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The SPOCE Glossary

of project and programme management terms.





SPOCE

Accredited Training Organization

The SPOCE Glossary of Project & Programme Management Terms

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The SPOCE Glossary of Project & Programme Management Terms

MSP®-specific definitions are underlined, *PRINCE2®-specific definitions are highlighted in italics*

A

Abstract resource

Imaginary resource introduced so that its availability and activity requirement gives an extra means of control. (For example, two jobs not being worked upon simultaneously in order to obviate an accident hazard)

Accept (risk response)

A risk response that means the organization takes the chance the risk will occur, with full impact on the objective if it does.

Acceptance

The formal process of accepting delivery of a product or a deliverable.

Acceptance criteria

Performance requirements and essential conditions that have to be achieved before project deliverables are accepted.

Acceptance test

Formal, pre-defined test conducted to determine the compliance of the deliverable item(s) with the acceptance criteria.

Accountable

Personnel answerable for an activity. Accountability cannot be delegated.

Accrued costs

Costs that are earmarked for the project and for which payment is due, but has not been made.

Acquisition strategy

Determining the most appropriate means of procuring the component parts or services of a project

Activity

Task, job, operation or process consuming time and possibly other resources. (The smallest self-contained unit of work used to define the logic of a project. In general, activities share the following characteristics: a definite duration, logic relationships to other activities in a project, use resources such as people, materials or facilities, and have an associated cost. They should be defined in terms of start and end dates and the person or organization responsible for their completion.)

Activity definition

Identifies the specific activities that must be performed in order to produce project deliverables.

Activity duration

Activity duration specifies the length of time (hours, days, weeks, months) that it takes to complete an activity.

Activity file

A file containing all data related to the definition of activities on a particular project.

Activity ID

A unique code identifying each activity in a project.

Activity-on-arrow network

Arrow diagram, network in which the arrows symbolise the activities.

Activity on node network

Precedence diagram, a network in which the nodes symbolise the activities.

Activity status

The state of completion of an activity. A planned activity has not yet started. A started activity is in progress. A finished activity is complete.

Actual cost

Incurred costs that are charged to the project budget and for which payment has been made or accrued.

Actual cost of work performed (ACWP)

Cumulative cost of work accrued on the project in a specific period or up to a specific stage. Note: for some purposes cost may be measured in labour hours rather than money.

Actual dates

Actual dates are entered as the project progresses. These are the dates that activities really started and finished as opposed to planned or projected dates.

Actual direct costs

Those costs specifically identified with a contract or project. See also direct costs.

Actual finish

Date on which an activity was completed.

Actual start

Date on which an activity was started.

Adjourning

The last stage of team building where the team disbands

Advanced material release

A document used by organizations to initiate the purchase of long lead-time or time-critical materials prior to the final release of a design.

Agile and agile methods

A broad term for a collection of behaviours, frameworks, concepts and techniques that enable teams and individuals to work in an agile way, typified by collaboration, prioritization,

iterative and incremental delivery and timeboxing.

Aggregated Risk

The overall level of risk to the programme when all risks are viewed together rather than individually.

AND relationship

Logical relationship between two or more activities that converge on or diverge from an event. Note: the AND relationship indicates that every one of the activities has to be undertaken.

Approval

The term used when an individual accepts a deliverable as fit for purpose so that the project can continue.

Approval to proceed

Approval given to the project at initiation or prior to the beginning of the next stage.

Approver

The person or group identified as qualified and authorized to approve a product as being complete and fit for purpose.

Arrow

Directed connecting line between two nodes in a network.

Note 1: it symbolises an activity in 'activity-on-arrow'

Note 2: it symbolises a dependency relationship in 'activity-on-node'

Arrow diagram

See 'activity-on-arrow network'.

Arrow diagram method

One of two conventions used to represent an activity in a project. Also known as activity-on-arrow or i/j method.

As-is state

The current operating structure and performance of the impacted business areas.

As late as possible (ALAP)

An activity for which the early start date is set as late as possible without delaying the early dates of any successor.

Asset

An item, thing or entity that has potential or value to the organization.

Associated revenue

That part of a project cost that is of a revenue nature and therefore charged as incurred to the profit and loss account. Note: associated revenue differs from the capital element of the project in that the capital element is taken as an asset to the balance sheet

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and depreciated over future accounting periods.

As soon as possible (ASAP)

An activity for which the early start date is set to be as soon as possible. This is the default activity type in most project management systems.

Assumptions

Statements taken for granted or truth. An assumption is made when some facts are not yet known. There is a risk assumptions may not be correct.

Assurance

All actions necessary to provide confidence that the target is appropriate.

Audit

Systematic retrospective examination of the whole, or part, of a project or function to measure conformance with predetermined standards. Note: audit is usually qualified, for example financial audit, quality audit, design audit, project audit, health and safety audit.

Authorisation

The decision that triggers the allocation of funding needed to carry on the project

Authorised un-priced work

Any scope change for which authorisation to proceed has been given, but for which the estimated costs are not yet settled.

Authorised work

The effort which has been defined, plus that work for which authorisation has been given, but for which defined contract costs have not been agreed upon.

Authority

The right to allocate resources and make decisions (applies to project, stage and team levels).

Authorization

The point at which an authority is granted.

Automatic decision event

Decision event where the decision depends only on the outcome of the preceding activities and that can be programmed or made automatic.

Avoid (risk response)

A risk response to a threat where the threat either can no longer have an impact or can no longer happen.

B

Backlog

A list of new features for a product.

The list may be user stories indicating who wants the feature and why.

Backward pass

Procedure whereby the latest event times or the latest finish and start times for the activities of a network are calculated.

Balanced matrix

An organizational matrix where functions and projects have the same priority.

Bar chart

Chart on which activities and their durations are represented by lines drawn to a common timescale.

- Note 1: a Gantt chart is a specific type of bar chart and should not be used as a synonym for bar chart
- Note 2: see also 'cascade chart'.

Baseline

Reference levels against which the entity/project is monitored and controlled.

Baseline cost

The amount of money an activity was intended to cost when the schedule was baselined.

Baseline dates

Original planned start and finish dates for an activity. Used to compare with current planned dates to determine any delays. Also used to calculate budgeted cost of work scheduled for earned-valued analysis.

baseline management product

A type of management product that defines aspects of the project and, once approved, is subject to change control.

Baseline review

A customer review conducted to determine that a contractor is continuing to use the previously accepted performance system and is properly implementing a baseline on the contract or option under review.

Baseline schedule

The baseline schedule is a fixed project schedule. It is the standard by which project performance is measured. The current schedule is copied into the baseline schedule which remains frozen until it is reset. Resetting the baseline is done when the scope of the project has been changed significantly, for example after a negotiated change. At that point, the original or current

baseline becomes invalid and should not be compared with the current schedule.

Benefit

The measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders and which contributes towards an objective.

The enhanced efficiency, economy and effectiveness of future business or other operations to be delivered by a project or programme.

Benefits framework

An outline of the expected benefits of the project or programme, the business operations affected and current and target performance measures.

benefits management

Benefits Management concerns the identification, definition, tracking, realization and optimization of benefits within and beyond a project or programme.

Benefits management approach

Specifies who is responsible for achieving the benefits set out in the benefit profiles and how achievement of the benefits is to be measured, managed and monitored.

benefits register

Summary document that contains key information from the benefit profiles.

Benefits Review Plan

A plan that defines how and when a measurement of the achievement of the project's benefits can be made. If the project is being managed within a programme, this information may be created and maintained at the programme level.

benefits tolerance

The permissible deviation in the expected benefit that is allowed before the deviation needs to be escalated to the next level of management. Benefits tolerance is documented in the Business Case. See also 'tolerance'.

best practice

A defined and proven method for managing events effectively

Bid

A tender, quotation or any offer to enter into a contract

Bid analysis

An analysis of bids or tenders.

border

The time-bound limitations of a tranche i.e. when end-of-tranche reviews are held and the programme receives

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endorsement to move into the next tranche.

Bottom up cost estimating

This is the method of making estimates for every activity in the work breakdown structure and summarising them to provide a total project cost estimate.

boundary

The scope of what the programme will cover, the extent of its influence and authority.

Brainstorming

The unstructured generation of ideas by a group of people.

Breakdown structure

A hierarchical structure by which project elements are broken down, or decomposed. See also product breakdown structure (PBS), organizational breakdown structure (OBS) and work breakdown structure (WBS).

Budget

Quantification of resources needed to achieve a task by a set time, within which the task owners are required to work.

Note: a budget consists of a financial and/or quantitative statement, prepared and approved prior to a defined period, for the purpose of attaining a given objective for that period.
(The planned cost for an activity or project.)

Budget at completion (BAC)

The sum total of the time-phased budgets.

Budget cost

The cost anticipated at the start of a project.

Budget element

Budget elements are the same as resources - the people, materials, or other entities needed to do the work budget elements can be validated against a resource breakdown structure (RBS). They are typically assigned to a work package, but can also be defined at the cost account level.

Budget estimate

An approximate estimate prepared in the early stages of a project to establish financial viability or secure resources.

Budgetary control

System of creating budgets, monitoring progress and taking appropriate action to achieve budgeted performance.
Note: a budget should provide the information necessary to enable approval, authorisation and policy-

making bodies to assess a project proposal and reach a rational decision.

Budgeted cost of work performed (BCWP)

The planned cost of work completed to date. BCWP is also the 'earned value' of work completed to date.

Budgeted cost of work scheduled (BCWS)

The planned cost of work that should have been achieved according to the project baseline dates

Budgeting

Time phased financial requirements.

Budget unit

The budget unit is the base unit for the calculation. For example, the engineer budget element might have a budget unit of hours. Since budget units are user defined, they can be any appropriate unit of measure. For example, a budget unit might be hours, pounds sterling, linear metres, or tons.

Burden

Overhead expenses distributed over appropriate direct labour and/or material base.

Burn chart

A technique to show progress, where work completed and work-to-be-done are shown with one or more lines.

business-as-usual (BAU)

The way the business normally achieves its objectives.

Business case

The justification for an organizational activity (project), which typically contains costs, benefits, risks and timescales, and against which continuing viability is tested.

Information necessary to enable approval, authorisation and policy making bodies to assess a project proposal and reach a reasoned decision

Business case management

The manner in which a programme's rationale, objectives, benefits and risks are balanced against the financial investment throughout the programme.

Business change authority

An individual who represents a group of business change managers, like a Senior BCM or Business Change Sponsor.

Business Change Manager (BCM)

This role is responsible for benefits management from identification to realisation, and for ensuring that the implementation and embedding of the

new capabilities are delivered by the projects.

Business change team

A group of specialists appointed to support a BCM in the management aspects of benefits realization.

C

Calendars

A project calendar lists time intervals in which activities or resources can or cannot be scheduled. A project usually has one default calendar for the normal workweek (for example Monday to Friday), but may have other calendars as well. Each calendar can be customised with its own holidays and extra work days. Resources and activities can be attached to any of the calendars that are defined.

Capability

Defined as a service, function or operation that enables the organization to exploit opportunities.

Capital cost

The carrying cost in a balance sheet of acquiring an asset and bringing it to the condition where it is capable of performing its intended function over a future series of periods.
Note: see also 'revenue cost'.

Capital employed

Amount of investment in an organization or project, normally the sum of fixed and current assets, less current liabilities at a particular date.

Cascade chart

Bar chart on which the vertical order of activities is such that each activity is dependent only on activities higher in the list.

Cash flow

Cash receipts and payments in a specified period.

Cash flow, Nett

Difference between cash received and payments made during a specific period.

centre of excellence

A corporate coordinating function for portfolios, programmes and projects providing standards, consistency of methods and processes, knowledge management, assurance and training.

Champion

An end user representative often seconded into a project team. Someone who acts as an advocate for a proposal or project.

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Change Authority

A person or group to which the Project Board may delegate responsibility for the consideration of requests for change or off-specifications. The Change Authority may be given a change budget and can approve changes within that budget.

Change budget

The money allocated to the Change Authority available to be spent on authorized requests for change.

Change control

The procedure that ensures that all changes that may affect the projects agreed objectives are identified, assessed and either approved, rejected or deferred.

