

Test #2
3,4,6,7,8,10,11,12

Chapter 3

Project Team

Two or more people who share the same goals, are interdependent, have complementary skills, and are mutually accountable to the organization and to each member of the team.

Project Team Development

Five stages: forming, storming, norming, performing, and adjourning. – through which a team evolves in order to reach optimal performances.

Myers Briggs Type Indicator (MBTI)

A widely used personality test that can be used to improve work and personal relationships, increase productivity, and identify leadership and interpersonal communication preferences of team members.

Motivation

An individual's intensity, direction, and persistence of effort toward attaining a goal

Job Satisfaction

The general attitude a person has toward his or her job

Absenteeism

The failure to report to work.

Turnover

The rate at which people voluntarily or involuntarily leave an organization.

Hierarchy of needs

A hierarchy of needs – physiological, safety, social, esteem, and self actualization – where as each need is met, the next higher level need becomes the motivating focus.

ERG Theory

Three core needs: Existence, Relatedness, and Growth – of which more than one may be operative at the same time; if the fulfillment of a higher-level need is unrealized, the desire to satisfy a lower-level need becomes the motivating factor.

Two-factor Theory

Intrinsic factors- motivational factors such as achievement, recognition, advancement, and responsibility are related to job satisfaction, whereas extrinsic factors – hygiene factors – such as salary, relationships with colleagues, and work conditions are associated with job dissatisfaction.

Theory of Needs

Individuals' motivation can be explained by their need for achievement, power, and affiliation.

Theory X

Motivational theory that assumes people dislike work, are lazy, dislike responsibility, and must be coerced to work hard.

Theory Y

Motivational theory that assumes people like work, are creative, like autonomy, and seek responsibility.

Theory Z

Management theory reflecting the Japanese work philosophy that includes the belief in lifetime employment, strong company loyalty, and group consensus.

Goal Setting Theory

Specific and difficult goal, with clear feedback on how well a person is meeting that goal, can enhance a person's work productivity.

Equity Theory

Individuals compare their work inputs and outcomes with those of others and then respond to eliminate any inequities.

Reinforcement Theory

A motivation theory that argues that both positive and negative feedback condition behavior.

Expectancy Theory

People exert a high level of effort when they believe that 1) effort will lead to a good performance appraisal, 2) a good appraisal will lead to rewards, and 3) these rewards will satisfy their needs.

Manager

A formal position of authority in an organization that is responsible for planning, organizing, directing, monitoring, and controlling the activities of others.

Leader

A person, who, by virtue of his or her personal attributes, can exert influence on others

Leadership

The ability to influence people toward the achievement of goals

Trait theories of leadership

A set of leadership theories that argue personality, appearance, competency, and other personal characteristics differentiate leaders from nonleaders

Behavior theories of leadership

A set of leadership theories that suggest people's actions determine their potential to be successful leaders.

Contingency Theories of leadership

A set of leadership theories that suggest the situation is most critical for identifying leadership success

Power

The absolute capacity of a person to influence the behavior or attitudes of one or more target persons at a given point in time.

Positional Power

Power derived from an individual's position in an organization.

Personal Power

Power derived from an individual's unique characteristics.

Conflict

The opposition of people in an organization arising from incompatible or opposing needs, drives, wishes, or external or internal demands.

Functional conflict

Conflict that supports the goals of the team and improves its performance.

Dysfunctional conflict

Conflict that hinders group performances and interferes with team performance

Conflict Management

The use of resolution and stimulation techniques to achieve a desired level of team conflict

Global project team

A project team whose members are located throughout the world.

Globalization

The compression of the world and the increased awareness that no country or individual can shut itself off from others

Culture

The collective programming of the mind that distinguishes the members of one group or category of people from another.

Power distance

A cultural characteristic that describes how different societies handle the issue of human inequality.

Uncertainty avoidance

A cultural characteristic that helps in understanding the risk-taking nature of a culture

Individual/Collectivism

A cultural characteristic that reflects the extent to which a society values the position of an individual versus position of the group.

Masculinity/Femininity

A cultural characteristic that refers to the degree to which a society is characterized by masculine or feminine qualities.

Concept of time

A cultural characteristic that reflects the extent to which a culture has a longer – or shorter term orientation

Life focus

A cultural characteristic that contrasts the extent to which a culture focuses on quantity of life versus quality of life.

