progressively throughout the Project Risk Management processes, which summarizes information on individual project risks and the level of overall project risk.



# Risk Mitigation

# Risk Mitigation

A risk response strategy whereby the project team acts to decrease the probability of occurrence or impact of a threat.



# Risk Exposure

# Risk Exposure

An aggregate measure of the potential impact of all risks at any give point in time in a project, program, or portfolio.



# Risk Exploiting



# Risk Exploiting

A risk response strategy whereby the project team acts to ensure that an opportunity occurs.



# Risk Escalation





# Risk Escalation

A risk response strategy whereby the team acknowledges that a risk is outside of its sphere of influence and shifts the ownership of the risk to a higher level of the organization where it is more effectively managed.



# Risk Enhancement

# Risk Enhancement

A risk response strategy whereby the project team acts to increase the probability of occurrence or impact of an opportunity.



# Risk Avoidance

# Risk Avoidance

A risk response strategy whereby the project team acts to eliminate the threat or protect the project from its impact.



# Risk Appetite

# Risk Appetite

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



# Rework



# Rework

Action taken to bring a defective or nonconforming component into compliance with requirements or specifications.



# Resource Smoothing

# Resource Smoothing

A resource optimization technique in which free and total float are used without affecting the critical path.



# Resource Leveling

# Resource Leveling

A resource optimization technique in which adjustments are made to the project schedule to optimize the allocation of resources and which may affect critical path. See also resource optimization technique and resource smoothing.



# Resource Histogram

# Resource Histogram

A bar chart showing the amount of time that a resource is scheduled to work over a series of time periods.



# Residual Risk



# Residual Risk

The risk that remains after risk responses have been implemented.



# Reserve Analysis



# Reserve Analysis

An analytical technique to determine the essential features and relationships of components in the PMP to establish a reserve for the schedule duration, budget, estimates cost, or funds for the project.



# Reserve

# Reserve

A provision in the project management plan to mitigate cost and/or schedule risk. Often used with a modifier (e.g., management reserve, contingency reserve) to provide further detail on what types of risk are meant to be mitigated.



# Regression Analysis

# Regression Analysis

A analytical technique where a series of input variables are examined in relation to their corresponding output result in order to develop mathematical or statistical relationship.



# Quality Report





# Quality Report

A project document that includes quality management issues, recommendations for corrective actions, and a summary of findings from quality control activities and may include recommendations for process, project, and product improvements.



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# Quality Checklists



# Quality Checklists

A structured tool used to verify that a set of required steps has been performed.



# Quality Audits

# Quality Audits

A structured, independent process to determine if project activities comply with organizational and project policies, processes, and procedures.



# Prototypes

# Prototypes

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



# Project Stakeholder Management





# Project Stakeholder Management

The processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyse stakeholder expectations, and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.



# Project Quality Management



# Project Quality Management

The processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements, in order to meet stakeholder's expectations.



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# Project Management Information System



# Project Management Information System

An information system consisting of the tools and techniques used to gather, integrate, and disseminate the outputs of project management processes. It is used to support all aspects of the project from initiating through closing, and can include both manual and automated systems.



# Project Governance



# Project Governance

The framework, functions, and processes that guide project management activities in order to create a unique product, service, or result to meet organizational, strategic, and operational goals.





# Project Funding Requirements





# Project Funding Requirements

Forecast project costs to be paid that are derived from the cost baseline for total or periodic requirements, including projected expenditures plus anticipated liabilities.



# Project Charter



# Project Charter

A document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.



# 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.



# Product Life Cycle



# Product Life Cycle

The series of phases that represent the evolution of a product, from concept through delivery, growth, maturity, and retirement.



# Product Analysis





# Product Analysis

For projects that have a product as a deliverable, it is a tool to define scope that generally means asking questions about a product and forming answers to describe the use, characteristics, and other the relevant aspects of what is going to be manufactured.



# Preventive Action



# Preventive Action

An intentional activity that ensures the future performance of the project work is aligned with the project management plan.



