

Fold each printed sheet in half lengthwise. The left side of the document will list the term and the right side will list the definition. Tape or staple the open edges of your flashcards. Cut out your flashcards on the solid lines indicated and fold them on the dotted lines.

<div>Module 3</div> <div>Chapter 1: Governance Structure</div> <div>Term</div> <div>Functional organization</div> <div>© 2024 Holmes Corporation. All rights reserved.</div>	<div>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.</div>
<div>Module 3</div> <div>Chapter 1: Governance Structure</div> <div>Term</div> <div>Governance</div> <div>© 2024 Holmes Corporation. All rights reserved.</div>	<div>The framework for directing and enabling an organization through its established policies, practices, and other relevant documentation.</div>
<div>Module 3</div> <div>Chapter 1: Governance Structure</div> <div>Term</div> <div>Impact mapping</div> <div>© 2024 Holmes Corporation. All rights reserved.</div>	<div>A strategic planning method that serves as a visual roadmap for the organization during product development.</div>
<div>Module 3</div> <div>Chapter 1: Governance Structure</div> <div>Term</div> <div>Organizational project management (OPM)</div> <div>© 2024 Holmes Corporation. All rights reserved.</div>	<div>A framework in which portfolio, program, and project management are integrated with organizational enablers in order to achieve strategic objectives.</div>

<p>Module 3</p> <p><i>Chapter 1: Governance Structure</i></p>
<p>Term</p> <p>Portfolio</p>
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<p>Projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.</p>
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<p>Module 3</p> <p><i>Chapter 1: Governance Structure</i></p>
<p>Term</p> <p>Portfolio management</p>
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<p>The centralized management of one or more portfolios to achieve strategic objectives.</p>
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<p>Module 3</p> <p><i>Chapter 1: Governance Structure</i></p>
<p>Term</p> <p>Prioritization schema</p>
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<p>Methods used to prioritize portfolio, program, or project components, as well as requirements, risks, features, or other product information.</p>
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<p>Module 3</p> <p><i>Chapter 1: Governance Structure</i></p>
<p>Term</p> <p>Product</p>
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<p>An artifact that is produced, is quantifiable, and can be either an end item in itself or a component item.</p>
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<div> <div> Module 3 <i>Chapter 1: Governance Structure</i> </div> <div> Term Product breakdown structure </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> <div></div> <div> A hierarchical structure reflecting a product's components and deliverables. </div> </div>
<div> <div> Module 3 <i>Chapter 1: Governance Structure</i> </div> <div> Term Product life cycle </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> <div></div> <div> A series of phases that represent the evolution of a product, from concept through delivery, growth, maturity, and to retirement. </div> </div>
<div> <div> Module 3 <i>Chapter 1: Governance Structure</i> </div> <div> Term Product management </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> <div></div> <div> The integration of people, data, processes, and business systems to create, maintain, and evolve a product or service throughout its life cycle. </div> </div>
<div> <div> Module 3 <i>Chapter 1: Governance Structure</i> </div> <div> Term Product-oriented processes </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> <div></div> <div> Processes that specify and create the project's product. </div> </div>

<div> <div> Module 3 <i>Chapter 1: Governance Structure</i> </div> <div> Term Program </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> Related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually. </div>
<div> <div> Module 3 <i>Chapter 1: Governance Structure</i> </div> <div> Term Program management </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> 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. </div>
<div> <div> Module 3 <i>Chapter 1: Governance Structure</i> </div> <div> Term Project governance </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> 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. </div>
<div> <div> Module 3 <i>Chapter 1: Governance Structure</i> </div> <div> Term Project management office (PMO) </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. </div>

<div> <div> Module 3 <i>Chapter 1: Governance Structure</i> </div> <div> Term Threshold </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> A predetermined value of a measurable project variable that represents a limit that requires action to be taken if it is reached. </div>
<div> <div> Module 3 <i>Chapter 1: Governance Structure</i> </div> <div> Term Value delivery office (VDO) </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> 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. </div>
<div> <div> Module 3 <i>Chapter 2: Incremental Value</i> </div> <div> Term Cadence </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> A rhythm of activities conducted throughout the project. </div>
<div> <div> Module 3 <i>Chapter 2: Incremental Value</i> </div> <div> Term Digital product </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> A product or service that is delivered, used, and stored in an electronic format. </div>

Module 3

Chapter 2: Incremental Value

Term

Minimum viable product (MVP)

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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.