Chapter 4

Communication

A process by which information is exchanged between individuals through a common system of symbols, signs, and behavior

Feedback

A response process by a receiver to a sender within the communication process.

Noise

Audio, visual, or environmental interference within the communication process.

Communication planning

The process of developing a comprehensive plan for informing project stakeholders of all relevant information on a timely basis.

Information distribution

The execution of the project communication plan and the response to any ad hoc information request by the stakeholders

Written communication

The exchange of memos, reports, letters, email, instant messaging, and so on through the use of standard symbols.

Oral communication

The exchange of spoken words

Nonverbal communication

Information that is conveyed by body language through our posture, hands, facial expressions, eye contact, and personal space.

Informal communication

Ad hoc methods of communication within organizations

Formal communication

Routine methods for communication within organizations

Verbal communication

Routine methods for communication within organizations

Vertical communication

Communication that flows between higher and lower levels within an organization

Horizontal communication

Communication that flows among team members or across functional areas within the same level of an organization.

Performance reporting

The collection and distribution of project performance information to stakeholders so that they understand the status of the project at any given time.

Status reports

Reports designed to describe current information about the project

Forecasting reports

Reports designed to make predictions about the future status and progress

Administrative closure

The careful and detailed documentation of a project or project phase at its termination

Listening

An active activity that consists of hearing, understanding, remembering, and acting.

Communication templates

Specifications that enforce standards for the appearance and content of formal project documents

Walk-through

A peer-group review on any product created during the systems development process.

Synchronous communication

A form of communication where all parties involved are present at the same time but not necessarily in the same place.

Asynchronous communication

A form of communication where all parties involved need not be available or present at the same time or the same place.

Information richness

The extent to which a communication environment allows the exchange of verbal and nonverbal cues, supports interaction and feedback, and can be personalized to the communicator.

Video conferencing

The use of integrated telephone, video recording, and playback technologies by two or more people to interact with each other from remote sites.

Desktop video conferencing

The use of integrated computer, telephone, video recording, and playback technologies – typically by two people – to interact with each other using their desktop computers from remote sites.

Groupware

Software that enables people to work together more effectively

Electronic meeting system

A collection of personal computers networked with sophisticated software tools to help group members solve problems and make decisions through interactive electronic idea generation, evaluation, and voting.

Chapter 6

Project scheduling

The process of defining project activities, determining their sequence, and estimating their duration

Project time management

The reiteration of the processes of activity definition, sequencing, and duration estimation as part of schedule development

Cone of uncertainty

A progressively more detailed and accurate projection of the project schedule and duration as the project manager or project team specifies project deliverables and activities in more detail.

Decomposition

The process of subdividing tasks to make them more easily manageable.

Product breakdown structure (PBS)

The output from the process of dividing a product into its individual components

Work breakdown structure (WBS)

The output that results from the process of dividing the entire project into manageable tasks (usually presented as a hierarchical chart of tabular form)

Rolling wave planning

A scheduling technique in which the team defers breaking down components until they are further clarified, and the decomposition takes place as the project progresses.

Work packages

The lowest-level units illustrated in the WBS, used to estimate project schedule and budget.

Templates

List of activities from previous projects.

Gantt chart

A bar chart showing the start and end dates for the activities of a project.

WBS dictionary

A document that accompanies the WBS and provides additional information about the individual components of the WBS.

Milestones

Important dates with a project schedule that are meaningful in terms of the completion of specific sets of project events.

Scope baseline

A document containing the WBS and the WBS dictionary; the scope baseline specifies the deliveries and components of a project and serves to measure any deviations from the baseline during project execution.

Activity definition

The process of identifying and defining activities that must be performed to produce project deliverables.

Schedule activity (activity)

Small components used to plan, schedule, execute, monitor, and control the project

Activity sequencing

The process of developing a network diagram and updating the activity list from the activity definition phase.

Network diagram

A schematic display that illustrates the various tasks in a project as well as their sequential relationship.

Precedence diagramming method

A network diagramming technique that uses boxes and rectangles connected by arrows to represent activities and their precedence relationships.

Dummy activity

An activity of zero duration that is used to show a logical relationship or dependency in a network diagram

Arrow diagramming method

A network diagram consisting of arrows to represent activities and their precedence relationships and nodes to represent project milestones

Network template

A template developed from previous projects used to shorten the development time of the network diagrams.

Mandatory dependencies

The relationship of activities that cannot be performed in parallel.

Discretionary dependencies

The relationship of activities based on the preferences of project managers; often based on best practices procedures.

