

Glossary of Project Management Words

TERM	DEFINITION
Accept	A risk response strategy for either positive or negative risks that involves simply accepting the consequences of risk occurring.
Accepted deliverable	A project deliverable that has been through both validation and quality control to ensure that it meets the requirements and specifications.
Accuracy	How close the measured value is to the actual value; compare with <i>precision</i> , which refers to how uniform measurements are.
Acquisition	The tool of advertising externally for project team members.
Active listening	A communications technique in which the listener takes active steps to ensure that the message was understood correctly.
Activity attributes	Detail provided about activities on the activity list.
Activity cost estimates	The cost estimates developed for each identified activity.
Activity durations estimate	The estimate of the duration of a defined activity
Activity list	The list of identified activities developed as part of the schedule management processes.
Activity network diagram	A tool used in quality planning to show relationships between interdependent activities and calculate the paths of activities and their durations. The generic term for all network diagrams, including those used in scheduling management.
Activity resource requirements	The resources requires to complete the work of identified activities.
Activity-on-arrow	An arrow diagramming method that represents activities on arrows and uses dummy activities to represent multiple predecessor and successor relationships between activities.
Activity-on-node	A precedence diagramming method that represents activity information on nodes and uses arrows to indicate the relationship between activities.
Actual cost	The actual incurred cost of completing project work.
Additional quality planning tool	In quality management, a generic referral to those quality tools not captured in the seven basic quality tools; includes the seven new quality tools.
Advertising	A tool for promoting a project's procurement requirements to a particular audience.
Affinity diagram	A graphical representation of ideas and similar concepts grouped by their relationship to each other. One of the seven new quality tools.

TERM	DEFINITION
Agile	Agile is a term used to describe a particular iterative approach to software development. It is also used to describe the methodologies that have developed out of this particular approach.
Agile coach	An agile coach is a person who facilitates the performance of a team using agile methods. They use coaching techniques to assist the team become high performing.
Agreements	Any and all formal contracts that initiate a project.
Alternative analysis	A consideration of all the possible different ways that a potential outcome may be achieved and making a decision about which method is best.
Alternatives generation	A process tool that considers many potential alternatives in order to determine whether you have selected the most efficient and appropriate one.
Analogous estimating	An estimating process that takes a similar activity and compares it to a planned activity to generate the estimate.
Analytical techniques	A group of mainly mathematical techniques used to forecast potential outcomes based upon known data.
Approved change request	A change request that has been through the documented change control process and received approval.
Approved change requests review	A tool to determine whether approved change requests have been implemented as planned.
Assumptions analysis	An analysis of the assumptions made when calculating estimates.
Audit	A tool for carrying out an assessment of whether or not a defined process has been followed.
Avoid	A risk response strategy for negative risk that involves putting in place measures to avoid the risk occurring.
Backward pass	The process of calculating the late finishes and late starts in a network diagram. After calculating the backward pass, the amount of total float for each activity and the critical path can be identified.
Balanced matrix	A type of matrix organizational structure in which power is equally shared between the functional manager and the project manager.
Basis of estimates	Supporting documentation for activity cost estimates that provides additional information about assumptions, constraints, uncertainty, and estimating techniques used.
Benchmarking	Comparing a project, or parts of a project, against other projects to judge how they compare.
Bidder conference	A forum or meeting where all potential bidders on a procurement request can ask questions of the buyer for clarification.
Bottom-up estimating	The process of aggregating individual activity estimates upward to arrive at a total cost.

TERM	DEFINITION
Brainstorming	A technique for gathering information that encourages creative and thorough thinking.
Budget at completion	The original approved project budget to complete all the work.
Burndown chart	A burn down chart is a graphical representation of work left to do versus time.
Business case	A document that examines the objectives, cost, benefits, strategic goals, constraints, and assumptions and provides a justification for an organization to approve a project.
Business value	The sum of all tangible and intangible value in an organization.
Buyer	The person or organization procuring external goods or services.
Cause-and-effect diagram	Also called a Fishbone or Ishikawa diagram; a graphical representation of a known and identified effect and the potential causes of the effect. One of the seven basic quality tools.
Change control board	A panel of people with experience to consider and make decisions upon any requested changes as part of the change control process.
Change control meeting	A meeting that is defined and scheduled by the documented change control process. Change control meetings typically occur at regular intervals, and attendees at the meetings have the necessary skills and authority to make decisions about change requests.
Change control tool	Any tool defined by the change control process that can help define and manage the change requests received.
Change log	A log used to document change requests received and manage their status.
Change request	A request made in response to new or amended requirements, or as a result of variances discovered.
Checklist analysis	A technique of having a predefined checklist of steps, or activities, that must be completed and ensuring that they are.
Checksheet	A standardized list of activities, process, and steps that need to be completed during quality management activities. One of the seven basic quality tools.
Claims administration	A tool for recording and assessing any claims made by either party to a contract.
Closed procurement	A documented output that provides a formal record that a contract has been completed and closed.
Co-location	Putting project team members within the same physical location so that they can see each other and work together more effectively.
Communications management plan	The management plan that guides project communications.
Communications method	A tool that recognizes that communications can be interactive, push, or pull.