Process that ensures potential changes to the deliverables of a project or the sequence of work in a project, are recorded, evaluated, authorised, and managed.

Change Control Approach

A description of how and by whom the project's products will be controlled and protected.

Change control board

A formally constituted group of stakeholders responsible for approving or rejecting changes to the project baselines.

Change log

A record of all project changes, proposed, authorised, or rejected.

Change Manager

Reports to the BCM and may operate at project level to support benefits realization.

Change management

The formal process through which changes to the project plan are approved and introduced.

Change request

A request needed to obtain formal approval for changes to the scope, design, methods, costs or planned aspects of a project. Change requests may arise through changes in the business or issues in the project. Change requests should be logged, assessed, and agreed on before a change to the project can be made.

Checkpoint

A team-level, time-driven review of progress.

Checkpoint Report

A progress report of the information gathered at a checkpoint, which is given by a team to the Project Manager and which provides reporting data as defined in the Work Package.

Child activity

Subordinate task belonging to a 'parent' task existing at a higher level in the work breakdown structure.

Client

The party to a contract who commissions the work and pays for it on completion.

Close out

The completion of work on a project.

Closure

The formal end point of a project, either because it has been completed or because it has been terminated early.

closure notification

Advice from the Project Board to inform all stakeholders and the host sites that the project resources can be disbanded and support services, such as space, equipment and access, demobilized. It should indicate a closure date for costs to be charged to the project.

closure recommendation

A recommendation prepared by the Project Manager for the Project Board to send as a project closure notification when the board is satisfied that the project can be closed.

Code of accounts

Any numbering system, usually based on corporate code of accounts of the primary performing organization, used to monitor project costs by category.

Commissioning

Advancement of an installation from the stage of static completion to full working order and achievement of the specified operational requirements.

Commitment

A binding financial obligation, typically in the form of a purchase order or contract.

Committed costs

Costs that are legally committed even if delivery has not taken place with invoices neither raised nor paid.

Communication

The transmission of information so that the recipient understands clearly what the sender intends.

Communication Management Approach

A description of the means and frequency of communication between the project and the project's stakeholders.

Communications planning

Determining project stakeholders' communication and information needs.

Completion date

The date calculated by which the project could finish following careful estimating.

Compound risk

A risk made up of a number of inter-related risks.

Conception phase

The phase that triggers and captures new ideas or opportunities and identifies potential candidates for further development in the feasibility phase

Concession

An off-specification that is accepted by the Project Board without corrective action.

Concurrent engineering

The systematic approach to the simultaneous, integrated design of products and their related processes, such as manufacturing, testing and supporting.

Configuration

Functional and physical characteristics of a product as defined in technical documents and achieved in the product.

Note: in a project this should contain all items that can be identified as being relevant to the project and that should only be modified after authorisation by the relevant manager (This includes documentation).

Configuration audit

A check to ensure that all deliverable items on a project conform with one another and to the current specification. It ensures that relevant quality assurance procedures have been implemented and that there is consistency throughout project documentation.

Configuration control

A system through which changes may be made to configuration items.

Configuration identification

Identifies uniquely all items within the configuration.

Configuration item

An entity that is subject to configuration management. The entity may be a component of a product, a product, or a set of products in a release.

A part of configuration that has a set function and is designated for configuration management. It identifies uniquely all items within the configuration.

Configuration Item Record

A record that describes the status, version and variant of a configuration

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item, and any details of important relationships between them.

Configuration management

Technical and administrative activities concerned with the creation, maintenance and controlled change of configuration throughout the life of the product.

Note: See *BS EN ISO 10007* for guidance on configuration management, including specialist terminology.

configuration management system

The set of processes, tools and databases that are used to manage configuration data. Typically, a project will use the configuration management system of either the customer or supplier organization.

Configuration status accounting

Records and reports the current status and history of all changes to the configuration. Provides a complete record of what happened to the configuration to date

Conflict management

The ability to manage conflict creatively and effectively.

Constraints

The restrictions or limitations that the project is bound by.

Applicable restrictions that will affect the scope of the project or the sequence of project activities.

Consult

To give groups or individuals the opportunity to contribute to and make recommendations on an action or document.

Consumable resource

A type of resource that only remains available until consumed (for example, a material).

Contingency

Something that is held in reserve typically to handle time and cost variances, or risks. PRINCE2 does not advocate the use of contingency because estimating variances are managed by setting tolerances, and risks are managed through appropriate risk responses (including the fallback response that is contingent on the risk occurring).

A contingency is the planned allotment of time and cost or other resources for unforeseeable elements with a project.

Contingency plan

Mitigation plan. Alternative course(s) of action devised to cope with project risks.

Note: See risk plan.

Contingency planning

The development of a management plan that uses alternative strategies to minimise or negate the adverse effects of a risk, should it occur.

Contract

A mutually binding agreement in which the contractor is obligated to provide services or products and the buyer is obligated to provide payment for them. Contracts fall into three main categories: fixed price, cost reimbursable, or unit price. However contracts may contain elements from each.

Contract budget base

The negotiated contract cost value plus the estimated value of authorised but unpriced work.

Contract close-out

Settlement outside of a contract.

Contractor

A person, company, or firm who holds a contract for carrying out the works and/or the supply of goods or services in connection with the project

Contract target cost

The negotiated costs for the original defined contract and all contractual changes that have been agreed and approved, but excluding the estimated cost of any authorised, unpriced changes. The contract target cost equals the value of the budget at completion plus management or contingency reserve.

Contract target price

The negotiated estimated costs plus profit or fee.

Control

Control is the process of developing targets and plans; measuring actual performance, comparing it against planned performance, analysing the differences and taking effective action to correct the situation.

Control charts

Control charts display the results, over time, of a process. They are used to determine if the process is in need of adjustment

Co-ordination

Co-ordination is the act of ensuring that work carried out by different organizations and in different places fits together effectively. It involves technical matters, time, content, and cost in order to achieve the project objectives effectively.

Co-ordinated matrix

An organizational structure where the project leader reports to the functional

manager and doesn't have authority over team members from other departments.

Corporate governance

The ongoing activity of maintaining a sound internal control system by which the directors ensure that effective management systems, including financial control, are in place to protect assets, earning potential and reputation.

Corporate portfolio

The totality of the change initiatives, comprising programmes, standalone projects and other initiatives.

Corporate portfolio board

This is one name for the body that has authority to decide composition and priority of the portfolio of programmes and projects. This may be the corporate board, or in MoP™ the portfolio direction group.

Corporate, programme or Customer standards

These are over-arching standards that the project must adhere to. They will influence the four project approaches (Communication Management Approach, Change Control Approach, Quality Management Approach and Risk Management Approach) and the project controls.

Corrective action

A set of actions to resolve a threat to a plan's tolerances or a defect in a product.

Changes made to bring future project performance back into line with the plan.

Cost account

A cost account defines what work is to be performed who will perform it and who is to pay for it. Cost accounts are the focal point for the integration of scope, cost, and schedule. Another term for cost account is control account.

Cost account manager

A member of a functional organization responsible for cost account performance, and for the management of resources to accomplish such tasks.

Cost benefit analysis

An analysis of the relationship between the costs of undertaking a task or project, initial and recurrent, and the benefits likely to arise from the changed situation, initially and recurrently.

Note: the hard, tangible, readily measurable benefits may sometimes be accompanied by soft benefits which may be real but difficult to isolate,

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measure and value. (Allows comparison of the returns from alternative forms of investment.)

Cost breakdown structure

Hierarchical breakdown of a project into cost elements.

Cost budgeting

Allocating cost estimates to individual project components.

Cost centre

Location, person, activity or project in respect of which costs may be ascertained and related to cost units.

Cost code

Unique identity for a specified element of work.

(Code assigned to activities that allow costs to be consolidated according to the elements of a code structure.)

Cost control point

The point within a programme at which costs are entered and controlled. Frequently, the cost control point for a project is either the cost account or the work package.

Cost control system

Any system of keeping costs within the bounds of budgets or standards based upon work actually performed.

Cost curve

A graph plotted against a horizontal time scale and cumulative cost vertical scale.

Cost element

A unit of costs to perform a task or to acquire an item. The cost estimated may be a single value or a range of values.

Cost estimating

The process of predicting the costs of a project.

Cost incurred

Costs identified through the use of the accrued method of accounting or costs actually paid. Costs include direct labour, direct materials, and all allowable indirect costs.

Cost management

The effective financial control of the project through evaluating, estimating, budgeting, monitoring, analysing, forecasting and reporting the cost information.

Cost overrun

The amount by which a contractor exceeds or expects to exceed the estimated costs, and/or the final limitations (the ceiling) of a contract.

Cost performance index (CPI)

A measure, expressed as a percentage or other ratio of actual cost to budget plan. (Ratio of work accomplished versus work cost incurred for a specified time period. The CPI is an efficiency rating for work accomplished for resources expended.)

Cost performance report

A regular cost report to reflect cost and schedule status information for management.

Cost plan

A budget which shows the amounts and expected dates of incurring costs on the project or on a contract.

Cost plus fixed fee contract

A type of contract where the buyer reimburses the seller for the seller's allowable costs plus a fixed fee.

Cost plus incentive fee contract (CPIFC)

A type of contract where the buyer reimburses the seller for the seller's allowable costs and the seller earns a profit if defined criteria are met.

Cost reimbursement type contracts

A category of contracts based on payments to a contractor for allowable estimated costs, normally requiring only a 'best efforts' performance standard from the contractor. Risk for all growth over the estimated value rests with the project owner.

Cost/schedule planning and control specification (C/SPCS)

The United States Air Force initiative in the mid-1960s which later resulted in the C/SCSC.

Cost-time resource sheet (CTR)

a document that describes each major element in the work breakdown structure, including a statement of work (SOW) describing the work content, resources required, the time frame of the work element and a cost estimate.

cost tolerance

The permissible deviation in a plan's cost that is allowed before the deviation needs to be escalated to the next level of management. Cost tolerance is documented in the respective plan. See also 'tolerance'.

Cost Variance

The difference (positive or negative) between the actual expenditure and the planned/budgeted expenditure.

Credited resource

Resource that is created by an activity or event and can then be used by the project.

Critical activity

An activity is termed critical when it has zero or negative float.

Criticality index

Used in risk analysis, the criticality index represents the percentage of simulation trails that resulted in the activity being placed on the critical path.

Critical path

Sequence of activities through a project network from start to finish, the sum of whose durations determines the overall project duration.

Note: there may be more than one such path.

(The path through a series of activities, taking into account interdependencies, in which the late completion of activities will have an impact on the project end date or delay a key milestone.)

Critical path analysis

Procedure for calculating the critical path and floats in a network.

Critical path method (CPM)

A technique used to predict project duration by analysing which sequence of activities has the least amount of scheduling flexibility. The critical path method is a modelling process that defines all the project's critical activities which must be completed on time. The start and finish dates of activities in the project are calculated in two phases. The first phase calculates early start and finish dates from the earliest start date forward. The second phase calculates the late start and finish activities from the latest finish date backwards. The difference between the pairs of start and finish dates for each task is the float or slack time for the task (see float). Slack is the amount of time a task can be delayed without delaying the project completion date. By experimenting with different logical sequences and/or durations the optimal project schedule can be determined.

Critical performance indicator

A critical factor against which aspects of project performance may be assessed

Critical success factor

A factor considered to be most conducive to the achievement of a successful project

Cross-organizational programme

A programme requiring the committed involvement of more than one organization to achieve the desired outcomes.

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Customer

The person or group who commissioned the work and will benefit from the end results.

Any person, who defines needs or wants, justifies or pays for part or the entire project, or evaluates or uses the results. Could be the project promoter, client, owner or employer

customer's quality expectations

A statement about the quality expected from the project product, captured in the Project Product Description.

Cut-off date

The ending date of a reporting period.

D

Daily Log

Used to record problems/concerns that can be handled by the Project Manager informally.

Dangle

An activity or network which has either no predecessors or no successors. If neither, it is referred to as an isolated activity.

Decision event

State in the progress of a project when a decision is required before the start of any succeeding activity. Note: the decision determines which of a number of alternative paths is to be followed.

Delaying resource

In resource scheduling, inadequate availability of one or more resources may require that the completion of an activity be delayed beyond the date on which it could otherwise be completed. The delaying resource is the first resource on an activity that causes the activity to be delayed.

