

Fold each printed sheet in half lengthwise. The left side of the document will list the term and the right side will list the definition. Tape or staple the open edges of your flashcards. Cut out your flashcards on the solid lines indicated and fold them on the dotted lines.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Artifact

© 2024 Holmes Corporation. All rights reserved.

A template, document, output, or project deliverable.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Deliverable

© 2024 Holmes Corporation. All rights reserved.

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.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Delivery Performance Domain

© 2024 Holmes Corporation. All rights reserved.

The performance domain that addresses activities and functions associated with delivering the scope and quality that the project was undertaken to achieve.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Development Approach and Life Cycle Performance Domain

© 2024 Holmes Corporation. All rights reserved.

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

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Development approach

© 2024 Holmes Corporation. All rights reserved.

A 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.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Life cycle assessment (LCA)

© 2024 Holmes Corporation. All rights reserved.

A tool used to evaluate the total environmental impact of a product, process, or system.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Measurement Performance Domain

© 2024 Holmes Corporation. All rights reserved.

The performance domain that addresses activities and functions associated with assessing project performance and taking appropriate actions to maintain acceptable performance.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Operations

© 2024 Holmes Corporation. All rights reserved.

The ongoing, repetitive processes an organization uses to produce the products or services necessary to fulfill its mission.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Planning Performance Domain

© 2024 Holmes Corporation. All rights reserved.

The performance domain that addresses activities and functions associated with the initial, ongoing, and evolving organization and coordination necessary for delivering project deliverables and results.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Project

© 2024 Holmes Corporation. All rights reserved.

A temporary endeavor undertaken to create a unique product, service, or result.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Project Work Performance Domain

© 2024 Holmes Corporation. All rights reserved.

The performance domain that addresses activities and functions associated with establishing project processes, managing physical resources, and fostering a learning environment.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Result

© 2024 Holmes Corporation. All rights reserved.

An output from performing project management processes and activities.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Stakeholder Performance Domain

© 2024 Holmes Corporation. All rights reserved.

The performance domain that addresses activities and functions associated with stakeholders.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Standard

© 2024 Holmes Corporation. All rights reserved.

A document established by an authority, custom, or general consent as a model or example.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Tailoring

© 2024 Holmes Corporation. All rights reserved.

The deliberate adaption of approach, governance, and processes to make them more suitable for the given environment and the work at hand.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Team Performance Domain

© 2024 Holmes Corporation. All rights reserved.

The performance domain that addresses activities and functions associated with the people who are responsible for producing project deliverables that realize business outcomes.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Triple bottom line

© 2024 Holmes Corporation. All rights reserved.

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.

**Module 1**  
*Chapter 1: Project Management Concepts*

---

**Term**  
Uncertainty Performance Domain

© 2024 Holmes Corporation. All rights reserved.

The performance domain that addresses activities and functions associated with risk and uncertainty.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Adaptive approach

© 2024 Holmes Corporation. All rights reserved.

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.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Agile

© 2024 Holmes Corporation. All rights reserved.

A term used to describe a mindset of values and principles as set forth in the Agile Manifesto.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Closing Process Group

© 2024 Holmes Corporation. All rights reserved.

The process(es) performed to formally complete or close a project, phase, or contract.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Control

© 2024 Holmes Corporation. All rights reserved.

The process of comparing actual performance with planned performance, analyzing variances, assessing trends to effect process improvements, evaluating possible alternatives, and recommending appropriate corrective action as needed.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Daily standup

© 2024 Holmes Corporation. All rights reserved.

A brief, daily collaboration meeting in which the team reviews progress from the previous day, declares intentions for the current day, and highlights any obstacles encountered or anticipated.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Defect

© 2024 Holmes Corporation. All rights reserved.

A description of a problem with an existing deliverable and how the deliverable should work once it is fixed.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Epic

© 2024 Holmes Corporation. All rights reserved.

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

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Executing Process Group

© 2024 Holmes Corporation. All rights reserved.

Those processes performed to complete the work defined in the project management plan to satisfy the project requirements.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Feature

© 2024 Holmes Corporation. All rights reserved.

A set of related requirements or functionalities that provides value to an organization.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Hybrid approach

© 2024 Holmes Corporation. All rights reserved.

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

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Incremental approach

© 2024 Holmes Corporation. All rights reserved.

An adaptive development approach in which the deliverable is produced successively, adding functionality until the deliverable contains the necessary and sufficient capability to be considered complete.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Incremental life cycle

© 2024 Holmes Corporation. All rights reserved.

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 complete only after the final iteration.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Initiating Process Group

© 2024 Holmes Corporation. All rights reserved.

Those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Iteration

© 2024 Holmes Corporation. All rights reserved.

A timeboxed cycle of development on a product or deliverable in which all of the work that is needed to deliver value is performed.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Iteration plan

© 2024 Holmes Corporation. All rights reserved.

A detailed plan for the current iteration.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Iteration planning

© 2024 Holmes Corporation. All rights reserved.

A meeting to clarify the details of the backlog items, acceptance criteria, and work effort required to meet an upcoming iteration commitment.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Iteration review

© 2024 Holmes Corporation. All rights reserved.

A meeting held at the end of an iteration to demonstrate the work that was accomplished during the iteration.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Iterative approach

© 2024 Holmes Corporation. All rights reserved.

A development approach that focuses on an initial, simplified implementation and then progressively elaborates adding to the feature set until the final deliverable is complete.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Iterative life cycle

© 2024 Holmes Corporation. All rights reserved.