TERM	DEFINITION
Communications model	A tool that describes how communications move from sender to receiver through a particular medium.
Communications requirements analysis	A tool for gathering and documenting the communication requirements of project stakeholders.
Communications technology	A tool that decides the particular form of technology to be used to disseminate information.
Conflict management	The process of resolving conflict.
Conflict of interest	A situation in which an individual may benefit personally from decisions or actions they undertake while acting in the best interests of another party.
Context diagram	A method of graphically representing how users interact with a process.
Contingency plan	A documented plan of contingent responses to a unplanned risk occurring.
Contingency reserves	The reserve developed, usually as a result of quantitative risk analysis, for known unknowns for time or cost.
Contingent response strategy	A risk response strategy for unplanned risk.
Continuous improvement	An iterative process of always seeking to improve your overall approach to quality management and the specific results obtained from quality management processes.
Contract	A formal agreement, usually in writing, between two or more parties with obligations, roles, and responsibilities clearly defined.
Contract change control system	A technique for defining how the procurement process can be changed.
Control chart	A graphical representation of data points mapped over time against an expected mean or average; upper and lower control limits are set three standard deviations either side of the mean, and beyond the control limits there are upper and lower specification limits. One of the seven basic quality tools.
Control limit	A limit used on a control chart, set three standard deviations either side of the expected mean to get the upper and lower control limit.
Conversation	A tool used to communicate with team members about their performance.
Corrective action	An action that seeks to realign the project performance with the project management plan.
Cost aggregation	The technique of adding up lower-level cost estimates to arrive at a total cost estimate for higher-level deliverables.
Cost baseline	The approved project cost over time.

TERM	DEFINITION
Cost forecast	A forecast that contains the project costs for a project or part of a project based on the available information.
Cost management plan	The management plan outlining how you will plan, monitor, and control changes to your project costs.
Cost of quality	A consideration of the impacts of manufacturing high quality or low quality over the life of the product.
Cost performance index	A relative measure of cost performance calculated by dividing earned value by actual cost.
Cost variance	A measure of variance between what was planned and what is occurring in relation to project cost performance, calculated by subtracting actual cost from earned value.
Cost-benefit analysis	A tool for analyzing the expected costs to be incurred against the expected benefits to be gained. Benefits should outweigh costs.
Crashing	A schedule compression technique that involves allocating more resources to an activity to speed its completion. It usually involves additional cost.
Daily standup	A daily standup is a 15 minute meeting at the beginning of each day used by the scrum methodology where participants are asked what they achieved, what they're going to achieve and if anything is preventing them from doing that.
Data gathering and representation techniques	Techniques and methods of collecting and presenting data in graphical form for further analysis.
Decision tree	A tool for making decisions about which option to select based on known probabilities and outcomes, to calculate the expected monetary value of each.
Decomposition	The technique of breaking down high-level descriptions into their component parts. When used in the creation of a WBS, decomposition is used down to the work package level.
Defect repair	A required activity to repair a discovered defect.
Deliverable	A unique and verifiable product, service, or result produced by the project.
Delphi technique	An estimating technique that involves soliciting information from experts anonymously to avoid peer pressure.
Dependency determination	The consideration given to whether activities represent mandatory, discretionary, external, or internal dependencies.
Design of experiments	A tool for determining quality by using a known set of variables, designing an experiment, and being able to control different variables to determine the variable responsible, or most responsible, for quality issues.