External dependencies

The relationship of project activities and external events, such as the delivery of project components

Lead time

The time required by one task before another task can begin

Lag time

The time delay between the completion of one task and the start of the successor.

Conditional diagramming

A network logic method that allows managers to depict nonsequential activities.

Chapter 7

Human resources

All project stakeholders, including customers, project team members, support staff, project suppliers, and end users

Capital resources

The tools and infrastructure used to produce other goods and services

Opportunity cost

The measure of the alternative opportunities forgone in the choice of one good or activity over others

Effort

Actual time spent working on an activity

Duration

Elapsed time between the start and finish of an activity.

Expert judgment

Estimation based on the experience of one or more experts on the particular activity or project.

Published estimating data

Hard data from specific activities carried out on previous projects that may be used to more accurately estimate resource needs.

Alternative analysis

An estimating technique in which trade-offs between the time needed, the resources invested, and the desired quantity of the final deliverable are examined.

Bottom-up estimating

An estimating technique in which complex activities are further decomposed to a point where more accurate estimates can be made.

Activity resource requirements

A very detailed listing of the resource requirements for the individual activities.

Resource breakdown structure

A hierarchical, graphical representation of all needed resources ordered by type or category

Resource calendar

A specific type of project calendar that is used to track the hours when certain resources are available.

Activity duration estimation

The process of estimating the duration of the project activities using both project scope and resource information.

Analogous estimating

The estimation of activities durations based upon the duration of similar activities

Parametric estimating

The estimation of activities duration using some type of mathematical process

Three-point estimates

The estimation of activities durations by averaging the optimistic, pessimistic, and most likely estimates.

Reserve analysis

Technique used to establish contingency reserves during a project to guard against potential risk.

Schedule development

The process of determining start and finish dates for project activities.

Imposed dates

Dates imposed to meet some type of development deadline.

Schedule network analysis

The process of calculating expected, early, and late start and finish dates of a project

Critical path method

A technique used for determining the sequence of task activities that directly affect the completion of a project, accomplished by determining the longest path through a network diagram that illustrates the shortest amount of time in which a project can be completed.

Critical path

The longest path through a network diagram illustrating the shortest amount of time in which a project can be completed.

Critical Activity

Any activity on the critical path.

Free float (free slack)

The time an activity can be delayed without affecting the immediate following activity.

Total float (total slack)

The time an activity can be delayed with out affecting the over-all completion date of a project.

Program evaluation and review techniques (PERT)

A technique that uses optimistic, pessimistic, and realistic time estimates to calculate the expected time for a particular task.

Schedule compression

The use of mathematical techniques to shorten a project's duration

Crashing

Dedicating extra resources to a particular activity in an attempt to finish the activity sooner than the scheduled completion date.

Fast-tracking

The performance of activities in parallel that would normally be performed in sequence, in an attempt to shorten the duration of a project.

Simulation

The process of evaluating different scenarios and their effects on the project schedule.

What-if analyses

A process of evaluating alternative strategies by observing how changes to selected factors affect other factors and outcomes.

Resource leveling

Any form of network analysis where resource management issues drive scheduling decisions.

Resource leveling heuristics

Rules of thumb used to allocate resources to project activities.

Critical chain

The longest path through a network diagram, considering both task dependencies and resource dependencies.

Schedule model

Data and information that are compiled and used in conjunction with manual methods or project management software to perform schedule network analysis to generate the project schedule.

Schedule control

The process of putting procedures and rules in place for controlling changes to the project schedules.

Schedule change control system

A control system developed to outline the process for the evaluation and implementation of schedule changes

Performance measurement

A process used to determine the magnitude and criticality of schedule variations.

Variance analysis

An analysis used to evaluate the effects of variance on the schedule of project activities.

Chapter 8

Project quality

The degree to which a set of inherent characteristics fulfill requirements

Fishbone diagram

A diagramming technique used to explore potential and real causes of problems.

Balanced scorecard

A tool for assessing organizational activity from perspectives beyond the typical financial analysis.

ISO 900

A generic management system standard that any organization can follow to achieve ISO certification

Quality planning

A process of identifying relevant quality standards and developing a plan to ensure the project meets those standards.

Quality policy

The overall intentions and directions of an organization with regard to quality, as formally expressed by top management.

