

Index

A

ability to perform 64
 acceptance 171
 acceptance testing 191
 access protection 229
 accounts payable (AP) 328
 accounts receivable 125
 active listening 281
 activities 108
 activity 124
 activity code 124
 activity sequencing 144
 activity-on-arrow 144
 activity-on-node 144
 actors 112
 actual costs 65
 actual costs (ACWP) 187
 ADA 84
 adaptability 23, 192
 administrative closeout 245
 administrative closure 279
 agile programming (AP) 75
 all or nothing rule 324
 alpha testing 217
 American National Standard (ANS) 51

American National Standards Institute
 (ANSI) 51
 analogous estimating 136
 Apache 191, 345, 346
 application programming interface (API)
 73
 application composition 141
 application framework 346
 architecture 62
 architectures 13
 artifacts 239
 Association for Project Management
 (APM) 48
 asynchronous 285
 auditability 192
 auditable 203
 audits 177
 Australian Institute of Project Manage-
 ment 48
 availability 117
 avoidance 171

B

baseline 121
 benchmarks 137
 benefit analysis 45

- benefiting organization 9, 125
 - best practices 88
 - best shore 260
 - beta distribution 143
 - beta testing 217
 - bid documents 253
 - bidder's conference 255
 - black-box (behavioral) testing 217
 - Body of Knowledge (BoK) 49
 - bounding box development 70
 - British Standard Institute (BSI) 48
 - budgeted cost of work scheduled (BCWS) 316, 317
 - bugs 63, 202
 - builds 239
 - built-in quality 189, 205
 - bulletin boards 374
 - bundled 237
 - burdened 151
 - burdened rate 135, 332
 - business analysts 292
 - business justification 22
 - business objectives 176
 - business plan 34
 - business risk 161
 - business risks 162
 - buy-in 136, 227
 - buy-off 277
 - by exception 220
 - bytecode production 239
- C**
- C++ 84
 - capability maturity model (CMM) 22
 - capability maturity models (CMM) 88
 - capacity 192
 - computer aided software automation (CASE) 72
 - CC board 237
 - celebration party 246
 - certification 49
 - change control 234
 - change control board 236
 - change control plan 55
 - change control system 235
 - change introduction 189
 - change orders 152
 - change resolution 189
 - change set 237
 - changeover 198
 - chart wizard 338
 - chat rooms 374
 - check-in/check-out 239
 - chief financial officer (CFO) 99
 - chief information officer (CIO) 99
 - chief technology officer (CTO) 354
 - cleanroom software development (CSD) 78
 - client configurations 215
 - closeout 234
 - closing 51
 - CMMI 91
 - coaching 300
 - code density 229
 - code for money 263
 - code walkthroughs 229
 - coding 62
 - coding standards 228
 - comments 228
 - commercial off the shelf (COTS) 110
 - commitment to perform 64
 - common features 22
 - communication channels 283
 - communication management 52
 - communication obstacles 282
 - communication plan 193
 - communications management 278
 - communications plan 55
 - communications planning 279
 - compatibility risks 162
 - completion criteria 19
 - component-based software engineering (CBSE) 78
 - composition 81
 - compromising 306
 - conditional probability 37
 - confidentiality 266
 - configuration control 240
 - configuration control 63
 - constructive cost model (COCOMO) 138
 - context identification 159
 - contingency plans 171