Delegation

The practice of effectively getting others to perform work which one chooses not to do oneself. The process by which authority and responsibility is distributed from project manager to subordinates.

Deliberate decision event

Decision event where the decision is made as a result of the outcomes of the preceding activities and possibly other information. A deliberate decision event cannot be made automatically

Deliverables

End products of a project or the measurable results of intermediate activities within the project organization. Note: deliverables may be in the form of hardware, software, services, processes, documents, or any combination thereof.

See 'output'.

Delivery Approach

The specialist approach used to create the products.

Delivery step

A step within the delivery approach.

Delphi technique

A process where a consensus view is reached by consultation with experts. Often used as an estimating technique.

Dependency

Precedence relationship. Restriction that one activity has to precede, either in part or in total, another activity.

The relationship between products or activities. For example, the development of Product C cannot start until Products A and B have been completed. Dependencies can be internal or external. Internal dependencies are those under the control of the Project Manager. External dependencies are those outside the control of the Project Manager – for example, the delivery of a product required by this project from another project.

(Dependencies are relationships between products or tasks. For example, one product may be made up of several other 'dependent' products or a task may not begin until a 'dependent' task is complete. See also logical relationship.)

Dependency arrow

A link arrow used in an activity on a node network to represent the interrelationships of activities in a project.

Design authority

The person or organization with overall design responsibility for the products of the project

Design and development phase

The time period in which facility and production processes are developed and designed.

Deterministic network

Network containing paths, all of which have to be followed and whose durations are fixed.

Note: deterministic network is a term used to distinguish traditional networking from probabilistic networking.

Direct costs

Costs that are specifically attributable to an activity or group of activities without apportionment.

(Direct costs are best contrasted with indirect costs that cannot be identified to a specific project.)

dis-benefit

An outcome that is perceived as negative by one or more stakeholders. It is an actual consequence of an activity whereas, by definition, a risk has some uncertainty about whether it will materialize.

Discounted cash flow (DCF)

Concept of relating future cash inflows and outflows over the life of a project or operation to a common base value thereby allowing more validity to comparison of projects with different durations and rates of cash flow.

Discrete milestone

A milestone that has a definite scheduled occurrence in time. Logical link that may require time but no other resource.

DSDM Atern

An agile project delivery framework developed and owned by the DSDM consortium. Atern uses a time-boxed and iterative approach to product development and is compatible with PRINCE2.

Dummy activity in activity on arrow network

An activity representing no actual work to be done but required for reasons of logic or nomenclature. Note: there are three uses for a dummy activity in 'activity-on-arrow network'

- logic,
- time delay
- Uniqueness.

Duration

Duration is the length of time needed to complete an activity.

Duration compression

Often resulting in an increase in cost, duration compression is the shortening of a project schedule without reducing the project scope.

E

Earliest feasible date

The earliest date on which the activity could be scheduled to start based on the scheduled dates of all its predecessors, but in the absence of any resource constraints on the activity itself. This date is calculated by resource scheduling.

Early dates

Calculated in the forward pass of time analysis, early dates are the earliest dates on which an activity can start and finish.

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Earliest finish time

Earliest possible time by which an activity can finish within the logical and imposed constraints of the network. (The early finish date is defined as the earliest calculated date on which an activity can end. It is based on the activity's early start which depends on the finish of predecessor activities and the activity's duration)

Early start time

Earliest possible time by which an activity can start within the logical and imposed constraints of the network.

Earned hours

The time in standard hours credited as a result of the completion of a given task or a group of tasks.

Earned value

The value of the useful work done at any given point in a project
 Note: the budget may be expressed in cost or labour hours.

Earned value analysis

Analysis of project progress where the actual money, hours (or other measure) budgeted and spent is compared to the value of the work achieved.

Earned value cost control

The quantification of the overall progress of a project in financial terms so as to provide a realistic yardstick against which to compare the actual cost to date.

Earned value analysis

Technique for assessing whether the earned value in relation to the amount of work completed is ahead, on, or behind plan.

Effort

The number of labour units necessary to complete the work. Effort is usually expressed in staff-hours, staff-days or staff-weeks and should not be confused with duration.

Effort-driven activity

An activity whose duration is governed by resource usage and availability. The resource requiring the greatest time to complete the specified amount of work on the activity will determine its duration.

Effort remaining

The estimate of effort remaining to complete an activity.

Elapsed time

Elapsed time is the total number of calendar days (excluding non-work days such as weekends or holidays) that is needed to complete an activity. It gives a realistic view of how long an

activity is scheduled to take for completion.

embedding (PRINCE2)

What an organization needs to do to adopt PRINCE2 as its corporate project management method. See also, in contrast, 'tailoring', which defines what a project needs to do to apply the method to a specific project environment.

Emergent programme

A programme that subsumes one or more existing projects into a coherent alignment with corporate policy and strategy.

End activity

An activity with no logical successors.

End event (of a project)

Event with proceeding, but no succeeding activities.
 Note: there may be more than one end event.

End goal

The ultimate objective of a programme, aka the 'to-be state' or 'future state'.

End Project Report

A report given by the Project Manager to the Project Board, that confirms the handover of all products and provides an updated Business Case and an assessment of how well the project has done against the original Project Initiation Documentation.

end stage assessment

The review by the Project Board and Project Manager of the End Stage Report to decide whether to approve the next Stage Plan. According to the size and criticality of the project, the review may be formal or informal. The authority to proceed should be documented as a formal record.

End Stage Report

A report given by the Project Manager to the Project Board at the end of each management stage of the project. This provides information about the project performance during the stage and the project status at stage end.

enhance (risk response)

A risk response to an opportunity where proactive actions are taken to enhance both the probability of the event occurring and the impact of the event should it occur.

Environmental factoring

Use of data relating to an external factor (such as the weather) to modify or bias the value of parameters concerned.

Epic

A high-level definition of a requirement that has not been sufficiently refined or understood yet. Will be broken down to User Stories or Requirements.

Equivalent activity

Activity that is equivalent, in the probabilistic sense, to any combination of series and parallel activities.

Estimate

A quantified assessment of the resources required to complete part or all of a project. The prediction of the quantitative result. It is usually applied to project costs, resources and durations.

Estimate at completion (EAC)

A value expressed in either money and/or hours, to represent the projected final costs of work when completed. The EAC is calculated as ETC + ACWP.

Estimate to complete (ETC)

The value expressed in either money or hours developed to represent the cost of the work required to complete a task.

Estimating

The act of combining the results of post project reviews, metrics, consultation and informed assessment to arrive at time and resource requirements for an activity.

Event

State in the progress of a project after the completion of all preceding activities, but before the start of any succeeding activity.
 (A defined point that is the beginning or end of an activity)

event-driven control

A control that takes place when a specific event occurs. This could be, for example, the end of a stage, the completion of the Project Initiation Documentation, or the creation of an Exception Report. It could also include organizational events that may affect the project, such as the end of the financial year.

Exception

A situation where it can be forecast that there will be a deviation beyond the tolerance levels agreed between Project Manager and Project Board (or between Project Board and corporate or programme management).

exception assessment

This is a review by the Project Board to approve (or reject) an Exception Plan.

Exception Plan

This is a plan that often follows an Exception Report. For a Stage Plan exception, it covers the period from the

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*present to the end of the current stage.
If the exception were at project level,
the Project Plan would be replaced.*

Exception report

*A description of the exception situation,
its impact, options, recommendation
and impact of the recommendation.
This report is prepared by the Project
Manager for the Project Board.*

Focused report drawing attention to instances where planned and actual results are expected to be, or are already, significantly different.

Note: an exception report is usually triggered when actual values are expected to cross a predetermined threshold that is set with reference to the project plan the actual values may be trending better or worse than plan.

Exceptions

Exceptions are occurrences that cause deviation from a plan, such as issues, change requests and risks. Exceptions can also refer to items where the cost variance and schedule variance exceed predefined thresholds.

Exclusive OR relationship

Logical relationship indicating that only one of the possible activities can be undertaken.

Execution phase

The phase of a project in which work towards direct achievement of the projects objectives and the production of the project's deliverables occurs. Sometimes called the implementation phase

Executive

The single individual with overall responsibility for ensuring that a project meets its objectives and delivers the projected benefits. This individual should ensure that the project maintains its business focus, that it has clear authority, and that the work, including risks, is actively managed. The Executive is the chair of the Project Board. He or she represents the customer and is responsible for the Business Case.

Expenditure

A charge against available funds, evidenced by a voucher, claim, or other documents. Expenditures represent the actual payment of funds.

exploit (risk response)

A risk response to an opportunity by seizing the opportunity to ensure that it will happen and that the impact will be realized.

External constraint

A constraint from outside the project network.

F

Fast-tracking

Reducing the duration of a project usually by overlapping phases or activities that were originally planned is to be done sequentially.

(The process of reducing the number of sequential relationships and replacing them typically with parallel relationships, usually to achieve shorter overall durations but often with increased risk).

fallback (risk response)

A risk response to a threat by putting in place a fallback plan for the actions that will be taken to reduce the impact of the threat should the risk occur.

Fallback plan

A plan for an alternative course of action that can be adopted to overcome the consequences of a risk, should it occur (including carrying out any advance activities that may be required to render the plan practical).

Feasibility phase

The project phase that demonstrates that the client's requirement can be achieved; this phase identifies and evaluates the options to determine the one preferred solution.

Feasibility study

Analysis to determine if a course of action is possible within the terms of reference of the project.

Feasible schedule

Any schedule capable of implementation within the externally determined constraints of time and/or resource limits.

Feedback log

A document that is used to capture, track and ensure that all stakeholder feedback is dealt with.

Final report

Post-implementation report. Normally a retrospective report that formally closes the project having handed over the project deliverables for operational use. Note: the report should draw attention to experiences that may be of benefit to future projects and may form part of the accountability of the project team

Finish date

The actual or estimated time associated with an activity's completion.

Finishing activity

A finishing activity is the last activity that must be completed before a project can be considered finished.

This activity is not a predecessor to any other activity-it has no successors.

Finish-To-finish lag

The finish-to-finish lag is the minimum amount of time that must pass between the finish of one activity and the finish of its successor(s).

Finish-to-start lag

The finish-to-start lag is the minimum amount of time that must pass between the finish of one activity and the start of its successor(s). The default finish-to-start lag is zero.

Firm fixed price contract a contract where the buyer pays a set amount to the seller regardless of what seller's cost to complete the contract.

Fixed date

A calendar date (associated with a plan) that cannot be moved or changed during the schedule.

Fixed-duration scheduling

A scheduling method in which, regardless of the number of resources assigned to the task, the duration remains the same.

Fixed finish

See imposed finish.

Fixed-price contracts

A generic category of contracts based on the establishment of firm legal commitments to complete the required work. A performing contractor is legally obligated to finish the job, no matter how much it costs to complete. Risks of all cost growth rest on the performing contractor.

Fixed start

See imposed start.

Float

Time available for an activity or path in addition to its planned duration. (Float is the amount of time that an activity can slip past its earliest completion date without delaying the rest of the project. The calculation depends on the float type. See start float, finish float, free float, positive float, and negative float).

follow-on action recommendations

Recommended actions related to unfinished work, ongoing issues and risks, and any other activities needed to take a product to the next phase of its life. These are summarized and included in the End Stage Report (for phased handover) and End Project Report.

Forecast at completion

Scheduled cost for a task.

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Forecast final cost

See estimate at completion.

Forward pass

A procedure whereby the earliest event times or the earliest start and finish times for the activities of a network are calculated.

Free float

Time by which an activity may be delayed or extended without affecting the start of any succeeding activity.
 Note: free float can never be negative.

Functional organization

Management structure where specific functions of an organization are grouped into specialist departments providing dedicated services.
 Note: examples of functional organization are finance, marketing and design departments.

Functional specification

A document specifying in some detail the functions that are required of a system and the constraints that will apply

Functional manager

The person responsible for the business and technical management of a functional group.

Functional matrix

An organization type where the project has a team leader in each functional department and the products are passed from one team to the next.

Functional organization

A functional management structure where specific functions of a business are grouped into specialist departments that provide a dedicated service to the whole of the organization e.g. accounts department, production department, drawing office, etc.

