

Module 5
Chapter 1: Resources

Term
Acquire Resources

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Module 5
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Term
Alternatives analysis

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Module 5
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Term
Authority

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Term
Competencies

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Term
Control Resources

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Term
Estimate Activity Resources

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Term
Manage Team

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Term
Organizational breakdown structure (OBS)

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A method used to evaluate identified options in order to select the options or approaches to use to perform the work of the project.

The process of obtaining team members, facilities, equipment, materials, supplies, and other resources necessary to complete project work.

The knowledge, skills, and abilities (KSAs) and the capacity that are required to complete the assigned responsibilities while satisfying all constraints such as required quality level, deadline, and budget.

The right to apply project resources, expend funds, make decisions, or give approvals.

The process of estimating team resources and the type and quantities of material, equipment, and supplies necessary to perform project work.

The process of ensuring that the physical resources assigned and allocated to the project are available as planned and monitoring the planned versus actual utilization of resources and performing corrective action as necessary.

A hierarchical representation of the project organization, which illustrates the relationship between project activities and the organizational units that will perform those activities.

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

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Term
Plan Resource Management

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Term
Resource breakdown structure

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Term
Resource calendar

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Resource management plan

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Resource requirements

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Term
Responsibility

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Term
Role

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Team charter

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A hierarchical representation of resources by category and type.

The process of defining how to estimate, acquire, manage, and utilize physical and team resources.

A component of the project management plan that describes how project resources are acquired, allocated, monitored, and controlled.

A calendar that identifies the working days and shifts on which each specific resource is available.

An assignment that can be delegated within a project management plan such that the assigned resource incurs a duty to perform the requirements of the assignment.

The types and quantities of resources required for each activity in a work package.

A document that records the team values, agreements, and operating guidelines, as well as establishing clear expectations regarding acceptable behavior by project team members.

A defined function to be performed by a project team member, such as testing, filing, inspecting, or coding.

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Chapter 2: Procurement

Term
Advertising

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Term
Basic ordering agreement

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Term
Bid documents

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Term
Bidder conferences

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Term
Buyer

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Term
Ceiling price

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Term
Claims administration

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Chapter 2: Procurement

Term
Conduct Procurements

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An instrument of understanding (not a contract) that sets forth the terms and conditions, including how prices will be determined, when specific orders governed by the agreement become contracts, and who is authorized to place orders.

The process of communicating with users or potential users of a product, service, or result.

Meetings with prospective sellers prior to the preparation of a bid or proposal to ensure all prospective vendors have a clear and common understanding of the procurement.

All documents used to solicit information, quotations, or proposals from prospective sellers.

The maximum dollar value a buyer is willing to pay for a procured item.

The acquirer of products, services, or results for an organization.

The process of obtaining seller responses, selecting a seller, and awarding a contract.

The process of processing, adjudicating, and communicating contract claims.

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Term
Contract

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Term
Contract change control system

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Term
Control Procurements

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Term
Cost plus award fee contract (CPAF)

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Term
Cost plus fixed fee contract (CPFF)

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Term
Cost plus incentive fee contract (CPIF)

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Term
Cost-reimbursable contract

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Term
Firm fixed-price contract (FFP)

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The system used to collect, track, adjudicate, and communicate changes to a contract.

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

A contract that involves payments to the seller for all legitimate actual costs incurred for completed work, plus an award fee representing seller profit.

The process of managing procurement relationships, monitoring contract performance, making changes and corrections as appropriate, and closing out contracts.

A type of cost-reimbursable contract where the buyer reimburses the seller for the seller's allowable costs (allowable costs are defined by the contract), and the seller earns its profit if it meets defined performance criteria.

A type of cost-reimbursable contract where the buyer reimburses the seller for the seller's allowable costs (allowable costs are defined by the contract) plus a fixed amount of profit (fee).

A type of fixed-price contract where the buyer pays the seller a set amount (as defined by the contract), regardless of the seller's costs.

A type of contract involving payment to the seller for the seller's actual costs, plus a fee typically representing the seller's profit.

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Term
Fixed-price contract

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Term
Fixed-price incentive fee contract (FPIF)

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Term
Fixed-price with economic price adjustment
contract (FPEPA)

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Term
Indefinite delivery indefinite quantity (IDIQ)

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Term
Independent estimates

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Term
Make-or-buy analysis

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Term
Make-or-buy decisions

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Term
Market research

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A type of contract where the buyer pays the seller a set amount (as defined by the contract), and the seller can earn an additional amount if the seller meets defined performance criteria.

