

Project

- ✓ A novel undertaking or **systematic process** to create a new **product** or service the **delivery** of which signals **completion**. Projects involve **risk** and are typically constrained by limited **resources**. [D01353]
- A **process** for **conducting work** that produces a new **product** of one sort or another. [D01342]
- A **process** or undertaking that encompasses an entire set of activities having a definable starting point and well defined **objectives** the **delivery** of which signal the **completion** of the project. Projects are usually required to be accomplished within limited **resources**. [D01343]
- A set of activities directed to an overall **goal**. Also, the collection of **data** relating to the **achievement** of that **goal**. More **specifically**, a **network** of activities, or **file(s)** containing such a **network**. [D01344]
- A temporary endeavour undertaken to create a unique **product** or service. [D01345]
- A unique **venture** with a beginning and an end, undertaken by people to meet established **goals** within defined **constraints** of **time**, **resources**, and **quality**. [D01346]
- An endeavour in which human, **material** and **financial resources** are organized in a novel way, to undertake a unique **scope of work** of given **specification**, within **constraints** of **cost** and **time**, so as to achieve unitary, beneficial **change**, through **delivery** of quantified and **qualitative objectives**. [D01347]
- An organized undertaking utilizing human and physical **resources**, done once, to accomplish a **specific goal**, which is normally defined by a **Triple Constraint**.
*Editor's Note: **Triple Constraint**, i.e. **Performance, Time and Cost**, is an **obsolete** construct now considered inadequate to convey **project objectives** and **constraints** in today's **real world**. [D01348]*
- An organized undertaking, limited in **time** to achieve **specific objectives**. [D01349]
- Any temporary, organized **effort** that creates a one-**time product**, service, **process**, or **plan**.
*Editor's Note: "Temporary" suggests that the project's **duration** is at the whim of **management** irrespective of **product delivery**. "Transient" might be a better word. [D01350]*
- Any undertaking that has a defined **objective**, a **cost parameter**, and a **time element** for its **development**. A cluster of activities that are pulled together to deliver something of **value** to a **customer**. [D01351]
- Any undertaking with a defined starting point and defined **objectives** by which **completion** is identified. In **practice** most projects depend on finite or limited **resources** by which the **objectives** are to be accomplished. [D01352]
- A unique, novel and transient endeavour undertaken to achieve novel **objectives** and involving considerable **risk** and **uncertainty**. [D02619]
- A **systematic process** for achieving a distinct **objective**. The "**system**" consists of a **period** of **planning** followed by a **period** of "doing", and this system is repeated at every **level of detail**. These two "periods" are the genesis of the **project life cycle**. **Project management** is the **process** of **managing** the project process. [D03426]
- A one-**time effort** to accomplish an explicit **objective** by a **specific time**. Each project is unique although similar projects may exist. Like the **individual activity**, the project has a distinguishable start and **finish** and a time frame for **completion**. Each **activity** in the project will be monitored and **controlled** to determine its **impact** on other activities and projects. [D03604]

- A temporary **management environment** which is created in order to achieve a **particular business objective** through the **control** and co-ordination of logistical and **technical resources**. [D03909]
- Unique set of coordinated activities, with definite starting and **finishing** points, undertaken by an **individual** or **organization** to meet **specific objectives** within defined **time, cost** and **performance parameters**. See also BS ISO 10006. [D04589]
- Projects are performed by people, constrained by limited **resources**, and **planned**, executed, and **controlled**. A project is a temporary endeavor undertaken to create a unique **product** or service. Temporary means that every project has a definite beginning and a definite ending. Unique means that the **product** or service is different in some distinguishing way from all similar products and **services**. Projects are often **critical components** of the **performing organizations'** business **strategy**. [D04751]
- A human endeavour **legitimately** regarded by its **stakeholders** as a project [because] it encompasses a unique **scope of work** that is constrained by **cost** and **time** [and] the **purpose** of which is to create or modify a **product** or service to achieve beneficial **change** defined by **quantitative** and **qualitative objectives**. [D05066]
- A **structure** to **complete** a **specific** defined **deliverable** or set of **deliverables**. A project has a **specific** begin date and end date, **specific objectives** and **specific resources** assigned to perform the **work**. A **project manager** has overall **responsibility** and **authority** over a project. When the **objectives** are met, the project is considered **complete**. [D05067]
- A unique set of coordinated activities, with definite starting and **finishing** points, undertaken by an **individual** or **organization** to meet **specific objectives** within a defined **schedule** of **cost** and **performance parameters**.
*Editor's Note: However desirable this might be, we think it possible that a project could be undertaken without either **schedule** or **cost parameters**, or both.* [D05068]
- Any organized business **activity** where an **investment** is made. It most commonly refers to the **work** of creating and **operating** a physical asset, such as a bridge or a **building**. However, it need not involve the creation of a new physical asset at all, for example if a **company** launches a new **product** which has been manufactured by existing **assets**. The project extends over the whole **investment life-cycle** of **activity**, not just the initial **phases** while the **investment** is being made.
*Editor's Note: This **definition** is unfortunate in that practitioner **consensus** holds that a project and its **life cycle** or **life span** is concluded upon the **delivery** and transfer of the **product** to the **customer** or **user** and does not encompass the whole **investment period**. This latter is typically referred to as the "product" **life cycle**.* [D05069]
- An undertaking that is focused on acquiring a **specific product**. The **product** may include **hardware**, **software**, and **services**. Typically, a project has its own **funding**, **cost accounting**, and **delivery schedule**. [D05204]

Project Accountant

- The person responsible for **project cost accounting services** to the **project**. Duties typically include:
 - **Maintenance** of project ledgers (usually electronic) showing **WBS budget line items**, **commitments**, **expenditures** and **forecasts**.
 - Ensuring the **integrity** of the **project budget** through **approved scope changes**, fiscal **changes**, and **contingency** reallocations.
 - **Verification** of **invoices** and their correct holdback, **coding** and

WBS allocation.

- **Verification** of **overhead** charges and their distribution.
- Issuing monthly **project cost reports** that include **forecast final costs** and **variances based on project team input**.
- Flagging significant projected **overruns** or **underruns**.
- Ensuring **final payments** of hold back on all **contracts** and **closing of accounts** upon **project completion**.
- Transfer of **project expenditures** from **project financing** to the **organization's** fixed asset **records**.

The Project **Accountant** is often a member of the **corporate controller's department** assigned to the **project team**. [D04308]

Project Accounting

- The **process** of identifying, measuring, **recording** and communicating **actual project cost data**. [D01354]

Project Administration

- Routines established to **control** and follow up a **project**. [D01355]

Project Appraisal

- ✓ The **discipline** of calculating the viability of a **project**. **Project** viability is normally determined in largely economic or **financial** terms. However, it is normally extended to include **issues** such as **environment appraisal** and **certainty** of **performance**. [D03910]
- The **discipline** of calculating the viability of a **project**. [D01356]

Project Approval

- **Owner**, **sponsor**, or senior **management authorization** for a **project** to proceed, typically through the next **logical phase** only. A major **milestone** or **event** in the **project life cycle**. [D03191]

Project Assurance Team ("PAT")

- ✓ The **organization** which carries out **technical** and **administrative roles**, ensuring continuity of **development**, and **technical integrity**, of the **project's products**. [D05070]
- A three-member **team** comprised of the **business assurance coordinator**, the **technical assurance coordinator** and the **user assurance coordinator** whose **roles** cross **stage** boundaries and through whom continuity of **project development** and **technical product integrity** is maintained. [D01357]