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.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Kanban board

© 2024 Holmes Corporation. All rights reserved.

A visualization tool that shows work in progress to help identify bottlenecks and overcommitments, thereby allowing the team to optimize the workflow.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Method

© 2024 Holmes Corporation. All rights reserved.

A means for achieving an outcome, output, result, or project deliverable.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Methodology

© 2024 Holmes Corporation. All rights reserved.

A system of practices, techniques, procedures, and rules used by those who work in a discipline.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Monitor

© 2024 Holmes Corporation. All rights reserved.

To collect project performance data, produce performance measures, and report and disseminate performance information.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Monitoring and Controlling Process Group

© 2024 Holmes Corporation. All rights reserved.

Those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate corresponding changes.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Phase gate

© 2024 Holmes Corporation. All rights reserved.

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.

**Module 1**  
*Chapter 2: Project Life Cycles, Phases, and Process Groups*

---

**Term**  
Planning Process Group

© 2024 Holmes Corporation. All rights reserved.

Those processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**

Predictive approach

© 2024 Holmes Corporation. All rights reserved.

A development approach in which the project scope, time, and cost are determined in the early phases of the life cycle.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**

Product backlog

© 2024 Holmes Corporation. All rights reserved.

An ordered list of user-centric requirements that a team maintains for a product.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**

Product owner

© 2024 Holmes Corporation. All rights reserved.

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

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**

Progressive elaboration

© 2024 Holmes Corporation. All rights reserved.

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.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**

Project Management Process Group

© 2024 Holmes Corporation. All rights reserved.

A logical grouping of project management inputs, tools and techniques, and outputs.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**

Project life cycle

© 2024 Holmes Corporation. All rights reserved.

The series of phases that a project passes through from its start to its completion.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**

Project phase

© 2024 Holmes Corporation. All rights reserved.

A collection of logically related project activities that culminates in the completion of one or more deliverables.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**

Project review

© 2024 Holmes Corporation. All rights reserved.

An event at the end of a phase or project to assess the status, evaluate the value delivered, and determine if the project is ready to move to the next phase or transition to operations.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Release

© 2024 Holmes Corporation. All rights reserved.

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

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Release plan

© 2024 Holmes Corporation. All rights reserved.

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

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Release planning

© 2024 Holmes Corporation. All rights reserved.

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

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Retrospective

© 2024 Holmes Corporation. All rights reserved.

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

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**

Rolling wave planning

© 2024 Holmes Corporation. All rights reserved.

An iterative planning method 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.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**

Sprint

© 2024 Holmes Corporation. All rights reserved.

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

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**

Story

© 2024 Holmes Corporation. All rights reserved.

A description of a small chunk of new work to be done that can be completed on its own and focuses on what the deliverable needs to be able to do.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**

Task board

© 2024 Holmes Corporation. All rights reserved.

A visual representation of the progress of the planned work that allows everyone to see the status of the tasks.

**Module 1**

*Chapter 2: Project Life Cycles, Phases, and Process Groups*

**Term**  
Waste

© 2024 Holmes Corporation. All rights reserved.

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

**Module 1**

*Chapter 3: Project Benefits and Value*

**Term**  
Baseline

© 2024 Holmes Corporation. All rights reserved.

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

**Module 1**

*Chapter 3: Project Benefits and Value*

**Term**  
Business value

© 2024 Holmes Corporation. All rights reserved.

The net quantifiable benefit derived from a business endeavor that may be tangible, intangible, or both.

**Module 1**

*Chapter 3: Project Benefits and Value*

**Term**  
Criteria

© 2024 Holmes Corporation. All rights reserved.

Standards, rules, or tests on which a judgment or decision can be based or by which a product, service, result, or process can be evaluated.

**Module 1**

*Chapter 3: Project Benefits and Value*

**Term**  
Objective

© 2024 Holmes Corporation. All rights reserved.

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

**Module 1**

*Chapter 3: Project Benefits and Value*

**Term**  
Outcome

© 2024 Holmes Corporation. All rights reserved.

An end result or consequence of a process or project.

**Module 1**

*Chapter 3: Project Benefits and Value*

**Term**  
Value

© 2024 Holmes Corporation. All rights reserved.

The worth, importance, or usefulness of something.

**Module 1**

*Chapter 3: Project Benefits and Value*

**Term**  
Value delivery system

© 2024 Holmes Corporation. All rights reserved.

A collection of strategic business activities aimed at building, sustaining, and/or advancing an organization.

**Module 1**  
*Chapter 3: Project Benefits and Value*

---

**Term**  
Value proposition

© 2024 Holmes Corporation. All rights reserved.

The value of a product or service that an organization communicates to its customers.

**Module 1**  
*Chapter 4: Compliance*

---

**Term**  
Regulations

© 2024 Holmes Corporation. All rights reserved.

Requirements imposed by a governmental body. These requirements can establish product, process, or service characteristics, including applicable administrative provisions that have government-mandated compliance.

**Module 1**  
*Chapter 4: Compliance*

---

**Term**  
Specification

© 2024 Holmes Corporation. All rights reserved.

A precise statement of the needs to be satisfied and the essential characteristics that are required.

**Module 1**  
*Chapter 5: Change Management*

---

**Term**  
Change management

© 2024 Holmes Corporation. All rights reserved.

A comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current state to a future state with intended business benefits.

**Module 1**

*Chapter 5: Change Management*

**Term**  
Flow

© 2024 Holmes Corporation. All rights reserved.

The measure of how efficiently work moves through a given process or framework.