An agreement that sets the fee that will be paid for a defined scope of work regardless of the cost or effort to deliver it.

A contract that provides for an indefinite quantity of goods and services, with a stated lower and upper limit, within a fixed time period.

A fixed-price contract, but with a special provision allowing for predefined final adjustments to the contract price due to changed conditions, such as inflation changes, or cost increases (or decreases) for specific commodities.

The process of gathering and organizing data about product requirements and analyzing them against available alternatives including the purchase or internal manufacture of the product.

A process of using a third party to obtain and analyze information to support prediction of cost, schedule, or other items.

The process of gathering information at conferences and from online reviews and a variety of other sources to identify market capabilities.

Decisions made regarding the external purchase or internal manufacture of a product.

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Term
Plan Procurement Management

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Term
Point of total assumption (PTA)

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Term
Procurement audit

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Term
Procurement management plan

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Term
Procurement performance review

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Term
Project Procurement Management

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Chapter 2: Procurement

Term
Seller

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Term
Seller proposals

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In a contract, the point where the seller assumes responsibility for all cost overruns.

The process of documenting project procurement decisions, specifying the approach, and identifying potential sellers.

A component of the project or program management plan that describes how a project team will acquire goods and services from outside the performing organization.

The review of contracts and contracting processes for completeness, accuracy, and effectiveness.

The processes necessary to purchase or acquire products, services, or results needed from outside the project team.

A structured review of the seller's progress and whether they will be able to deliver project scope and quality within the contracted cost and schedule.

Formal responses from sellers to a request for proposal or other procurement document specifying the price, commercial terms of sale, and technical specifications or capabilities the seller will do for the requesting organization that, if accepted, would bind the seller to perform the resulting agreement.

A provider or supplier of products, services, or results to an organization.

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Term
Share ratio

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Term
Source selection criteria

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Term
Statement of work (SOW)

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Term
Target cost

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Term
Target price

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Term
Target profit

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Term
Time and material contract (T&M)

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Chapter 3: Delivery Performance Domain

Term
Accuracy

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A set of attributes desired by the buyer which a seller is required to meet or exceed to be selected for a contract.

The ratio established in a contract that describes how cost overruns and underruns will be divided between buyer and seller.

The seller's cost to produce an item.

A narrative description of products, services, or results to be delivered by the project.

The seller's profit as defined in a contract.

The target cost plus the target profit; the seller's cost for a procurement item.

An assessment of correctness.

A hybrid contractual arrangement containing aspects of both cost-reimbursable and fixed-price contracts.

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<p>Term</p> <p>Activity network diagram</p>
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<p>Module 5</p> <p><i>Chapter 3: Delivery Performance Domain</i></p>
<p>Term</p> <p>Appraisal costs</p>
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<p>Module 5</p> <p><i>Chapter 3: Delivery Performance Domain</i></p>
<p>Term</p> <p>Cause-and-effect diagram</p>
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<p>Module 5</p> <p><i>Chapter 3: Delivery Performance Domain</i></p>
<p>Term</p> <p>Check sheet</p>
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<p>Module 5</p> <p><i>Chapter 3: Delivery Performance Domain</i></p>
<p>Term</p> <p>Conformance</p>
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<p>Module 5</p> <p><i>Chapter 3: Delivery Performance Domain</i></p>
<p>Term</p> <p>Control Quality</p>
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<p>Module 5</p> <p><i>Chapter 3: Delivery Performance Domain</i></p>
<p>Term</p> <p>Control chart</p>
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<p>Module 5</p> <p><i>Chapter 3: Delivery Performance Domain</i></p>
<p>Term</p> <p>Cost of quality (COQ)</p>
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The costs of the monitoring and measurement used to evaluate the degree of conformance to quality requirements.

A graphical representation of the logical relationships among project schedule activities.

A tally sheet that can be used as a checklist when gathering data.

A visual representation that helps trace an undesirable effect back to its root cause.

The process of monitoring and recording results of executing the quality management activities to assess performance and ensure the project outputs are complete, correct, and meet customer expectations.

The degree to which the results meet the set of quality requirements.

All costs incurred over the life of the product by investment in preventing nonconformance to requirements, appraisal of the product or service for conformance to requirements, and failure to meet requirements.

A graphic display of process data over time and against established control limits, which has a centerline that assists in detecting a trend of plotted values toward either control limit.

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Costs of conformance

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Costs of nonconformance

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DMADV

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DMAIC

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Design of experiments (DOE)

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External failure costs

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Term

Failure mode and effect analysis (FMEA)

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Fault tree analysis

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The costs to rework products, components, or processes that are non-compliant and the costs of warranty work, waste, and loss of reputation.