# Predictive Life cycle

# Predictive Life cycle

A form of project life cycle in which the project scope, and the time and cost required to deliver that scope, are determined as early in the life cycle as possible.



# Precedence Diagramming Method (PDM)



# Precedence Diagramming Method (PDM)

A technique used for constructing a schedule model in which activities are represented by nodes and are graphically linked by one or more logical relationships to show sequence in which the activities are to be performed.



# Plurality



# Plurality

Decisions made by the largest block in a group, even if a majority is not achieved.



# Phase Gate

# Phase Gate

A review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a project or program.



# Performance Reviews



# Performance Reviews

A technique that is used to measure, compare, and analyse actual performance of work in progress on the project against the baseline.



# Performance Measurement Baseline (PMB)



# Performance Measurement Baseline (PMB)

Integrated scope, schedule, and cost baselines used for comparison to manage, measure, and control project execution.



# Parametric Estimating





# Parametric Estimating

An estimating technique in which an algorithm is used to calculate cost or duration based on historical data and project parameters.



# Overall Project Risk



# Overall Project Risk

The effect of uncertainty on the project as a whole, arising from all sources of uncertainty including individual risks, representing the exposure of stakeholders to the implications of variations in project outcome, both positive and negative.



# Nominal Group Technique



# Nominal Group Technique

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



# Multicriteria Decision Analysis



# Multicriteria Decision Analysis

This technique utilizes a decision matrix to provide a systematic analytical approach for establishing criteria, such as risk reviews, uncertainty, and valuation, to evaluate and rank many items.



# Monte Carlo Simulation





# Monte Carlo Simulation

An analysis technique where a computer model is iterated many times, with the input values chosen at random for each iteration driven by the input data, including probability distributions and probabilistic branches. Outputs are generated to represent the range of possible outcomes.



# Mind-Mapping

# Mind-Mapping

A technique used to consolidate ideas created through individual brainstorming sessions into a single map to reflect commonality and differences in understanding and to generate new ideas.



# Matrix Organization



# Matrix Organization

An organizational structure in which the project manager shares responsibility with the functional managers for assigning priorities and for directing the work of person assigned to the project.



# Matrix Diagrams



# Matrix Diagrams

A quality management and control tool used to perform data analysis within the organizational structure created. These products seek to show the strength of relationship between factors, causes, and objectives that exist between the rows and columns that form the product





# Mandatory Dependency





# Mandatory Dependency

A relationship that is contractually required or inherent in the nature of the work.

# Management Reserve



# Management Reserve

An amount of the project budget or project schedule held outside of the performance measurement baseline (PMB) for management control purposes, that is reserved for unforeseen work that is within scope of the project.



# Lessons Learned Register



# Lessons Learned Register

A project document used to record knowledge gained during a project so that it can be used in the current project and entered into the lessons learned repository.



# Iterative Life Cycle

# Iterative Life Cycle

A project life cycle where the project scope is generally determined early in the project life cycle, but time and cost estimates are routinely modified as the project team's understanding of the product increases. Iterations develop the product through a series of repeated cycles, while increments successively add to the functionality of the product.



# Issue Log



# Issue Log

A project document where information about issues is recorded and monitored.



# Inspection



# Inspection

Examining or measuring to verify whether an activity, component, product, result, or service conforms to specified requirements.



# Influence Diagram



# Influence Diagram

A graphical representation of situations showing casual influences, time ordering of events, and relationships among variable and outcomes.



# Incremental Life Cycle



# Incremental Life Cycle

An adaptive project life cycle in which the deliverable is produced through a series of iterations that successively add functionality within a predetermined time frame. The deliverable contains the necessary and sufficient capability to be considered complete only after the final iteration.



# Grade





# Grade

A category or rank used to distinguish items that have the same functional use (e.g., "hammer") but do not share the same requirements for quality (e.g., different hammers may need to withstand different amounts of force).



# Funding Limit Reconciliation



# Funding Limit Reconciliation

The process of comparing the planned expenditure of project funds against any limits on the commitment of funds for the project to identify any variances between the funding limits and the planned expenditures.