TERM	DEFINITION
Diagramming techniques	A variety of techniques of using diagrams to show relationships between related activities, events, causes, and effects.
Document analysis	A technique of analyzing existing documents to gather information.
Documentation reviews	A technique of thoroughly examining documents that serve as inputs into processes to fully understand and review them.
Dummy activity	A relationship, represented by a dotted line, between multiple activities in an activity-on-arrow (AOA) diagram.
Early finish	The earliest an identified activity can finish. Calculated by adding the duration of the activity to the early start.
Early start	The earliest an activity can start.
Earned value	The value of the work completed.
Earned value management	A technique for analyzing past performance and utilizing formulas to forecast future performance based on planned value, earned value, and actual cost.
Effective listening	Similar to active listening, a communications technique that also includes the listener or receiver monitoring nonverbal and physical communication.
Enhance	A risk response strategy for positive risks that seeks to enhance the probability or impact of a risk occurring.
Enterprise environmental factor	A factor that is external to a project that can influence the success of a project.
Enterprise environmental factors update	An update to the enterprise environmental factors as a result of completing processes.
Estimate at completion	The formula for calculating what the forecast cost estimate at the completion of the project will be.
Estimate to complete	The calculation to estimate how much more money there is to be spent on the project to reach the estimate at completion.
Expected monetary value analysis	A mathematical technique, often using decision trees, of calculating the probability and impact of a particular decision in order to calculate expected monetary value.
Expert judgment	The advice and decisions from people with specialist knowledge in a particular area.
Exploit	A risk response strategy for positive risks that seeks to put in place strategies to ensure that if a positive risk occurs you are ready to exploit it.
Exploratory study	An initial assessment and review of an issue to gain a preliminary understanding of potential ways to address it
Facilitated workshop	A workshop with a focus on a particular issue, directed by an independent facilitator.

TERM	DEFINITION
Facilitation techniques	A broad range of techniques designed to solicit information from groups of people with the objective of accomplishing project activities.
Fairness	One of four key values underpinning the ethical and professional conduct expected of a project manager. It seeks to avoid conflict of interest, favoritism, and discrimination. See also responsibility, respect, and honesty.
Fallback plan	another name for a contingency plan developed to manage risks
Fast tracking	A schedule compression technique that involves performing activities in parallel that were originally scheduled in sequence.
Feedback	Cues from the receiver to the sender that indicate whether or not the message has been understood.
Fielder's Contingency Theory	A theory that states that leadership effectiveness is contingent on whether the situation is stressful or calm and whether the leader is task-oriented or relationship-oriented.
Final product, service, or result	The deliverable, product, or service produced by the project and handed over to operations.
Fishbone diagram	Also called a cause-and-effect diagram or Ishikawa diagram; a graphical representation of a known and identified effect and the potential causes of the effect. One of the seven basic quality tools.
Flowchart	A tool for showing in graphical form the steps in a process. One of the seven basic quality tools.
Focus group	A gathering of a group of stakeholders or participants to address a particular issue or provide specific feedback.
Forecasting	The technique of extrapolating from past performance what likely future performance will be.
Forward pass	The calculation of early starts and early finishes in a network diagram that results in the project duration.
Free slack or free float	The amount of time an activity can be delayed before it affects the next activity on the path.
Functional manager	A general manager or team leader in charge of a functional area in an organization.
Functional organization	An organization that is structured into its separate functional areas, each having its own technical specialty and manager or leader.
Funding limit reconciliation	A technique for reconciling forecast funding requirements against actual funding limits.
Grade	A measure of the amount of features a product has. Low grade means the product has few features, whereas high grade means it has lots of features.
Ground rules	Rules established by the project manager and project team members for accepted and expected behaviors for being part of the team.

TERM	DEFINITION
Group creativity techniques	A range of techniques used to get a group of people to generate and consider a wide range of possible options.
Group decision-making techniques	A range of techniques to enable a group of people to reach a decision.
Grouping method	A particular method of deciding how results will be categorized for easy assessment and prioritization
Herzberg's Motivation-Hygiene Theory	A theory that states that hygiene factors will not motivate, but their absence will make staff unsatisfied, and that motivation will motivate, but only if hygiene factors are in place.
Histogram	Also called a bar chart; a tool for showing amount or frequency of a variable. One of the seven basic quality tools.
Historical relationships	Any past information about interactions between variables used in an estimating process.
Honesty	One of four key values underpinning the ethical and professional conduct expected of a project manager. See also responsibility, respect, and fairness.
Human resource management plan	The management plan for planning, acquiring, developing, and controlling human resources on the project.
Independent estimate	A technique that uses an independent professional to provide advice on what seller responses in relation to cost should reasonably be.
Influencing	The technique of understanding, modifying, and changing the expectations and engagement of stakeholders to ensure that they support your project or do not oppose it.
Information gathering techniques	A variety of techniques for gathering information from project team members, subject matter experts, and other stakeholders, and other sources of information.
Information management system	A tool for the management, storage, and distribution of project information in either hard copy or electronic form.
Inspection	The tool of physically checking work that has been done.
Interactive communication	A form of communication where multiple parties communicate concurrently.
Interpersonal skills	A range of technical, personal, and conceptual skills that a project manager should have and be able to display at appropriate times in order to increase his or her effectiveness.
Interrelationship digraph	A tool for graphically showing the many relationships that exist between different variables or steps in a process. One of the seven new quality tools.
Interview	A formal and structured meeting between small groups of people to solicit specialist information.