Funding profile

An estimate of funding requirements over time.

G

Gantt chart

Particular type of bar chart showing planned activity against time.
 Note: 'Gantt chart', although named for a particular type of bar chart, is in current usage as a name for bar charts in general.
 (A Gantt chart is a time-phased graphic display of activity durations. Activities are listed with other tabular information on the left side with time intervals over the bars. Activity durations are shown in the form of horizontal bars.)

Gated review

A structured review of a project, programme or portfolio carried out at key decision points in the lifecycle to ensure the investment decision in the agreed Business Case remains valid.

Goal

A one-sentence definition of specifically what will be accomplished, while incorporating an event signifying completion.

governance (corporate)

The ongoing activity of maintaining a sound system of internal control by which the directors and officers of an organization ensure that effective management systems, including financial monitoring and control systems, have been put in place to protect assets, earning capacity and the reputation of the organization.

governance (programme)

The functions, responsibilities, processes and procedures that define how a programme is set up, managed and controlled.

governance (project)

Those areas of corporate governance that are specifically related to project activities. Effective governance of project management ensures that an organization's project portfolio is aligned to the organization's objectives, is delivered efficiently and is sustainable.

H

Hammock

Activity, joining two specified points that span two or more activities.

Note: its duration is initially unspecified and is only determined by the durations of the specified activities.

Note: hammocks are usually used to collect time-dependent information, e.g. overheads. (A group of activities, milestones, or other hammocks aggregated together for analysis or reporting purposes. Sometimes used to describe an activity such as management support that has no duration of its own but derives one from the time difference between the two points to which it is connected.)

Handover

The transfer of ownership of a set of products to the respective user(s). The set of products is known as a release. There may be more than one handover in the life of a project (phased delivery). The final handover takes place in the Closing a Project process.

The formal process of transferring responsibility for and ownership of the

products of a project to the operator or owner.

Hierarchical coding structure

a coding system that can be represented as a multi-level tree structure in which every code except those at the top of the tree has a parent code.

Hierarchy of networks

Range of networks at different levels of detail, from summary down to working levels, showing the relationships between those networks.

Highlight Report

A time-driven report from the Project Manager to the Project Board on stage progress.

Histogram

A graphic display of planned and or actual resource usage over a period of time. It is in the form of a vertical bar chart, the height of each bar representing the quantity of resource usage in a given time unit. Bars may be single, multiple, or show stacked resources.

Holiday

An otherwise valid working day that has been designated as exempt from work.

host site

A site where project work is being undertaken (for example, an office or construction site).

Host organization

Organization that provides the administrative and logistical support for the project.

Hypercritical activities

Activities on the critical path with negative float.

I

Impact

The result of a particular threat or opportunity actually occurring, or the anticipation of such a result.

The assessment of the adverse effects of an occurring risk.

Impact analysis

Assessing the merits of pursuing a particular course of action.

Implementation phase

The project phase that develops the chosen solution into a completed deliverable.

(Note: realisation is the internationally accepted and preferred term for implementation).

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Imposed date

Point in time determined by circumstances outside the network.
Note: a symbol is inserted immediately above the event concerned on activity on arrow networks or adjacent and connected to the appropriate corner of the node on activity on node networks.

Imposed finish

A finished date imposed on an activity by external constraints.

Imposed start

A start date imposed on an activity by external constraints.

Inclusive OR relationship

Logical relationship indicating that at least one but not necessarily all of the activities have to be undertaken.

INCOTERMS

A set of international terms defining conditions for delivery and shipping of equipment and materials.

Incurred costs

Sum of actual and committed costs, whether invoiced/paid or not, at a specified time.

Indirect cost

Costs associated with a project that cannot be directly attributed to an activity or group of activities. (Resources expended which are not directly identified to any specific contract, project, product or service, such as overheads and general administration).

inform

In the context of a RACI table, to advise a group or individual of a change or a decision. In MSP® this could affect activities or document creation.

Information radiator

A term to describe boards or screens showing information so as to be readily accessible to all people working on a project.

inherent risk

The exposure arising from a specific risk before any action has been taken to manage it.

In-house project

A project commissioned and carried out entirely within a single organization

Initiation

Committing the organization to begin a project.

initiation stage

The period from when the Project Board authorizes initiation to when they

authorize the project (or decide not to go ahead with the project). The detailed planning and establishment of the project management infrastructure is covered by the Initiating a Project process.

In progress

An activity that has been started, but not yet completed.

Integrated logistics support

Disciplined approach to activities necessary to

- Cause support considerations to be integrated into product design
- Develop support arrangements that are consistently related to design and to each other
- Provide the necessary support at the beginning and during customer use at optimum cost.

Integration

The process of bringing people, activities and other things together to perform effectively.

Internal rate of return (IRR)

Discount rate at which the net present value of a future cash flow is zero.
Note: IRR is a special case of the 'discounted cash flow' procedures.

Inverted matrix

A project oriented organization structure that employs permanent specialists to support projects.

Issue

A relevant event that has happened, was not planned, and requires management action. It can be any concern, query, request for change, suggestion or off-specification raised during a project. Project issues can be about anything to do with the project. An immediate problem requiring resolution.

Issue Register

A register used to capture and maintain information on all of the issues that are being managed formally. The Issue Register should be monitored by the Project Manager on a regular basis.

Issue Report

A report containing the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally.

K

Key events

Major events, the achievement of which that are deemed to be critical to the execution of the project.

Key performance indicators

Measurable indicators that will be used to measure and report progress, which are chosen to reflect the critical success factors of the project or programme.

L

Labour rate variances

Difference between planned labour rates and actual labour rates.

Ladder

Device for representing a set of overlapping activities in a network diagram.

Note: The start and finish of each succeeding activity are linked only to the start and finish of the preceding activity by lead and lag activities, which consume only time.

Lag

- In a network diagram, the minimum necessary lapse of time between the finish of one activity and the finish of an overlapping activity
- Delay incurred between two specified activities.

Late dates

Calculated in the backward pass of time analysis, late dates are the latest dates by which an activity can be allowed to start or finish.

Latest event time

Latest time by which an event has to occur within the logical and imposed constraints of the network, without affecting the total project duration.

Late event date

Calculated from backward pass, it is the latest date an event can occur.

Latest finish time

The latest possible time by which an activity has to finish within the logical activity and imposed constraints of the network, without affecting the total project duration.

Latest start time

Latest possible time by which an activity has to start within the logical and imposed constraints of the network, without affecting the total project duration.

Lead

In a network diagram, the minimum necessary lapse of time between the

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start of one activity and the start of an overlapping activity.

Lead contractor

The contractor who has responsibility for overall project management and quality assurance.

Leadership

The ability to direct, influence and motivate others towards an outcome.

Lessons Log

An informal repository for lessons that apply to this project or future projects.

Lessons Report

A report that documents any lessons that can be usefully applied to other projects. The purpose of the report is to provoke action so that the positive lessons from a project become embedded in the organization's way of working and that the organization is able to avoid the negative lessons on future projects.

Letter of intent

A letter indicating intent to sign a contract, usually so that work can commence prior to signing that contract.

Levelling

See resource levelling.

Life cycle

A sequence of defined stages over the full duration of a project.

Life cycle costing

When evaluating alternatives, life cycle costing is the concept of including acquisition, operating and disposal costs.

Likelihood

Assessment of the probability that a risk will occur.

Line manager

The manager of any group that makes a product or performs a service.

Linked bar chart

A bar chart that shows the dependency links between activities.

Logic

See network logic.

Logic diagram

A diagram that displays the logical relationships between project activities

Logical relationship

A logical relationship is based on the dependency between two project activities or between a project activity and a milestone.

logs

Informal repositories managed by the Project Manager that do not require any agreement by the Project Board on their format and composition. PRINCE2 has two logs: the Daily Log and the Lessons Log.

Loop

An error in a network which results in a later activity imposing a logical restraint on an earlier activity.

M

Management by project

A term used to describe normal management processes that are being project managed.

Management development

All aspects of staff planning, recruitment, development, training and assessment.

management product

A product that will be required as part of managing the project, and establishing and maintaining quality (for example, Highlight Report, End Stage Report etc.). The management products stay constant, whatever the type of project, and can be used as described, or with any relevant modifications, for all projects. There are three types of management product: baselines, records and reports.

Management reserve

A central contingency pool. Sum of money held as an overall contingency to cover the cost impact of some unexpected event occurring.
Note: this is self-insurance

management stage

The section of a project that the Project Manager is managing on behalf of the Project Board at any one time, at the end of which the Project Board will wish to review progress to date, the state of the Project Plan, the Business Case and risks, and the next Stage Plan in order to decide whether to continue with the project.

margin

The flexibility that a programme has for achieving its blueprint, benefits and business case.

Master network

Network showing the complete project, from which more detailed networks are derived

Master schedule

A high level summary project schedule that identifies major activities and milestones.

Material

Property which may be incorporated into or attached to an end item to be delivered under a contract, or which may be consumed or expended in the performance of a contract. It includes, but is not limited to, raw and processed material, parts, components, assemblies, fuels and lubricants, and small tools and supplies which may be consumed in normal use in the performance of a contract.

Matrix organization

An organizational structure where the project manager and the functional managers share the responsibility of assigning priorities and for directing the work.

Maturity model

A method for assessing the organizational capability in a given skill.

Methodology

A documented process for management of projects that contains procedures, definitions, and roles and responsibilities.

Mid-stage assessment

An assessment in the middle of a project that can be held for several reasons:

- 1) At the request of the project board
- 2) To authorise work on the next stage before current one is completed
- 3) To allow for a formal review in the middle of a long project
- 4) To review exception plans.

Milestone

A significant event in a plan's schedule, such as completion of key Work Packages, a technical stage, or a management stage.

A key event. An event selected for its importance in the project.

Note: milestones are commonly used in relation to progress.

(A milestone is often chosen to represent the start of a new phase or the completion of a major deliverable. They are used to monitor progress at summary level. Milestones are activities of zero duration).

Milestone plan

A plan containing only milestones which highlight key points of the project.

Milestone schedule

A schedule that identifies the major milestones. See also master schedule.

Mission statement

Brief summary, approximately one or two sentences, that sums up the

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background, purposes and benefits of the project.

Mitigation

Working to reduce risk by lowering its chances of occurring or by reducing its effect if it occurs.

Mobilisation

The bringing together of project personnel and securing equipment and facilities. Carried out during project start-up phases.

Monitoring

Monitoring is the recording, analysing, and reporting of project performance as compared to the plan.

Monte carol simulation

A technique used to estimate the likely range of outcomes from a complex process by simulating the process under randomly selected conditions a large number of times.

Multi-project

A project consisting of multiple sub-projects.

Multi-project analysis

Multi-project analysis is used to analyse the impact and interaction of activities and resources whose progress affects the progress of a group of projects or for projects with shared resources or both. Multi-project analysis can also be used for composite reporting on projects having no dependencies or resources in common.

Multi-project management

Managing multiple projects that are interconnected either logically or by shared resources.

Multi-project scheduling

Use of the techniques of resource allocation to schedule more than one project concurrently.

N

Near-critical activity

Allow total float activity.

Negative total float

Time by which the duration of an activity or path has to be reduced in order to permit a limiting imposed date to be achieved.

Negotiated contract cost

The estimated cost negotiated in a cost-plus-fixed-fee contract or the negotiated contract target cost in either a fixed price-incentive contract or a cost-plus-incentive-fee contract. See also contract target cost.

Negotiation

The art of satisfying needs by reaching agreement or compromise with other parties.

Net present value

Aggregate of future net cash flows discounted back to a common base date, usually the present.

Network

A pictorial presentation of project data in which the project logic is the main determinant of the placements of the activities in the drawing. Frequently called a flowchart, PERT chart, logic drawing, or logic diagram.

Network analysis

Method used for calculating a project's critical path and activity times and floats.

Note: see also critical path analysis, project network techniques.

Network interface

Activity or event common to two or more network diagrams.

Network logic

The collection of activity dependencies that make up a project network.

Network path

A series of connected activities in a project network.

Nodes

Points in a network at which arrows start and finish.

Non-recurring costs

Expenditures against specific tasks that are expected to occur only once on a given project.