Project Base Date

- Reference date used as a basis for the start of a **project calendar**. [D04479]

Project Board

- ✓ The **executive organization** which provides overall **direction** and **guidance** to a **project**. All **project boards** within a **program report** to the **program director**. [D05071]
- A **project board** is the body to which the **Project Manager** is **accountable** for achieving the **project objectives**. The **project Board** should be **viewed** to represent the **stakeholders**. For example, on a small project the **sponsor** may represent the interests of the **executive**, the **senior user**, and the **technical authority**, where in a large project, the Project Board may be larger than the three or four usual members. [D01358]
- See **Project Steering Committee** [D03745]

Project Board Executive

- A **project management role** (chairman of the **project board**). **Project board executives** should **formally report** to, and be subject to **direction** from the **program director**, if **changes to project briefs** are required. [D05072]

Project Boundary

- ✓ A **boundary** that defines how the **project** interacts with other

projects and non-project **activity** both within and outside the **organization**. [D03911]

• The **boundary** of a **project** which is defined to indicate how the **project** interacts both with other projects and non-project **activity** both in and outside of the **organization**. [D01359]

Project Brief

• ✓ A major **document** typically prepared as the basis for an **executive management go/no-go decision** at an **executive control point**. Following a go **decision**, the **document** becomes the **baseline** or **control** basis for the **project control cycle**. [D01362]

• A **document** submitted with a **capital appropriation request** for the **implementation** of a **project**. A good **project** brief should include at a minimum:

- An introduction or **executive** summary
- A general statement of business aims and **objectives** associated with the project
- A statement of **project scope**
- The economic and **technical approach** adopted
- Justification, **alternatives**, areas of **uncertainty** and **risk**
- **Regulatory approvals** and **requirements**
- **Preliminary design** sketches, block **diagrams**, **standards**
- project **Master Schedule**
- **Procurement Plan**
- project **estimate** and proposed **capital appropriation request**
- Other **resources** required from the **sponsoring organization** e.g. land, space, **staff**, etc.
- **Financial** statement and economic projections
- **Cash flow** projection
- **Quality, schedule** and **cost controls**
- **project team organization**

[D01361]

• A statement of reference terms for a **project**. [D01363]

• See **Project Plan**. See also **Project Charter**. [D01364]

• A statement of the **terms of reference** for a **project**, initially provided by the **steering committee** and subsequently refined by the **project board** to form **part** of the **project initiation document**. [D03912]

• Statement that describes the **purpose, cost, time** and **performance requirements/constraints** for a **project**. [D04480]

• A statement of reference terms for a **project**. A **written** statement of the **Client's goals** and **requirements** in relation to the **project**. [D04481]

• A **product** of the **program definition phase** which contains an **outline specification** for a **project** within the **program plan**. [D05073]

Project Budget

• ✓ The amount and distribution of money allocated to a **project**. [D01365]

• The **authorized capital appropriation** of funds generally **based** on the **estimate** contained in the accepted **project brief released** for the **implementation phase** of the **project**. [D01366]

Project Business Management

• The **management** of the business **baseline** of the **project** including **contracting, subcontracting, planning, scheduling,**

budgeting, data management, human resources, legal, etc.
[D04193]

Project Calendar

- ✓ A **calendar** that defines global **project working** and non-**working periods**. [D01368]
- The **base calendar** used by a **project**. [D01367]

Project Cancellation

- Point at which a **decision** is made to discontinue the **project** and disband its **organization**. [D01369]

Project Champion

- ✓ The person who espouses the **project** and secures for it necessary **support** and **resources**. See also **Project Sponsor**. [D03746]
- A senior **manager** who is above the **project manager** who gains **support** and **resources** for the **project**. [D01370]

Project Change

- An **approved change** to **project work content** caused by a **scope of work change** or a special circumstance on the **project** (weather, strikes, etc.). See also **project cost changes**. [D01371]

Project Change Control Board

- A **board** established for **approval** of **changes** to the **technical, operations, schedule, or cost baseline** for the **project**. [D04194]

Project Charter

- ✓ A **formal document** providing **authority** to a **project manager** to conduct a **project** within **scope, quality, time** and **cost** and **resource constraints** as laid down in the **document**. [D02283]
- See **Project Brief** [D01372]
- See **Project Plan**. [D01373]
- A **document** consisting of a **mission statement**, including background, **purpose**, and **benefits**, a **goal, objectives, scope, assumptions** and **constraints**. A **project charter** clearly **documents project definition** in order to bring a **project team** into necessary **agreement**. [D01375]
- A **document issued** by senior **management** that provides the **project manager** with the **authority** to apply **organizational resources** to **project** activities. [D01374]
- A **document** prepared by the **sponsor** that includes an overview of what is expected from the **project** including limits, **priorities, requirements** and **constraints**. [D02189]

Project Closeout

- ✓ The full **completion** of a **project** signed off by all responsible **parties** and the finalization of all paperwork. **Contractually** concluded by a **consultant's total performance** Certificate. [D01376]
- A **process** that provides for **acceptance** of the **project** by the **project sponsor, completion** of various **project records**, final **revision** and **issue** of **documentation** to reflect the "as-built" condition and the **retention** of essential **project documentation**. See **project life cycle**. [D01378]

Project Closeout and Startup Costs

- The **estimated** extra **costs** (both **capital** and **operating**) that are incurred during the **period** from the **completion** of **project implementation** to the beginning of normal **revenue** earnings on **operations**. [D01377]

Project Closure

- ✓ The **formal** end of the **project** that requires **project board approval**, and that is normally given at the **project closure**

control point. [D03914]

- The **formal** end of a **project**. It requires the **project board's approval.** [D01379]

Project Code

- A set of symbols assigned to a set of **cost classes** or sub-divisions of the **scope of work** in a **project**. The **project Code** reflects a **systematic** (or hierarchic) sub-division of **scope** i.e. its **work breakdown structure.** [D01380]

Project Communications Management

- A subset of **project management** that includes **communications planning, information planning, information distribution, performance reporting** and **administrative closure** in an **effort** to correctly disseminate **project information.** [D01381]

Project Communications Plan

- A **plan** which may **range** from a **formal Contact/Responsibility Chart** with detailed **instructions** on a large **project**, to an **informal** list of contact names, telephone numbers and **schedule** of **meetings** on a small one. [D01382]

Project Completion

- The point at which the **results** are handed over to the **client**, and the **project group** disbanded. [D01383]

Project Complexity

- The extent to which a **project**, or one of its **components**, involves a large number of **parts**, and/or a large number of people, to be coordinated and/or **interfaced**. In **project management**, **project complexity** is typically a reflection of the number of **work packages** involved and the number of different people required to carry them out.