Cost-benefit analysis

An evaluation of the costs and benefits of alternative approaches to a proposed activity to determine the best alternatives

Benchmarking

The study of competitor's product or business practices in order to improve the performance of one's own company

Capability maturity model

A technique used to determine a company's capabilities with respect to a set of procedures considered as best practices within a given industry

Design of experiments

The use of statistical techniques to test the efficiency of certain project management approaches by testing factors that might influence a specific variable

Cost of quality

The cost to improve or ensure quality measures, as well as the cost associated with a lack of quality.

Quality management plan

A plan specifying how quality measures will be implemented during a project

Quality metrics

Operational definitions of specific processes, events, or products, as well as an explanation of how they will be measured in terms of quality

Quality checklists

Tools used to ensure that a specific set of actions has been correctly performed

Process improvement plans

A plan specifying how to identify wasteful and non-value added activities

Quality baseline

The basis for which quality is measured and reported

Quality assurance

The process of ensuring that the project meets the quality standards outlined during the quality planning phase

Quality audits

Structured and independent review activities designed to review quality management procedures and to identify potential lessons learned.

Quality control

The process of monitoring results to determine if the quality standards of the project are being met.

Work performance information

A summary of the status of project deliverables, any performance measures that have been collected, and any implemented changes from the original project management plan

Control charts

Graphical, time-based charts used to display process results

Pareto charts

Histogram (or bar charts) where the values being plotted are arranged in descending order

Chapter 10

External acquisition

The procurement of products and/or services from an outside vendor

IT Service firms

Firms that help companies develop custom information systems for internal use, or develop, host, and run applications for customers.

Packaged software producers

Companies in the business of developing and selling off-the-shelf software

Turnkey systems

Off-the-shelf software that cannot be modified to meet the specific, individual needs of an organization

Enterprise resource planning (ERP) system

A system that integrates individual traditional business functions into a series of modules so that a single transaction occurs seamlessly within a single information system rather than over several separate systems.

Best-of-breed strategy

A strategy of using different software products from different sources (including in house development) to capitalize on the strengths of different products

On-demand computing

Use of computing resources on the basis of users' needs, often on a pay-per-use basis. Also called utility computing.

Utility computing

Use of computing resources on the basis of users' needs, often on a pay-per-use basis. Also called on-demand computing

Open-source software

Systems software applications, and programming languages of which the source code is freely available for use and/or modification

Outsourcing

The practice of turning over responsibility for some or all of an organization's information systems applications and operations to an outside firm.

Planning purchasing and acquisitions

The process of determining which project needs can best be met by going outside the project organization to obtain them.

Make-or-buy analysis

A technique to determine whether a product or service should be produced in-house or procured from an outside vendor

Fixed-price contract

A type of contract specifying a fixed price for a product/service.

Cost-reimbursable contract

A type of contract that involves payment for the actual cost of the product plus a fee that represents the vendor's profits.

Time-and-material contract

A type of contract where vendors provide an hourly rate and estimate the amount of time and materials required.

Procurement management plan

A plan that addresses such issues as who will prepare the evaluation criteria, how multiple vendors will be managed, where standardized procurement documents can be obtained, and how procurement will be coordinated with other project tasks.

Statement of work (SOW)

Document prepared for potential vendors that describes the service or product being sought.

Plan contracting

The process of creating documents used to solicit proposals from vendors

Procurement documents

Documents used to solicit proposals from vendors

Request for proposal (RFP)

A document provided to vendors to ask them to propose a solution to a specific problem related to your project.

Evaluation criteria

Criteria used to rate proposals that are received in response for proposals

Requesting seller responses

The process of obtaining responses to the procurement documents produced during plan contracting.

Selecting sellers

The process of selecting a seller to supply the desired product or service

Weighting system

A method used to quantitatively compare proposals that are received from potential vendors.

Independent estimates

Estimates prepared independently of proposals which act as a check against the prices offered in proposals.

Screening system

A system using minimum values for one or more performance criteria to eliminate proposals that do not meet the minimum values.

Contract negotiations

Discussions between the buyer and seller to clarify and reach agreement on the structure and the requirements of contract.

Seller rating system

A system used to select vendors based on factors such as past performance, quality ratings, delivery performance, and contractual compliance.

Contract administration

The process of comparing what was contracted for with what is being done or has been done to ensure both parties perform according to contract.

Buyer-conducted performance reviews

Structured reviews of the vendor's progress in fulfilling the terms of the contract.

Payment system

A system set up by the buying organization to pay the vendor for work performed

Claims administration

The management of claims or disputes related to whether required work was done or what the submitted work is worth.

