Module 4
Chapter 1: Project Work Performance Domain

Term
Assumption

Module 4
Chapter 1: Project Work Performance Domain

Term
Assumption and constraints analysis

Module 4
Chapter 1: Project Work Performance Domain

Term
Assumption log

Module 4
Chapter 1: Project Work Performance Domain

Term
Constraint

Module 4
Chapter 1: Project Work Performance Domain

Term
Explicit knowledge

Module 4
Chapter 1: Project Work Performance Domain

Term
Tacit knowledge

Module 4
Chapter 2: Scope

Term
Acceptance criteria

Module 4
Chapter 2: Scope

Term
Activity

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

A factor in the planning process that is considered to be true, real, or certain, without proof or demonstration.

A limiting factor that affects the execution of a project, program, portfolio, or process.

A project document used to record all assumptions and constraints during the project.

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

Knowledge that can be codified using symbols such as words, numbers, and pictures.

A distinct, scheduled portion of work performed during the course of a project.

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

Module 4
Chapter 2: Scope

Term
Backlog refinement

Module 4
Chapter 2: Scope

Term
Collect Requirements

Module 4
Chapter 2: Scope

Term
Control Scope

Module 4
Chapter 2: Scope

Term
Control account

Module 4
Chapter 2: Scope

Term
Create WBS

Module 4
Chapter 2: Scope

Term
Cumulative flow diagram (CFD)

Module 4
Chapter 2: Scope

Term
Cycle time

Module 4
Chapter 2: Scope

Term
Cycle time chart

The process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives.

Progressive elaboration of the content in the backlog and (re)prioritization of it to identify the work that can be accomplished in an upcoming iteration.

A management control point where scope, budget, actual cost, and schedule are integrated.

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

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

The process of subdividing project deliverables and project work into smaller, more manageable components.

A diagram that shows the average cycle time of the work items completed over time.

The total elapsed time from the start of a particular activity or work item to its completion.

Module 4
Chapter 2: Scope

Term
Decomposition

Module 4
Chapter 2: Scope

Term
Define Scope

Module 4
Chapter 2: Scope

Term
Hierarchy chart

Module 4
Chapter 2: Scope

Term
Last responsible moment

Module 4
Chapter 2: Scope

Term
Lead time

Module 4
Chapter 2: Scope

Term
Lead time chart

Module 4
Chapter 2: Scope

Term
Persona

Module 4
Chapter 2: Scope

Term
Plan Scope Management

The process of developing a detailed description of the project and product.

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

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

A chart that begins with high-level information that is progressively decomposed into lower levels of detail.

A diagram showing the trend over time of the average lead time of the items completed in work.

The time between a customer request and the actual delivery.

The process of creating a scope management plan that documents how the project and product scope will be defined, validated, and controlled.

An archetype user representing a set of similar end users described with their goals, motivations, and representative personal characteristics.

Module 4
Chapter 2: Scope

Term
Planning package

Module 4
Chapter 2: Scope

Term
Product scope

Module 4
Chapter 2: Scope

Term
Project scope

Module 4
Chapter 2: Scope

Term
Project scope statement

Module 4
Chapter 2: Scope

Term
Prototype

Module 4
Chapter 2: Scope

Term
Requirement

Module 4
Chapter 2: Scope

Term
Requirements documentation

Module 4
Chapter 2: Scope

Term
Requirements management plan

The features and functions that characterize a product, service, or result.

A work breakdown structure component below the control account and above the work package with known work content but without detailed schedule activities.

The description of the project scope, major deliverables, and exclusions.

The work performed to deliver a product, service, or result with the specified features and functions.

A condition or capability that is necessary to be present in a product, service, or result to satisfy a business need.

A working model used to obtain early feedback on the expected product before actually building it.

A component of the project or program management plan that describes how requirements will be analyzed, documented, and managed.

A record of product requirements and other product information, along with whatever is recorded to manage it.

Module 4
Chapter 2: Scope

Term
Requirements traceability matrix

Module 4
Chapter 2: Scope

Term
Scope

Module 4
Chapter 2: Scope

Term
Scope baseline

Module 4
Chapter 2: Scope

Term
Scope management plan

Module 4
Chapter 2: Scope

Term
Throughput

Module 4
Chapter 2: Scope

Term
Throughput chart

Module 4
Chapter 2: Scope

Term
Validate Scope

Module 4
Chapter 2: Scope

Term
WBS dictionary

The sum of the products, services, and results to be provided as a project.

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

A component of the project or program management plan that describes how the scope will be defined, developed, monitored, controlled, and validated.

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 the basis for comparison to actual results.

A diagram that shows the accepted deliverables over time.

The number of items passing through a process.