Module 3

Chapter 3: Development Approach and Life Cycle Performance Domain

Term

Complexity

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

Module 3

Chapter 3: Development Approach and Life Cycle Performance Domain

Term

Process

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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

Continuous delivery

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

<p>Module 3 <i>Chapter 4: Agile Project Development Approach</i></p> <hr/> <p>Term Timebox</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>	<p>A short, fixed period of time in which work is to be completed.</p>
<p>Module 3 <i>Chapter 5: Project Artifacts</i></p> <hr/> <p>Term DevOps</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>	<p>A collection of practices for creating a smooth flow of deliveries by improving collaboration between development and operations staff.</p>
<p>Module 3 <i>Chapter 5: Project Artifacts</i></p> <hr/> <p>Term Enterprise environmental factors (EEFs)</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>	<p>Conditions, not under the immediate control of the team, that influence, constrain, or direct the project, program, or portfolio.</p>
<p>Module 3 <i>Chapter 5: Project Artifacts</i></p> <hr/> <p>Term Management elements</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>	<p>The components that comprise the key functions or principles of general management in the organization.</p>

<div> <div> Module 3 <i>Chapter 5: Project Artifacts</i> </div> <div> Term Organizational process assets (OPAs) </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> Plans, processes, policies, procedures, and knowledge bases that are specific to and used by the performing organization. </div>
<div> <div> Module 3 <i>Chapter 5: Project Artifacts</i> </div> <div> Term Project management information system (PMIS) </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> An information system consisting of the tools and techniques used to gather, integrate, and disseminate the outputs of project management processes. </div>
<div> <div> Module 3 <i>Chapter 5: Project Artifacts</i> </div> <div> Term Template </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> A partially complete document in a predefined format that provides a defined structure for collecting, organizing, and presenting information and data. </div>
<div> <div> Module 3 <i>Chapter 5: Project Artifacts</i> </div> <div> Term Verification </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> The evaluation of whether or not a product, service, or result complies with a regulation, requirement, specification, or imposed condition. </div>

<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Benchmarking</p>
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<p>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.</p>

<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Cost-benefit analysis</p>
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<p>A financial analysis method used to determine the benefits provided by a project against its cost.</p>

<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Dashboard</p>
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<p>A set of charts and graphs showing progress or performance against important measures of the project.</p>
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<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Data gathering and analysis methods</p>
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<p>Methods used to collect, assess, and evaluate data and information to gain a deeper understanding of a situation.</p>
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<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Estimate</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

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

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

<p>A visible, physical display that provides information to the rest of the organization, enabling timely knowledge sharing.</p>
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<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Key performance indicators (KPIs)</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

<p>Quantifiable measurements that reflect a project's critical success factors.</p>

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

<p>Measures that characterize physical or functional attributes relating to system operation.</p>

Module 3 <i>Chapter 6: Measurement Performance Domain</i>	
Term Metric	A description of a project or product attribute and how to measure it.
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Module 3 <i>Chapter 6: Measurement Performance Domain</i>	
Term Register	A written record of regular entries for evolving aspects of a project, such as risks, stakeholders, or defects.
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Module 3 <i>Chapter 6: Measurement Performance Domain</i>	
Term Regression analysis	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.
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Module 3 <i>Chapter 6: Measurement Performance Domain</i>	
Term Report	A formal record or summary of information.
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<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Root cause analysis</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

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

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

<p>Analysis of strengths, weaknesses, opportunities, and threats of an organization, project, or option.</p>
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<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Technical performance measures</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

<p>Quantifiable measures of technical performance that are used to ensure system components meet the technical requirements.</p>
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<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Trend analysis</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>

<p>An analytical method that uses mathematical models to forecast future outcomes based on historical results.</p>
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Module 3

Chapter 6: Measurement Performance Domain

Term

Value stream map

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

Module 3

Chapter 6: Measurement Performance Domain

Term

Value stream mapping

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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.

Module 3

Chapter 6: Measurement Performance Domain

Term

Vanity metric

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

Module 3

Chapter 6: Measurement Performance Domain

Term

Variance

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

<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>	
<p>Term</p> <p>Variance analysis</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>	<p>A method for determining the cause and degree of difference between the baseline and actual performance.</p>

<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>	
<p>Term</p> <p>Voice of the customer</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>	<p>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.</p>

<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>	
<p>Term</p> <p>What-if-scenario analysis</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>	<p>The process of evaluating scenarios in order to predict their effect on project objectives.</p>

<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>	
<p>Term</p> <p>Work performance data</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>	<p>The raw observations and measurements identified during activities performed to carry out the project work.</p>

<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Work performance information</p>
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<p>The performance data collected from various controlling processes, analyzed in context and integrated based on relationships across areas.</p>

<p>Module 3</p> <p><i>Chapter 6: Measurement Performance Domain</i></p>
<p>Term</p> <p>Work performance reports</p>
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<p>The physical or electronic representation of work performance information compiled in project documents, intended to generate decisions, actions, or awareness.</p>
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<p>Module 3</p> <p><i>Chapter 7: Planning Performance Domain</i></p>
<p>Term</p> <p>Business case</p>
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<p>A value proposition for a proposed project that may include financial and nonfinancial benefits.</p>