Non-split table activity

An activity that, once started, has to be completed to plan without interruption. Note: resources should not be diverted from a non-split table activity to another activity.

Not earlier than

A restriction on an activity that indicates that it may not start or end earlier than a specified date.

Not later than

A restriction on an activity that indicates that it may not start or end later than a specified date.

O

Objectives

Predetermined results towards which effort is directed.

off-specification

Something that should be provided by the project, but currently is not (or is forecast not to be) provided. This might

be a missing product or a product not meeting its specifications. It is one type of issue.

operational and maintenance acceptance

A specific type of acceptance by the person or group who will support the product once it is handed over into the operational environment.

Operation phase

Period when the completed deliverable is used and maintained in service for its intended purpose.

Opportunity

The opposite of a risk. An uncertain event that could have a favourable impact on objectives or benefits.

Order of magnitude estimate

An estimate carried out to give very approximate indication of likely out-turns costs.

Organization design

The design of the most appropriate organizational design for a project.

Organizational breakdown structure (OBS)

Hierarchical way in which the organization may be divided into management levels and groups, for planning and control purposes

Organizational planning

The process of identifying, assigning and documenting project responsibilities and relationships.

Original budget

The initial budget established at or near the time a contract was signed or a project authorised, based on the negotiated contract cost or management's authorisation.

Original duration

The duration of activities or groups of activities as recorded in the baseline schedule.

Other direct costs (ODC)

A group of accounting elements which can be isolated to specific tasks, other than labour and material. Included in ODC are such items as travel, computer time, and services.

outcome

The result of change, normally affecting real-world behaviour and/or circumstances. Outcomes are desired when a change is conceived. They are achieved as a result of the activities undertaken to effect the change.

Out-of-sequence progress

Progress that has been reported even though activities that have been

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deemed predecessors in project logic have not been completed.

Output

A tangible or intangible artefact created as a result of a planned activity.
A specialist product that is handed over to a user(s). Note that management products are not outputs but are created solely for the purpose of managing the project.

Output format

Information that governs the final appearance of a report or drawing. (Usually refers to computer-generated documents).

Outsourcing

Contracting-out, buying in facilities or work (as opposed to using in-house resources).

Overall change control

C-coordinating and controlling changes across an entire project's > **overhead**
 Costs incurred in the operation of a business that cannot be directly related to the individual products or services being produced. See also indirect cost.

Overrun

Costs incurred in excess of the contract target costs on an incentive type contract or the estimated costs on a fixed-price contract. An overrun is that value of costs which are needed to complete a project, over that value originally authorised by management.

P

P3M3

The Portfolio, Programme and Project Management Maturity Model that provides a framework with which organizations can assess their current performance and put in place improvement plans.

Parallel activities

Parallel activities are two or more activities than can be done at the same time. This allows a project to be completed faster than if the activities were arranged serially.

Parent activity

Task within the work breakdown structure that embodies several subordinate 'child' tasks.

Parties (to a contract)

The persons or companies who sign a contract with one another's > **path**
 Activity or an unbroken sequence of activities in a project network. (Refer to critical path method for information on critical and non-critical paths).

Percent complete

A measure of the completion status of a partially completed activity. May be aggregated to sections of a project or the whole project.

Performance measurement techniques

Performance measurement techniques are the methods used to estimate earned value. Different methods are appropriate to different work packages, either due to the nature of the work or to the planned duration of the work package.

Performance specification

Statement of the totality of needs expressed by the benefits, features, characteristics, process conditions, boundaries and constraints that together define the expected performance of a deliverable.
 Note: a performance specification should provide for innovation and alternative solutions, by not defining or unduly constraining the technical attributes of the intended deliverable.

performance targets

A plan's goals for time, cost, quality, scope, benefits and risk.

Performing

A team building stage where the emphasis is on the work currently being performed.

Phase (of a project)

That part of a project during which a set of related and interlinked activities are performed.
 Note: a project consists of a series of phases that together constitute the whole project life cycle.

Physical percent complete

The percentage of the work content of an activity that has been achieved.

Pilot

A form of testing a new development and its implementation prior to committing to its full release.

Plan

A detailed proposal for doing or achieving something which specifies the what, when, how and by whom.
In PRINCE2 there are only the following types of plan: Project Plan, Stage Plan, Team Plan, Exception Plan and Benefits Review Plan.
 A plan is an intended future course of action. It is owned by the project manager, it is the basis of the project controls and includes the 'what', 'how', 'when', and 'who'.

Planned activity

An activity not yet started.

planned closure

The PRINCE2 activity to close a project.

Planned cost

Estimated cost of achieving a specified objective.

Planning

The process of identifying the means, resources and actions necessary to accomplish an objective.

planning horizon

The period of time for which it is possible to accurately plan.

Planning stage

The stage prior to the implementation stage when product activity, resource and quality plans are produced.

Planner

A member of a project team or project support office with the responsibility for planning, scheduling and tracking of projects. They are often primarily concerned with schedule, progress and manpower resources.

policy

A course of action adopted by an organization, a business statement of intent, setting the tone of the organization's culture.

Portfolio

The totality of an organization's investment in the changes required to achieve its strategic objectives.
All the programmes and stand-alone projects being undertaken by an organization, a group of organizations, or an organizational unit.
 A grouping or bundle of projects, collected together for management convenience. They may or may not have a common objective; they are often related only by the use of common resources.

Portfolio management

The management of a number of projects that do not share a common objective

Positive float

Positive float is defined as the amount of time that an activity's start can be delayed without affecting the project completion date. An activity with positive float is not on the critical path and is called a non-critical activity. The difference between early and late dates (start or finish) determines the amount of float.

Post implementation review

A review between 6-12 months after a system in a project has met its objectives to verify that it continues to meet user requirements.

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Post project appraisal

An evaluation that provides feedback in order to learn for the future.

Precedence diagram method

One of the two methods of representing project as networks, in which the activities are represented by nodes and the relationships between them by arrows

Precedence network

A multiple dependency network. An activity-on-node network in which a sequence arrow represents one of four forms of precedence relationship, depending on the positioning of the head and the tail of the sequence arrow. The relationships are:

- Start of activity depends on finish of preceding activity, either immediately or after a lapse of time
- Finish of activity depends on finish of preceding activity, either immediately or after a lapse of time
- Start of activity depends on start of preceding activity, either immediately or after a lapse of time
- Finish of activity depends on start of preceding activity, either immediately or after a lapse of time

Preceding event

In an activity-on-arrow network, an event at the beginning of an activity

Pre-commissioning

That work which is carried out prior to commissioning in order to demonstrate that commissioning may be safely undertaken.

Predecessor

An activity that must be completed (or be partially completed) before a specified activity can begin.

Predecessor activity

In the precedence diagramming method this is an activity which logically precedes the current activity.

premature closure

The PRINCE2 activity to close a project before its planned closure. The Project Manager must ensure that work in progress is not simply abandoned, but that the project salvages any value created to date, and checks that any gaps left by the cancellation of the project are raised to corporate or programme management.

prerequisites (plan)

Any fundamental aspects that must be in place, and remain in place, for a plan to succeed.

Prime or lead contractor

A main supplier who has a contract for much or all of the work on a contract

PRINCE2®

A method that supports some selected aspects of project management. The acronym stands for PProjects IN a Controlled Environment.

PRINCE2 principles

The guiding obligations for good project management practice that form the basis of a project being managed using PRINCE2.

PRINCE2 project

A project that applies the PRINCE2 principles.

Probabilistic network

Network containing alternative paths with which probabilities are associated

Probability

This is the evaluated likelihood of a particular threat or opportunity actually happening, including a consideration of the frequency with which this may arise.

Likelihood of a risk occurring.

problem/concern

A type of issue (other than a request for change or off-specification) that the Project Manager needs to resolve or escalate.

Procedure

A series of actions for a particular aspect of project management established specifically for the project – for example, a risk management procedure.

Process

A structured set of activities designed to accomplish a specific objective. A process takes one or more defined inputs and turns them into defined outputs.

Set of interrelated resources and activities which transform inputs into outputs

Procurement

The securing of goods or services

Procurement planning

Determining what to procure and when.

Producer

The person or group responsible for developing a product.

Product

An input or output, whether tangible or intangible, that can be described in advance, created and tested.

PRINCE2 has two types of products – management products and specialist products.

Product breakdown structure

A hierarchy of all the products to be produced during a plan.

A hierarchy of deliverable products which are required to be produced on the project. It forms the base document from which the execution strategy and product-based work breakdown structure may be derived. It provides a guide for configuration control documentation.

product checklist

A list of the major products of a plan, plus key dates in their delivery.

Product description

A description of a product's purpose, composition, derivation and quality criteria. It is produced at planning time, as soon as possible after the need for the product is identified.

The description of the purpose form and components of a product. It should always be used as a basis for acceptance of the product by the customer.

Product flow diagram

A diagram showing the sequence of production and interdependencies of the products listed in a product breakdown structure.

Represents how the products are produced by identifying their derivation and the dependencies between them.

Product Status Account

A report on the status of products. The required products can be specified by identifier or the part of the project in which they were developed.

product-based planning

A technique leading to a comprehensive plan based on the creation and delivery of required outputs. The technique considers prerequisite products, quality requirements and the dependencies between products.

Programme

A temporary flexible organization structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organization's strategic objectives. A programme is likely to have a life that spans several years. A broad effort encompassing a number of projects and/or functional activities with a common purpose.

Programme assurance

Independent assessment and confirmation that the programme is on track, that it is applying the relevant practices and procedures, and that the projects, activities and business

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rationale remain aligned to the programme's objectives. (see also **gated review**)

Programme benefits review

A review to assess if targets have been reached and to measure the performance levels in the resulting business operations.

Programme board

A group established to support an SRO in delivering a programme.

Programme director

The senior manager with the responsibility for the overall success of the programme.

Programme directorate

A committee that directs the programme when circumstances arise where there is no individual to direct the programme.

Programme evaluation and review technique (PERT)

PERT is a project management technique for determining how much time a project needs before it is completed. Each activity is assigned a best, worst, and most probable completion time estimate. These estimates are used to determine the average completion time. The average times are used to calculate the critical path and the standard deviation of completion times for the entire project.

Programme management

The co-ordinated organization, direction and implementation of a dossier of projects and transformation activities to achieve outcomes and realize strategic benefits. The effective management of several individual but related projects or functional activities in order to produce an overall system that works effectively.

Programme management Office

The office responsible for the business and technical management of a specific contract or programme.

Programme manager

The role responsible for the set-up, management and delivery of a programme, typically allocated to an Individual.

Programme (support) office

The function providing the information hub and standards custodian for a programme and its delivery objectives. Support could be provided for more than one programme.

Programme organization

How a programme will be managed throughout its lifecycle, the roles and responsibilities of individuals involved

in the programme, and personnel management and HR arrangements. Also known as the programme organization structure.

Progress

The partial completion of a project, or a measure of the same.

Progress payments

Payments made to a contractor during the life of a fixed-price type contract, on the basis of some agreed-to formula, for example, budget cost of work performed or simply costs incurred.

Progress report

A regular report to senior personnel, sponsors or stakeholders summarising the progress of a project including key events, milestones, costs and other issues.

Project

A temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business Case. A unique set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or organization to meet specific objectives within defined time, cost and performance parameters. (Alternative definition: an endeavour in which human, material and financial resources are organised in a novel way to deliver a unique scope of work of given specification, often within constraints of cost and time, and to achieve beneficial change defined by quantitative and qualitative objectives.)

Project appraisal

The discipline of calculating the viability of a project.

project approach

A description of the way in which the work of the project is to be approached. For example, are we building a product from scratch or buying in a product that already exists?

Project Assurance

The Project Board's responsibilities to assure itself that the project is being conducted correctly. The Project Board members each have a specific area of focus for Project Assurance, namely business assurance for the Executive, user assurance for the Senior User(s), and supplier assurance for the Senior Supplier(s).

project authorization notification

Advice from the Project Board to inform all stakeholders and the host sites that the project has been authorized and to request any necessary logistical support (e.g. communication facilities,

equipment and any project support) sufficient for the duration of the project.

Project base date

Reference date used as a basis for the start of a project calendar.