# Functional Organization



# Functional Organization

An organizational structure in which a staff is grouped by areas of specialization and the project manager has limited authority to assign work and apply resources.



# Forecast

# Forecast

An estimate or prediction of conditions and events in the project's future based on information and knowledge available at the time of the forecast.



# Fast Tracking



# Fast Tracking

A schedule compression technique in which activities or phases normally done in sequence are performed in parallel for at least a portion of their duration.



# Fallback Plan



# Fallback Plan

An alternative set of actions and tasks available in the event that the primary plan needs to be abandoned because of issues, risks, or other causes.



# Emotional Intelligence



# Emotional Intelligence

The ability to identify, assess, and manage the personal emotions of oneself and other people, as well as the collective emotions of groups of people.



# Discretionary Dependency



# Discretionary Dependency

A relationship that is established based on knowledge of best practices within a particular application area or an aspect of the project where a specific sequence is desired.



# Discrete Effort



# Discrete Effort

An activity that can be planned and measure and that yields a specific output. Note: This is one of three Earned Value Management (EVM) types of activities used to measure work performance.



# Development Approach



# Development Approach

The method used to create and evolve the product, service, or result during the project life cycle, such as predictive, iterative, incremental, agile, or hybrid method.



# Deliverable

# Deliverable

Any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project.



# Defect



# Defect

An imperfection or deficiency in a project component where that component does not meet its requirements or specifications and needs to be either repaired or replaced.



# Decomposition





# Decomposition

A technique used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts.



# Decision Tree Analysis



# Decision Tree Analysis

A diagramming and calculating technique for evaluating the implications of a chain of multiple options in the presence of uncertainty.



# Crashing

# Crashing

A technique used to shorten the schedule duration for the least incremental cost by adding resources.



# Cost-Benefit Analysis

# Cost-Benefit Analysis

A financial analysis tool used to determine the benefits provided by a project against its costs.



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# Cost of Quality (CoQ)





# Cost of Quality (CoQ)

All cost incurred over the life of the product by investment in preventing nonconformance to requirements, appraisal of the product or service for conformance to requirements, and failure to meet requirements.



# Cost Baseline



# Cost Baseline

The approved version of the time-phased project budget, excluding any management reserves, which can be changes only through formal change control procedures and is used as a basis for comparison to actual results.



# Cost Aggregation



# Cost Aggregation

Summing the lower-level cost estimates associated with the various work packages for a given level within the project's WBS or for a given cost control account.



# Corrective Action



# Corrective Action

An intentional activity that realigns the performance of the project work with the project management plan.



# Control Quality





# Control Quality

The process of monitoring and recording result of executing the quality management activities to assess performance and ensure the project outputs are complete, correct, and meet customer expectations.



# Control Limits



# Control Limits

The area composed of three standard deviations on either side of the centreline or mean of a normal distribution of data plotted on a control chart, which reflects the expected variation in the data. See also specification limits.



# Contingent Response Strategies



# Contingent Response Strategies

Responses provided which may be used in the event that a specific trigger occurs.

# Contingency Reserve



# Contingency Reserve

Time or money allocated in the schedule or cost baseline for known risks with active response strategies



# Contingency





# Contingency

An event or occurrence that could affect the execution of the project that may be accounted for with a reserve.



# Conformance



# Conformance

Within the quality management system, conformance is a general concept of delivering results that fall within the limits that define acceptable variation for a quality requirement.



# Communication Requirements Analysis



# Communication Requirements Analysis

An analytical technique to determine the information needs of the project stakeholders through interviews, workshops, study of lessons learned from previous projects, etc.



# Communication Models



# Communication Models

A description, analogy or schematic used to represent how the communication process will be performed for the project.



# Communication Methods





# Communication Methods

A systematic procedure, technique, or process used to transfer information among project stakeholders.



# Colocation



# Colocation

An organizational placement strategy where the project team members are physically located close to one another in order to improve communication, working relationships, and productivity.