TERM	DEFINITION
Ishikawa diagram	Also called a cause-and-effect diagram or a Fishbone diagram; a graphical representation of a known and identified effect and the potential causes of the effect. One of the seven basic quality tools.
Issue log	A document that lists and describes issues that have been identified and the status of those issues.
Just in time	A tool for controlling inventory in which inventory is delivered just as it is needed. Can be used as a quality management tool, because lack of inventory in stock exposes mistakes very fast and provides a reason to improve quality.
Kaizen	The loose Japanese translation of <i>continuous improvement</i> , which means always seeking to improve your quality processes and products.
Kanban board	A Kanban board is a way of documenting progress on the delivery of user stories in a graphical format.
Kick-off meeting	A meeting held before project execution activities start.
Lag	The amount of time an activity must wait after its predecessor finishes before it can start.
Late finish	The latest an activity can finish.
Late start	The latest an activity can start.
Lead	The amount of time before the finish of its predecessor that an activity can start.
Make or buy analysis	A tool for assessing whether work should be done by the project team or procured from an external source.
Make or buy decision	The output from the make or buy analysis that decides whether an organization will make the required goods or services or buy them from an external provider.
Management reserves	A reserve of cost or time for unknown unknowns; under the control of management.
Management skills	A set of skills a project manager should have that include presentation, negotiation, time management, and public speaking skills.
Market research	As tool for examining and assessing current marketplace conditions in order to assess the impact upon procurement decisions.
Maslow's hierarchy of needs	A theory that states that a person will always be motivated by lower needs before being motivated by higher-order needs.
Matrix diagram	A tool for graphically showing how one set of variables on a vertical axis interacts with other variables on a horizontal axis. One of the seven new quality tools.
Matrix organization	A type of organizational structure in which projects are completed across functional lines and a project manager draws on different technical specialties from different functional areas.
McClelland's Human Motivation,	A theory that states that people will work not for more money, but instead for achievement, power, and affiliation.

TERM	DEFINITION
Achievement, or Three Needs Theory	
McGregor's theory X and theory Y	A set of theories that states that managers either view employees as trustworthy and self-motivated (theory Y) or untrustworthy and needing constant motivation (theory X).
Meeting	A gathering of a group of people for a defined purpose and agenda.
Methodology	A defined set of processes, tools, techniques, and templates for managing projects in a particular way.
Milestone list	A high-level graphical representation of the milestones to be achieved on the project.
Mitigate	A risk response strategy for negative risks that seeks to minimize the probability and impact of a particular risk.
Modeling techniques	A variety of mathematical and computer-based techniques to forecast possible outcomes based on several different inputs.
Monte Carlo Analysis	A statistical and complex mathematical method of extrapolating from observed data what a likely future scenario or scenarios will be.
Multi-criteria decision analysis	A tool used to assess the different attributes of prospective team members, and give each attribute a particular weight so that the overall ranking of the preferred team member can be assessed.
Negotiated settlement	A technique for arriving at an agreed means of terminating and closing a contract between parties to the contract.
Negotiation	A tool for interacting with another party and attempting to come to a mutually beneficial agreement.
Networking	A tool used to build relationships between individuals and groups based on mutual benefit.
Nominal group technique	A method of using group members to vote on which ideas generated from a brainstorming session are most worthy of investigating or using further.
Nonverbal	Communication in the form of body language, posture, and similar.
Observation	A tool used to observe team members' performance so that performance appraisals can be completed and also .the technique of physically observing how people act in the environment and how they might use a particular product, service, or result.
Organizational chart	A hierarchical and graphical representation of the way that an organization is structured, identifying specific roles and their reporting lines.
Organizational process asset	Any formal or informal process that the performing organization has in place to assist in delivery of the project.