Project board

A project board is the body to which the project manager is accountable for achieving the project objectives.

Project brief

Statement that describes the purpose, cost, time and performance requirements, and constraints for a project. It is created pre-project during the Starting up a Project process and is used during the Initiating a Project process to create the Project Initiation Documentation and its components. It is superseded by the Project Initiation Documentation and not maintained. (A statement of reference terms for a project. A written statement of the client's goals and requirements in relation to the project.)

Project calendar

A calendar that defines global project working and non-working periods.

Project champion

Person within the parent organization who promotes and defends a project.

Project closure

Formal termination of a project at any point during its life.

Project co-ordination

Communication linking various areas of a project to ensure the transfer of information or hardware at interface points at the appropriate times and identification of any further necessary resources.

Project co-ordination procedure

Defines the parties relevant to the project and the approved means of communicating between them.

Project cost management

A subset of project management that includes resource planning, cost estimating, cost control and cost budgeting in an effort to complete the project within its approved budget.

Project culture

The general attitude toward projects within the business.

Project definition

A report that defines a project, i.e. Why it is required? What will be done? How when and where it will be delivered? The organization and resources required the standards and procedures to be followed.

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Project director

The manager of a very large project that demands senior level responsibility or the person at the board level in an organization who has the overall responsibility for the management of projects.

Project environment

The project environment is the context within which the project is formulated, assessed and realised. This includes all external factors that have an impact on the project.

Project evaluation

A documented review of the project's performance, produced at project closure. It ensures that the experience of the project is recorded for the benefit of others.

Project file

A file containing the overall plans of a project and any other important documents.

Project initiation

The beginning of a project at which point certain management activities are required to ensure that the project is established with clear reference terms and adequate management structure.

Project Initiation Documentation

A logical set of documents that brings together the key information needed to start the project on a sound basis and that conveys the information to all concerned with the project.

project initiation notification

Advice from the Project Board to inform all stakeholders and the host sites that the project is being initiated and to request any necessary logistical support (e.g. communication facilities, equipment and any project support) sufficient for the initiation stage.

Project issue report

A report that raises either technical or managerial issues in a project.

Project life cycle

The period from the start-up of a project to the acceptance of the project product.

All phases or stages between a project's conception and its termination. Note: the project life cycle may include the operation and disposal of project deliverables. This is usually known as an 'extended life cycle'.

Project life cycle cost

Cumulative cost of a project over its whole life cycle

Project log

A project diary. A chronological record of significant occurrences throughout the project

Project logic

The relationships between the various activities in a project.
Project logic drawing
A representation of the logical relationships of a project.

Project management

The planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks.

(Alternative definition - The controlled implementation of defined change).

Project management body of knowledge

This is an inclusive term that describes the sum of knowledge within the profession of project management. As with other professions, such as law and medicine, the body of knowledge rests with the practitioners and academics that apply and advance it.

Project management plan

A plan for carrying out a project, to meet specific objectives, that is prepared by or for the project manager

Project management software

Computer application software designed to help with planning and controlling resources, costs and schedules of a project. It may also provide facilities for documentation management, risk analysis etc.

Project management team

The entire management structure of the Project Board, and Project Manager, plus any Team Manager, Project Assurance and Project Support roles. Members of the project team who are directly involved in its management.

project management team structure

An organization chart showing the people assigned to the project management team roles to be used, and their delegation and reporting relationships.

Project manager

The person given the authority and responsibility to manage the project on a day-to-day basis to deliver the required products within the constraints agreed with the Project Board.

Individual or body with authority, accountability and responsibility for managing a project to achieve specific objectives.

project mandate

An external product generated by the authority commissioning the project that forms the trigger for Starting up a Project.

Project matrix

An organization matrix that is project based, in which the functional structures are duplicated in each project.

Project monitoring

Comparison of current project status with what was planned to be done to identify and report any deviations.

Project network

Representation of activities and/or events with their inter-relationships and dependencies.

Project network techniques

group of techniques that, for the description, analysis, planning, and control of projects, considers the logical inter-relationships of all project activities. The group includes techniques concerned with time, resources, costs, and other influencing factors, e.g. uncertainty.

Note: the terms 'program evaluation and review technique' (PERT) 'critical path analysis' (CPA), 'critical path method' (CPM) and 'precedence method' refer to particular techniques and should not be used as synonyms for project network.

project office

A temporary office set up to support the delivery of a specific change initiative being delivered as a project. If used, the project office undertakes the responsibility of the Project Support role.

Project organization

Structure that is created or evolves to serve the project and its participants. (A term which refers to the structure, roles, and responsibilities of the project team and its interfaces to the outside world.)

Project phase

A group of related project activities that come together with the completion of a deliverable.

Project plan

A high-level plan showing the major products of the project, when they will be delivered and at what cost. An initial Project Plan is presented as part of the Project Initiation Documentation. This is revised as information on actual progress appears. It is a major control document for the Project Board to measure actual progress against expectations.

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A document for management purposes that gives the basics of a project in terms of its objectives, justification, and how the objectives are to be achieved. This document is used as a record of decisions and a means of communication among stakeholders. It gives the supporting detail to the project definition which details the schedule, resource and costs for the project.

Project planning

Developing and maintaining a project plan.

Project portfolio

The constituent projects within a programme.

Project procedures manual

A collected set of the management and administrative procedures needed for the project.

Project procurement management

a subset of project management that includes procurement planning, source selection, enquiry, tender assessment, placement of purchase orders and contracts for goods and services, contract and purchase order administration and close-out in an effort to obtain goods and services from outside organizations.

project product

What the project must deliver in order to gain acceptance.

Project Product Description

A special type of Product Description used to gain agreement from the user on the project's scope and requirements, to define the customer's quality expectations, and to define the acceptance criteria for the project.

Project progress report

Formal statement that compares the project progress, achievements and expectations with the project plan.

Project quality management

A subset of project management that includes quality planning, quality assurance and quality control to satisfy the needs and purpose of the project.

Project review calendar

Calendar of project review dates, meetings and issues of reports set against project week numbers or dates.

Project register

Also known as the projects dossier, this document records the list of projects.

Project risk management

A subset of project management that includes risk identification, risk quantification, risk response

development, and risk response control in an effort to identify, analyse and respond to project risks.

Project schedule

Project programme

(Planned dates for starting and completing activities and milestones)

Project scope management

A subset of project management that includes initiation, scope planning, scope definition, scope verification and scope change control in an effort to ensure that the project has all of the necessary work required to complete it.

Project sponsor

(1) The individual or body for whom the project is undertaken, the primary risk taker

(2) The individual representing the sponsoring body and to whom the project manager reports

(3) A person or organization providing funds for the project.

Project start-up

The creation of the project team.

Project status report

A report on the status of accomplishments and any variances to spending and schedule plans.

Project strategy

A comprehensive definition of how a project will be developed and managed.

Project success/failure criteria

The criteria by which the success or failure of a project may be judged.

Project Support

An administrative role in the project management team. Project Support can be in the form of advice and help with project management tools, guidance, administrative services such as filing, and the collection of actual data.

Project support office

The central location of planning and project support functions. Often provides personnel and facilities for centralised planning, cost management, estimating, documentation control and sometimes procurement to a number of projects.

Project team

Set of individuals, groups and/or organizations that are responsible to the project manager for undertaking project tasks (this includes all contractors and consultants).

Project technical plan

A plan produced at the beginning of a project that addresses technical issues

and strategic issues related to quality control and configuration management.

Project time management

A subset of project management that includes activity definition, activity sequencing, activity duration estimating, schedule development and schedule control in order to complete the project on time.

proximity (of risk)

The time factor of risk, i.e. when the risk may occur. The impact of a risk may vary in severity depending on when the risk occurs.

Public relations

An activity meant to improve the project organization's environment in order to improve project performance and reception.

Q

Qualitative risk analysis

A generic term for subjective methods of assessing risks.

Quality

The totality of features and inherent or assigned characteristics of a product, person, process, service and/or system that bears on its ability to show that it meets expectations or satisfies stated needs, requirements or specifications. A trait or characteristic used to measure the degree of excellence of a product or service. Meeting customer's needs.

Quality assurance (QA)

The planned systematic process that will be used to provide confidence that outputs will match their defined quality criteria.

The process of evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards.

Quality assurance plan

A plan that guarantees a quality approach and conformance to all customer requirements for all activities in a project.

Quality audit

An official examination to determine whether practices conform to specified standards or a critical analysis of whether a deliverable meets quality criteria

Quality control (QC)

The process of monitoring specific project results to determine whether they comply with relevant standards and of identifying ways to eliminate causes of unsatisfactory performance.

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Quality criteria

A description of the quality specification that the product must meet, and the quality measurements that will be applied by those inspecting the finished product.

The characteristics of a product that determines whether it meets certain requirements.

Quality guide

The quality guide describes quality and configuration management procedures and is aimed at people directly involved with quality reviews, configuration management and technical exceptions.

quality inspection

A systematic, structured assessment of a product carried out by two or more carefully selected people (the review team) in a planned, documented and organized fashion.

quality management

The coordinated activities to direct and control an organization with regard to quality.

Quality Management Approach

An approach defining the quality techniques and standards to be applied, and the various responsibilities for achieving the required quality levels, during a project.

quality management system

The complete set of quality standards, procedures and responsibilities for a site or organization.

In the project context, 'sites' and 'organizations' should be interpreted as the permanent or semi-permanent organization(s) sponsoring the project work, i.e. they are 'external' to the project's temporary organization. A programme, for instance, can be regarded as a semi-permanent organization that sponsors projects – and it may have a documented quality management system.

Quality plan (for a project)

The part of the project plan that concerns quality management and quality assurance strategies.

Quality planning

Determining which quality standards are necessary and how to apply them.

quality records

Evidence kept to demonstrate that the required quality assurance and quality control activities have been carried out.

Quality Register

A register containing summary details of all planned and completed quality activities. The Quality Register is used by the Project Manager and Project

Assurance as part of reviewing progress.

Quality review

A review of a product against an established set of quality criteria. See 'quality inspection'.

quality review technique

A quality inspection technique with defined roles and a specific structure. It is designed to assess whether a product that takes the form of a document (or similar, e.g. a presentation) is complete, adheres to standards and meets the quality criteria agreed for it in the relevant Product Description. The participants are drawn from those with the necessary competence to evaluate its fitness for purpose.

quality tolerance

The tolerance identified for a product for a quality criterion defining an acceptable range of values. Quality tolerance is documented in the Project Product Description (for the project-level quality tolerance) and in the Product Description for each product to be delivered.

R

Records

Dynamic management products that maintain information regarding project progress.

Recurring costs

Expenditures against specific tasks that would occur on a repetitive basis. Examples are hiring of computer equipment, tool maintenance, etc.

reduce (risk response)

A response to a risk where proactive actions are taken to reduce the probability of the event occurring by performing some form of control, and/or to reduce the impact of the event should it occur.

registers

Formal repositories that are managed and require agreement by the Board on their format, composition and use. *PRINCE2 has three registers: Issue Register, Risk Register and Quality Register.*

reject (risk response)

A response to a risk (opportunity) where a conscious and deliberate decision is taken not to exploit or enhance an opportunity, having discerned that it is more economical to do so than to attempt a risk response action. The opportunity should continue to be monitored.

Relationship

A logical connection between two activities.

Release

The set of products in a handover. The contents of a release are managed, tested and deployed as a single entity. See also 'handover'.

Remaining duration

Time needed to complete the remainder of an activity or project.

Re-planning

Actions performed for any remaining effort within project scope. Often the cost and/or schedule variances are zeroed out at this time for history items.

Reports

Management products providing a snapshot of the status of certain aspects of the project.

Request for change

A proposal for a change to a baseline. It is a type of issue.

A proposal by the project manager for a change to the project as a result of a project issue report.

Request for proposal

A bid document used to request proposals from prospective sellers of products or services.

Request for quotation

Equivalent to a request for proposal but with more specific application areas.

Requirements

A negotiated set of measurable customer wants and needs.

Requirements definition

Statement of the needs that a project has to satisfy.

residual risk

The risk remaining after the risk response has been applied.

Resource

Any variable capable of definition that is required for the completion of an activity and may constrain the project.

