



Upravljanje projektima

PMBok 2004 Terminology Changes FlashCards

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Activity Duration

The time in calendar units between the start and finish of a schedule activity.

Sub-network

A subdivision of a project schedule network diagram, usually representing a subproject or a work package.

Request Seller Responses [Process]

The process of obtaining information, quotations, bids, offers, or proposals, as appropriate.

Plan Contracting [Process]

The process of documenting the products, services, and results requirements and identifying potential sellers.

Program Management Office (PMO)

The centralized management of a particular program or programs such that corporate benefit is realized by the sharing of resources, methodologies, tools, and techniques, and related high-level project management focus.

Procedure

A series of steps followed in a regular definitive order to accomplish something.

Decomposition [Technique]

A planning technique that subdivides the project scope and project deliverables into smaller, more manageable components, until the project work associated with accomplishing the project scope and providing the deliverables is defined in sufficient detail to support executing, monitoring and controlling the work.

Direct and Manage Project Execution [Process]

The process of executing the work defined in the project management plan to achieve the project's requirements as defined in the project scope statement.

Develop Project Scope Statement (Preliminary) [Process]

The process of developing the preliminary project scope statement which provides a high level scope narrative.

Analogous Estimating [Technique]

An estimating technique that uses the values of parameters, such as scope, cost, budget, and duration or measures of scale.

Select Sellers [Process]

The process of reviewing offers, choosing from among potential sellers, and negotiating a written contract with a seller.

Opportunity

A condition or situation favorable to the project, a positive set of circumstances, a positive set of events, a risk that will have a positive impact on project objectives, or a possibility for positive changes.

Path Convergence

The merging or joining of parallel schedule network paths into a single node in a project schedule network diagram.

Change Control Board (CCB)

A formally constituted group of stakeholders responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project, with all decisions and recommendations being recorded.

Process

A set of interrelated actions and activities performed to achieve a specified set of products, results, or services.

Configuration Management System [Tool]

A collection of formal documented procedures used to apply technical and administrative direction and surveillance to verify project deliverables conform to requirements. It includes the documentation, tracking systems, and defined approval levels necessary for authorizing and controlling changes.

Level of Effort (LOE)

Support-type activity that does not readily lend itself to the measurement of discrete accomplishments.

Monitoring and Controlling Processes [Process Group]

Those processes performed to measure and monitor project execution so that corrective action can be taken when necessary to control the execution of the phase or project.

Contingency Reserve [Output/Input]

The amount of funds, budget, or time needed above the estimate to reduce the risk of overruns of project objectives to a level acceptable to the organization.

Effort

The number of labor units required to complete a schedule activity or work breakdown structure component.

Work Performance Information [Output/Input]

Information and data on the status of the project schedule activities being performed to accomplish the project work, collected as part of the Direct and Manage Project Execution processes.

Acquire Project Team [Process]

The process of obtaining the human resources needed to complete the project

Contract Closure [Process]

The process of completing and settling the contract, including resolution of any open items and closing each contract.

Reserve

A provision in the project management plan to mitigate cost and/or schedule risk.

Bottom-up Estimating [Technique]

A method of estimating a component of work by decomposing the work into more detail and aggregating the estimates for the more detailed pieces of work.

Co-location [Technique]

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.

Contract Statement of Work (SOW) [Output/Input]

A narrative description of products, services, or results to be supplied under contract.

Cost of Quality (COQ) [Technique]

Determining the costs incurred to ensure quality. Prevention and appraisal costs (cost of conformance) include costs for quality planning, control and assurance. Failure costs (cost of non-conformance) include costs to rework, costs of warranty work, and loss of reputation.

Contract [Output/Input]

A contract is a mutually binding agreement that obligates the seller to provide the specified product or service or result and obligates the buyer to pay for it.

Closing Processes [Process Group]

Those processes performed to formally terminate all activities of a phase or project, and transfer the completed product to others or close a cancelled project.