TERM	DEFINITION
Organizational process assets update	Any update that will be made to existing organizational process assets as a result of information gathered or observations made during the execution of the project.
Organizational project management maturity	A method of assessing the level of organizational maturity in relation to the use of portfolio, program, and project management processes, tools, templates, and methodologies.
Organizational theory	A range of theories describing the way people and organizations interact.
Ouchi Theory Z	A theory that states that employee loyalty and productivity can be increased by offering a job for life and providing full care.
Padding	The unjustifiable increase in estimates of time or cost.
Paralingual	Communication that is vocal but not verbal, and includes tone of voice, inflection, and volume.
Parametric estimating	An estimating technique that multiplies a known quantity by a known metric.
Pareto diagram	A tool for showing the frequency of events individually, and also cumulatively, so that the 20 percent of events responsible for 80 percent of the effects can be identified. One of the seven basic quality tools.
Payment system	A tool for ensuring that payments due under the terms of a contract are properly paid and recorded.
Performance reporting	A tool for collecting and disseminating appropriate reporting on project progress to stakeholders.
Performance reviews	The process of measuring, comparing, and analyzing actual project performance.
Personnel assessment tools	A range of tools and techniques that enable project managers and team members to assess individual and team performance, strengths, and weaknesses.
Phase	A defined part of a project marked by a milestone, stage gate, phase gate, or major decision point.
Plan-do-check-act (PDCA) cycle	An iterative cycle developed by Shewhart and Deming to describe continuous planning and checking processes.
Planned value	The value of work that should have been completed at a certain point in time.; calculated by multiplying the budget at completion by percentage of time elapsed.
PMBOK® guide	A collection of what is considered good practice in the profession of project management, providing a framework from which to draw appropriate processes, tools, and techniques for managing projects.
Point of total assumption	The price point in a contract where the seller assumes total responsibility for all cost increases.
Portfolio	The range of projects being undertaken by an organization.

TERM	DEFINITION
Portfolio manager	The person responsible for managing a portfolio of projects; the portfolio manager typically operates at strategic level.
Position description	A document that sets out the required responsibilities, skills, and experience for a particular role on the project team.
Preassignment	A tool that allocates project team members to a project based on their specific experience or contractual agreements.
Precedence diagramming method	A graphical representation of activities in the project with arrows indicating the relationship between them. The most common type of precedence diagram is the activity-on-arrow (AOA) diagram.
Precision	The degree to which measurements are clustered together rather than scattered. Compare to <i>accuracy</i> .
Predecessor	An activity that comes immediately before another activity.
Preventive action	An action to stop work that will cause the project to deviate from the project management plan.
Prioritization matrix	A tool for prioritizing and weighting issues and events and displaying the results graphically. One of the seven new quality tools.
Probability and impact matrix	A graphical means of displaying the combined probability and impact of risks in a standardized manner.
Process analysis	A tool that follows steps in a process to determine whether they are appropriate and can be improved upon.
Process decision program chart	A tool that links ideas together and graphically represents them as a means to achieve a particular goal. One of the seven new quality tools.
Process improvement plan	A plan that identifies the way in which project processes will be defined, analyzed, and improved. A subset of the project management plan.
Procurement audit	A tool for auditing whether or not procurement processes and contracts are being carried out as per the approved documentation.
Procurement documents	A range of documents produced by the procurement processes that provide additional advice or record decisions made about the procurement process.
Procurement management plan	A management plan that provides guidance on how the procurement management processes will be carried out.
Procurement negotiation	A technique of entering into negotiations with prospective sellers that results in an agreed contract.
Procurement performance review	A technique for carrying out a structured review of a seller's performance and progress against an agreed contract.
Procurement statement of work	A defined and documented description of the scope of work to be completed as part of the procurement process.
Product analysis	The technique of breaking a defined product down into its component parts to fully understand it.

TERM	DEFINITION
Product owner	The person accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is accountable for effective Product Backlog management, which can include developing and explicitly communicating the product goal; and creating, prioritising, and clearly communicating Product Backlog items.
Program	A number of projects that are interrelated in some way.
Program Evaluation and Review Technique (PERT)	A graphical technique developed to evaluate the time and cost elements of a project and the relationship and interdependencies between them.
Program manager	The person responsible for managing a program of projects.
Progressive elaboration	A process of iteratively defining and planning work to be done on a project.
Project	A temporary activity to deliver a unique product, service, or result.
Project calendars	The times that activities on the project can and cannot be carried out in completing project deliverables.
Project charter	The foundational document for the project; it provides political and financial support for the project.
Project communications	The output from the Manage Communications process that includes all information created, stored, and disseminated by the project.
Project coordinator	A person given a leadership role in managing a project with less power and authority than a project manager.
Project documents update	An update to any project documents as a result of information gathered, or observations made during the execution of the project.
Project expeditor	A person given a leadership role in managing a project with very little power and authority.
Project funding requirements	The documented timing of when project funding will be required.
Project life cycle	The defined stages of initiating, planning, executing, monitoring and controlling, and closing a project.
Project management	The proactive application of professional project management practices to deliver a project.
Project management information system	Any system the project utilizes to gather, store, record, and disseminate information about the project.
Project management office	The center of excellence for project management within an organization.
Project management plan	The collection of all planning documents used to guide project execution.
Project management plan update	Any update to any part of the project management plan or its subsidiary plans.