Note 1: A resource may be non-storable so that its availability has to be renewed for each time period (even if it was not utilised in previous time periods).

Note 2: A resource may be storable so that it remains available unless depleted by usage. Such a resource may also be replenished by activities producing credited and storable resource.

(Resources can be people, equipment, facilities, funding or

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anything else needed to perform the work of a project).

Resource aggregation

Summation of the requirements for each resource, and for each time period.

Note: where the earliest start time of an activity is used alone, it is often termed an 'early start' aggregation. Similarly a 'late start' aggregation uses the latest start times.

Resource allocation

Scheduling of activities and the resources required by those activities, so that predetermined constraints of resource availability and/or project time are not exceeded.

Resource analysis

The process of analysing and optimising the use of resources on a project. Often uses resource levelling and resource smoothing techniques.

Resource assignment

The work on an activity related to a specific resource.

Resource availability

The level of availability of a resource, which may vary over time.

Resource breakdown structure

A hierarchical structure of resources that enables scheduling at the detailed requirements level, and roll up of both requirements and availabilities to a higher level.

Resource calendar

A calendar that defines the working and non-working patterns for specific resources.

Resource constraint

Limitation due to the availability of a resource.

Resource accumulation

Process of accumulating the requirements for each resource to give the total required to date at all times throughout the project.

Resource driven task durations

Task durations that are driven by the need for scarce resources.

Resource histogram

A view of project data in which resource requirements, usage, and availability are shown using vertical bars against a horizontal time scale.

Resource level

A specified level of resource units required by an activity per time unit.

Resource levelling

See resource limited scheduling.

Resource limited scheduling

Scheduling of activities, so that predetermined resource levels are never exceeded.

Note: this may cause the minimum overall or specified project duration to be exceeded

Resource optimisation

A term for resource levelling and resource smoothing.

Resource plan

Part of the definition statement stating how the programme will be resource loaded and what supporting services, infrastructure and third party services are required.

Resource planning

Evaluating what resources are needed to complete a project and determining the quantity needed.

Resource requirement

The requirement for a particular resource by a particular activity.

Resource scheduling

The process of determining dates on which activities should be performed in order to smooth the demand for resources, or to avoid exceeding stated constraints on these restraints.

Resource smoothing

Scheduling of activities, within the limits of their float, so that fluctuations in individual resource requirements are minimised. (In smoothing, as opposed to resource levelling, the project completion date may not be delayed)

responsible

Used to describe the individual who has the authority and is expected to deliver a task or activity; responsibility can be delegated.

Responsibility matrix

A document correlating the work required by a work breakdown structure element to the functional organizations responsible for accomplishing the assigned tasks.

responsible authority

The person or group commissioning the project (typically corporate or programme management) who has the authority to commit resources and funds on behalf of the commissioning organization.

Responsible organization

A defined unit within the organization structure which is assigned responsibility for accomplishing specific tasks, or cost accounts.

Retention

A part of payment withheld until the project is completed in order to ensure satisfactory performance or completion of contract terms.

Revenue cost

Expenditure charged to the profit and loss account as incurred or accrued due.

Reviewer

A person or group independent of the producer who assesses whether a product meets its requirements as defined in its Product Description.

Risk

An uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives. A risk is measured by a combination of the probability of a perceived threat or opportunity occurring, and the magnitude of its impact on objectives. Combination of the probability or frequency of occurrence of a defined threat or opportunity and the magnitude of the consequences of the occurrence. Note: combination of the likelihood of occurrence of a specified event and its consequences (potential occurrences or threats that would jeopardise the success of a project. The probability of an undesirable outcome.)

risk actionee

A nominated owner of an action to address a risk. Some actions may not be within the remit of the risk owner to control explicitly; in that situation there should be a nominated owner of the action to address the risk. He or she will need to keep the risk owner apprised of the situation.

Risk analysis

Systematic use of available information to determine how often specified events may occur and the magnitude of their likely consequences. (A technique designed to quantify the impact of uncertainty)

risk appetite

An organization's (or subset thereof) unique attitude towards risk taking that in turn dictates the amount of risk that it considers is acceptable.

Risk assessment

The process of identifying potential risks, quantifying their likelihood of occurrence and assessing their likely impact

Risk avoidance

Planning activities to avoid risks that have been identified.

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risk estimation

The estimation of probability and impact of an individual risk, taking into account predetermined standards, target risk levels, interdependencies and other relevant factors.

Risk evaluation

The process of understanding the net effect of the identified threats and opportunities on an activity when aggregated together. Process used to determine risk management priorities.

Risk event

A discrete occurrence that affects a project.

Risk exposure

The extent of risk borne by the organization at the time.

Risk identification

Process of determining what could pose a risk; a process to describe and list sources of risk (threats and opportunities)

Risk management

The systematic application of principles, approaches and processes to the tasks of identifying and assessing risks, and then planning and implementing risk responses. Systematic application of policies, procedures, methods and practices to the tasks of identifying, analysing, evaluating, treating and monitoring risk. (The process whereby decisions are made to accept known or assessed risks and /or the implementation of actions to reduce the consequences or probability of occurrence.)

Risk management plan

A document defining how project risk analysis and management is to be implemented in the context of a particular project.

Risk Management Approach

An approach describing the goals of applying risk management, as well as the procedure that will be adopted, roles and responsibilities, risk tolerances, the timing of risk management interventions, the tools and techniques that will be used, and the reporting requirements.

Risk matrix

A matrix with risks located in rows and with impact and likelihood in columns.

risk owner

A named individual who is responsible for the management, monitoring and control of all aspects of a particular risk assigned to them, including the implementation of the selected

responses to address the threats or to maximize the opportunities.

Risk prioritising

Ordering of risks according first to their risk value, and then by which risks need to be considered for risk reduction, risk avoidance, and risk transfer.

risk profile

A description of the types of risk that are faced by an organization and its exposure to those risks.

Risk quantification

Process of applying values to the various aspects of a risk (Evaluating the probability of risk event effect and occurrence).

Risk ranking

Allocating a classification to the impact and likelihood of a risk.

Risk reduction

Action taken to reduce the likelihood and impact of a risk.

Risk register

A record of identified risks relating to an initiative, including their status and history.

Formal record of identified risks (a body of information listing all the risks identified for the project, explaining the nature of each risk and recording information relevant to its assessment and management).

Risk response

Actions that may be taken to bring a situation to a level where exposure to risk is acceptable to the organization. These responses fall into a number of risk response categories.

Contingency plans to manage a risk should it materialise (action to reduce the probability of the risk arising or to reduce the significance of its detrimental impact if it does arise).

risk response category

A category of risk response. For threats, the individual risk response category can be avoid, reduce, transfer, accept or share. For opportunities, the individual risk response category can be exploit, enhance, reject or share.

Risk, secondary

Risk that can occur as a result of treating a risk.

Risk sharing

Diminution of a risk by sharing it with others, usually for some consideration.

risk tolerance

The threshold levels of risk exposure which, when exceeded, will trigger an

Exception Report to bring the situation to the attention of the Project Board.

Risk tolerances could include limits on the plan's aggregated risks (e.g. cost of aggregated threats to remain less than 10% of the plan's budget), or limits on any individual threat (e.g. any threat to operational service). Risk tolerance is documented in the Risk Management Approach.

risk tolerance line

A line drawn on the summary risk profile. Risks that appear above this line cannot be accepted (lived with) without referring them to a higher authority. For a project, the Project Manager would refer these risks to the Project Board.

Risk transfer

A contractual arrangement between two parties for delivery and acceptance of a product where the liability for the costs of a risk is transferred from one party to the other.

Risk treatment

Selection and implementation of appropriate options for dealing with risk.

role description

A description of the set of responsibilities specific to a role.

S

Safety plan

The standards and methods which minimise to an acceptable level the likelihood of accident or damage to people or equipment

Schedule

Graphical representation of a plan (for example, a Gantt chart), typically describing a sequence of tasks, together with resource allocations, which collectively deliver the plan. In PRINCE2, project activities should only be documented in the schedules associated with a Project Plan, Stage Plan or Team Plan. Actions that are allocated from day-to-day management may be documented in the relevant project log (i.e. Risk Register, Daily Log, Issue Register, Quality Register) if they do not require significant activity.

The timetable for a project. It shows how project tasks and milestones are planned out over a period of time.

Schedule control

Controlling schedule changes.

Schedule dates

Start and finish dates calculated with regard to resource or external constraints as well as project logic.

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Schedule performance index (SPI)

Ratio of work accomplished versus work planned, for a specified time period. The SPI is an efficiency rating for work accomplishment, comparing work accomplished to what should have been accomplished.

Schedule variance (cost)

The difference between the budgeted cost of work performed and the budgeted cost of work scheduled at any point in time.

Scheduled finish

The earliest date on which an activity can finish, having regard to resource or external constraints as well as project logic.

Scheduled start

The earliest date on which an activity can start, having regard to resource or external constraints as well as project logic.

Scheduling

Scheduling is the process of determining when project activities will take place depending on defined durations and precedent activities. Schedule constraints specify when an activity should start or end based on duration, predecessors, external predecessor relationships, resource availability, or target dates.

Scope

For a plan, the sum total of its products and the extent of their requirements. It is described by the product breakdown structure for the plan and associated Product Descriptions.

The scope is the sum of work content of a project.

Scope change

Any change in a project scope that requires a change in the project's cost or schedule.

Scope change control

Controlling changes to the scope.

scope tolerance

The permissible deviation in a plan's scope that is allowed before the deviation needs to be escalated to the next level of management. Scope tolerance is documented in the respective plan in the form of a note or reference to the product breakdown structure for that plan. See 'tolerance'.

Scope verification

Ensuring all identified project deliverables have been completed satisfactorily.

Scope of work

A description of the work to be accomplished or resources to be supplied.

Scrum

An iterative timeboxed approach to product delivery.

Scrum Master

A role for ensuring Scrum is understood and enacted and that the Scrum team adhere to the theory, practices and rules.

Secondary risk

The risk that may occur as a result of invoking a risk response or fall-back plan.

Secondment matrix

An organizational structure whereby team members are seconded to the project from their respective departments to the project and are responsible to the project manager

Senior Responsible Owner (SRO)

The single individual responsible for ensuring that a project or programme of change meets its objectives and delivers the projected benefits.

The person should be the owner of the overall business change that is being supported by the project.

The Senior Responsible Owner (SRO) should ensure that the change maintains its business focus, that it has clear authority, and that the context, including risks, is actively managed. This individual must be senior and must take personal responsibility for successful delivery of the project. The SRO should be recognized as the owner throughout the organization. The SRO appoints the project's Executive (or in some cases may elect to be the Executive).

Senior Supplier

The Project Board role that provides knowledge and experience of the main discipline(s) involved in the production of the project's deliverable(s). The Senior Supplier represents the supplier interests within the project and provides supplier resources.

Senior User

The Project Board role accountable for ensuring that user needs are specified correctly and that the solution meets those needs.

S-Curve

A display of cumulative costs, labour hours, or other quantities plotted against time.

Sequence

Sequence is the order in which activities will occur with respect to one another.

share (risk response)

A risk response to either a threat or an opportunity through the application of a pain/gain formula: both parties share the gain (within pre-agreed limits) if the cost is less than the cost plan; and both share the pain (again within pre-agreed limits) if the cost plan is exceeded.

Slack

Calculated time span during which an event has to occur within the logical and imposed constraints of the network, without affecting the total project duration.

Note 1: it may be made negative by an imposed date.

Note 2. The term slack is used as referring only to an event.

Slip chart

A pictorial representation of the predicted completion dates of milestones (also referred to as trend chart)

Slippage

The amount of slack or float time used up by the current activity due to a delayed start or increased duration.

Soft project

A project that is intended to bring about change and does not have a physical end product.

Soft skills

Soft skills include team building, conflict management and negotiation.

Source selection

Choosing from potential contractors.

Splitable activity

Activity that can be interrupted in order to allow its resources to be transferred temporarily to another activity.

specialist product

A product whose development is the subject of the plan. The specialist products are specific to an individual project (for example, an advertising campaign, a car park ticketing system, foundations for a building, a new business process etc.) Also known as a deliverable or output.