<p>Module 3</p> <p><i>Chapter 7: Planning Performance Domain</i></p>
<p>Term</p> <p>Business model canvas</p>
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<p>A one-page, visual summary that describes the value proposition, infrastructure, customers, and finances.</p>
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<div> <div> Module 3 <i>Chapter 7: Planning Performance Domain</i> </div> <div> Term Integration </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> Coordination of project elements to ensure that they all fit together harmoniously. </div>
<div> <div> Module 3 <i>Chapter 7: Planning Performance Domain</i> </div> <div> Term Lean startup canvas </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> A one-page template designed to communicate a business plan with key stakeholders in an efficient and effective manner. </div>
<div> <div> Module 3 <i>Chapter 7: Planning Performance Domain</i> </div> <div> Term Opportunity cost </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> The resources an organization commits to a project and can't simultaneously commit to other projects or business opportunities. </div>
<div> <div> Module 3 <i>Chapter 7: Planning Performance Domain</i> </div> <div> Term Plan </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> A proposed means of accomplishing something. </div>

<p>Module 3</p> <p><i>Chapter 7: Planning Performance Domain</i></p>
<p>Term</p> <p>Project brief</p>
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<p>A high-level overview of the goals, deliverables, and processes for the project.</p>

<p>Module 3</p> <p><i>Chapter 7: Planning Performance Domain</i></p>
<p>Term</p> <p>Project charter</p>
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<p>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.</p>

<p>Module 3</p> <p><i>Chapter 7: Planning Performance Domain</i></p>
<p>Term</p> <p>Project vision statement</p>
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<p>A concise, high-level description of the project that states the purpose and inspires the team to contribute to the project.</p>

<p>Module 3</p> <p><i>Chapter 7: Planning Performance Domain</i></p>
<p>Term</p> <p>Roadmap</p>
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<p>A high-level time line that depicts such things as milestones, significant events, reviews, and decision points.</p>

<p>Module 3 <i>Chapter 7: Planning Performance Domain</i></p> <hr/> <p>Term Strategic plan</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>	<p>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.</p>
<p>Module 3 <i>Chapter 7: Planning Performance Domain</i></p> <hr/> <p>Term Strategy artifacts</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>	<p>Documents created prior to or at the start of the project that address strategic, business, or high-level information about the project.</p>
<p>Module 3 <i>Chapter 7: Planning Performance Domain</i></p> <hr/> <p>Term Sunk cost</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>	<p>Any previous investment that was made in a prior project or phase.</p>
<p>Module 3 <i>Chapter 7: Planning Performance Domain</i></p> <hr/> <p>Term Test plan</p> <p>© 2024 Holmes Corporation. All rights reserved.</p>	<p>A document describing deliverables that will be tested, tests that will be conducted, and the processes that will be used in testing.</p>

<div> <div> Module 3 <i>Chapter 7: Planning Performance Domain</i> </div> <div> Term Vision statement </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> 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. </div>
<div> <div> Module 3 <i>Chapter 7: Planning Performance Domain</i> </div> <div> Term Visual data and information </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> Artifacts that organize and present data and information in a visual format, such as charts, graphs, matrices, and diagrams. </div>
<div> <div> Module 3 <i>Chapter 8: Predictive Project Integration</i> </div> <div> Term Agreements </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> 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. </div>
<div> <div> Module 3 <i>Chapter 8: Predictive Project Integration</i> </div> <div> Term Benefits management plan </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> The documented explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project or program. </div>

<div> <div> Module 3 <i>Chapter 8: Predictive Project Integration</i> </div> <div> Term Develop Project Charter </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> <p>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.</p> </div>
<div> <div> Module 3 <i>Chapter 8: Predictive Project Integration</i> </div> <div> Term Develop Project Management Plan </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> <p>The process of defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan.</p> </div>
<div> <div> Module 3 <i>Chapter 8: Predictive Project Integration</i> </div> <div> Term Direct and Manage Project Work </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> <p>The process of leading and performing the work defined in the project management plan and implementing approved changes to the project's objectives.</p> </div>
<div> <div> Module 3 <i>Chapter 8: Predictive Project Integration</i> </div> <div> Term Log </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> <p>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.</p> </div>

<div> <div> Module 3 <i>Chapter 8: Predictive Project Integration</i> </div> <div> Term Monitor and Control Project Work </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> The process of tracking, reviewing, and reporting overall progress to meet the performance objectives defined in the project management plan. </div>
<div> <div> Module 3 <i>Chapter 8: Predictive Project Integration</i> </div> <div> Term Project benefit </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> 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. </div>
<div> <div> Module 3 <i>Chapter 8: Predictive Project Integration</i> </div> <div> Term Project management plan </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> The document that describes how the project will be executed, monitored and controlled, and closed. </div>
<div> <div> Module 3 <i>Chapter 8: Predictive Project Integration</i> </div> <div> Term Validation </div> <div> © 2024 Holmes Corporation. All rights reserved. </div> </div>	<div> The assurance that a product, service, or result meets the needs of the customer and other identified stakeholders. </div>