

Module 3
Chapter 1: Governance Structure

Term
Functional organization

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Governance

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Impact mapping

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Organizational project management (OPM)

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Portfolio

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Portfolio management

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Prioritization schema

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Product

© 2024 Holmes Corporation. All rights reserved.

The framework for directing and enabling an organization through its established policies, practices, and other relevant documentation.

An organizational structure in which staff is grouped by areas of specialization and the project manager has limited authority to assign work and apply resources.

A framework in which portfolio, program, and project management are integrated with organizational enablers in order to achieve strategic objectives.

A strategic planning method that serves as a visual roadmap for the organization during product development.

The centralized management of one or more portfolios to achieve strategic objectives.

Projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.

An artifact that is produced, is quantifiable, and can be either an end item in itself or a component item.

Methods used to prioritize portfolio, program, or project components, as well as requirements, risks, features, or other product information.

Module 3
Chapter 1: Governance Structure

Term
Product breakdown structure

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Product life cycle

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Product management

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Product-oriented processes

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Program

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Program management

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Project governance

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 1: Governance Structure

Term
Project management office (PMO)

© 2024 Holmes Corporation. All rights reserved.

A series of phases that represent the evolution of a product, from concept through delivery, growth, maturity, and to retirement.

A hierarchical structure reflecting a product's components and deliverables.

Processes that specify and create the project's product.

The integration of people, data, processes, and business systems to create, maintain, and evolve a product or service throughout its life cycle.

The application of knowledge, skills, and principles to a program to achieve the program objectives and obtain benefits and control not available by managing program components individually.

Related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually.

A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques.

The framework, functions, and processes that guide project management activities in order to create a unique product, service, or result to meet organizational, strategic, and operational goals.

Module 3

Chapter 1: Governance Structure

Term
Threshold

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 1: Governance Structure

Term
Value delivery office (VDO)

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 2: Incremental Value

Term
Cadence

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 2: Incremental Value

Term
Digital product

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 2: Incremental Value

Term
Minimum viable product (MVP)

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 3: Development Approach and Life Cycle Performance Domain

Term
Complexity

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 3: Development Approach and Life Cycle Performance Domain

Term
Process

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 4: Agile Project Development Approach

Term
Continuous delivery

© 2024 Holmes Corporation. All rights reserved.

A project delivery support structure that focuses on coaching teams; building agile skills and capabilities throughout the organization; and mentoring sponsors and product owners to be more effective in those roles.

A predetermined value of a measurable project variable that represents a limit that requires action to be taken if it is reached.

A product or service that is delivered, used, and stored in an electronic format.

A rhythm of activities conducted throughout the project.

A characteristic of a program or project or its environment that is difficult to manage due to human behavior, system behavior, and ambiguity.

A concept used to define the scope of the first release of a solution to customers by identifying the fewest number of features or requirements that would deliver value.

The practice of delivering feature increments immediately to customers, often through the use of small batches of work and automation technology.

A systematic series of activities directed towards causing an end result such that one or more inputs will be acted upon to create one or more outputs.

Module 3

Chapter 4: Agile Project Development Approach

Term
Timebox

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 5: Project Artifacts

Term
DevOps

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 5: Project Artifacts

Term
Enterprise environmental factors (EEFs)

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 5: Project Artifacts

Term
Management elements

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 5: Project Artifacts

Term
Organizational process assets (OPAs)

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 5: Project Artifacts

Term
Project management information system (PMIS)

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 5: Project Artifacts

Term
Template

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 5: Project Artifacts

Term
Verification

© 2024 Holmes Corporation. All rights reserved.

A collection of practices for creating a smooth flow of deliveries by improving collaboration between development and operations staff.

A short, fixed period of time in which work is to be completed.

The components that comprise the key functions or principles of general management in the organization.

Conditions, not under the immediate control of the team, that influence, constrain, or direct the project, program, or portfolio.

An information system consisting of the tools and techniques used to gather, integrate, and disseminate the outputs of project management processes.

Plans, processes, policies, procedures, and knowledge bases that are specific to and used by the performing organization.

The evaluation of whether or not a product, service, or result complies with a regulation, requirement, specification, or imposed condition.