contingency plans 179
 contingency reserves 171
 contract administration 256
 contract administration 248
 contract artifacts 257
 contract closeout 245, 248
 contractor breakdown structure (CBS)
 128
 contracts 249
 control 51
 control charts 209
 control code 124
 control process 183
 core competencies 258
 correctness 117
 cosourcing 270
 cost accounts 128
 cost control 185
 cost drivers 137
 cost efficiency factor 319
 cost management 52
 cost performance index (CPI) 318
 cost performance index (CPI) 187
 cost plan 152
 cost reimbursable (CR) 251
 cost variance 318
 cost-benefit analysis 35
 cost/schedule control systems criteria
 (C/SCSC) 128
 COTS 86
 coupling 229
 Cost Plus Fixed Fee (CPFF) 252
 Cost Plus Incentive Fee (CPIF) 252
 Cost Plus Percentage of Costs (CPPC)
 252
 cost reimbursable (CR) 251
 crashed 146
 crashing 198
 creeping user requirements 176
 critical path 55, 121
 critical ratio (CR) 187, 321
 critical success factors 5, 18
 critical-to-quality (CTQ) 226
 customer expectations 203
 customizations 240

D

dashboard 321
 data warehouse 369
 database 62
 dead zone 168
 decision support 44
 decision trees 36
 defect 205
 defect introduction 190
 defect prevention 189
 defect rate 212
 defect resolution 190
 defects per opportunity (DPO) 226
 deflection 171
 delegating 300
 delegation 301
 deliverable 11
 deliverable definition document (DDD)
 107
 Delphi technique 136
 dependencies 132
 dependencies 55, 144
 design flaws 244
 digital divide 2
 directive 299
 disaster planning 160
 discounted cash flow 35
 diversity constraints 270
 downtime 209
 drill-down 331
 dual gating 26
 due diligence 268
 dummy activities 145
 duration compression 198

E

earliest start date 145
 early warning signals 165
 early-finish 146
 early-start 146
 earned value (BCWP) 187
 earned value analysis (EVA) 19, 187
 earned value critical ratio 66
 earned value management 316
 earned value management systems
 (EVMS) 317

economic feasibility 34
economic risks 162
effective listening 281
efficiency 192
element of cost structure (EOC) 128
employee burnout 178
employee turnover 267
encapsulation 81
encryption 239
Engineering Advancement Association (ENAA) 48
equally likely 42
equest for proposal (RFP) 249
equity theory 303
ERP 19
eresource breakdown structure (RBS) 128
estimated cost at completion 66
estimated cost at completion (EAC) 318
estimated time to complete 66
estimation 14
European Software Industry 95
European Software Process Improvement Initiative (21
evolutionary development 68
exception 195
execution 51
exit gates 25
expectancy theory 303
expected monetary value (EMV) 39, 167
explicit knowledge 366
external design (user interface design) 62
external, internal, self-assessment (EISA) 367
external quality dimensions 191
external specifications 109
extreme programming (XP) 77
extreme testing 218

F

fact table 369
fast tracking 146, 198
feed forward 329

feedback 184, 281
financial evaluation 35
fiscal periods 103
fish bone or cause-and-effect diagram 171
fitness for use 202
FiveAndDime 132
fixed price economic price adjustment (FPECA) 251
fixed price incentive fee (FPIF) 251
fixes 205
float 145
follow up 284
forced ranking 44
forcing 306
forming 304
forward tracing 217
foundation 230
fourth generation languages (4GLs) 138
fourth-generation languages 71
FP: Fixed price 251
framework 26, 88
free slack 146
free-flow 68
function point analysis (FPA) 138
Functional 287
functional 197
functional requirements 31
functional specification 109

G

Gantt chart 148
general ledger (GL) 128, 328
general public license (GNU) 345
generic resources 135
go/kill/hold decision 195
gold plating 108, 188, 266
grade 202
groupware 7, 44
GUI 71

H

Halo effect 294
hazard Frequencies 166
hazards 160
Health Insurance Portability Act (HIPPA)

110
 Herzberg's theory 303
 hierarchical 107
 hiring restrictions 266
 holistic methods 43
 HTML 286
 human capital 366
 human resource management 52, 291,
 278
 human-computer interaction 110
 hyperlink 149
 hypertext linkage 367