TERM	DEFINITION
Project management software	Any software that provides monitoring and reporting capability for managing a project.
Project manager	The person ultimately responsible for all aspects of the project.
Project performance appraisal	A tool used to assess individual and team performance against expected performance, provide feedback to team members, identify individual training needs, and use this information to plan future team and individual performance.
Project schedule	The expected timeframe the project will take.
Project schedule network diagram	A graphical representation of all the activities to be completed on a project and the relationships between them.
Project scope statement	The description of all the work to be done, and the work not to be done, as part of the project.
Project staff assignments	A document outlining which project staff members are allocated to the project, their roles, and contact details.
Project steering committee	An oversight group made up of senior managers providing high-level advice, support, and governance to the project.
Projectized organization	An organizational structure that reflects an organization that is divided and structured along project lines.
Proposal evaluation technique	A technique for assessing and scoring all proposals received as part of a procurement process.
Prototype	A technique of producing an example of the finished product, service, or result to seek feedback from stakeholders.
Published estimating data	A database of known quantities or costs relating to completion of activities in the project. Such databases are usually available commercially.
Pull communication	A form of communication where information is downloaded and accessed by the receivers when they want it.
Push communication	A form of communication where information is sent to the receiver.
Quality	The degree to which a set of inherent characteristics fulfills requirements.
Quality audit	A tool for checking conformity to defined process to ensure that they are being followed.
Quality checklist	An input/output that provides a standardized list of steps to be taken. Compare with <i>checksheets</i> , which are used as a quality tool.
Quality control measurement	An input/output that describes the result of Control Quality activities.
Quality management plan	A subset of the project management plan that describes how quality management will be defined, document, measured, and improved in a project.

TERM	DEFINITION
Quality metric	An input/output that describes a particular product or project attribute in detail and how the Quality Control process will measure it.
Quantitative risk analysis and modeling techniques	A variety of tools and techniques for performing quantitative risk analysis.
Questionnaires and surveys	Formal documented methods of asking for information and feedback from stakeholders.
RACI chart	A type of responsibility assignment matrix (RAM) that identifies particular team members and activities to be completed, and defines whether the team members are responsible, accountable, consulted, or informed.
Recognition	A tool for acknowledging the performance of team members.
Records management system	A tool used to record, store, and distribute information relating to procurement processes and decisions.
Reporting system	A tool for gathering, storing, and distributing project information.
Requirements	The attributes, condition or capability that a stakeholder requires from a product, service or result produced as part of the project
Requirements documentation	A document that describes individual requirements and their priority; developed in consultation with stakeholders.
Requirements management plan	The document that sets out how you will define, document, and manage your project requirements.
Requirements traceability matrix	A document that maps individual project requirements to specific business objectives and stakeholders.
Reserve analysis	An analysis, usually using quantitative risk analysis, that results in the provision of either a contingency or management reserve for time and cost.
Resource breakdown structure	A breakdown, using the process of decomposition, of the categories and types of resources required to complete the project.
Resource calendars	The specific time periods that a particular resource is available to be used on the project.
Resource leveling	The process of optimizing and making most efficient use of resources over a given period of time.
Resource optimization techniques	Any of the techniques that enable a more efficient use of resources on the project.
Resource smoothing	A resource optimization technique that seeks to optimize the use of resources without extending the total float of any activity.

TERM	DEFINITION
Respect	One of four key values underpinning the ethical and professional conduct expected of a project manager. It seeks to ensure that respect is provided for. See also responsibility, fairness, and honesty.
Responsibility	One of four key values underpinning the ethical and professional conduct expected of a project manager. It seeks to ensure that a project manager takes full personal and professional responsibility for all actions and decisions. See also respect, fairness, and honesty.
Responsibility assignment matrix	A tool for displaying particular roles in a project and the responsibilities each role has.
Rewards	A tool for compensating high performance.
Risk audit	A technique for determining if the processes outlined in the risk management plan for conducting risk management activities are being followed.
Risk breakdown structure (RBS)	A graphical representation of different risk categories and subcategories.
Risk categorization	A technique for assigning similar and interrelated risks into identified categories.
Risk data quality assessment	A technique for examining the quality and certainty of data being used in risk analysis.
Risk management plan	The particular management plan that outlines how you will approach the planning, monitoring, and controlling of risk management activities on your project. It is a subsidiary of the project management plan.
Risk probability and impact assessment	A tool for assigning likely probability and impact to individual identified risks on the project.
Risk reassessment	A technique for continually reassessing the information used to identify individual risks, their probability and impact, the prepared risk responses, and any new risks that may have arisen.
Risk register	The documented list, analysis, and planned responses to identified risks on the project.
Risk tolerance	The maximum level of risk that an organization is prepared to tolerate on a project.
Risk urgency assessment	A technique for assessing those risks that are likely to occur in the short term, and prioritizing those over risks that will occur at a further point in time.
Rolling wave planning	A form of progressive elaboration that focuses on planning the immediate future in more detail than timeframes further off.
Rule of seven	A guide for determining when a process may be out of control in a control chart. If seven consecutive data points appear above or below the mean and within the control limits, this may indicate that the process is out of control or is about to go out of control.