*Editor's Note: The degree of project **complexity** may well have a bearing on the most appropriate **style of management** to be applied in the conduct of the project.* [D00260]

Project Concept Documentation

- A concise gathering of the latest key **project information** prepared at the end of the **Concept Phase** and presented for **approval to proceed** to the next **phase** of **project Definition**. It incorporates the first **stage** of **project Scope Definition**. See also **Project Vision Statement.** [D01385]

Project Configuration Control Board

- See **Project Change Control Board.** [D04195]

Project Context

- The background or **environment** in which the **project** is conducted. Also, the background that justifies the **project** in the first place. [D03192]

Project Control

- ✓ A **project management function** that involves comparing **actual performance** with **planned performance** and taking **corrective action** (or **directing** or **motivating** others to do so) to **yield** the desired **outcome** when significant **differences** exist. See also **commitment.** [D00365]
- **Controlling** a **project's time, resources, quality,** etc. [D01386]

Project Control Cycle

- The **sequence** of activities which are used to steer the **project** towards conformance with **project requirements** ; see **control.** [D01387]

Project Coordination

- **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**. [D04482]

Project Co-ordination Procedure

- Defines the **parties** relevant to the **project** and the **approved** means of communicating between them. [D04483]

Project Cost

- ✓ The **actual costs** of the entire **project**. [D01390]
- Any of the **cost types** (**appropriation, commitment, expenditure** or **Estimate to Complete**) associated with the total **scope of work** in a **project**, i.e. the sum of all **cost classes forming** the **project**. The project **Cost** should comprise all of:

1. The **cost** of all **work** in the **planning phases** of the project
2. The cost of all **work** in the **implementation phases** of the project
3. **Owner's management** and **overhead** costs during the **implementation phase** (e.g. **Consultant Services, Corporate Overheads, Reserve for scope Changes, Land, Financing**, etc.)

See also **construction cost**. [D01388]

- The **costs** required for **project implementation**. [D01389]

Project Cost Accounting System

- A **cost accounting system** that accumulates **actual costs** for **projects** in such a way that **total costs** for all **work** in an **organization** can be allocated to the appropriate **projects**, normally providing monthly **cost** summaries; also used in **cost planning** to summarize the detailed **task cost estimates**. [D01391]

Project Cost Changes

- The **changes** to a **project** and the **initiating** of the preparation of detail **estimates** to determine the **impact** on **project costs** and **schedule**. These **changes** must then be communicated clearly (both **written** and verbally) to all **participants** that **approval/rejection** of the **project changes** have been obtained (especially those which change the original **project** intent) [D01392]

Project Cost Management

- ✓ The **process** of placing **responsibility** on the **designers** and implementers to perform within their previously established **budgets**. **Project costs** are then collected and **reported** in a way that **Actuals** to **Budget** can be compared, and sound **management** and **technical decisions** can be made on the **Project**. Two simple but essential **principles** of the **process** must be clearly understood:

1. there must be a basis for **comparison**, and
2. only future **costs** can be **controlled**.

[D01394]

- 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**.

[D01393]

Project Cost Systems

- The establishment of a **project cost accounting system** of ledgers, asset **records, liabilities**, write-offs, taxes, **depreciation expense**, raw **materials**, pre-paid **expenses**, salaries, etc. [D01395]

Project Cost Target

- The sum of the **individual project task cost targets** plus any non-**task cost targets**. [D03784]

Project Culture

- ✓ The general **attitude** towards **projects** within the business. Most **projects** do not operate in isolation. They have to operate within a business **environment** that should be complementary to the **requirements** of good **project management**. [D03915]
- The general **attitude** toward **projects** within the business. [D01396]

Project Data Document ("PDD")

- A summary of the **project plan** for the business office. [D01397]

Project Data Gaps

- **Identification** of **data** gaps in available **information** in reference to a **particular procurement**. [D01398]

Project Data Review

- **Review** of **qualification data** to determine its **adequacy**. [D01399]

Project Data Verification

- **Verification** of **qualification data** to check its **accuracy**. [D01400]

Project Definition

- ✓ The **process** of exploring more thoroughly all aspects of the proposed **project** and to explore the relations between required **performance**, **development time** and **cost**. [D03679]
- The **definition** of a **project** in terms of **objectives**, **organization**, required **resource inputs**, etc. [D01401]
- 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. [D04484]

Project Developer

- The person assigned **responsibility** and **accountability** for the **project** during the **Concept Phase** and is given the necessary **authority** to undertake that **responsibility**. The **project developer reports** to the **project sponsor**. [D01402]

Project Development Life Cycle ("PDLC")

- The defined **sequence** of **events** that constitute a **project**. This may vary **based** on the size of the **project** but is always **based** on the same **principles**. [D04365]

Project Direct Cost Contingency

- The sum of the **contingencies estimated** for **individual tasks**. These **contingencies** represent the **project manager's views** of the **uncertainty** of the **costs** of the **tasks resulting** from anticipated **issues** which cannot be reasonably **estimated**.
Editor's Note: Without the application of probability, there is a danger that this type of contingency aggregation will lead to an excessive contingency value. [D03785]

Project Director

- ✓ One of the following:
 1. The **manager** of a very large **project** that demands senior level **responsibility**.
 2. The person at the **board** level in an **organization** who has the overall **responsibility** for **managing projects**.
 3. The **owner's** representative who provides overall **direction** to the **project manager**.

*Editor's Note: In North America, the senior person responsible for the **collective management** of projects is typically at the vice president level.*
[D01403]

Project Directory

- A **file** containing a **record** for each **project** maintained by the **system**. [D01404]

Project Documentation

- Description of the **results** of the **project**. [D01405]

Project Duration

- The **elapsed time** from **project** start date through to **project finish date**. [D01406]

Project Engineer

- A title that usually indicates that a person who is responsible for a significant **technical role** on the **project** has also been given the "**part time**" role of **project manager**. [D03918]

Project Environment

- ✓ The internal and **external environments** in which the **project** is conducted. It may encompass political, ecological (often termed **environmental**), economic, **technological**, **regulatory**, **organizational**, etc. These **environments**, or **contexts**, shape the **issues** that face **project management** and may assist or restrict the attainment of the **project objective**. [D03747]
- See also **Environment**. [D01407]
- Surroundings, **conditions**, circumstances, and **influences affecting a project**. [D01408]
- The **context** within which the **project** is formulated, assessed and realized. This includes all **external factors** that have an **impact** on the **project**. [D01409]
- The **context** within which the **project** is formulated, assessed and realized. It covers the **external influences** that are brought to bear on a **project** including geophysical, ecological, **social**, cultural, political, economic and aesthetics. [D03919]

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. [D01410]
- **Checking** how **effectively** the **project** has been conducted and the **group** has **functioned**. [D01411]
- An **appraisal** of the **progress** and **performance** of a job compared to what was originally **planned**. [D02335]

Project Evaluation Review

- See **Project Evaluation**. [D03920]

Project Execution Plan

- The detailed **plan** for carrying out the **project** through its **implementation phase**. A description of how the **project's** activities will create the **outputs** or **end items**. [D03193]

Project Expenditure

- See **Expenditure** [D00652]

Project File

- ✓ A **record** of **project data/documents**. [D01413]
- A **file** containing the overall **plans** of a **project** and any other important **documents**. [D01412]

Project Financing

- Provision of **capital** for a **project**. [D01414]

Project Finish Date/Schedule

- The latest **schedule calendar finish date** of all activities on the

project derived from **network** or **resource allocation process calculation**s. [D01415]

Project Follow Up

- **Checking** of **project performance** in terms of **time resources**, and/or **quality**. (Syn: **Project Control**.) [D01416]

Project Goal

- Specified desired **milestone result**. (See **Project Objective**.) [D01417]

Project Goods

- Equipment and/or **materials** needed to implement a **project**. [D01418]

Project Group

- **Group** of people assigned to carry out the **project work** or a defined **part** thereof. [D01419]

Project Hand Over

- The **acceptance** of the **facility** by the **facility operators** for occupancy and training even though **construction** may not be fully **completed**. [D01420]

Project Implementation Plan

- A **formal document** to be **approved** as **part** of an **AFE** submission for the **implementation** and **commissioning, startup & completion phases** of the **project**. It describes the **complete** course of **action** contemplated, including **assumptions, organization, stakeholder communication, milestone schedule, quality** and **safety** provisions, **critical success indicators**, etc. The **project implementation plan** establishes the project's **baseline** by which **project management** will direct the project. [D01421]