I

IDEs (integrated development environ-
 ments) 71
 impact 167
 impact analysis 162
 incremental development 69
 indirect 155
 information distribution 279
 information repositories 372
 information revolution 2
 inheritance 81
 initiation 51
 insourcing 260
 inspection 204
 inspections 244
 Installation 61
 instant messaging 286
 Institute of Electrical and Electronics
 Engineers 59, 92
 insurance 173
 integrated development environments
 (IDEs) 346
 integration competency center (ICC)
 354
 integration management 52
 integration testing 144
 intellectual capital 268
 intellectual capital 366
 intellectual property 266, 267
 Intelligent software agents 376
 interface requirements 31, 117
 interim milestone 325

internal design 62
 internal documentation 62
 internal rate of return (IRR) 35
 internal specification 109
 International Function Point User Group
 (IFPUG) 140
 International Organization for Standard-
 ization (ISO) 224
 International Project Management
 Association (IPMA) 48
 Internet applications 240
 intrusion testing 193
 invitation for bid (IFB, or RFB) 254
 Ishikawa diagram 171
 ISO 9000 224
 IT security 2

J

Java 79
 Java Two Enterprise edition (J2EE) 88
 JavaScript 137
 job-costing system (JC) 328
 joint application design (JAD) 73

K

K-U risks 164
 kaizen 223
 key measures 183
 key performance indicators (KPI) 376
 key practices 90
 key process areas 90
 keystrokes 217
 kickoff meeting 55, 104
 kill points 25
 KISS 76
 KLOC 78, 138
 knowledge areas 52
 knowledge management 246
 knowledge management (KM) 365
 knowledge transfer 267
 knowledge workers 6
 known risks 164

L

lag 146

LAMP (Linux, Apache, MySQL, PHP) 88
LAN (local area network) 71
last and best 255
late-finish 146
late-start 146
lead time 146
leadership 299
learning curve 137
legal foundations 266
lessons learned 367
lessons learned 62
level of effort 155, 326
level resources 147
levels of difficulty 135
lightweight methodologies 75
linear programming (LP) 360
lines of code 83
lines of code (LOC) 137
Linux 191, 345
loads 217
localization 87
logic diagram 143
low morale 203

M

macro perspective 19
maintainability 23, 66, 72, 117, 192
maintenance 61
manage by exception 56
management 299
management and administration (M&A) 120
management reserves 167
management stage gates 25
management support 176, 185
manufacturing/material resources/
requirements plan 126
Markowitz 361
Maslow's hierarchy 111
Maslow's theory 302
matrix 197, 287
maturity level 90
maximax 42
maximin 42
McGregor's theory 303

meeting notes 281
meeting policy 283
meetings 283
methodologies 13
Methodology 22
metrics 176, 183
micro management 291
micro perspective 19
Microsoft Excel 338
Microsoft's .Net 88
middleware 240
mitigation 171
mitigation strategies 169
Monte Carlo simulations 167
most likely 142
motivation 302
motivational techniques 199
multiphase 113
murder boards 44
MVC (model-view-controller) 88
MySQL 191, 346

N

naming conventions 228
near shore 260
negative reinforcement 199
negotiated cost 154
net present value (NPV) 35
network diagram 121, 143
noncompete 266
nonconformance 204
nondisclosures 266
nonintrusive 323
nonverbal 281
norming 304

O

object points 140
object-oriented (OO) programming 79
office productivity suites 286
offshore 260
offshore outsourcing 260
on shore 260
online analytical processing (OLAP) 369
open source 191