A partially complete document in a predefined format that provides a defined structure for collecting, organizing, and presenting information and data.

Module 3

Chapter 6: Measurement Performance Domain

Term
Benchmarking

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term
Cost-benefit analysis

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term
Dashboard

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term
Data gathering and analysis methods

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term
Estimate

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term
Information radiator

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term
Key performance indicators (KPIs)

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term
Measures of performance

© 2024 Holmes Corporation. All rights reserved.

A financial analysis method used to determine the benefits provided by a project against its cost.

The comparison of actual or planned products, processes, and practices to those of comparable organizations to identify best practices, generate ideas for improvement, and provide a basis for measuring performance.

Methods used to collect, assess, and evaluate data and information to gain a deeper understanding of a situation.

A set of charts and graphs showing progress or performance against important measures of the project.

A visible, physical display that provides information to the rest of the organization, enabling timely knowledge sharing.

A quantitative assessment of the likely amount or outcome of a variable, such as project costs, resources, effort, or durations.

Measures that characterize physical or functional attributes relating to system operation.

Quantifiable measurements that reflect a project's critical success factors.

Module 3
Chapter 6: Measurement Performance Domain

Term
Metric

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 6: Measurement Performance Domain

Term
Register

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 6: Measurement Performance Domain

Term
Regression analysis

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 6: Measurement Performance Domain

Term
Report

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 6: Measurement Performance Domain

Term
Root cause analysis

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 6: Measurement Performance Domain

Term
SWOT analysis

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 6: Measurement Performance Domain

Term
Technical performance measures

© 2024 Holmes Corporation. All rights reserved.

Module 3
Chapter 6: Measurement Performance Domain

Term
Trend analysis

© 2024 Holmes Corporation. All rights reserved.

A written record of regular entries for evolving aspects of a project, such as risks, stakeholders, or defects.

A description of a project or product attribute and how to measure it.

A formal record or summary of information.

An analytical method where a series of input variables are examined in relation to their corresponding output results in order to develop a mathematical or statistical relationship.

Analysis of strengths, weaknesses, opportunities, and threats of an organization, project, or option.

An analytical method used to determine the basic underlying reason that causes a variance or a defect or a risk.

An analytical method that uses mathematical models to forecast future outcomes based on historical results.

Quantifiable measures of technical performance that are used to ensure system components meet the technical requirements.

Module 3

Chapter 6: Measurement Performance Domain

Term

Value stream map

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term

Value stream mapping

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term

Vanity metric

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term

Variance

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term

Variance analysis

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term

Voice of the customer

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term

What-if-scenario analysis

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 6: Measurement Performance Domain

Term

Work performance data

© 2024 Holmes Corporation. All rights reserved.

A lean enterprise method used to document, analyze, and improve the flow of information or materials required to produce a product or service for a customer.

A display of the critical steps in a process and the time taken in each step used to identify waste.

A quantifiable deviation, departure, or divergence away from a known baseline or expected value.

A measure that appears to show some result but does not provide useful information for making decisions.

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

A method for determining the cause and degree of difference between the baseline and actual performance.

The raw observations and measurements identified during activities performed to carry out the project work.

The process of evaluating scenarios in order to predict their effect on project objectives.

<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Work performance information</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Work performance reports</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

<p>Module 3</p> <p><i>Chapter 7: Planning Performance Domain</i></p>
<p>Term</p> <p>Business case</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

<p>Module 3</p> <p><i>Chapter 7: Planning Performance Domain</i></p>
<p>Term</p> <p>Business model canvas</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

<p>Module 3</p> <p><i>Chapter 7: Planning Performance Domain</i></p>
<p>Term</p> <p>Integration</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

<p>Module 3</p> <p><i>Chapter 7: Planning Performance Domain</i></p>
<p>Term</p> <p>Lean startup canvas</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

<p>Module 3</p> <p><i>Chapter 7: Planning Performance Domain</i></p>
<p>Term</p> <p>Opportunity cost</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

<p>Module 3</p> <p><i>Chapter 7: Planning Performance Domain</i></p>
<p>Term</p> <p>Plan</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

The physical or electronic representation of work performance information compiled in project documents, intended to generate decisions, actions, or awareness.

The performance data collected from various controlling processes, analyzed in context and integrated based on relationships across areas.