Project Information Sources

- **Identification** and listing of various available **sources**, internal as well as **external**, to provide relevant **information** on **specific procurements**. [D01422]

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 substantial **management structure**. [D01423]

Project Initiation Document

- A **document approved** by the **project board** at **project initiation** that defines the **terms of reference** for the **project**. [D01424]

Project Initiation Review

- A **control gate** at which the provider **executive management reviews, approves, and commits** the **company** to the provider's **project plan** and **approves** the **project** start. The PIR is the forum for **executive management** to constructively **challenge** the readiness of the provider **project manager** and **project team** to initiate the **project effort** and successfully meet the project **requirements**. [D01425]

Project Initiator

- The person who has the **authority**, and provides the justification, to start **action** on a **project**. [D03787]

Project Integration

- The bringing together of diverse **organizations, groups** or **parts** to form a cohesive whole to successfully achieve **project objectives**. [D01426]

Project Investment Cost

- The **activity** of establishing and assembling all the **cost elements**

(**capital** and **operating**) of a **project** as defined by an agreed **scope of work**. The **estimate** attempts to predict the final **financial outcome** of a future **investment program** even though all the **parameters** of the **project** are not yet fully defined. [D01427]

Project Issues Report

- A **report** which raises **issues** on any aspect of the **project** whether **technical** or **managerial**. [D03916]

Project Launch

- The activities surrounding the **communication** of **project scope** [D02236]

Project Leader

- The person who **leads** the **project management process** and facilitates the **team process**. [D02202]

Project Leadership

- **Leadership** in the **context** of a **project**, e.g. **leading** with a focus on the **project's goals** and **objectives** and the **effectiveness** and **efficiency** of the **process**. [D03194]

RMW

Project Life Cycle

- ✓ The four sequential major **time periods** through which any **project** passes, namely:

RMW

1. **Concept**
2. **Definition**
3. **Execution (implementation or development)**
4. **Finishing (commissioning or close out)**.

Each **period** may be identified as a **Phase** and further broken down into **stages** that typically reflect the **area of project management application** and the size and **complexity** of the **specific project**. [D01432]

- A collection of **project phases** whose name and number are determined by the **control needs** of the **organization** or **organizations** involved in the **project**. [D01428]
- The **complete** set of **time periods** through which a **project** passes sequentially in a **logical** and orderly manner. In its simplest form the **life cycle** consists of four major **periods**:

PMK96

PMIS

1. **Concept** (where the **project concept** as a need solution is selected and defined)
2. **Development or Definition** (where the concept is verified and developed into a **workable plan** for **implementation**)
3. **Implementation** (where the **implementation plan** is carried out); and
4. **Closeout** (where the project **process** is **completed** and **documented**, and the **finished product** is transferred to the care, custody and **control** of the **owner**.)

Progress through the project **life cycle** is identified by **milestones**, but these major periods should be separated by **Control Gates** or **Executive Control Points**. [D01429]

- The four sequential **phases** in **time** through which any **project** passes, namely: **Concept**; **Definition (or Development)**; **Execution (Implementation or Operation)**; **Finishing (Termination or Close Out)**.

PMK87

Note: These **phases** may be further broken down into **stages** depending on the **area of project application**. [D01430]

- The **period** from **project initiation** to **completion**. [D01431]

<ul style="list-style-type: none"> • The events, from beginning to end, necessary to complete a project. [D01434] 	NPMT
<ul style="list-style-type: none"> • While there are many different versions of the Project Life Cycle, all essentially contain the steps of germination of the idea, proposal and initiation, design and appraisal, mobilization of the team, execution and control, integration of the team and their work, testing, commissioning and handover of the project's product and closeout of the work. [D02626] 	WST 23
<ul style="list-style-type: none"> • The sequence of phases through which the project will evolve. It is absolutely fundamental to the management of projects, and is the only thing that uniquely distinguishes projects from non-projects. It will significantly affect how the project is structured. The basic life cycle follows a common generic sequence: Opportunity, Design & Development, Production, Hand-over, Post-Project Evaluation. The exact wording varies between industries and organizations. There should be evaluation and approval points between phases often termed "gates". [D03748] 	CRMP
<ul style="list-style-type: none"> • All phases or stages between a project's conception and its termination. <p>Note: The project life cycle may include the operation and disposal of project deliverables. This is usually known as an Extended Life Cycle.</p> <p><i>Editor's Note: This Editor disagrees. The definitions of Project are clear and do not include Operation and Disposal. The Extended Life Cycle as defined here should be referred to as the Product Life Cycle.</i> [D04590]</p>	APM BS
<p>Project Life Cycle Cost</p> <ul style="list-style-type: none"> • Cumulative cost of a project over its whole life cycle. <p><i>Editor's Note: Presumably "whole life cycle" refers to all of the project's phases from owner's conception to completion and transfer.</i> [D04485]</p>	BS BS
<p>Project Life Cycle, Phases and Stages</p> <ul style="list-style-type: none"> • The division of the time required to accomplish a project into sequential time periods <i>f</i>. [D01433] 	PMGdLns
<p>Project Life Span ("PLS")</p> <ul style="list-style-type: none"> • See Project Life Cycle. [D04902] 	
<p>Project Location</p> <ul style="list-style-type: none"> • The site on which, or at which, the work of the project takes place. [D03195] 	RMW
<p>Project Log</p> <ul style="list-style-type: none"> • A project diary. A chronological record of significant occurrences throughout the project. [D04486] 	APM BS
<p>Project Logic</p> <ul style="list-style-type: none"> • The relationships between the various activities in a project. [D01435] 	WST
<p>Project Logic Drawing</p> <ul style="list-style-type: none"> • A representation of the logical relationships of a project. [D01436] 	WST
<p>Project Maker</p> <ul style="list-style-type: none"> • A person charged with total responsibility for creating a viable project, including public relations, political, economical, technical, etc. (Archaic: A person that repeatedly proposes unnecessary or impossible projects.) [D01437] 	NPMT
<p>Project Management ("PM")</p> <ul style="list-style-type: none"> • ✓ The art and science of managing a project from inception to closure as evidenced by successful product delivery and transfer. <i>Editor's Note: See also Change.</i> [D01444] 	PMIS

