

Planning – Scope and Time Terminology Study Guide Based on PMBOK (4th Edition)

Scope	
Project Scope	The WORK that has to be completed
Product Scope	The FEATURES and FUNCTIONS that characterize a product or service.
Decision Making Techniques	
Dictatorship	ONE individual's decision.
Majority	MORE THAN 50% members support.
Plurality	LARGEST BLOCK in the group decides (may not be a majority)
Unanimity	EVERYONE agrees.
Group Creativity Methods	
Brainstorming	GENERATE and collect multiple IDEAS .
Delphi Technique	Gather ideas from experts whose ANONYMITY is maintained.
Idea or Mind Mapping	A DIAGRAM used to represent words, ideas, tasks, or other items linked to and arranged around a central key word or IDEA .
Nominal Group Technique	Brainstorming and VOTING process to RANK ideas.
Requirement Gathering	
Questionnaires or Surveys	Written Set of QUESTIONS .
Prototypes	Provide a working model and progressively elaborate to obtain good requirements.
Product Analysis	
Product Breakdown Structure (PBS)	Similar to WBS, but provides a logical HIERARCHY of the PRODUCT .
Requirements Analysis	ELICIT , analyze and record conflicting REQUIREMENTS .
Systems Analysis	Identify a BETTER COURSE OF ACTION through formal inquiry.
Systems Engineering	DESIGN and management of COMPLEX ENGINEERING PROJECTS .
Value Analysis	Providing the LOWEST COST of product or service without loss of QUALITY and PERFORMANCE .
Schedule	
Activity/Work Item	Specific ACTIONS to be performed to produce the project deliverables.
Baseline	The ORIGINAL PLAN plus or minus APPROVED CHANGES .
Backward Pass	The calculation of LATE FINISH (LF) and LATE START (LS) dates for the uncompleted portions of all network activities: LF = LS + Duration
Crashing	Decreasing the total project duration by analyzing the tradeoffs between COST and SCHEDULE to determine the maximum DURATION COMPRESSION for the least cost. Often results in more Risk and/or Cost.
Critical Activity	An activity on a CRITICAL PATH .
Critical Chain Method	Using flexible start times, BUFFERS , and resource management to modify a schedule to account for LIMITED RESOURCES .
Critical Path	The LONGEST PATH in a network diagram; which is the series of activities that determine the earliest completion of the project. The critical path is usually defined as those activities with SLACK or FLOAT less than or equal to ZERO .
Critical Path Method (CPM)	Calculates EARLY and LATE start and end dates and total FLOAT for all activities, regardless of resource limitations, to predict project duration.
Duration	The number of WORK PERIODS (not including holidays and other non-working periods) required to complete an activity or other project element. <i>(Should not be confused with effort.)</i>
Early Finish Date (EF)	In the critical path method, the EARLIEST possible DATE in which the uncompleted portions of an activity or project can COMPLETE .

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Early Start Date (ES)	In the critical path method, the EARLIEST possible DATE in which the uncompleted portions of an activity or project can START .
Effort	The number of LABOR UNITS required to complete an activity or other project element. <i>(Should not be confused with duration.)</i>
Fast Tracking	Compressing the project schedule by OVERLAPPING ACTIVITIES that would normally be done in sequence.
Float/Slack	The AMOUNT OF TIME that an activity may be DELAYED without delaying the project FINISH DATE .
Forward Pass	The calculation of the EARLY START (ES) and EARLY FINISH (EF) dates for the uncompleted portions of all network activities: EF = ES + Duration .
Free Float (FF)	The AMOUNT OF TIME an activity can be DELAYED without delaying the early start of any immediately SUCCEEDING ACTIVITIES .
Lag	The WAITING TIME between two tasks.
Late Finish Date (LF)	In the critical path method, the LATEST possible DATE that an activity may be completed without DELAYING a SPECIFIED MILESTONE .
Late Start Date (SF)	In the critical path method, the LATEST possible DATE that an activity may begin without DELAYING a SPECIFIED MILESTONE .
Lead	ACCELERATING the next activity.
Milestone	A SIGNIFICANT EVENT in the project, usually completion of a MAJOR DELIVERABLE .
Network Diagram Chart	Shows INTERRELATIONSHIPS between activities.
Program Evaluation and Review Technique (PERT)	Analysis to calculate a weighted average duration, using OPTIMISTIC (O) , PESSIMISTIC (P) , and MOST LIKELY (M) scenarios. D = (O+4M+P)/6 or t_E = (t_O + 4t_M + t_P) / 6
Reserve Analysis	Incorporating additional time (BUFFER) to activity durations to account for schedule UNCERTAINTY .
Resource Leveling	Keeping resource levels CONSTANT , allocate SCARCE RESOURCES to critical path items. This often results in LONGER project DURATION .
Rolling Wave Planning	A form of PROGRESSIVE ELABORATION planning.
Schedule Compression	Analysis to SHORTEN the project schedule WITHOUT CHANGING the scope. Done by CRASHING or FAST TRACKING .
Work Breakdown Structure (WBS)	A Tool used to DEFINE and group a project's discrete WORK ELEMENTS (or tasks) in a way that helps organize and define the total work scope of the project.
WBS Dictionary	DETAILED DESCRIPTION of each work package.
Activity Relationships	
Finish-To-Start	B starts when A finishes (most common). Example: Build Wall then Paint Wall.
Start-To-Start	B starts when A starts. Example: Pour Foundation and Level Concrete.
Finish-to-Finish	B finishes when A finishes. Example: Add wiring and Inspect Electrical.
Start-To-Finish	B finishes when A starts. This is not commonly used and it is difficult to provide a simple, practical example.
<i>A = Previous Task; B = Next Task</i>	