

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.

<p>Module 2 <i>Chapter 1: Project Managers, Sponsors, and Tuckman Ladder</i></p>
<p>Term Project lead</p>
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<p>A person who helps the project team to achieve the project objectives, typically by orchestrating the work of the project.</p>

<p>Module 2 <i>Chapter 1: Project Managers, Sponsors, and Tuckman Ladder</i></p>
<p>Term Project management</p>
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<p>The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.</p>
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<p>Module 2 <i>Chapter 1: Project Managers, Sponsors, and Tuckman Ladder</i></p>
<p>Term Project management team</p>
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<p>The members of the project team who are directly involved in project management activities.</p>
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<p>Module 2 <i>Chapter 1: Project Managers, Sponsors, and Tuckman Ladder</i></p>
<p>Term Project manager</p>
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<p>The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.</p>
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Module 2

Chapter 1: Project Managers, Sponsors, and Tuckman Ladder

Term

Servant leadership

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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.

Module 2

Chapter 1: Project Managers, Sponsors, and Tuckman Ladder

Term

Sponsor

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

Module 2

Chapter 2: Forming—The Project Manager

Term

Negotiation

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

Module 2

Chapter 2: Forming—The Project Manager

Term

Self-organizing team

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

Module 2
Chapter 2: Forming—The Project Manager

Term
Stakeholder

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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.

Module 2
Chapter 2: Forming—The Project Manager

Term
Stakeholder analysis

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

Module 2
Chapter 2: Forming—The Project Manager

Term
Steering committee

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

Module 2
Chapter 3: Forming—Team Performance Domain

Term
Acquisition

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Obtaining human and material resources necessary to perform project activities.

Module 2

Chapter 3: Forming—Team Performance Domain

Term
Colocation

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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.

Module 2

Chapter 3: Forming—Team Performance Domain

Term
Ground rules

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Expectations regarding acceptable behavior by project team members.

Module 2

Chapter 3: Forming—Team Performance Domain

Term
Kickoff meeting

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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
Multicriteria decision analysis (MCDA)

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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.

Module 2

Chapter 3: Forming—Team Performance Domain

Term

Osmotic communication

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

Module 2

Chapter 3: Forming—Team Performance Domain

Term

RACI chart

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

Module 2

Chapter 3: Forming—Team Performance Domain

Term

Responsibility assignment matrix (RAM)

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

Module 2

Chapter 3: Forming—Team Performance Domain

Term

Status meeting

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

Module 2
Chapter 3: Forming—Team Performance Domain

Term
Virtual team

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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.

Module 2
Chapter 4: Storming

Term
Double-loop learning

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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.

Module 2
Chapter 4: Storming

Term
Emotional intelligence

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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
Impediment

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An obstacle that prevents the team from achieving its objectives.

Module 2
Chapter 4: Storming

Term
Mood chart

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

Module 2
Chapter 4: Storming

Term
Networking

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

Module 2
Chapter 5: Norming

Term
Affinity diagram

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

Module 2
Chapter 5: Norming

Term
Affinity grouping

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

Module 2
Chapter 5: Norming

Term
Brainstorming

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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.

Module 2
Chapter 5: Norming

Term
Co-creation

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

Module 2
Chapter 5: Norming

Term
Delphi technique

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

Module 2
Chapter 5: Norming

Term
Develop Team

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

Module 2
Chapter 5: Norming

Term
Expert judgment

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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.

Module 2
Chapter 5: Norming

Term
Facilitated workshop

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

Module 2
Chapter 5: Norming

Term
Focus group

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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.

Module 2
Chapter 5: Norming

Term
Force-field analysis

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A diagram of the forces for and against a change.

Module 2
Chapter 5: Norming

Term
Idea/mind mapping

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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.

Module 2
Chapter 5: Norming

Term
Interpersonal skills

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Skills used to establish and maintain relationships with other people.

Module 2
Chapter 5: Norming

Term
Interviews

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

Module 2
Chapter 5: Norming

Term
Manage Stakeholder Engagement

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

Module 2
Chapter 5: Norming

Term
Nominal group technique (NGT)

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

Module 2
Chapter 5: Norming

Term
Observation

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

Module 2
Chapter 5: Norming

Term
Project team

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

Module 2
Chapter 5: Norming

Term
Questionnaires

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

Module 2
Chapter 5: Norming

Term
Stakeholder engagement assessment matrix

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A matrix that compares current and desired stakeholder engagement levels.

Module 2
Chapter 5: Norming

Term
Stakeholder engagement plan

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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.

Module 2
Chapter 5: Norming

Term
Surveys

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

Module 2
Chapter 6: Performing and Adjourning

Term
Mentoring

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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.

Module 2

Chapter 6: Performing and Adjourning

Term

Reflective thinking

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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.