TERM	DEFINITION
Scatter diagram	A tool for graphically representing the results of two variables. One of the seven basic quality tools.
Schedule baseline	The developed and approved project timeframe.
Schedule compression	Any technique that reduces individual activity or the total project duration.
Schedule data	The collection of information describing and controlling the schedule, including the schedule milestones, schedule activities, activity attributes, and any schedule contingency reserves.
Schedule forecast	The estimated time the project, or parts of the project, will take based on available information.
Schedule management plan	The plan developed to guide the development, monitoring, and control of the project schedule. It forms part of the overall project management plan.
Schedule network templates	Any templates that an organization has for assisting with developing a schedule network.
Schedule performance index	A calculation measuring the time performance on the project. Calculated by dividing earned value by planned value.
Schedule variance	The difference between what was planned and what is actually occurring in relation to the project schedule.
Scheduling tool	Any manual or automated tool that focuses on the project schedule.
Scope baseline	The scope statement, work breakdown structure (WBS), and WBS dictionary.
Scope management plan	The document that sets out how you will define, document, and manage changes to your project scope statement.
Scrum	Scrum is a particular defined agile methodology
Scrum master	This is team role responsible for ensuring the team lives agile values and principles, and follow the processes and practices that the team agreed they would use. The use a coaching rather than directive approach.
Selected sellers	The group of sellers chosen to participate in the procurement process either by being prequalified or by completing a stage in the procurement process.
Seller	The individual or organization responsible for delivery of externally contracted goods or services.
Seller proposal	A formal response to a procurement request from a prospective seller.
Sensitivity analysis	A mathematical technique for determining which parts of the project are most sensitive to risk.
Seven basic quality tools	Initially developed by Ishikawa, graphical ways of showing complex text based or numerical information. They are the cause-and-effect diagrams, flowcharts, checksheets, Pareto diagrams, histograms, control charts, and scatter diagrams.

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Seven new quality tools	A further seven ways to show information in graphical form. They are affinity diagrams, process decision program charts, interrelationship digraphs, tree diagrams, prioritization matrices, activity network diagrams, and matrix diagrams.
Share	A risk response strategy for positive risks that seeks to increase the probability or impact of a risk occurring by sharing experience and capabilities with another organization.
Simple average	A mathematical average obtained by adding a set of numbers and dividing the total by the amount of numbers.
Six Sigma	A proprietary approach to quality management which seeks to reduce defects and errors to as close to zero as possible. Named after six standard deviations, which includes 99.999 percent of a population.
Source selection criteria	A tool for developing a range of approved criteria for assessing seller responses to procurement requests.
Specification limit	A limit used on a control chart outside the control limits set by the customer. Any product manufactured outside either the upper or lower specification limit will not be accepted by the customer.
Sponsor	The person who provides financial and political support for the project, appoints the project manager, and authorizes the project charter.
Sprint	A sprint is a defined period of focused work, usually one or two weeks in duration.
Staffing management plan	An important component of the human resource management plan that specifically addresses the skills required, the time people are able to work on the project, and how and when project team members will be obtained to work on the project.
Stakeholder	Any person or group that can affect or be affected by your project.
Stakeholder analysis	A technique for identifying and documenting stakeholders' interests, expectations, power, influence, and level of engagement in the project.
Stakeholder management plan	The document that sets out how you will define, document, and manage stakeholders and their expectations.
Stakeholder register	A register of all project stakeholders and information about their interest in the project, the power they have to influence the project, their expectations, and how their expectations will be managed.
Stakeholder risk profile analysis	An assessment of individually identified stakeholders' attitudes toward risk on the project.
Standard deviation	A measurement about how widespread a particular set of data is from the mean.
Statement of work	A high-level narrative description of the work to be done on the project.
Statistical sampling	A tool for sampling a small subset of a large population and extrapolating the result to the entire population. Used when testing the