A document that provides detailed deliverable, activity, and scheduling information about each component in the work breakdown structure.

The process of formalizing acceptance of the completed project deliverables.

Module 4
Chapter 2: Scope

Term
Work breakdown structure (WBS)

Module 4
Chapter 2: Scope

Term
Work package

Module 4
Chapter 3: Schedule

Term
Activity attributes

Module 4
Chapter 3: Schedule

Term
Activity list

Module 4
Chapter 3: Schedule

Term
Analogous estimating

Module 4
Chapter 3: Schedule

Term
Basis of estimates

Module 4
Chapter 3: Schedule

Term
Bottom-up estimating

Module 4
Chapter 3: Schedule

Term
Control Schedule

The work defined at the lowest level of the work breakdown structure for which cost and duration are estimated and managed.

A hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables.

A documented tabulation of schedule activities that shows the activity description, activity identifier, and a sufficiently detailed scope of work description so project team members understand what work is to be performed.

Multiple attributes associated with each schedule activity that can be included within the activity list.

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

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

The process of monitoring the status of the project to update the project schedule and manage changes to the schedule baseline.

A method of estimating project duration or cost by aggregating the estimates of the lower-level components of the work breakdown structure (WBS).

Module 4
Chapter 3: Schedule

Term
Cost of delay

Module 4
Chapter 3: Schedule

Term
Crashing

Module 4
Chapter 3: Schedule

Term
Critical chain method

Module 4
Chapter 3: Schedule

Term
Critical path

Module 4
Chapter 3: Schedule

Term
Critical path method (CPM)

Module 4
Chapter 3: Schedule

Term
Define Activities

Module 4
Chapter 3: Schedule

Term
Develop Schedule

Module 4
Chapter 3: Schedule

Term
Discrete effort

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

The cost to the business per period of delaying the release of a deliverable beyond a given deadline.

The sequence of activities that represents the longest path through a project, which determines the shortest possible duration.

A schedule method that allows the project team to place buffers on any project schedule path to account for limited resources and project uncertainties.

The process of identifying and documenting the specific actions to be performed to produce the project deliverables.

A method used to estimate the minimum project duration and determine the amount of schedule flexibility on the logical network paths within the schedule model.

An activity that can be planned and measured and that yields a specific output.

The process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule model for project execution and monitoring and controlling.

Module 4
Chapter 3: Schedule

Term
Discretionary dependency

Module 4
Chapter 3: Schedule

Term
Done drift

Module 4
Chapter 3: Schedule

Term
Duration

Module 4
Chapter 3: Schedule

Term
Early finish date (EF)

Module 4
Chapter 3: Schedule

Term
Early start date (ES)

Module 4
Chapter 3: Schedule

Term
Effort

Module 4
Chapter 3: Schedule

Term
Estimate activity durations

Module 4
Chapter 3: Schedule

Term
Estimating methods

The situation in which as many or more stories are being added to the backlog as are being completed per iteration.

A relationship that is based on best practices or project preferences.

The earliest possible point in time when the uncompleted portions of a schedule activity can finish based on the schedule network logic, the data date, and any schedule constraints.

The total number of work periods required to complete a schedule activity or work breakdown structure component, expressed in hours, days, or weeks.

The number of labor units required to complete a schedule activity or work breakdown structure component, often expressed in hours, days, or weeks.

The earliest possible point in time when the uncompleted portions of a schedule activity can start based on the schedule network logic, the data date, and any schedule constraints.

Methods used to develop an approximation of work, time, or cost on a project.

The process of estimating the number of work periods needed to complete individual activities with the estimated resources.

Module 4
Chapter 3: Schedule

Term
External dependency

Module 4
Chapter 3: Schedule

Term
Fast tracking

Module 4
Chapter 3: Schedule

Term
Fixed duration

Module 4
Chapter 3: Schedule

Term
Free float

Module 4
Chapter 3: Schedule

Term
Function point

Module 4
Chapter 3: Schedule

Term
Gantt chart

Module 4
Chapter 3: Schedule

Term
Internal dependency

Module 4
Chapter 3: Schedule

Term
Lag

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

A relationship between project activities and non-project activities.

The amount of time that a schedule activity can be delayed without delaying the early start date of any successor or violating a schedule constraint.

A type of activity where the length of time required to complete the activity remains constant regardless of the number of people or resources assigned to the activity.

A bar chart of schedule information where activities are listed on the vertical axis, dates are shown on the horizontal axis, and activity durations are shown as horizontal bars placed according to start and finish dates.

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

The amount of time whereby a successor activity will be delayed with respect to a predecessor activity.

A relationship between two or more project activities.