- operation 61
- operation 66
- operational level 29
- operations and maintenance (O&M) 120
- opportunity 158
- optimistic 142
- organizational assignment matrix 128
- organizational breakdown structure (OBS) 126
- organizational goals 29
- organizational planning 291
- organizational project maturity 376
- organization's culture 285
- original critical path method (CPM) 144
- original duration (OD) 321
- outsource 258
- outsourcing 44, 173
- overcommitted 151
- overhead 155, 332
- overlap 66
- overloading 229
- P**
- pair programming 77, 323
- paper prototype 72
- paper prototypes 45
- Pareto chart 207
- part breakdown structure (PBS) 128
- pattern 88
- payback periods 35
- payroll (PR) 328
- pebbles 325
- peer reviews 206, 325
- penalty 277
- percentage complete 187
- performance management 24
- performance measurement baseline 154
- performance measurement baseline (PMB) 313
- performance reporting 56, 279
- performing 304
- performing organization 132
- performing organization 9
- personnel closeout 245
- pessimistic 142
- PHP 84, 346
- Plan Gantt chart 154
- plan item 153
- planned costs 124
- planned mitigation 171
- planning 51
- platform 62
- platform independent 203
- playback 219
- PMP (Project Management Professional) 56
- political risks 162
- polymorphism 81
- portability 117, 191
- portfolio management 357
- portfolio optimization 268
- portfolio theory 361
- positive reinforcement 199
- power vs. concern 277
- precedence diagramming method (PDM) 144
- precedence relations 148
- preferred individual 136
- preliminary product manifestations 26
- prevention 204
- probability 166
- process groups 51
- process security 193
- procurement 55, 248
- procurement audits 244
- procurement audits 257
- procurement management 52
- procurement planning 248
- product manifestation 45
- product scope 106
- product security 193
- program evaluation and review technique (PERT) 142
- program office 352
- programming language 88
- project business plan 34
- project calendar 103
- project champion 9
- project charter 31

- project control panel 374
 - project coordinator 287
 - project documentation 282
 - project expeditor 287
 - project initiation 31
 - Project Management Institute (PMI) 14
 - project management maturity 376
 - project management maturity model (PMMM) 376
 - project management office 352
 - project management office (PMO) 44
 - project management organizations 48
 - project management professional (PMP) 14
 - project management support offices 352
 - project master plan 100
 - project portfolio 357
 - project proposals 32
 - project risk log 179
 - project scope 106
 - project scoring 42
 - project selection 29
 - project sponsor 9
 - projectized 155, 197, 287
 - prototype 45
 - prototyping 72
 - purchase order (PO) 251
 - pure risk 161
- Q**
- quality assurance 55
 - quality audits 211
 - quality control 185
 - quality criteria 132
 - quality function deployment (QFD) 206, 223
 - quality management 23, 52
 - quality management systems 115
 - quality programs 223
 - quality stage gates 26
- R**
- rational unified process (RUP) 70, 71, 74, 186
 - reality check 136
 - recoverability 72, 191
 - recoverable 203
 - recycle 197
 - refactoring 76
 - referent 277
 - relational database management software (RDBMS) 345
 - release 237
 - reliability 192
 - report generation 286
 - reporting level 314
 - reports 129
 - request for proposal (RFP) 254
 - request for quotation (RFQ) 254
 - requirement discovery 109
 - requirements 11
 - requirements traceability 215
 - requirements traceability matrix 62
 - resource assignment 150
 - resource Gantt chart 294
 - resource histogram 294
 - resource leveling 151
 - responsibility assignment matrix 294
 - responsibility assignment matrix (RAM) 128
 - retest 216
 - reusability 72
 - reusable 79
 - reusable component 86
 - reuse foundations 88
 - reverse tracing 217
 - reward 277
 - risk 157
 - risk 157
 - risk averse 158
 - risk event 159
 - risk identification 158
 - risk identification 27
 - risk management 52
 - risk management 25
 - risk quantification 158
 - risk response 169
 - risk response control 179
 - risk response control 158, 185
 - risk response development 158
 - risks 11
 - robustness 192