<ul style="list-style-type: none"> • An approach used to manage work within constraints of time, cost and performance targets. [D01438] 	WST
<ul style="list-style-type: none"> • May be informally defined as "The art of directing and coordinating human and material resources to achieve stated objectives within limits of time, budget, and stakeholders' satisfaction." Or more formally defined as "The application of modern management techniques and systems to the execution of a project from start to finish, to achieve predetermined objectives of scope, quality, time and cost, to the equal satisfaction of those involved. See also management. [D01439] 	CCCP
<ul style="list-style-type: none"> • The combination of systems, techniques, and people required to complete a project within established goals of time, budget, and quality. [D01440] 	OTOB
<ul style="list-style-type: none"> • The process of directing and coordinating human and material resources throughout the project life cycle using modern management techniques to achieve established objectives of scope, quality, time, cost and stakeholder satisfaction. [D01441] 	PMGdLns
<ul style="list-style-type: none"> • The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations. [D01442] 	PMK96
<ul style="list-style-type: none"> • The art of directing and coordinating human and material resources throughout the life of a project by using modern management techniques to achieve predetermined objectives of scope, quality, time, cost, and participant satisfaction, [D01443] 	PMK87
<ul style="list-style-type: none"> • The process of reducing project risk and uncertainty to achieve development objectives. [D02620] 	23
<ul style="list-style-type: none"> • The planning, scheduling, and controlling of project activities to achieve performance, cost, and time objectives, for a given scope of work, while using resources efficiently and effectively, [D03618] 	18
<ul style="list-style-type: none"> • The discipline of managing projects successfully. Project management can and should be applied throughout the project lifecycle, from the earliest stages of concept definition into operations & maintenance. It comprises the management of all that is involved in achieving the project objectives safely and within agreed time, cost, technical, quality and other performance criteria. Project management provides the "single point of integrative responsibility" needed to ensure that everything on the project is managed effectively to ensure a successful project deliverable. [D03750] 	CRMP
<ul style="list-style-type: none"> • The controlled implementation of defined change. [D04487] 	APM
<ul style="list-style-type: none"> • Planning, monitoring and control of all aspects of a project and the motivation of all those involved in it to achieve the project objectives on time and to the specified cost, quality and performance. [D04592] 	APM BS
Project Management	57
<ul style="list-style-type: none"> • The planning, monitoring and control of all aspects of a project and the motivation of all those involved in it to achieve the project objectives on time and to specified cost, quality and performance. [D05074] 	
Project Management Body of Knowledge ("PMBok")	WST
<ul style="list-style-type: none"> • ✓ 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. [D01445] 	

<ul style="list-style-type: none"> • All subject areas covered in sufficient depth to understand and apply sound project management principles and practices necessary for the successful planning and accomplishment of projects. [D01446] 	FWH
<ul style="list-style-type: none"> • All those topics, subject areas and intellectual processes which are involved in the application of sound management principles to the collective execution of any type of effort which qualify as projects. [D01447] 	PMK87
Project Management Competence <ul style="list-style-type: none"> • The ability to effectively apply skills and behaviors to improve project performance. [D04600] 	36
Project Management Elements <ul style="list-style-type: none"> • An interactive group of 10 management responsibilities applied to all phases of the Project Cycle by all organizations participating in the project to accomplish the project objectives. These ten elements are: <ol style="list-style-type: none"> 1. Project Requirements. 2. Organizational Options. 3. Project Team. 4. Project Planning. 5. Opportunities and Risks. 6. Project Control. 7. Project Visibility. 8. Project Status. 9. Corrective Action. 10. Project Leadership. 	CSM
<p>[D04196]</p> Project Management Information System <ul style="list-style-type: none"> • ✓ The gathering, recording, filtering and dissemination of pertinent information for members of a project team. [D01448] • A system used to chart activities and data and used to track progress and information flow in a project that is most frequently computerized, but not always. [D01449] 	PMK87 OTOB 271-4
Project Management Integration <ul style="list-style-type: none"> • The harmonizing of the four core project management functions of scope, quality, time and cost, through the four facilitating functions of risk, human resources, contract/procurement and information/communications, for purposes of satisfying the project's stakeholders. Scope and quality reflect the technical requirements of the project. [D01451] 	FWH
Project Management Manual <ul style="list-style-type: none"> • A set of instructions for organizing and managing a specific project. [D01453] 	NPMT
Project Management Office ("PMO") <ul style="list-style-type: none"> • ✓ The organizational entity with full time personnel to provide a focal point for the discipline of project management. Also known as project office, project management center of excellence, or directoriate of project managers. [D05075] • The group of technical, business and management personnel assigned full time to a program or project in support of the Program/Project Manager. The group may include personnel from participating organizations. [D03653] 	58 RMW
Project Management Plan <ul style="list-style-type: none"> • A baseline tool used as a reference for managing the project. It 	CRMP

is the most important **document** in the overall **planning**, **monitoring**, and **implementation** of a **project** and should be "owned" by the **project manager** and his/her **team**. **The plan** should include:

- A **definition** of overall **objectives**, statements on how these should be achieved (and verified)
- **Estimates** of the **time** required
- The **budget**
- **Quality policy**
- **Safety**, health and **environmental** policies, and
- The **risk management strategy**.
- Other **items** of a **technical**, **commercial**, **organizational**, **personnel** or **control** nature might also be included.

The **Project Management Plan** establishes **project management's interpretation** of the why, what, how, who, how much, and when of the project. [D03749]

Project Management Process

- **Project cycle**, **phases**, and activities that are managed by the **techniques** and **tools** of the ten **project management elements** to ensure that all **project control gates** are **completed** satisfactorily and that **project objectives** are accomplished. The **formality** of **application** is **tailored** to the **type** of **project** and **value** and **risk** of the project. [D04197]

CSM

Project Management Professional ("PMP")

- An **individual** certified as such by the **Project Management Institute**.

PMK96

PMI requires **users** of the **PMP** symbol to do the following: "Include the registered trademark symbol, "™", immediately next to each use or appearance of the "PMP" mark, as well as acknowledge and state in a prominent portion of the **publication** on which the mark appears, that "PMP" is a registered service mark of the **Project Management Institute, Inc.**" [D01454]

Project Management Software

- ✓ A **class** of **computer applications** specifically **designed** to aid with **planning** and **controlling project costs** and **schedules**. [D01455]
- A **computer application** designed to help with **planning** and **controlling resources**, **costs** and **schedules** of a **project**. [D01456]

PMK96

WST

Project Management Team

- ✓ The members of the **project team** who are directly involved in **project management** activities. On some smaller **projects**, the **project management team** may include virtually all of the **project team members**. [D01458]
- Members of the **project team** who are directly involved in its **management**. [D01457]

PMK96

WST

Project Manager ("PM")

- ✓ The person who **heads up** the **project team** and is assigned the **authority** and **responsibility** for **conducting** the **project** and **meeting project objectives** through **project management**. [D01464]
- Person responsible to the **client** for the **project work**. [D01459]
- The **individual** appointed with **responsibility** for **project management** of the **project**. [D01460]
- The person assigned **responsibility** and **accountability** for the **project** and is given the necessary **authority** to undertake that **responsibility**. The **project manager reports** to the **project Sponsor**. [D01461]