Module 4
Chapter 3: Schedule

Term
Late finish date (LF)

Module 4
Chapter 3: Schedule

Term
Late start date (LS)

Module 4
Chapter 3: Schedule

Term
Lead

Module 4
Chapter 3: Schedule

Term
Level of effort (LOE)

Module 4
Chapter 3: Schedule

Term
Mandatory dependency

Module 4
Chapter 3: Schedule

Term
Milestone

Module 4
Chapter 3: Schedule

Term
Milestone schedule

Module 4
Chapter 3: Schedule

Term
Modeling

The latest possible point in time when the uncompleted portions of a schedule activity can start based on the schedule network logic, the project completion date, and any schedule constraints.

The latest possible point in time when the uncompleted portions of a schedule activity can finish based on the schedule network logic, the project completion date, and any schedule constraints.

An activity that does not produce definitive end products and is measured by the passage of time.

The amount of time whereby a successor activity can be advanced with respect to a predecessor activity.

A significant point or event in a project, program, or portfolio.

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

Creating simplified representations of systems, solutions, or deliverables, such as prototypes, diagrams, or storyboards.

A type of schedule that presents milestones with planned dates.

Module 4
Chapter 3: Schedule

Term
Multipoint estimating

Module 4
Chapter 3: Schedule

Term
Network path

Module 4
Chapter 3: Schedule

Term
Parametric estimating

Module 4
Chapter 3: Schedule

Term
Plan Schedule Management

Module 4
Chapter 3: Schedule

Term
Precedence diagramming method (PDM)

Module 4
Chapter 3: Schedule

Term
Predecessor activity

Module 4
Chapter 3: Schedule

Term
Prioritization matrix

Module 4
Chapter 3: Schedule

Term
Probabilistic estimating

A sequence of activities connected by logical relationships in a project schedule network diagram.

A method used to estimate cost or duration by applying an average or weighted average of optimistic, pessimistic, and most likely estimates when there is uncertainty with the individual activity estimates.

The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule.

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

An activity that logically comes before a dependent activity in a schedule.

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 the sequence in which the activities are to be performed.

A method used to develop a range of estimates along with the associated probabilities within that range.

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

Module 4
Chapter 3: Schedule

Term
Project calendar

Module 4
Chapter 3: Schedule

Term
Project schedule

Module 4
Chapter 3: Schedule

Term
Project schedule network diagram

Module 4
Chapter 3: Schedule

Term
Relative estimating

Module 4
Chapter 3: Schedule

Term
Resource histogram

Module 4
Chapter 3: Schedule

Term
Resource leveling

Module 4
Chapter 3: Schedule

Term
Resource optimization

Module 4
Chapter 3: Schedule

Term
Resource smoothing

An output of a schedule model that presents linked activities with planned dates, durations, milestones, and resources.

A calendar that identifies working days and shifts that are available for scheduled activities.

A method for creating estimates that are derived from performing a comparison against a similar body of work, taking effort, complexity, and uncertainty into consideration.

A graphical representation of the logical relationships among the project schedule activities.

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.

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

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

A set of techniques used to adjust start and finish dates when there is an imbalance in the supply versus the demand for project resources.

Module 4
Chapter 3: Schedule

Term
Rework

Module 4
Chapter 3: Schedule

Term
Schedule baseline

Module 4
Chapter 3: Schedule

Term
Schedule compression

Module 4
Chapter 3: Schedule

Term
Schedule forecasts

Module 4
Chapter 3: Schedule

Term
Schedule management plan

Module 4
Chapter 3: Schedule

Term
Schedule model

Module 4
Chapter 3: Schedule

Term
Sequence Activities

Module 4
Chapter 3: Schedule

Term
Simulation

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

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

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

A method used to shorten the schedule duration without reducing the project scope.

A representation of the plan for executing the project's activities including durations, dependencies, and other planning information, used to produce the project schedule along with other scheduling artifacts.

A component of the project or program management plan that establishes the criteria and the activities for developing, monitoring, and controlling the schedule.

An analytical method that models the combined effect of uncertainties to evaluate their potential impact on objectives.

The process of identifying and documenting relationships among the project activities.

Module 4
Chapter 3: Schedule

Term
Single-point estimating

Module 4
Chapter 3: Schedule

Term
Spike

Module 4
Chapter 3: Schedule

Term
Story map

Module 4
Chapter 3: Schedule

Term
Story point

Module 4
Chapter 3: Schedule

Term
Successor activity

Module 4
Chapter 3: Schedule

Term
Swarm

Module 4
Chapter 3: Schedule

Term
Total float

Module 4
Chapter 3: Schedule

Term
Use case

A short time interval within a project, usually of fixed length, during which a team conducts research or prototypes an aspect of a solution to prove its viability.

An estimating method that involves using data to calculate a single value which reflects a best guess estimate.