The costs for quality planning, quality control, and quality assurance to ensure compliance to requirements.

Six Sigma methodology for improving existing products or processes; phases include define, measure, analyze, improve, and control.

Six Sigma methodology for designing new, quality products or processes; phases include define, measure, analyze, design, and verify.

Costs incurred after deliverable handoff; includes repairs, warranty claims, and returns.

A statistical method for identifying the factors that may influence specific variables of a product under development or a process in production.

An analytical procedure in which potential failure nodes in every component of a product are reviewed in a hierarchical and progressive manner.

An analytical procedure that analyzes each component of a product for potential failure in order to determine what its effect on the reliability of that component might be.

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Term
Flowchart

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Term
Grade

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Term
Histogram

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Term
ISO 9000

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Term
Inspection

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Term
Internal failure costs

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Term
Interrelationship digraph

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Term
Manage Quality

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

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

A series of publications by ISO on quality concepts and definitions, specific requirements for quality management systems, and guidelines for performance improvement.

A bar chart that shows the graphical representation of numerical data.

The costs incurred when deliverables fail to meet quality standards in the areas of waste, scrap, rework or rectification, or failure analysis.

The examination of a work product to determine if it conforms to documented standards.

The process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project.

A tool that provides a process for creative problem solving in moderately complex scenarios that possess intertwined logical relationships.

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Term
Matrix diagram

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Term
Net Promoter Score®

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Term
Pareto diagram

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Term
Plan Quality Management

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Term
Precision

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Term
Prevention costs

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Term
Process decision program chart (PDPC)

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Chapter 3: Delivery Performance Domain

Term
Project Quality Management

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An index that measures the willingness of customers to recommend an organization's products or services to others.

A tool used to perform data analysis within the organizational structure created for the parameters.

The process of identifying quality requirements and/or standards for the project and its deliverables, and documenting how the project will demonstrate compliance with quality requirements and/or standards.

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

Costs related to being proactive about quality so that fewer issues arise in the first place.

An assessment of exactness.

Processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements, in order to meet stakeholders' expectations.

A way of visualizing what problems may arise at different project points; shows major objectives, components/activities aimed at those objectives, and vulnerabilities.

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Term Quality
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Term Quality audit
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Term Quality management plan
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Term Quality metrics
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Term Quality policy
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Term Quality report
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Module 5 <i>Chapter 3: Delivery Performance Domain</i>
Term Scatter diagram
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Module 5 <i>Chapter 3: Delivery Performance Domain</i>
Term Sigma
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A structured, independent process used to determine if project activities comply with organizational and project policies, processes, and procedures.

The degree to which a set of inherent characteristics fulfills requirements.

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

A component of the project or program management plan that describes how applicable policies, procedures, and guidelines will be implemented to achieve the quality objectives.

A project document that includes quality management issues, recommendations for corrective actions, and a summary of findings from quality control activities and may include recommendations for process, project, and product improvements.

The basic principles that should govern the organization's actions as it implements its system for quality management.

One standard deviation from the mean.

A graph that shows the relationship between two variables.

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Term
Six Sigma

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Term
Tolerance

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Term
Total quality management (TQM)

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Term
Tree diagram

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Chapter 4: Uncertainty Performance Domain

Term
Ambiguity

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Term
Conformation bias

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Term
Decision tree analysis

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Term
Expected monetary value (EMV)

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The quantified description of acceptable variation for a quality requirement.

A quality philosophy that aims at reducing errors to an almost undetectable level in order to achieve customer satisfaction with a product or process.

A systematic diagram of a decomposition hierarchy used to visualize a systematic set of rules as parent-to-child relationships.

An early approach to quality management that emphasized management commitment, a systems perspective, continual improvement, and communication between all levels.

A type of cognitive bias that confirms preexisting beliefs or hypotheses.

A state of being unclear, having difficulty in identifying the cause of events, or having multiple options from which to choose.

The estimated value of an outcome expressed in monetary terms.

A diagramming and calculation technique for evaluating the implications of a chain of multiple options in the presence of uncertainty.

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Term
Identify Risks

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Term
Implement Risk Responses

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Term
Influence diagram

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Issue

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Issue log

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Term
Monitor Risks

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Term
Monte Carlo simulation

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Term
Opportunity

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The process of implementing agreed-upon risk response plans.

The process of identifying individual risks as well as sources of overall risk and documenting their characteristics.