# Code of Accounts



# Code of Accounts

A numbering system used to uniquely identify each component of the work breakdown structure (WBS).



# Check-sheets

# Check-sheets

A tally sheet that can be used as a checklist when gathering data.

# Checklist Analysis





# Checklist Analysis

A technique for systematically reviewing materials using a list for accuracy and completeness.



# Change Request



# Change Request

A formal proposal to modify any document, deliverable, or baseline.

# Change Control System



# Change Control System

A set of procedures that describes how modifications to the project deliverables and documentation are managed and controlled.



# Change Control

# Change Control

A process whereby modifications to documents, deliverables, or baselines associated with the project are identified, documented, approved, or rejected.



# Business Value





# Business Value

A concept that is unique to each organization and includes tangible and intangible elements. Through the effective use of project, program, and portfolio management disciplines, organizations will possess the ability to employ reliable, established processes to meet enterprise objectives and obtain greater business value from their investments.



# Business Case



# Business Case

A documented economic feasibility study used to establish validity of the benefits of a selected component lacking sufficient definition and that is used as a basis for the authorization of further project management activities.



# Basis of Estimates

# Basis of Estimates

Supporting documentation outlining the details used in establishing project estimates such as assumptions, constraints, level of detail, ranges, and confidence levels.



# Attribute Sampling



# Attribute Sampling

Method of measuring quality that consists of noting the presence (or absence) of some characteristics (attribute) in each of the units under consideration.



# Assumption log





# Assumption log

A project document used to record all assumptions and constraints throughout the project life cycle.



# Analogous Estimating

# Analogous Estimating

A technique for estimating the duration or cost of an activity or a project using historical data from a similar activity or project.



# Analytical Techniques

# Analytical Techniques

Various techniques used to evaluate, analyse, or forecast potential outcomes based on possible variations of project or environmental variables and their relationships with other variables.



# Acceptance Criteria

# Acceptance Criteria

A set of conditions that is required to be satisfied before deliverables are accepted.



# Tracking Agile Velocity



# Tracking Agile Velocity

most Scrum teams measure the number of user points in a given sprint. Once this is measured based on a few sprints, the team can then predict how many user points they should plan to complete per sprint



# Scrum Values

# Scrum Values

Commitment, Focus, Openness, Respect and  
Courage

# Sprint Retrospective



# Sprint Retrospective

The sprint retrospective is a recurring meeting held at the end of a sprint used to discuss what went well during the previous sprint cycle and what can be improved for the next sprint.



# Sprint Goal

# Sprint Goal

Sprint goal is a high-level summary of the goal the product owner would like to accomplish during a sprint, frequently elaborated through a specific set of product backlog items. A sprint goal is a short, one- or two-sentence, description of what the team plans to achieve during the sprint.



# Product Goal





# Product Goal

The Product Goal describes a long-term objective or future state of the product. It is a vital part of the Product Backlog, referred to in the Scrum Guide as a commitment. The Scrum Team uses the Product Goal to plan against and maintain focus.



# Dot Voting



# Dot Voting

Dot voting is an established facilitation method used to describe voting with dot stickers or marks with a marker pen. In dot-voting participants vote on their chosen options using a limited number of stickers or marks with pens — dot stickers being the most common.



# Acceptance Criteria

# Acceptance Criteria

A set of conditions that is required to be met before deliverables are accepted.

# Adaptive Approach

# Adaptive Approach

A development approach in which the requirements are subject to a high level of uncertainty and volatility and are likely to change throughout the project.



# Affinity Grouping





# Affinity Grouping

The process of classifying items into similar categories or collections on the basis of their likeness.



# Assumption and Constraint Analysis

# Assumption and Constraint Analysis

An assessment that ensures assumptions and constraints are integrated into the project plans and documents, and that there is consistency among them.



# Backlog Refinement

# Backlog Refinement

The approved version of a work product, used as a basis for comparison to actual results.

# Benefits Management Plan



# Benefits Management Plan

The documented explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project or program.