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	entire population is not possible or when destructive testing is involved.
Status meetings	Regularly scheduled meetings that focus upon a particular project status metric.
Strategies for negative risks or threats	A range of suitable options for dealing with negative risks, including transfer, mitigate, avoid, and accept.
Strategies for positive risks or opportunities	A range of suitable options for dealing with positive risks, including enhance, exploit, share, and accept.
Strong matrix	A type of matrix organization in which the project manager has most of the power and authority, and the functional manager has little power and authority.
Successor	An activity that comes immediately after another activity.
SWOT analysis	A technique that analyzes strengths, weaknesses, opportunities, and threats.
Tailoring	The process of taking and using only those processes, tools, and techniques that provide benefit to managing your project.
Team performance assessment	A tool used to develop a formal or informal assessment of a project team's effectiveness.
Team-building activities	A wide range of activities designed to enhance team performance via the creation of team morale, culture, and ground rules.
Technical performance measurement	A technique for checking whether predetermined parameters for initiating particular risk strategies have been met.
Template	Any blank preformed document that can be used to complete processes, documents, or forms on a project.
Three-point estimating	A formula taken from the Program Evaluation and Review Technique (PERT) that calculates a weighted average of the optimistic, most likely, and pessimistic estimates. The formula is $(O+(4 \times M) + P)/6$
To-complete performance index	The rate at which you must perform to achieve either the budget at completion or the estimate at completion.
Tornado diagram	A tool for graphically representing the results of sensitivity analysis in hierarchal form to identify those parts of the project to be affected by risk, from most likely down to least likely.
Total quality management (TQM)	A management-led philosophy and approach to quality that involves everyone in the organization and seeks to continuously improve all aspects of quality within an organization and a project.
Total slack or total float	The amount of time an activity can be delayed before it affects the total project duration.

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Training	A tool used to increase the level of skills a team member has through formal learning.
Transfer	A risk response strategy for negative risks, which involves making the probability and impact of the risk someone else's responsibility.
Tree diagram	A tool for showing the systemic breakdown of concepts or issues. Used as a quality management tool and also is the generic term for breakdown structures such as the work breakdown structure and organizational breakdown structure.
Trend analysis	A technique for identifying any trends and observed data and extrapolating from this a likely future outcome.
Tuckman's five-stage model of team development	A theory that describes the five stages of forming, storming, norming, performing, and adjourning that a team goes through.
User story	User stories are short, simple descriptions of a feature told from the perspective of the person who desires the new capability, typically the user or customer of the system.
Validated change	An approved change that has been acted upon and checked for accuracy.
Validated deliverable	A deliverable that has previously been verified and has been checked with stakeholders to ensure it meets stakeholder requirements and expectations.
Variance	The difference between what was planned and what is actually occurring.
Variance analysis	The technique of checking what you planned to do against what you are actually doing and spotting any difference between the two.
Variance and trend analysis	The technique of checking what you planned to do against what you are actually doing and using this information to forecast likely future trends.
Variance at completion	The difference between the budget at completion and the estimate at completion.
Variance formula	The formula used to determine the mathematical variance; calculated by multiplying the standard deviation by itself.
Velocity	A velocity chart is used to compare the amount of committed work and the amount of completed work for each Sprint so you can determine whether you are maintaining, increasing or decreasing work velocity
Vendor bid analysis	The technique of getting an independent assessment of prices submitted by vendors to check for accuracy.
Verified deliverable	A deliverable that has previously been verified and has been checked with stakeholders to ensure it meets stakeholder requirements and expectations.

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Virtual team	A tool that recognizes that project team members may come from different geographic locations but can still work together by using technology.
Vroom's Expectancy Theory	A theory that states that the expectation of receiving a reward for a certain accomplishment will motivate people to work harder, but that this only works if the accomplishment is perceived to be achievable.
War room	A specific form of co-location activity that places team members in the same room.
Weak matrix	A type of matrix organization in which the functional manager has much more power and authority than a project manager.
Weighted average	A mathematical average calculated by adding a set of numbers and prescribing different weights to each of the numbers, then dividing by the sum of the weights given; used to calculate three-point estimates.
What-if scenario analysis	A complex mathematical model which examines the probability of different scenarios.
Whistleblower	Someone who reports illegal or unethical behavior within an organization.
Work breakdown structure (WBS)	A hierarchical graphical representation of the work to be done on the project, broken down to work package level.
Work breakdown structure (WBS) dictionary	A document providing additional information about each node in a WBS.
Work package	An amount of work that can have time and cost accurately estimated; the lowest level of the WBS.
Work performance data	The raw data gathered as part of observations and inspections.
Work performance information	The refined work performance data presented in a relevant form
Work performance reports	The presentation of work performance information to stakeholders.
Workaround	An acceptable response to unplanned risk, which involves creating a makeshift solution to allow work to continue.