In terms of risk management, a current condition or situation that may have an impact on the project objectives.

A graphical representation of situations showing causal influences, time ordering of events, and other relationships among variables and outcomes.

The process of monitoring the implementation of agreed-upon risk response plans, tracking identified risks, identifying and analyzing new risks, and evaluating risk process effectiveness throughout the project.

A project document where information about issues is recorded and monitored.

A risk that would have a positive effect on one or more project objectives.

A method of identifying the potential impacts of risk and uncertainty using multiple iterations of a computer model to develop a probability distribution of a range of outcomes that could result from a decision or course of action.

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Term
Overall project risk

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Term
Perform Qualitative Analysis

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Term
Perform Quantitative Analysis

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Term
Plan Risk Management

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Term
Plan Risk Responses

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Term
Probability

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Term
Probability and impact matrix

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Term
Realized opportunity

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The process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact as well as other characteristics.

The effect of uncertainty, ambiguity, complexity, and volatility on the project as a whole; the total risk to which stakeholders are exposed, considering both threats and opportunities.

The process of defining how to conduct risk management activities for a project.

The process of numerically analyzing the combined effect of identified individual project risks and other sources of uncertainty on overall project objectives.

A percentage estimate of the likelihood that a risk event will occur or an opportunity can be seized or converted.

The process of developing options, selecting strategies, and agreeing on actions to address overall project risk exposure, as well as to treat individual project risks.

An opportunity that has been implemented successfully.

A grid for mapping the probability of occurrence of each risk and its impact on project objectives if that risk occurs.

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Term

Residual risk

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Risk

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Risk acceptance

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Risk appetite

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Risk avoidance

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Risk breakdown structure (RBS)

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Risk categorization

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Risk enhancement

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An uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives.

A risk that remains after risk responses have been implemented.

The degree of uncertainty an organization or individual is willing to accept in anticipation of a reward.

A risk response strategy whereby the project team decides to acknowledge the risk and not take any action unless the risk occurs.

A hierarchical representation of potential sources of risk.

A risk response strategy whereby the project team acts to eliminate the threat or protect the project from its impact.

A risk response strategy whereby the project team acts to increase the probability of occurrence or impact of an opportunity.

Organization by sources of risk (e.g., using the RBS), the area of the project affected (e.g., using the WBS), or other useful category (e.g., project phase) to determine the areas of the project most exposed to the effects of uncertainty.

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Risk escalation

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Risk exploiting

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Risk exposure

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Risk impact

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Risk management plan

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Risk mitigation

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Risk register

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Risk report

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A risk response strategy whereby the project team acts to ensure that an opportunity occurs.

A risk response strategy whereby the team acknowledges that a risk is outside of its sphere of influence and shift the ownership of the risk to a higher level of the organization where it is more effectively managed.

The degree to which a risk event will affect project objectives (scope, schedule, cost, and quality) if the event occurs.

An aggregate measure of the potential impact of all risks at any given point in time in a project, program, or portfolio.

A risk response strategy whereby the project team acts to decrease the probability of occurrence or impact of a threat.

A component of the project, program, or portfolio management plan that describes how risk management activities will be structured and performed.

A project document that summarizes information on individual project risks and the level of overall project risk.

A repository in which outputs of risk management processes are recorded.

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Risk review

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Risk sharing

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Risk statement

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Term

Risk threshold

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Risk tolerance

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Risk transference

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Risk-adjusted backlog

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Secondary risk

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A risk response strategy whereby the project team allocates ownership of an opportunity to a third party who is best able to capture the benefit of that opportunity.

The process of analyzing the status of existing risks and identifying new risks.

The measure of acceptable variation around an objective that reflects the risk appetite of the organization and stakeholders.

A metalanguage used to describe critical information concerning the cause or source of the risk, the risk event itself, and the effects that will follow if the event occurs.

A risk response strategy whereby the project team shifts the impact of a threat to a third party, together with ownership of the response.

The degree of uncertainty that an organization or individual will withstand.

A risk that arises as a direct result of implementing a risk response.

A backlog that includes product work and actions to address threats and opportunities.

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Sensitivity analysis

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Threat

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Uncertainty

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Volatility

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A risk that would have a negative effect on one or more project objectives.

An analysis method to determine which individual project risks or other sources of uncertainty have the most potential impact on project outcomes by correlating variations in project outcomes with variations in elements of a quantitative risk analysis model.

The possibility for rapid and unpredictable change.

A lack of understanding and awareness of issues, events, path to follow, or solutions to pursue.