Sponsor

The main driving force behind a programme or project. Individual or body for whom the project or programme is undertaken and who is the primary risk taker. Some organizations use the term **sponsor** instead of **SRO**.

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PRINCE2® does not define a role for the sponsor, but the sponsor is most likely to be the Executive on the Project Board, or the person who has appointed the Executive.

Sprint

A fixed timeframe for creating selected features from the backlog.

sponsoring group

The driving force behind a programme, which provides the investment decision and top-level endorsement for the rationale and objectives of the programme.

Stage

A natural high level subsection of a project that has its own organizational structure, lifespan and manager.

See 'management stage' or 'technical stage'.

Stage payment

Payment part way through a project at some predetermined milestone.

Stage Plan

A detailed plan used as the basis for project management control throughout a stage.

Stakeholder

Any individual, group or organization that can affect, be affected by, or perceive itself to be affected by, an initiative (programme, project, activity, risk).

A person or group of people who have a vested interest in the success of an organization and the environment in which the organization operates. (Project stakeholders are people or organizations who have a vested interest in the environment, performance and/or outcome of the project.)

Stakeholder map

A diagrammatic representation of the stakeholders relevant to an organizational activity and their respective interests.

Stakeholder register

A document that contains a summary of the information in the stakeholder profiles.

Start event of a project

Event with succeeding, but no preceding activities.

Note: there may be more than one start event.

Start-to-start lag

Start-to-start lag is the minimum amount of time that must pass between the start of one activity and the start of its successor(s). This may be

expressed in terms of duration or percentage.

Starting activity

A starting activity has no predecessors. It does not have to wait for any other activity to start.

start-up

The pre-project activities undertaken by the Executive and the Project Manager to produce the outline Business Case, Project Brief and Initiation Stage Plan.

Statement of work

A document stating the requirements for a given project task.

Status reports

Written reports given to both the project team and to the person responsible for the outcomes of the project on a regular basis detailing the status of an activity, work package, or whole project. Status reports should be used to control the project and to keep management informed of project status.

Steering group

A body established to monitor the project and give guidance to the project sponsor or project manager.

Strategy

An approach or line to take, designed to achieve a long-term aim. Strategies can exist at different levels – at the corporate, programme and project level.

In MSP®, there are corporate strategies for achieving objectives that will give rise to programmes. These then develop strategies aligned to the corporate objectives against particular delivery areas.

Subcontract

A contractual document which legally transfers the responsibility and effort of providing goods, services, data, or other hardware, from one firm to another.

Subcontractor

An organization that supplies goods or services to a supplier.

Subnet or sub network

A division of a project network diagram representing a subproject.

Subproject

A group of activities represented as a single activity within a higher level of the overall project.

Success criteria

Criteria to be used for judging if the project is successful.

Success factors

Critical factors that will ensure achievement of success criteria.

Successor

A successor is an activity whose start or finish depends on the start or finish of a predecessor activity.

Sunk costs

Unavoidable costs (even if the project were to be terminated)

Super-critical activity

An activity that is behind schedule is considered to be super-critical. If it has been delayed to a point where its float is calculated to be a negative value.

Supplier

The person, group or groups responsible for the supply of the project's specialist products.

Includes contractors, consultants and any organization that supplies services or goods to the customer.

System

The complete technical output of the project including technical products.

Systems and procedures

Systems and procedure detail the standard methods, practices, and procedures of handling frequently occurring events within the project.

Systems management

Management that includes the prime activities of systems analysis, systems design and engineering and systems development.

T

Tailoring

The appropriate use of PRINCE2 on any given project, ensuring that there is the correct amount of planning, control, governance and use of the processes and themes (whereas the adoption of PRINCE2 across an organization is known as 'embedding').

Target completion date

A date which contractors strive towards for completion of the activity.

Target date

Date imposed on an activity or project by the user. There are two types of target dates; target start dates, and target finish dates.

Target finish – activity

Target finish is the user's imposed finish date for an activity. A target finish date is used if there are pre-defined commitment dates.

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Target finish date

The date planned to finish work on an activity.

Target finish – project

A user's Target Finish date can be imposed on a project as a whole. A target finish date is used if there is a pre-defined completion date.

Target start – activity

Target start is an imposed starting date on an activity.

Target start date

The date planned to start work on an activity.

Task

The smallest indivisible part of an activity when it is broken down to a level best understood and performed by a specific person or organization.

Team

A team is made up of two or more people working interdependently towards a common goal and a shared reward.

Team building

The ability to gather the right people to join a project team and get them working together for the benefit of a project.

Team development

Developing skills, as a group and individually, that enhance project performance.

Team leader

Person responsible for leading a team.

Team Manager

The person responsible for the production of those products allocated by the Project Manager (as defined in a Work Package) to an appropriate quality, timescale and at a cost acceptable to the Project Board. This role reports to, and takes direction from, the Project Manager. If a Team Manager is not assigned, then the Project Manager undertakes the responsibilities of the Team Manager role.

Team Plan

An optional level of plan used as the basis for team management control when executing Work Packages.

Technical assurance

The monitoring of the technical integrity of products.

Technical guide

A document that guides managers, team leaders and technical assurance co-ordinators on planning the production of products.

Technical products

Products produced by a project for an end user.

technical stage

A method of grouping work together by the set of techniques used, or the products created. This results in stages covering elements such as design, build and implementation. Such stages are technical stages and are a separate concept from management stages.

Tender

A document proposing to meet a specification in a certain way and at a stated price (or on a particular financial basis), an offer of price and conditions under which the tendered is willing to undertake work for the client.

Termination

Completion of the project, either upon formal acceptance of its deliverables by the client and/or the disposal of such deliverables at the end of their life

Terms of reference

A specification of a team member's responsibilities and authorities within the project.

Theme

An aspect of project management that needs to be continually addressed, and that requires specific treatment for the PRINCE2® processes to be effective.

threat

An uncertain event that could have a negative impact on objectives or benefits.

Tied activities

Activities that have to be performed sequentially or within a predetermined time of each other

Timebox

A finite period of time when work is carried out to meet an objective or achieve a goal.

Time analysis

The process of calculating the early and late dates for each activity on a project, based on the duration of the activities and the logical relations between them.

Time based network

A linked bar chart, a bar chart that shows the logical and time relationships between activities.

time-driven control

A management control that is periodic in nature, to enable the next higher authority to monitor progress – e.g. a control that takes place every two weeks. PRINCE2 offers two key time-

driven progress reports: Checkpoint Report and Highlight Report.

Time-limited scheduling

Scheduling of activities, so that the specified project duration, or any imposed dates, are not exceeded. Note: this may cause the envisaged resource levels to be exceeded.

Time-limited resource scheduling

The production of scheduled dates in which resource constraints may be relaxed in order to avoid any delay in project completion.

Time now

Specified date from which the forward analysis is deemed to commence (The date to which current progress is reported. Sometimes referred to as the status date because all progress information entered for a project should be correct as of this date)

Time recording

The recording of effort expended on each activity in order to update a project plan.

Time-scaled logic drawing

A drawing that displays the logical connection between activities in the context of a timescale in which each horizontal position represents a point in time.

Time-scaled network diagram

A project network diagram drawn so that the positioning of the activity represents the schedule.

Time sheet

A means of recording the actual effort expended against project and non-project activities.

time tolerance

The permissible deviation in a plan's time that is allowed before the deviation needs to be escalated to the next level of management. Time tolerance is documented in the respective plan. See also 'tolerance'.

to-be state

The future planned state of an organization as described by the blueprint.

Tolerance

The permissible deviation above and below a plan's target for time and cost without escalating the deviation to the next level of management. There may also be tolerance levels for quality, scope, benefit and risk. Tolerance is applied at project, stage and team levels.

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Top down cost estimating

The total project cost is estimated based on historical costs and other project variables and then subdivided down to individual activities.

Total float

Time by which an activity may be delayed or extended without affecting the total project duration (or violating a target finish date).

Total quality management (TQM)

Strategic, integrated management systems for customer satisfaction that guides all employees in every aspect of their work.

Tranche

A programme management term describing a group of projects structured around distinct step changes in capability and benefit delivery.

transfer (risk response)

A response to a threat where a third party takes on responsibility for some of the financial impact of the threat (for example, through insurance or by means of appropriate clauses in a contract).

transformation

A distinct change to the way an organization conducts all or part of its business.

transition plan

The schedule of activities to cover the 'transition' phase of the benefits realization plan.

Transit time

Dependency link that requires time and no other resources. It may be a negative time

Trigger

An event or decision that triggers a PRINCE2 process.

Turnaround report

A report created specially for the various responsible managers to enter their progress status against a list of activities that are scheduled to be in progress during a particular time window.

U

Unlimited schedule

Infinite schedule, schedule produced without resource constraint.

User(s)

The person or group who will use one or more of the project's products.

The group of people who are intended to benefit from the project.

user acceptance

A specific type of acceptance by the person or group who will use the product once it is handed over into the operational environment.

user story

A tool used to write a requirement in the form of who, what and why.

V

Value

A standard, principle, or quality considered worthwhile or desirable.

Value management

A structured means of improving business effectiveness that includes the use of management techniques such as value engineering and value analysis.

Value engineering

A technique for analysing qualitative and quantitative costs and benefits of component parts of a proposed system.

Value planning

A technique for assessing, before significant investment is made, the desirability of a proposal based on the value that will accrue to the organization from that proposal.

Variance

A discrepancy between the actual and planned performance on a project, either in terms of schedule or cost.

Variance at completion

The difference between budget at completion and estimate at completion.

Variant

A variation on a baselined product. For example, an operations manual may have an English variant and a Spanish variant.

Variation

A change in scope or timing of work which a supplier is obliged to do under a contract.

Variation order

The document authorising an approved technical change or variation.

Version

A specific baseline of a product. Versions typically use naming conventions that enable the sequence or date of the baseline to be identified. For example, Project Plan version 2 is the baseline after Project Plan version 1.

vision

A picture of a better future that will be delivered by the programme.

W

waterfall method

A development approach that is linear and sequential with distinct goals for each phase of development. Once a phase of development is completed, the development proceeds to the next phase and earlier phases are not revisited (hence the analogy that water flowing down a mountain cannot go back).

What-if analysis

The process of evaluating alternative strategies.

What-if simulation

Changing the value of the parameters of the project network to study its behaviour under various conditions of its operation.

Work

The total number of hours, people or effort required to complete a task.

Work breakdown code

A code that represents the 'family tree' of an element in a work breakdown structure.

Work breakdown structure (WBS)

Way in which a project may be divided by level into discrete groups for programming, cost planning and control purposes.

Note: see also 'work package'

(The WBS is a tool for defining the hierarchical breakdown of work required to deliver the products of a project. Major categories are broken down into smaller components. These are sub-divided until the lowest required level of detail is established. The lowest units of the WBS become the activities in a project. The WBS defines the total work to be undertaken on the project and provides a structure for all project control systems.)

Workload

Workload is the amount of work units assigned to a resource over a period of time.

Work package

The set of information relevant to the creation of one or more products. It will contain a description of the work, the Product Description(s), details of any constraints on production, and confirmation of the agreement between the Project Manager and the person or Team Manager who is to implement the Work Package that the work can be done within the constraints.

A group of related tasks that are defined at the same level within a work breakdown structure.

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(In traditional cost/schedule systems, the criteria for defining work packages are as follows:

- 1) Each work package is clearly distinguishable from all other work packages in the programme.
- 2) Each work package has a scheduled start and finish date.
- 3) Each work package has an assigned budget that is time-phased over the duration of the work package.
- 4) Each work package either has a relatively short duration, or can be divided into a series of milestones whose status can be objectively measured.
- 5) Each work package has a schedule that is integrated with higher-level schedules).

workstream

The logical grouping of projects and activities that together enable effective management. Workstreams may delineate projects against a variety of criteria.

Work units

Work units provide the measurement units for resources. For example, people as a resource can be measured by the number of hours they work.

X

Y

Z

Zero float

Zero float is a condition where there is no excess time between activities. An activity with zero float is considered a critical activity.

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SPOCE Project Management Ltd
West Wing, Briggs House
26 Commercial Road
Poole, Dorset BH14 0JR

e: info@spoce.com

t: +44 (0)1202 736373

w: www.spoce.com

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