CCCP

NPMT

FWH

PMGdLns

<ul style="list-style-type: none"> • The Project Manager is the individual responsible for the day-to-day management of the project. [D01462] 	WST
<ul style="list-style-type: none"> • The individual responsible for managing a project. [D01463] 	PMK96
<ul style="list-style-type: none"> • The person responsible for delivering the project in the agreed schedule, to the correct technical specification, i.e. defined to meet user requirements, and within the approved budget and other specified criteria, e.g. Key Performance Indicators. [D03751] 	CRMP
<ul style="list-style-type: none"> • A non-technical role to take day-to-day responsibility for management of the project throughout all its phases. [D03921] 	PNG
<ul style="list-style-type: none"> • Individual or body with authority, accountability and responsibility for managing a project to achieve specific objectives. [D04488] 	APM BS
<ul style="list-style-type: none"> • A project level position responsible for integrating the efforts of all project contributors on his or her project. [D04606] 	38
<ul style="list-style-type: none"> • An individual who has been assigned responsibility for accomplishing a specific unit of work. The project manager is typically responsible for the planning, implementing, controlling, and reporting of status on a project. <p><i>Editor's Note: In this definition the project manager is responsible for "a unit of work", not necessarily the whole project. This is often the case in the real world of complex projects where "units of work" are assigned to different companies or organizations and consequently there is a proliferation of project managers on the project.</i> [D04652]</p>	QWF
<ul style="list-style-type: none"> • The worker with overall responsibility for the project. The Project Manager needs to ensure tasks are scheduled, allocated and completed in accordance with project schedules, budgets and quality requirements. [D04752] 	RUP
<ul style="list-style-type: none"> • The person with authority to manage a project. This includes leading the planning and the development of all project deliverables. The project manager is responsible for managing the budget and work plan and all project management procedures (scope management, issues management, risk management, etc). [D05076] 	TM
<ul style="list-style-type: none"> • The role with total business responsibility for an entire project; the individual who directs, controls, administers, and regulates a project acquiring software, a hardware/software system, or services. The project manager is the individual ultimately responsible to the end user. [D05205] 	
<p>Project Manual</p> <ul style="list-style-type: none"> • See Project Policies/Procedures. [D01465] 	
<p>Project Matrix</p> <ul style="list-style-type: none"> • An organization matrix that is project based in which the functional structures are duplicated in each project. [D01466] 	
<p>Project Milestone</p> <ul style="list-style-type: none"> • An important or key event in the project plan. See Milestone. [D01467] 	
<p>Project Mission Statement</p> <ul style="list-style-type: none"> • A summary of the overall goal and purpose of the project, identifying the client and outlining the general approach to be followed in doing the work. [D02324] 	
<p>Project Monitoring</p> <ul style="list-style-type: none"> • Comparison of current project status with what was planned to be done to identify and report any deviations. [D04489] 	
<p>Project Network Diagram</p> <ul style="list-style-type: none"> • Any schematic display of the logical relationships of project 	

activities. Always drawn from left to right to reflect **project** chronology. Often incorrectly referred to as a "**PERT chart**." [D01468]

- Drawn from left to right to show **project** chronology, a **Project Network Diagram** displays the **logical relationships** between project activities. [D01469]

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**. [D04490]

Project Objective

- ✓ Required total **result** or effect of a **project**. (See **Project Goal**.) [D01470]

Project Objectives

- **Project scope** expressed in terms of **outputs**, required **resources** and **timing**. [D01471]

Project Office

- ✓ A **designated location** where the **administrative work** of the **project** is conducted and the **project management skills** (**resources**) such as **cost accounting**, **estimating**, **scheduling**, **public relations**, etc. are retained. Usually only economically possible on large **projects**. On smaller projects, lesser **resources** are sometimes included in a "**War Room**". [D03196]

- A **group** within an **organization** responsible for **supply**, **support**, and internal **consulting** to ensure that **projects** are carried out consistently and successfully **in accordance with company** strategies.

*Editor's Note: This **definition** should more properly be titled "**Program Office**".* [D04354]

- The aggregate of **individuals** assigned the primary **responsibility** for **software acquisition** in the **contracted effort**. A **project** office may vary in size from a single **individual** assigned **part time** to a large **organization** assigned **full time**. [D05206]

Project Organization

- ✓ The orderly structuring of **project participants**. [D01474]
- A temporary **organization** created for the **purpose** of carrying through a **project**. [D01472]
- The **form of organization** in which all or nearly all the people **working** on a **project report** to the **project manager**. [D01473]
- The way the **organization** is configured structurally. The **type** of **organization** in which, and by which, a **project** is managed should be appropriate to the **project's Key Performance Indicators** and **Critical Success Factors**. The **form of organization** will strongly **influence** the way **project management** is to be applied. [D03752]
- The **structure**, **roles** and responsibilities of the **project team** and its **interfaces** to the outside world. [D03922]
- A **structure** that is created or evolves to serve the **project** and its **participants**, and refers to the **roles** and responsibilities of the **project team** and its **interfaces** to the outside world. [D04491]

Project Oriented

- Typically **organizations** who have a predisposition to use

projects as their **corporate** business **approach**, or are otherwise heavily involved on **project work**, or to **individuals** who are familiar with **project management tools** and **techniques** and are comfortable with their use. [D03197]

Project Output

- Quantified **result** of a **project**. [D01475]

Project Performance

- The direct **results** of intended **actions** within the **project** setting. [D05077]

Project Personnel

- Those members of a **project team** employed directly by the **organization** responsible for a **project**. [D01476]

Project Phase

- ✓ The division of a **project time frame** (or **project life cycle**) into the largest **logical** collection of related activities. [D01480]
- A collection of **logically** related **project** activities, usually culminating in the **completion** of a major **deliverable**. [D01477]
- A **group** of related **project** activities that come together with the **completion** of a **deliverable**. [D01478]
- **Part** of **project work** limited in **time**. [D01479]
- A major **logical** grouping of **work** on a **project**. A **phase** also represents the **completion** of a major **deliverable** or set of related **deliverables**. On an IS **development project** **logical phases** might be **planning**, **analysis**, **design**, construct (including **testing**) and **implementation**. [D05078]

Project Plan

- ✓ A **management** summary **document** that gives the essentials of a **project** in terms of its **objectives**, justification, and how the **objectives** are to be achieved. It should describe how all the major activities under each **project management function** are to be accomplished, including that of **overall project control**. The **project plan** will evolve through successive **stages** of the **project life cycle**. Prior to project **implementation**, for example, it may be referred to as a **Project Brief**. See also **Baseline**, **Baseline Concept** and **Project Charter**. [D01484]
- 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**. [D01481]
- A **formal**, **approved document** used to guide both **project execution** and **project control**. The primary uses of the **project plan** are to **document planning assumptions** and **decisions**, to facilitate **communication** among **stakeholders**, and to document **approved scope**, **cost**, and **schedule baselines**. [D01482]
- The entire **plan** for a **project**, consisting of the **work breakdown structure**, **network diagram**, and **task budgets**, but sometimes taken to mean only the **network diagram**. [D01483]
- The overall **plan** for accomplishing the **project**. Includes **Study Period Plan**, **Acquisition Plan**, **Source Selection Plan**, **System Engineering Management Plan**, **Implementation Plan**, **Verification** and **Validation Plan**, **Deployment Plan**, **Operations Plan**, etc. [D04198]

Project Plan Development

- The **process** of putting the **results** of other **planning processes** into a consistent **document**. [D01485]

Project Plan Execution

- The act of carrying out activities as stated in the **project plan**. [D01486]

Project Planning

- ✓ Developing the basis for **managing** the **project**, including the **planning objectives, procedure, organization**, routines, **finance** and **chain** of activities. [D01487]
- The **development** and **maintenance** of the **project plan**. [D01488]
- The **identification** of the **project objectives** and the ordered **activity** necessary to **complete** the **project**. The **identification** of **resource types** and quantities required to carry out each **activity** or **task**. [D01489]

Project Policies

- General **guidelines/formalized methodologies** on how a **project** will be managed. [D01490]

Project Portfolio

- ✓ The **projects** included in a **particular program**. [D03923]
- The constituent **projects** within a **program**, which will deliver the **products** needed to move the business forward from the current **business operations** to those described in the **blueprint**. [D05079]

Project Portfolio Management

- A **process** designed to ensure that **individual projects**, initiatives, and the required **resources** are all aligned with **corporate strategy**, thereby ensuring the most **value** and least **risk** for the invested **resources**. In addition, the **process** allows the **corporate strategy** to be communicated throughout the **organization**, better equipping it to choose and execute those **projects** and initiatives that **support** the strategy, while eliminating those that do not. [D05080]