Bar Chart [Tool]

A graphic display of schedule-related information. Also called a Gantt chart.

Budget

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

Control Account (CA) [Tool]

A management control point where the integration of scope, budget, actual cost, and schedule takes place, and where the measurement of performance will occur.

Cost-Plus-Fee (CPF)

A type of cost reimbursable contract where the buyer reimburses the seller for the seller's allowable costs for performing the contract work and seller also receives a fee calculated as an agreed upon percentage of the costs. The fee varies with the actual cost.

Communication

A process through which information is exchanged among persons using a common system of symbols, signs, or behaviors.

Crashing [Technique]

A specific type of project schedule compression technique performed by taking action to decrease the total project schedule duration after analyzing a number of alternatives to determine how to get the maximum schedule duration compression for the least addition cost.

Create Work Breakdown Structure (WBS) [Process]

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

Critical Path Method (CPM) [Technique]

A schedule network analysis technique used to determine the amount of scheduling flexibility on various logical network paths in the project schedule network, and to determine the minimum total project duration.

Defect Repair

Formally documented identification of a defect in a project component with a recommendation to either repair the defect or completely replace the component.

Flowcharting [Technique]

The depiction in a diagram format of the inputs, process actions, and outputs of one or more processes within a system.

Develop Project Charter [Process]

The process of developing the project charter.
The Project Charter formally authorizes a project.

Grade

A category or rank used to distinguish items that have the same functional use, but do not share the same requirements for quality.

Discipline

A field of work requiring specific knowledge and that has a set of rules governing work conduct.

Dummy Activity

A schedule activity of zero duration used to show a logical relationship in the arrow diagramming method.

Earned Value (EV)

The value of completed work expressed in terms of the approved budget assigned to that work

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Develop Project Team [Process]

The process of improving the competencies and interaction of team members to enhance project performance.

Critical Chain Method [Technique]

A schedule network analysis technique that modifies the project schedule to account for limited resources.

Design Review [Technique]

A management technique used for evaluating the proposed design of the system or product to ensure that the system or product meets the customer requirements, or to assure that the system or product will perform successfully, can be produced, and can be maintained.

Executing Processes [Process Group]

Those processes performed to complete the work defined in the project management plan to accomplish the project objectives defined in the project scope statement.

Free Float (FF)

The amount of time that a schedule activity can be delayed without delaying the early start of any immediately following schedule activities.

Monitor and Control Project Work [Process]

The process of monitoring and controlling the processes required to initiate, plan, execute, and close a project to meet the performance objectives defined in the project management plan and project scope statement.

Funds

A supply of money or pecuniary resources immediately available.

Ground Rules [Tool]

A list of acceptable and unacceptable behaviors adopted by a project team to improve working relationships, effectiveness, and communication.

Manage Stakeholders [Process]

The process of managing communications to satisfy the requirements of, and resolve issues with, project stakeholders

Human Resource Planning [Process]

The process of identifying and documenting project roles, responsibilities and reporting relationships, as well as creating the staffing management plan.

Imposed Date

A fixed date imposed on a schedule activity or schedule milestone, usually in the form of a “start no earlier than” or “finish no later than” date.

Develop Project Management Plan [Process]

The process of documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans into a project management plan.

Methodology

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

Monitor

Collect project performance data with respect to objectives, produce performance measures, and report and disseminate performance information.

Near-Critical Activity

A schedule activity that has low total float.

Project Summary Work Breakdown Structure (PSWBS) [Tool]

A work breakdown structure for the project that is only developed down to the subproject level of detail within some legs of the WBS, and where the detail of those subprojects are provided by use of contract work breakdown structures.

Materiel

The aggregate of things used by an organization in any undertaking, such as equipment, apparatus, tools, machinery, gear, material, and supplies.

Planning Package

A WBS component below the control account with known work content but without detailed schedule activities.

Network Path

Any continuous series of schedule activities connected with logical relationships in a project schedule network diagram

Planning Processes [Process Group]

Those processes performed to define and mature the project scope, develop the project management plan, and identify and schedule the project activities.