# Continuous Delivery



# Continuous Delivery

The practice of delivering feature increments immediately to customers, often through the use of small batches of work and automation technology.



# Cumulative Flow Diagram (CFD)



# Cumulative Flow Diagram (CFD)

A chart indicating features completed over time, features in other states of development, and those in the backlog.



# Definition of Done (DoD)

# Definition of Done (DoD)

A checklist of all the criteria required to be met so that a deliverable can be considered ready for customer use.

# Development Approach and Life Cycle Performance Domain



# Development Approach and Life Cycle Performance Domain

The performance domain that addresses activities and functions associated with the development approach, cadence, and life cycle phases of the project.



# DevOps



# DevOps

A collection of practices for creating a smooth flow of deliveries by improving collaboration between development and operations staff.



# Epic

# Epic

A large, related body of work intended to hierarchically organize a set of requirements and deliver specific business outcomes.

# Function Point



# Function Point

An estimate of the amount of business functionality in an information system is used to calculate the functional size measurement of a software system.



# Hybrid Approach

# Hybrid Approach

A combination of two or more agile and nonagile elements, having a nonagile end result.

# Impact Mapping



# Impact Mapping

A strategic planning method that serves as a visual roadmap for the organization during product development.

# Indefinite Delivery Indefinite Quantity (IDIQ)



# Indefinite Delivery Indefinite Quantity (IDIQ)

A contract that provides for an indefinite quantity of goods or services, with a stated lower and upper limit, within a fixed time period.



# Kickoff Meeting



# Kickoff Meeting

A gathering of team members and other key stakeholders at the outset of a project to formally set expectations, gain a common understanding and commence work.



# Last Responsible Moment

# Last Responsible Moment

The concept of deferring a decision to allow the team to consider multiple options until the cost of further delay would exceed the benefit.



# Net Promoter Score



# Net Promoter Score

An index that measures the willingness of customers to recommend an organization's products or services to others.

# Precision

# Precision

Within the quality management system, precision is an assessment of exactness.

# Prioritization Matrix

# Prioritization Matrix

A scatter diagram that plots effort against value so as to classify items by priority.

# Product Owner



# Product Owner

A person is responsible for maximizing the value of the product and accountable for the end product.

# Release



# Release

One or more components of one or more products, which are intended to be put into production at the same time.

# Release Plan



# Release Plan

The plan that sets expectations for the dates, features, and/or outcomes expected to be delivered over the course of multiple iterations.

# Release Planning



# Release Planning

The process of identifying a high-level plan for releasing or transitioning a product, deliverable, or increment of value.

# Requirements Traceability Matrix



# Requirements Traceability Matrix

A grid that links product requirements from their origin to the deliverables that satisfy them.

# Retrospective



# Retrospective

A regularly occurring workshop in which participants explore their work and results in order to improve both the process and product.



# Sponsor



# Sponsor

A person or group who provides resources and support for the project, program, or portfolio and is accountable for enabling success.



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# Sprint

# Sprint

A short time interval within a project during which a usable and potentially releasable increment of the product is created.



# Statement of Work (SOW)

# Statement of Work (SOW)

A narrative description of products, services, or results to be delivered by the project.

# Story Map



# Story Map

A visual model of all the features and functionality desired for a given product, created to give the team a holistic view of what they are building and why.



# Strategy Artifacts



# Strategy Artifacts

Documents created prior to or at the start of the project that addresses strategic, business, or high-level information about the project.



# Swarm



# Swarm

A method in which multiple team members focus collectively on resolving a specific problem or task.



# Throughput

# Throughput

The number of items passing through a process.

# Throughput Chart





# Throughput Chart

A diagram that shows the accepted deliverables over time.

# Triple Bottom Line

# Triple Bottom Line

A framework for considering the full cost of doing business by evaluating a company's bottom line from the perspective of profit, people, and the planet.



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# Use Case

# Use Case

An artifact for describing and exploring how a user interacts with a system to achieve a specific goal.

# Vanity Metric

# Vanity Metric

A measure that appears to show some result but does not provide useful information for making decisions.