A one-page, visual summary that describes the value proposition, infrastructure, customers, and finances.

A value proposition for a proposed project that may include financial and nonfinancial benefits.

A one-page template designed to communicate a business plan with key stakeholders in an efficient and effective manner.

Coordination of project elements to ensure that they all fit together harmoniously.

A proposed means of accomplishing something.

The resources an organization commits to a project and can't simultaneously commit to other projects or business opportunities.

Module 3 <i>Chapter 7: Planning Performance Domain</i>
Term Project brief
© 2024 Holmes Corporation. All rights reserved.

Module 3 <i>Chapter 7: Planning Performance Domain</i>
Term Project charter
© 2024 Holmes Corporation. All rights reserved.

Module 3 <i>Chapter 7: Planning Performance Domain</i>
Term Project vision statement
© 2024 Holmes Corporation. All rights reserved.

Module 3 <i>Chapter 7: Planning Performance Domain</i>
Term Roadmap
© 2024 Holmes Corporation. All rights reserved.

Module 3 <i>Chapter 7: Planning Performance Domain</i>
Term Strategic plan
© 2024 Holmes Corporation. All rights reserved.

Module 3 <i>Chapter 7: Planning Performance Domain</i>
Term Strategy artifacts
© 2024 Holmes Corporation. All rights reserved.

Module 3 <i>Chapter 7: Planning Performance Domain</i>
Term Sunk cost
© 2024 Holmes Corporation. All rights reserved.

Module 3 <i>Chapter 7: Planning Performance Domain</i>
Term Test plan
© 2024 Holmes Corporation. All rights reserved.

A document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

A high-level overview of the goals, deliverables, and processes for the project.

A high-level time line that depicts such things as milestones, significant events, reviews, and decision points.

A concise, high-level description of the project that states the purpose and inspires the team to contribute to the project.

Documents created prior to or at the start of the project that address strategic, business, or high-level information about the project.

A high-level document that explains an organization's vision and mission plus the approach that will be adopted to achieve this mission and vision, including the specific goals and objectives to be achieved during the period covered by the document.

A document describing deliverables that will be tested, tests that will be conducted, and the processes that will be used in testing.

Any previous investment that was made in a prior project or phase.

Module 3

Chapter 7: Planning Performance Domain

Term

Vision statement

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 7: Planning Performance Domain

Term

Visual data and information

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 8: Predictive Project Integration

Term

Agreements

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 8: Predictive Project Integration

Term

Benefits management plan

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 8: Predictive Project Integration

Term

Develop Project Charter

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 8: Predictive Project Integration

Term

Develop Project Management Plan

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 8: Predictive Project Integration

Term

Direct and Manage Project Work

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 8: Predictive Project Integration

Term

Log

© 2024 Holmes Corporation. All rights reserved.

Artifacts that organize and present data and information in a visual format, such as charts, graphs, matrices, and diagrams.

A summarized, high-level description about the expectations for a product such as target market, users, major benefits, and what differentiates the product from others in the market.

The documented explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project or program.

Any documentation or communication that defines the initial intentions for a project; can take the form of a contract, a memorandum of understanding (MOU), letters of agreement, verbal agreements, email, etc.

The process of defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan.

The process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

A document used to record and describe or denote selected items identified during execution of a process or activity; usually used with a modifier, such as issue, change, or assumption.

The process of leading and performing the work defined in the project management plan and implementing approved changes to the project's objectives.

Module 3

Chapter 8: Predictive Project Integration

Term

Monitor and Control Project Work

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 8: Predictive Project Integration

Term

Project benefit

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 8: Predictive Project Integration

Term

Project management plan

© 2024 Holmes Corporation. All rights reserved.

Module 3

Chapter 8: Predictive Project Integration

Term

Validation

© 2024 Holmes Corporation. All rights reserved.

An outcome of actions, behaviors, products, services, or results that provide value to the sponsoring organization as well as to the project's intended beneficiaries.

The process of tracking, reviewing, and reporting overall progress to meet the performance objectives defined in the project management plan.

The assurance that a product, service, or result meets the needs of the customer and other identified stakeholders.

The document that describes how the project will be executed, monitored and controlled, and closed.