Module 2
Chapter 1: Project Managers, Sponsors, and Tuckman Ladder

Term
Project lead

Module 2
Chapter 1: Project Managers, Sponsors, and Tuckman Ladder

Term
Project management

Module 2
Chapter 1: Project Managers, Sponsors, and Tuckman Ladder

Term
Project management team

Module 2
Chapter 1: Project Managers, Sponsors, and Tuckman Ladder

Term
Project manager

Module 2
Chapter 1: Project Managers, Sponsors, and Tuckman Ladder

Term
Servant leadership

Module 2
Chapter 1: Project Managers, Sponsors, and Tuckman Ladder

Term
Sponsor

Module 2
Chapter 2: Forming—The Project Manager

Term
Negotiation

Module 2
Chapter 2: Forming—The Project Manager

Term
Self-organizing team

The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

A person who helps the project team to achieve the project objectives, typically by orchestrating the work of the project.

The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.

The members of the project team who are directly involved in project management activities.

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

The practice of leading the team by focusing on understanding and addressing the needs and development of team members in order to enable the highest possible team performance.

A cross-functional team in which people assume leadership as needed to achieve the team's objectives.

The process and activities for resolving disputes through consultations between involved parties.

Module 2
Chapter 2: Forming—The Project Manager

Term
Stakeholder

Module 2
Chapter 2: Forming—The Project Manager

Term
Stakeholder analysis

Module 2
Chapter 2: Forming—The Project Manager

Term
Steering committee

Module 2
Chapter 3: Forming—Team Performance Domain

Term
Acquisition

Module 2
Chapter 3: Forming—Team Performance Domain

Term
Colocation

Module 2
Chapter 3: Forming—Team Performance Domain

Term
Ground rules

Module 2
Chapter 3: Forming—Team Performance Domain

Term
Kickoff meeting

Module 2
Chapter 3: Forming—Team Performance Domain

Term
Multicriteria decision analysis (MCDA)

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

An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio.

Obtaining human and material resources necessary to perform project activities.

An advisory body of senior stakeholders who provide direction and support for the project team and make decisions outside the project team's authority.

Expectations regarding acceptable behavior by project team members.

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.

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.

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.

Module 2

Chapter 3: Forming—Team Performance Domain

Term
Osmotic communication

Module 2

Chapter 3: Forming—Team Performance Domain

Term
RACI chart

Module 2

Chapter 3: Forming—Team Performance Domain

Term
Responsibility assignment matrix (RAM)

Module 2

Chapter 3: Forming—Team Performance Domain

Term
Status meeting

Module 2

Chapter 3: Forming—Team Performance Domain

Term
Virtual team

Module 2

Chapter 4: Storming

Term
Double-loop learning

Module 2

Chapter 4: Storming

Term
Emotional intelligence

Module 2

Chapter 4: Storming

Term
Impediment

A common type of responsibility assignment matrix that uses responsible, accountable, consult, and inform statuses to define the involvement of stakeholders in project activities.

A means of receiving information without direct communication by overhearing and through nonverbal cues.

A regularly scheduled meeting to exchange and analyze information about the current progress of the project and its performance.

A grid that shows the project resources assigned to each work package.

A process that challenges underlying values and assumptions in order to better elaborate root causes and devise improved countermeasures rather than focusing only on symptoms.

A group of people with a shared goal who work in different locations and who engage with each other primarily through phone and other electronic communications.

An obstacle that prevents the team from achieving its objectives.

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.

Module 2
Chapter 4: Storming

Term
Mood chart

Module 2
Chapter 4: Storming

Term
Networking

Module 2
Chapter 5: Norming

Term
Affinity diagram

Module 2
Chapter 5: Norming

Term
Affinity grouping

Module 2
Chapter 5: Norming

Term
Brainstorming

Module 2
Chapter 5: Norming

Term
Co-creation

Module 2
Chapter 5: Norming

Term
Delphi technique

Module 2
Chapter 5: Norming

Term
Develop Team

Establishing connections and relationships with other people from the same or other organizations.

A visualization chart for tracking moods or reactions to identify areas for improvement.

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

A diagram that shows large numbers of ideas classified into groups for review and analysis.

The process of engaging stakeholders more fully in the project team and development process.

A technique used to identify a list of ideas in a short period of time that is conducted in a group environment and is led by a facilitator.

The process of improving competences, team member interaction, and overall team environment to enhance project performance.

An elicitation technique in which information is collected from individuals in an anonymous manner through rounds of questioning.

Module 2
Chapter 5: Norming

Term
Expert judgment

Module 2
Chapter 5: Norming

Term
Facilitated workshop

Module 2
Chapter 5: Norming

Term
Focus group

Module 2
Chapter 5: Norming

Term
Force-field analysis

Module 2
Chapter 5: Norming

Term
Idea/mind mapping

Module 2
Chapter 5: Norming

Term
Interpersonal skills

Module 2
Chapter 5: Norming

Term
Interviews

Module 2
Chapter 5: Norming

Term
Manage Stakeholder Engagement

A focused session that brings key cross-functional stakeholders together to define product requirements.

Judgment based upon expertise in an application area, knowledge area, discipline, industry, etc., as appropriate for the activity being performed. Such expertise may be provided by any group or person with specialized education, knowledge, skill, experience, or training.

A diagram of the forces for and against a change.

An elicitation technique that brings together prequalified stakeholders and subject matter experts to learn about their expectations and attitudes about a proposed product, service, or result.

Skills used to establish and maintain relationships with other people.

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.

The process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement.

A formal or informal approach to elicit information from stakeholders by talking to them directly.

Module 2
Chapter 5: Norming

Term
Nominal group technique (NGT)

Module 2
Chapter 5: Norming

Term
Observation

Module 2
Chapter 5: Norming

Term
Project team

Module 2
Chapter 5: Norming

Term
Questionnaires

Module 2
Chapter 5: Norming

Term
Stakeholder engagement assessment matrix

Module 2
Chapter 5: Norming

Term
Stakeholder engagement plan

Module 2
Chapter 5: Norming

Term
Surveys

Module 2
Chapter 6: Performing and Adjourning

Term
Mentoring

A direct way of viewing individuals in their environment and how they perform their jobs or tasks and carry out processes.

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

Written sets of questions designed to quickly accumulate information from a large number of respondents.

A set of individuals performing the work of the project to achieve its objectives.

A component of the project management plan that identifies the strategies and actions required to promote productive involvement of stakeholders in project or program decision making and execution.

A matrix that compares current and desired stakeholder engagement levels.

A formal or informal process in which a more experienced person and a less experienced person collaborate to help the less experienced person develop skills and/or accomplish certain professional goals.

Written sets of questions designed to quickly accumulate information from a large number of respondents.

Module 2

Chapter 6: Performing and Adjourning

Term
Reflective thinking

The ability to reflect on one's experiences in a continuous and critical fashion in order to apply the appropriate knowledge and experience within a specific context.