A unit used to estimate the relative level of effort needed to implement a user story.

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.

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

A dependent activity that logically comes after another activity in a schedule.

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

The amount of time that a schedule activity can be delayed or extended from its early start date without delaying the project finish date or violating a schedule constraint.

Module 4
Chapter 3: Schedule

Term
User story

Module 4
Chapter 3: Schedule

Term
Velocity

Module 4
Chapter 3: Schedule

Term
Wideband Delphi

Module 4
Chapter 4: Costs and Budget

Term
Actual cost (AC)

Module 4
Chapter 4: Costs and Budget

Term
Budget

Module 4
Chapter 4: Costs and Budget

Term
Budget at completion (BAC)

Module 4
Chapter 4: Costs and Budget

Term
Burn chart

Module 4
Chapter 4: Costs and Budget

Term
Contingency

A team's capacity to start and complete work per iteration.

A brief description of deliverable value for a specific user and a promise for conversation to clarify details.

The realized cost incurred for the work performed on an activity during a specific time period.

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

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

The approved estimate for the project or any work breakdown structure (WBS) component or any schedule activity.

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

A graphical representation of the work remaining in a timebox or the work completed toward the release of a product or project deliverable.

Module 4
Chapter 4: Costs and Budget

Term
Contingency reserve

Module 4
Chapter 4: Costs and Budget

Term
Control Costs

Module 4
Chapter 4: Costs and Budget

Term
Cost baseline

Module 4
Chapter 4: Costs and Budget

Term
Cost management plan

Module 4
Chapter 4: Costs and Budget

Term
Cost performance index (CPI)

Module 4
Chapter 4: Costs and Budget

Term
Cost variance (CV)

Module 4
Chapter 4: Costs and Budget

Term
Determine Budget

Module 4
Chapter 4: Costs and Budget

Term
Earned value (EV)

The process of monitoring the status of the project to update the project costs and manage changes to the cost baseline.

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

A component of a project or program management plan that describes how costs will be planned, structured, and controlled.

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

The amount of budget deficit or surplus at a given point in time, expressed as the difference between the earned value and the actual cost.

A measure of the cost efficiency of budgeted resources expressed as the ratio of earned value to actual cost.

The measure of work performed expressed in terms of the budget authorized for that work.

The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.

Module 4
Chapter 4: Costs and Budget

Term
Earned value analysis (EVA)

Module 4
Chapter 4: Costs and Budget

Term
Estimate Costs

Module 4
Chapter 4: Costs and Budget

Term
Estimate at completion (EAC)

Module 4
Chapter 4: Costs and Budget

Term
Estimate to complete (ETC)

Module 4
Chapter 4: Costs and Budget

Term
Forecast

Module 4
Chapter 4: Costs and Budget

Term
Management reserve

Module 4
Chapter 4: Costs and Budget

Term
Performance measurement baseline (PMB)

Module 4
Chapter 4: Costs and Budget

Term
Plan Cost Management

The process of developing an approximation of the monetary resources needed to complete project work.

An analysis method that uses a set of measures associated with scope, schedule, and cost to determine the cost and schedule performance of a project.

The expected cost to finish all the remaining project work.

The expected total cost of completing all work expressed as the sum of the actual cost to date and the estimate to complete.

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

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.

The process of defining how the project costs and actual spending will be estimated, budgeted, managed, monitored, and controlled.

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

Module 4
Chapter 4: Costs and Budget

Term
Planned value (PV)

Module 4
Chapter 4: Costs and Budget

Term
Reserve

Module 4
Chapter 4: Costs and Budget

Term
Reserve analysis

Module 4
Chapter 4: Costs and Budget

Term
S-curve

Module 4
Chapter 4: Costs and Budget

Term
Schedule performance index (SPI)

Module 4
Chapter 4: Costs and Budget

Term
Schedule variance (SV)

Module 4
Chapter 4: Costs and Budget

Term
To-complete performance index (TCPI)

Module 4
Chapter 4: Costs and Budget

Term
Variance at completion (VAC)

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.

The authorized budget assigned to scheduled work.

A graph that displays cumulative costs over a specified period of time.

A method used to evaluate the amount of risk on the project and the amount of schedule and budget reserve to determine whether the reserve is sufficient for the remaining risk.

A measure of schedule performance expressed as the difference between the earned value and the planned value.

A measure of schedule efficiency expressed as the ratio of earned value to planned value.

A projection of the amount of budget deficit or surplus, expressed as the difference between the budget at completion and the estimate at completion.

A measure of the cost performance that is required to be achieved with the remaining resources in order to meet a specified management goal, expressed as the ratio of the cost to finish the outstanding work to the remaining budget.

Module 4

Chapter 4: Costs and Budget

Term

Velocity chart

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