Record management system

An automated record keeping system that helps the project manager to keep track of contract documentation and results.

Contract closure

The process of verifying that all products and services contracted are acceptable.

Procurement audit

A structured review of the procurement process from the plan purchases and acquisition process through the contract administration process.

Chapter 11

Project execution

The process of carrying out the project plan to accomplish the required work

Monitoring progress

The process of keeping track of all project tasks and the details surrounding each one.

Project kickoff meeting

A ceremonial meeting marking the beginning of a project in a very public and memorable place.

People related mistakes

System development mistakes arising from adding people too late to a project, lack of necessary skills, or unrealistic expectations.

Process related mistakes

System development mistakes arising from insufficient planning, overly optimistic schedules, or planning to catch up later.

Product related mistakes

System development mistakes arising from feature creep and requirements gold-plating

Technology related mistakes

System development mistakes arising from overestimating savings from new tool or methods or the silver bullet syndrome.

Silver bullet syndrome

A problem occurring when developers believe a new and usually untried technology is all that is needed to cure the ills of any development project.

Feature creep

The tendency of systems requirements to change over the lifetime of the development project.

Requirements gold-plating

Adding more requirements than necessary to an application even before the beginning of the project

Managing change

The process of dealing with change requests during project execution.

Chapter 12

Project control

The process of monitoring and measuring project progress and influencing the plan to account for any discrepancies between planned progress and actual progress.

Project closure

Final implementation and training related to the project, acceptance and signoff on the project, and archiving of the projects results.

Philosophy of project control

The management style the manager employs in following a plan and dealing with problems or changes in the plan.

Dogmatic philosophy

A philosophy of project control that emphasizes strict adherence to the project plan, with little tolerance for deviations

Laid-back philosophy

A philosophy of project control that allows for project problems or change issues to be dealt with as they arise, on an ad hoc basis.

Pragmatic philosophy

A compromise between the dogmatic and laid-back philosophies that sticks to a plan but is flexible enough to allow for changes.

Project audit

A systematic and formal inquiry into a project's expenditures, schedule, and quality of work.

Standard operating procedures

Activities and reporting methods instituted during the course of the project to monitor its progress and to provide reports for project managers and stakeholders.

Project log

A technique for controlling a project that involves recording information such as changes requested by the client, completion dates of deliverables, and so on...

Monitoring and controlling project work

The process of collecting, measuring, and disseminating information related to performance, as well as assessing measurements and trends in order to make any improvements.

Project management methodology

The process that helps the project team monitor and control the work being performed in accordance to the project management plan.

Earned value management (EVM)

A technique that measures project performance over time, and provides a way to forecast future performance based on past performance.

Recommended corrective actions

Documented recommendations needed to bring future project performance into conformance with the project management plan.

Recommended preventive actions

Documented recommendations that minimize the probability of negative consequences to the project.

Forecasts

Estimates or predictions of conditions or events in the project's future.

Integrated change control

The process of identifying, evaluating, and managing changes that occur from project initiation through project closure.

Approved change request

Documented and authorized changes that are scheduled for implementation by the project team.

Rejected change requests

Requested changes that were not chosen for implementation.

Approved corrective actions

Documented and authorized guidelines necessary to bring future project performance in conformance with the project management plan.

Approved corrective actions

Documented and authorized guidelines necessary to bring future project performance in conformance with the project management plan.

Approved defect repair

Approved and authorized actions that are recommended to correct defects in the project deliverables.

Scope control

The process of assuring that only agreed upon changes are made to the project's scope.

Change control system

A formal, documented process that describes the procedures by which the project and product scope can be changed.

Variance analysis

The process of identifying the cause of variance relative to the project baseline and determining whether any corrective action is needed.

Configuration management system

A scope control technique that ensures that the requested changes to the project and product scope are thoroughly considered and documented before being implemented.

Schedule control

The process of putting in place procedures and rules for controlling changes to the project schedule.

Cost control

The process of ensuring that only appropriate changes are included in the modified cost baseline.

Perform quality control

The process of screening project results to determine whether they conform to relevant quality standards and then identifying means to eliminate causes of unsatisfactory results.

Risk monitoring and control

The process of identifying, analyzing, and planning for new risks, keeping track of identified risks, reanalyzing existing risks, monitoring trigger conditions for contingency plans, monitoring residual risks, and reviewing the execution of risk response.