Project Portfolio Plan

- ✓ A **plan** within the **program definition statement** that defines a **schedule** of **work** that includes the **timing**, resourcing and **control** for the **programs projects**. [D01491]
- A **plan** contained within the **program definition statement** which sets out a **schedule** of **work**, covering the **timing**, resourcing and **control**, for the **program's projects**. [D03924]
- A **plan** contained in the **program definition statement** which sets out a **schedule** of **work**, covering the **timing**, resourcing and **control**, for the **program's projects**. [D05081]

Project Pre-Selection Meetings

- **Meetings** held to supplement and/or **verify qualifications, data** and **specifications**. [D01492]

Project Priorities

- The order of importance between adding more **scope** than required, completing the **project** earlier than the deadlines, or coming in under the **budget** limits. [D02203]

Project Priority Class

- A **system** designed to aid **management** in selecting from competing **projects** under **conditions** of limited **resources**. [D01493]

Project Problem

- A situation in which it appears that:
 1. A **project objective** (i.e. **scope, quality, time** or **cost target**) cannot be achieved, or
 2. The **probability** of achieving a **project's objective(s)** has

decreased significantly. </LI.< OL> [D03788]

Project Procedures

- The **methods**, **practices** and policies (both **written** and verbal **communications**) that will be used during the **project** life

Project Procedures Manual

- A collected set of the **management** and **administrative procedures** needed for the **project**. [D04492]

APM

Project Processes

- Those **processes** that **collectively** form **project management's tools** and **techniques** and the use of which enable **project success**. [D03198]

RMW

Project Procurement Management

- A subset of **project management** that includes **procurement planning**, **solicitation** and **solicitation planning**, **source selection**, **contract administration** and **contract closeout** in an **effort** to obtain **goods** and **services** from outside **organizations**. [D01495]

WST

Project Procurement Strategy

- The **relationship** of **specific procurement actions** to the **operating environment** of the **project**. [D01496]

PMK87

Project Products List ("PPL")

- A summary of all **deliverable** and non-**deliverable versions** and quantities of all **hardware**, **software**, **support** equipment, tooling, **support services**, and **documentation**. The **PPL** is the **baseline** for **Work Breakdown Structure development** and for **planning**, **budgeting**, and **scheduling**. [D04199]

CSM

Project Products List Fact Sheets

- A narrative description of each entry of the **project products list**. The narrative should be **written** by the most **knowledgeable expert** and should include sufficient **information** to facilitate **planning**, **estimating**, and **scheduling**. [D04200]

CSM

Project Progress Report

- **Formal** statement that compares the **project progress**, **achievements** and **expectations** with the **project plan**. [D04493]

APM
BS

Project Quality Management

- A subset of **project management** that includes **quality planning**, **quality assurance** and **quality control** in an **effort** to satisfy the **needs** and **purpose** of the **project**. [D01497]

WST

Project Records Management

- The **system** and **procedures** established by the **Company** for the consistent and **effective** storage and retrieval of all **project information** for the **efficient** use by the **project manager** and his/her **project Team**. [D01498]

PMGdLns

Project Reporting

- A **planning activity** involved with the **development** and issuance of (internal) **TIME management analysis reports** and (external) **progress reports**. [D01499]

PMK87

Project Resource Plan

- A top-level **management resource plan** produced at the beginning of the **project**. It covers all **products** within the **project boundary**. [D03925]

PNG

Project Responsibility

- A table to help define **tasks**. [D01500]

CPMUSC
176-8

Project Review

- An **evaluation** of current **project results** or **procedures**. [D01501]

NPMT

Project Review Calendar		APM BS
<ul style="list-style-type: none"> • Calendar of project review dates, meetings and issues of reports set against project week numbers or dates. [D04494] 		
Project Risk		PMK87
<ul style="list-style-type: none"> • The cumulative effect of the chances of uncertain occurrences which will adversely affect project objectives. It is the degree of exposure to negative events and their probable consequences. Project risk is characterized by three factors: risk event, risk probability and the amount at stake. [D01502] 		
Project Risk Analysis		PMK87
<ul style="list-style-type: none"> • Analysis of the consequences and probabilities that certain undesirable events will occur and their impact on attaining the contract/procurement objectives. [D01503] 		
Project Risk Characterization		PMK87
<ul style="list-style-type: none"> • Identifying the potential external or internal risks associated with procurement actions using estimates of probability of occurrence. [D01504] 		
Project Risk Management		CRMP
<ul style="list-style-type: none"> • ✓ The process of identification, assessment, allocation, and management of all project risks. Project risk management recognizes a formal approach to the process as opposed to an intuitive approach. Risks are present in all projects, whatever their size or complexity and whatever industry or business sector. [D03753] • A subset of project management that includes risk identification, risk quantification, risk response development and risk response control in an effort to identify, analyze and respond to project risks. [D01505] • The application of art and science (I.e. judgment, techniques and tools) to recognizing and alleviating risk events throughout the project life cycle in a way that is in the best interests of the project[s objectives]. [D02228] 		WST RMW
Project Risks		CRMP
<ul style="list-style-type: none"> • ✓ Those factors that may cause a failure to meet the project's objectives. Risks may also be associated with opportunities. Risk is the product of the probability of an event occurring times its impact if it did. Risks exist as a consequence of uncertainty. [D03754] • A term used to refer to a broad complex of sometimes interrelated project events detrimental to project success. The likelihood of such events is difficult if not impossible to forecast with any degree of certainty. [D01506] 		CCCP
Project Schedule		WST
<ul style="list-style-type: none"> • Planned dates for starting and completing activities and milestones. [D01507] 		
Project Schedules		PMMJ97
<ul style="list-style-type: none"> • Timelines for the project in one or more of the following forms: milestone, deliverables, activity, Gantt. [D02204] 		
Project Scope		PMGdLns
<ul style="list-style-type: none"> • ✓ A concise and accurate description of the end products or deliverables to be expected from the project and that meet specified requirements as agreed between the Project's Stakeholders. [D01509] • The extent and contents of a project. Also the goals of a project. (Syn: Scope of Work.) <i>Editor's Note: The editor disagrees. The Scope of Work is the extent of work required to produce the project's deliverables and</i> 		NPMT

is related to but not synonymous with the description of those deliverables. [D01508]

Project Scope Management

WST

- 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. [D01510]

Project Segments

PMK87

- **Project** subdivisions expressed as manageable **components**. [D01511]

Project Services

PMK87

- **Expertise** and/or **labor** needed to implement a **project** not available directly from a **project manager's organization**. [D01512]

Project Sponsor

CRMP

- ✓ The **owner** of the **project business case**. He/she represents the funder's interests. [D03755]
- A person or **group** concerned with the **definition** of **project objectives** in the **context** of the **sponsoring organization**. [D01513]
- The person or **group** acting as **Management's** representative on behalf of the **Company** as **Owner** or Agent of the **facility**, **product** or new service **resulting** from the **Project**. [D01514]
- A person concerned with defining the **project objectives** in the **context** of the **sponsoring organization**. [D03926]
- Alternative **definitions** include:

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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**.

[D04495]

- An **executive** level position responsible for integrating, on the assigned **project(s)**, the ongoing strategic **direction** of the **project** with the ongoing **operations** of the **organization**. This strategic **direction** is given to the **project manager** and through him or her to the **project team**. [D04603]

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- The person who has ultimate **authority** over the **project**. The **executive sponsor** provides **project funding**, resolves **issues** and **scope changes**, **approves** major **deliverables** and provides high-level **direction**. They also **champion** the project within their **organization**.