ROI 43
rollup 318

S

sampling 217
Sarbanes-Oxley Act (SOX) 110, 354
satisfaction criteria 19
scalability 72, 191, 192, 217
schedule 22
schedule compression 146
schedule control 185
schedule performance index (SPI) 187
schedule variances 327
scope 13
scope change control 106
scope change control 185
scope creep 178, 188
scope definition 106
scope definition 121
scope initiation 106
scope management 52, 106
scope planning 106
scope verification 106
scope verification 55
scoring and ranking methods 43
screening criteria 255
screens 129
secure 203
security holes 193
security risks 272
selective outsourcing 259
service level agreement (SLA) 208
Service Oriented Architectures 79
shareware 343
short list 255
silver bullet 176
SIMULA 83
single-phase 113
single-source procurement 254
Six Sigma 225
skill mix 292
slack 146
smalltalk 84
smoothing 306
SOA 79
(Simple Object Access Protocol (SOAP) 79
software acquisition 79
software acquisition 249
software architects 292
software capability maturity model 89
software development life cycle (SDLC) 58
software development standards 227
software engineering 59
software engineering 22
software engineering body of knowledge (SWEBOK) 92
Software Engineering Institute (SEI) 22, 88
software reuse 85
sole source procurement 254
solicitation 248
solicitation planning 248
solver 36
source selection 248
structured query language (SQL) 71
staff acquisition 291
stakeholder action plan 277
stakeholder identification 274
stakeholder management 274
stakeholders 6
standard calendars 154
standard deviation 143
standard forms 371
standards 23
standards manuals 229
star topology 369
stated requirements 191
statement of work 11
statement of work (SOW) 110, 250
static testing 220
status reports 281
storming 304
storyboards 73
strategic alliances 264
strategic level 29
structural capital 366
structured interviews 110
structured problem solving 306
structured walkthroughs 367

- subject-matter experts 292
- success criteria 20
- success factors 20
- sunk cost 45, 319
- support 23
- supportive 300
- switching costs 261
- SWOT 159
- symptoms 175
- synchronous 118, 285
- system designers 292
- system test 213
- systems integration 62

T

- time and material (T&M) 251
- tacit knowledge 366
- tactical level 29
- task estimation 132
- task sequencing 143
- tasks 108, 122
- taxonomy 165
- team building 297, 304
- team development 291
- team morale 188
- technical experts 292
- technical requirements 31
- templates 371
- test harnesses 78, 213
- test metrics 214
- test plans 53
- test script 62
- test scripts 215
- testable 203
- testing 61
- testing data 214
- testing tools 215
- thin clients 240
- Threat Frequencies 166
- threats 160
- tight matrix 289
- time and attendance 323
- time in grade 135
- time management 52
- time periods 153
- time value of money 35

- timebox 70
- timing 217
- tolerance 168
- tolerances 198
- top down estimating 136
- total cost of ownership (TCO) 35
- total project budget 154
- total quality management (TQM) 206, 223
- total slack 145
- training 63
- tree structure 122
- trend analysis 209
- trust 193

U

- UML 68
- UML (unified modeling language) 81
- unadjusted function point total (UFP) 139
- uncertainty 159
- unforeseeable risks 162
- unit testing 54
- unplanned mitigation 171
- unpriced 154
- unstated requirements 191
- usability 192
- use case scenarios 77, 215
- use cases 45, 112
- user documentation 54
- user friendliness 72
- user interface 229
- user involvement 176
- utility 66
- utility function 168

V

- validation 23
- value adjustment factor (VAF) 139
- variance 143
- vendor 249
- verification 22
- verification and validation (V&V) 206
- version 216
- version control 239
- version control 72

virtual corporation 7
virtual meetings 286
virtual organization 7
virtual PMO 372
virtual teams 7
vision 176
vision 299
vital signs 372
volume testing 215
VRML 286

W

walkthroughs 325
war room 282
waterfall 65
WBS dictionary 132
Web applications 73
Web services 79
white-box (structural) testing 213
win-win 255
withdrawal 306
work breakdown structure (WBS) 122
work breakdown structure (WBS) 55
work packet 237
work packets 55, 108, 124
work periods 153
workaround 171, 179
workbenches 72
working prototypes 45
World Wide Web Consortium (W3C) 94
wrongdoing 257
WYSIWYG (what you see is what you
get) 71

X

XML 286