

## PMI – Project Management Ready

**Project Management Fundamentals:** <https://www.youtube.com/watch?v=6LJLfRfrts>

**War Room** – meeting space to co-locate all stakeholders in a meeting

**Steps to forming a team:**

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

**Scrum Sprint Parts:**

- **Sprint Planning-** A team planning meeting that determines what to complete in the coming sprint.
- **Sprint Backlog** - list of tasks identified by the Scrum team to be completed during the sprint – commonly done on a spreadsheet
- **Sprint Stand-Ups/Daily Scrum** – Informal daily meeting with core team where each person says what they did yesterday, today, and issues they're having
- **Sprint Demo-** A sharing meeting where the team shows what they've shipped in that sprint.
- **Sprint Reviews** - informal meeting to determine if definition of done/acceptance criteria met
- **Sprint Retrospective** - recurring meetings held at the end of the sprint to review issues in the sprint process itself

**Project Portfolio-** a grouping of projects, programs, subsidiary portfolios, and operations managed to achieve a strategic objective

**Project Charter** - 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.

**Story Points** - units of measure for expressing an estimate of the overall effort required to fully implement a product backlog item or any other piece of work. Teams assign story points relative to work complexity, the amount of work, and risk or uncertainty.

**Gantt Chart** - illustrates a project plan. It typically includes two sections: the left side outlines a list of tasks, while the right side has a timeline with schedule bars that visualize work.

**Project Scope-** The work performed to deliver a product, service, or results with specified features and functions. Helps determine specific goals, tasks, costs, and deadlines for the project.

**Scope Baseline** - the approved version of a scope statement, work breakdown structure (WBS).

**Work Breakdown Structure** - hierarchical diagram of the total scope of work to be carried out by the project team.

**Work Breakdown Structure Dictionary** – Document with detail project info (deliverables, schedule, etc).

**Stakeholder Register**- Includes names, titles, projects, types, communication, expectations.

**In Agile** – There are no project managers. There is:

- **Scrum Master** - leads team & supports owner by relaying updates to the team
- **Product Owner** - prioritizes work and manage the product backlog

**Projectized Organization Structure** – Project manager has FULL (the most) authority on task assignments

**Critical Path** – Shows the longest path (in time) from start to finish for a project. It indicates the minimum time necessary to complete the entire project.

**Change Management Plan**- A component of the project management plan that establishes the change control board, documents the extent of its authority, and describes how the change control system will be implemented. Defines the process to manage change on a project when it occurs.

**Change Management Process** – 1. Request for Change, 2. Impact Analysis, 3. Approve or Deny, 4. Implement Change, 5. Review/Reporting.

**User Story** – Written in the perspective of the end user or customer – it is a general explanation of a software feature.

**Communication Channels** – Calculated by the number of people involved is multiplied with itself after subtraction of 1 and subsequently divided by 2. For example: 10 stakeholders would be 45 potential communication channels. For 15 people there would be 105 channels ( $15 * 14/2 = 105$ ).

**Product Roadmap** - A product roadmap is a high-level visual summary that maps out the vision and direction of your product offering over time. A product roadmap communicates the why and what behind what you're building.

**Product Backlog** - a prioritized list of work/deliverables for the development team that is derived from the roadmap and its requirements. The most important items are shown at the top

**Portfolio Management** - leadership discipline that drives strategic execution and maximizes business value delivery through the selection, optimization, and **oversight of project investments** which align to business goals and strategies

**Kanban Board**: 1. Backlog, 2. Ready, 3. Coding, 4. Testing/Review, 5. Approval, 6. **Done**

**Task Decomposition**- The division of a larger (root) task into smaller, more manageable elements or sub-tasks to deal with the root task at the lowest possible level and therefore with higher simplicity.

**Scrumban** - hybrid of Scrum and Kanban. Provides the structure of Scrum with the flexibility and visualization of Kanban. Includes a Scrumban board which is similar to a Kanban board.

**Agile Manifesto**: Individuals and interactions over processes and tools, Working software over comprehensive documentation, Customer collaboration over contract negotiation, Responding to change over following a plan

**Agile Principles:** Welcome changing requirements, even late in development, Customer Satisfaction is #1 throughout the delivery, face to face convo is most effective way to convey info, projects are built around motivated individuals.

**Traditional Project Management** – fixed process, everything is pre-planned. Documentation of a complete set of requirements.

**Requirements traceability matrix (RTM)** - tool that helps identify and maintain the status of the project's requirements and deliverables. It helps teams identify and resolve issues before they become problems.

**Risk Register** –A repository in which outputs of risk management processes are recorded. Includes potential risks, description, impact, response, prioritize, and assign owner.

**Brainstorming** – A business analysis technique and group activity to generate new ideas, identify a problem's root causes, and come up with solutions to complex business problems.

**MoSCoW** – Stands for Must or Should, Could or Would. Determines if the item a must-have or a should-have? Is the demand something that could make the product better, or is it something that would be a good idea in the future?

**Requirements – Business Requirements-** scope of project/business objectives- higher level needs, **User Requirements**-user goals, inputs & outputs, **System Requirements**- functional (what the system does) & non-functional-how well the system does it.

**Quality Requirement** - non-functional requirement which is a condition or capability to be used to assess conformance by validating the acceptability of an attribute for the quality of a result.

**Acceptance Criteria** - specific and defined list of conditions that must be met before a project has been considered completed and the project deliverables can and will be accepted by the assigning party.

**Non-Functional Requirement Analysis** - used when there is a change in the technical solution to a particular problem. The primary aim of the business analyst is ensuring system performance and requirements of data storage

**Requirement Analysis** – The use of brainstorming, shadowing, and prototypes. Involves interviews for understanding the basic intention of requirements. Interviews include questions, captures, interprets, and workshops.

**Business Case** – A documented economic feasibility study used to establish the validity of the benefits of a selected component lacking sufficient definition and that is used as a basis for the authorization of further project management activities (a way to explain why you want and need to start your project).

**Deliverable** - any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project.

**RACI** – Responsible, Accountable, Consult, Inform. Helps define the stakeholder on a project and their overall involvement

**Meetings:** Project Kickoff (initiate project), Project Status (status review), Project Stakeholder Meetings, Project Change Control (bring issues/solutions), Project Review (end of project meeting – closing phase).