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Depending on the project, and the **organizational** level of the **executive sponsor**, they may delegate day-to-day tactical **management** to a project sponsor. If assigned, the project sponsor represents the executive sponsor on a day-to-day basis, and makes most of the **decisions** requiring sponsor **approval**. If the **decision** is large enough, the project sponsor will take it to the executive sponsor. [D05121]

Project Stage

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- A sub-set of **Project Phase**. [D01515]

Project Stakeholder

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- A person, **group** or **authority** who is involved in or may be **affected** by **project** activities (i.e. has a 'stake' in the **Project**) and who could act against the project if their **needs** are not considered. [D01516]

Project Stakeholders

<ul style="list-style-type: none"> • People or organizations who have a vested interest in the environment, performance and/or outcome of the project. [D04532] 	APM
Project Standard <ul style="list-style-type: none"> • A norm, either: <ul style="list-style-type: none"> 1. Adapted on a single project, or 2. Imposed on all projects. 	NPMT
<p>[D01517]</p> Project Start Date/Schedule <ul style="list-style-type: none"> • The earliest calendar start date among all activities in the network. [D01518] 	PMK87
Project Startup <ul style="list-style-type: none"> • ✓ The complex sequence of activities that are required to start the project, mobilize the team, initiate the project definition process, obtain agreement to the project's objectives and plan to deliver them. [D02627] • Activity following the decision to launch project activities. Includes planning, organizing and mobilization of resources. [D01519] 	23 NPMT
Project Status <ul style="list-style-type: none"> • The timely comprehensive measurement of project progress against the plan to identify variances and the seriousness of the variances if not controlled by corrective action. [D04201] 	CSM
Project Status Report <ul style="list-style-type: none"> • A report on the status of accomplishments and any variances to spending and schedule plans. [D01520] 	WST
Project Strategy <ul style="list-style-type: none"> • ✓ Projects should have a high level comprehensive definition of the way they are to be developed and managed. All major issues should be addressed i.e. technical, financial, organizational, time and quality as well as safety, human resources, logistics, procurement, information systems and technology. [D03927] • A comprehensive definition of how a project will be managed. [D01521] 	PNG WST
Project Structure <ul style="list-style-type: none"> • The set of activities comprising a project and their relations. (See also Work Breakdown Structure.) [D01522] 	NPMT
Project Success <ul style="list-style-type: none"> • ✓ Success is achieved when a project has been completed according to all requirements and satisfies the project's Key Success Indicators. [D01523] • The achievement of stakeholder satisfaction. [D01524] 	PMGdLns
Project Success Criteria <ul style="list-style-type: none"> • Criteria that should be clearly defined and agreed before significant development is initiated. These may be defined in a number of ways such as: <ul style="list-style-type: none"> • Business Objectives (or goals) • Requirements, typically technical (performance) requirements • Critical Success Factors, typically measurable factors that, when present in the project's environment, are most conducive to the achievement of a successful project • Key Performance Indicators, typically measures upon 	CRMP

which the **project** will be judged

Success Criteria and the manner of their **achievement** should be **documented** in the project's **strategy plan**. [D03756]

Project Success/Failure Criteria

• ✓ The **criteria** upon which the relative success or **failure** of a the **project** may be judged. Three basic sets of **criteria** can be identified:

1. The **sponsoring organization, owner** or **user**.
2. The traditional or **classical project management** one of on **time**, in **budget** or to **specification**.
3. **Project profitability**.

It is important to note that criteria **change** with **time**. The fact that the original **objectives** were not achieved does not necessarily mean the project was a **failure**. [D03928]

• The **criteria** by which the success or **failure** of a **project** may be assessed. [D01525]

Project Support Office

• ✓ The central **location** of **planning** and **project support functions** that has the **responsibility** of **managing resources** across **projects** and maintaining **planning standards**. [D01526]

• A **resource** that **supports** the **project** through the **examination** of **project status information** and the provision of **project help as needed**. [D03757]

• Where a large number of **projects** are regularly undertaken it can be beneficial to concentrate the **planning** and **project support functions** in one area which has the **responsibility** of **managing resources** across projects and maintaining **planning standards**. [D03929]

Project Task Force

• The **project personnel**, dedicated **full time** to the **project** business. (See **Project Team**.) [D01527]

Project Team

• ✓ The central **management group** headed by a **project manager** and responsible for the **management** and successful **outcome** of the **project**. [D01533]

• A term used to **designate** the **personnel working** on a **project** who **report** to the **project manager administratively**, not merely for the **work** on the **project**. [D01528]

• **Group** of persons organized for the **purpose** of executing a **project** or **part** of a **project**. (See also **Project Group** and **Project Task Force**.) [D01529]

• The central **management group** of the **project**. The **assembly** of people, considered as a **group**, that shares **responsibility** for the accomplishment of **project goals** and who **report** either **part-time** or **full-time** to the **project manager**. [D01530]

• The **team** set up to execute a **project**. [D01531]

• Those who **report** to the **project manager**. [D01532]

• Set of **individuals, groups** and/or **organizations**, including all **contractors** and **consultants**, that are responsible to the **project manager** for undertaking **project tasks**. [D04593]

• The **project team** consists of the **full-time** and **part-time resources** assigned to **work** on the **deliverables** of the **project**,

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and achieve the **project objectives**. They are responsible for:

- **Understanding** the **work** to be **completed**
- **Planning** out the assigned activities in more detail if needed.
- Completing assigned work within the **budget**, **timeline** and **quality expectations**
- Informing the **Project Manager** of **issues**, **scope changes**, **risk** and **quality** concerns
- **Proactively** communicating **status** and **managing expectations**

The project **team** can be made up from within one **functional department** or **organization**, or from many. A cross-**functional** team has members from multiple **departments** or **organizations**, and typically involves **matrix management**. [D05082]

Project Team Members

- The people who **report** either directly or **indirectly** to the **project manager**. [D01534]

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Project Teamwork

- The **forming** of a **group** of people into a **team** that is to **work** together for the benefit of the **project**. It can be achieved in a **formal** manner by use of **startup meetings**, seminars, **workshops**, etc. and in an **informal** manner by getting the **team** to **work** well together. **Motivating** and resolving **conflicts** between **individual** members of the team are important **elements** of **teamwork**. Cultural **characteristics** of the **team members** should be given full **consideration**. Different **cultures** create different working **needs**. [D03758]

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Project Technical Plan

- A **plan** produced at the beginning of a **project** that addresses strategic **issues** related to **quality control** and **configuration management**. [D01535]

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Project Termination

- Conclusion of **project** activities. [D01536]

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Project Time Frame

- The overall **period** of **time** that encompasses the **complete project life cycle**. [D03199]

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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**. [D01537]

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Project Users

- The persons who will **actually** use the **product** or **results** of a **project** in their **operations**. See also **Participants** and **Constituents**. [D03789]

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Project Valuation

- **Estimating** the **value** of the **project** for society, the **client**, etc. [D01538]

NPMT

Project Visibility

- The means by which **project personnel** and **management** become aware of **project activity** to facilitate **timely statusing** and **effective corrective action**. [D04202]

CSM

Project Vision

- The picturing of the **project's deliverable** as the solution to the stated need or **problem**. [D03394]

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Project Vision Statement

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- A **written** description of the **Project Vision**. [D01384]

Project Web Site

- A viable alternative to a **Communication Room**, or **War Room**, where the **project team** is geographically dispersed. [D02487]

RMW

Project/Program Methodology

- A **documented process** for the **management** of **projects** or **programs** containing **procedures**, **definitions** of terms and **roles** & responsibilities. [D03869]

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Project-Based Management

- See **Enterprise Project Management**. [D04344]