Scope Control [Process]

The process of controlling changes to the project scope.

Project Management Process Group

A logical grouping of the project management processes described in the PMBOK® guide. The 5 project management process groups are initiating processes, planning processes, executing processes, monitoring and controlling processes, and closing processes.

Initiating Processes [Process Group]

Those processes performed to authorize and define the scope of a new phase or project or that can result in the continuation of halted project work.

Program Management

The centralized coordinated management of a particular program to achieve the program's strategic objectives and benefits.

Portfolio Management [Technique]

The centralized management of one or more portfolios, which includes identifying, authorizing, managing, and controlling projects, programs, and other related work, to achieve specific strategic business objectives.

Schedule Model

A model used in conjunction with manual methods or project management software to perform schedule network analysis to generate the project schedule for use in managing the execution of a project.

Rolling Wave Planning [Technique]

A form of progressive elaboration planning where the work to be accomplished in the near term is planned in detail at a low level of the work breakdown structure, while the work far in the future is planned at a relatively high level of the work breakdown structure.

Three-Point Estimate [Technique]

An analytical technique that uses three cost or duration estimates to represent the optimistic, most likely, and pessimistic scenarios.

Project Management Process

One of 44 processes, unique to project management and described in the PMBOK® guide.

Technical Performance Measurement [Technique]

A performance measurement technique that compares technical accomplishments during project execution to the project management plan's schedule of planned technical achievements.

Retainage

A portion of a contract payment that is withheld until contract completion to ensure full performance of the contract terms.

Voice of the Customer [Technique]

A planning technique used to provide products, services, and results that truly reflect customer requirements by translating those customer requirements into the appropriate technical requirements for each phase of project product development.

Earned Value Technique (EVT) [Technique]

A specific technique for measuring the performance of work for a work breakdown structure component, control account, or project. Also referred to as the earning rules and crediting method.

Manage Project Team [Process]

The process of tracking team member performance, providing feedback, resolving issues, and coordinating changes to enhance project performance.

Failure Mode and Effect Analysis (FMEA) [Technique]

An analytical procedure in which each potential failure mode in every component of a product is analyzed to determine its effect on the reliability of that component and the reliability of the product or system.

Scope Creep

Adding features and functionality without addressing the effects on time, costs and resources, or without customer approval.

Reserve Analysis [Technique]

An analytical technique to determine the essential features and relationships of components in the project management plan to establish a reserve for the schedule duration, budget, estimated cost, or funds for a project.

Fast Tracking [Technique]

A specific project schedule compression technique that changes network logic to overlap phases that would normally be done in sequence or to perform schedule activities in parallel.

Special Cause

A source of variation that is not inherent in the system, is not predictable, and is intermittent.

Activity Attributes [Output/Input]

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

Path Divergence

Extending or generating parallel schedule network paths from a single node in a project schedule network diagram.

Enterprise Environmental Factors [Output/Input]

Any or all external environmental factors and internal organizational environmental factors that surround or influence the project's success.

Pareto Chart [Tool]

A histogram, ordered by frequency of occurrence, that shows how many results were generated by each identified cause.

Risk Register [Output/Input]

The document containing the results of the qualitative risk analysis, quantitative risk analysis, and risk response planning.

Control Account Plan (CAP) [Tool]

A plan for all the work and effort to be performed in a control account. Each CAP has a definitive statement of work, schedule, and time-phased budget.

Value Engineering

A creative approach used to optimize project life cycle costs, save time, increase profits, improve quality, expand market share, solve problems, and/or use resources more effectively.

Virtual Team

A group of persons with a shared objective who fulfill their roles with little or no time spent meeting face to face.

Exception Report

Document that includes only major variations from the plan (rather than all variations)

Workaround [Technique]

A response to a negative risk that has occurred. Distinguished from a contingency plan in that a workaround is not planned in advance of the occurrence of the risk event.