# Velocity Chart





# Velocity Chart

A chart that tracks the rate at which the deliverables are produced, validated and accepted within a predefined interval.



# Vision Statement



# Vision Statement

A summarized, high-level description about the expectations for a product such as target market, users, major benefits, and what differentiates the product from others in the market.



# Waste

# Waste

Activities that consume resources and/or time without adding value.

# Wideband Delphi



# Wideband Delphi

An estimating method in which subject matter experts go through multiple rounds of producing estimates individually, with a team discussion after each round, until a consensus is achieved.



# Agile Coach



# Agile Coach

An individual with knowledge and experience in agile who can train, mentor, and guide organizations and teams through their transformation.

# Agile Life Cycle



# Agile Life Cycle

An approach that is both iterative and incremental to refine work items and deliver frequently.

# Agile Mindset

# Agile Mindset

A way of thinking and behaving underpinned by the four values and twelve principles of the Agile Manifesto.

# Agile Practitioner

# Agile Practitioner

A person embracing the agile mindset who collaborates with like-minded colleagues in cross-functional teams. Also referred to as agilist.

# Agile Unified Process





# Agile Unified Process

A simplistic and understandable approach to developing business application software using agile techniques and concepts. It is a simplified version of the Rational Unified Process (RUP).



# Automated Code Quality Analysis



# Automated Code Quality Analysis

The scripted testing of the codebase for bugs and vulnerabilities.

# Behavior-Driven Development (BDD)

# Behavior-Driven Development (BDD)

A system design and validation practice that uses test-first principles and English-like scripts.

# Blended Agile



# Blended Agile

Two or more agile frameworks, methods, elements, or practices used together such as Scrum practiced in combination with XP and Kanban Method.



# Business Requirement Documents (BRD)



# Business Requirement Documents (BRD)

Listing of all requirements for a specific project.

# Cross-Functional Team



# Cross-Functional Team

A team that includes practitioners with all the skills necessary to deliver valuable product increments.

# Crystal Family of Methodologies



# Crystal Family of Methodologies

A collection of lightweight agile software development methods focused on adaptability to a particular circumstance.

# Definition of Ready (DoR)



# Definition of Ready (DoR)

A team's checklist for a user-centric requirement that has all the information the team needs to be able to begin working on it.

# Dynamic Systems Development Method (DSDM)





# Dynamic Systems Development Method (DSDM)

An agile project delivery framework.

# Fit for Purpose

# Fit for Purpose

A product that is suitable for its intended purpose.

# Fit for Use

# Fit for Use

A product that is usable in its current form to achieve its intended purpose.

# Ideal

# Ideal

An organizational improvement model that is named for the five phases it describes: initiating, diagnosing, establishing, acting, and learning.



# Large Scale Scrum (LeSS)





# Large Scale Scrum (LeSS)

Large-Scale Scrum is a product development framework that extends Scrum with scaling guidelines while preserving the original purposes of Scrum.

# Lean Software Development (LSD)

# Lean Software Development (LSD)

Lean software development is an adaptation of lean manufacturing principles and practices to the software development domain and is based on a set of principles and practices for achieving quality, speed, and customer alignment.



# Plan-Do-Check-Act (PDCA)



# Plan-Do-Check-Act (PDCA)

An iterative management method used in organizations to facilitate the control and continual improvement of processes and products.



# Refactoring



# Refactoring

A product quality technique whereby the design of a product is improved by enhancing its maintainability and other desired attributes without altering its expected behavior.



# Scaled Agile Framework (SAFe®)



# Scaled Agile Framework (SAFe®)

A knowledge base of integrated patterns for enterprise-scale lean–agile development.

# Scrumban



# Scrumban

A management framework that emerges when teams employ Scrum as the chosen way of working and use the Kanban Method as a lens through which to view, understand, and continuously improve how they work.



# Service Request Manager



# Service Request Manager

The person is responsible for ordering service requests to maximize value in a continuous flow or Kanban environment. Equivalent to the product owner.

