PROJECT MANAGEMENT

Be on the Inside: Decode the Jargon of Project Management

Understand the Terminology of Modern Project Management

**Updated 3rd Edition
Now with 100 Agile Definitions**

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Be on the Inside: Decode the Jargon of Project Management Third Edition, with Added Agile Terminology!

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Contents

Summary of Project Management Terminology

Anyone who has spent time in a project management environment will know that there is a lot of project terminology and jargon.

Knowing this jargon will not make you a better project manager, but it does provide a quicker way to communicate with other project managers who know it. So, here is a summary of all the essential project lingo that you will need, to get by.

What is a Project?

We will start, inevitably, with *project*. A project is a coordinated set of tasks, which together create a defined new product, process, or service, within a constrained time and resource budget. A *project manager* is that circus performer who can keep juggling relationships with the many people involved in the project, whilst keeping many tasks spinning like plates. A good project manager must be able to get things done, organize people and processes and succeed at influencing, motivating, and inspiring their teams.

Project Stages

Projects are divided into *stages*, or phases to help us manage them and, in this book, we worked with four basic stages: Definition, Planning, Delivery and Closure. Between these are *stage boundaries*, also known as stage gates, gates, or gateways. These are review points where we make go or no-go decisions based on how the project is performing and the value we will get from our further investment.

The Definition Stage

The purpose of the *definition stage* is to define what the project is and is not. To do this we must establish a *goal* or aim for the project and a set of *objectives*. These set out how you will measure your success in achieving your goal and are typically expressed in terms of time, cost, and quality, forming the *time-cost-quality triangle*, also known as the triangle of balance, triple constraint or, in the US, the iron triangle. To protect our ability to deliver to schedule, budget, and standards, we often include some *contingency* in each, so that if the unexpected occurs, we have some room for maneuver.

The "fourth corner" of the time-cost-quality triangle is *scope*. This sets out how much work we need to do and how much our project will produce. An inevitable pressure, which project managers work hard to counter, is for people to add work to our project. This process is known as *scope creep*.

What a Project Produces

The things our project produces are called **deliverables** or **products**. They are sometimes also called outputs and are the physical or intellectual things the project produces. They can be contrasted with **outcomes**, which are the real-world changes – beneficial, we hope – that result from the **integration** of our deliverables into how we do things. That task is sometimes the role of a distinct **integration manager**.

We aim to define our deliverables as precisely as we can, with detailed **specifications**. These derive from a good understanding of the **requirements**; both quality and functionally driven. To help us priorities these, we use **MoSCoW** analysis, setting out the musts, shoulds, coulds and won'ts from among people's quality and functional requests.

Quality

Quality is so important to projects that we have three essential processes to draw from: **quality design** is getting the right quality into the specifications and design of the deliverables, **quality assurance** is the way we carry out delivery to make sure we produce them to the designed standards, and **quality control** is the process of checking deliverables meet the required standards before we release them to our client.

Project Definition Document

All of this goes into a **project definition document** also known as a project charter, project terms of reference, outline project initiation document (outline PID), or project brief. The acronym **DCARI** reminds us to also include the **dependencies** between our project and other activities, the external **constraints** upon our project, the **assumptions** we have had to make and will need to test, the **risks** or threats to our project, and any **issues** that we need to resolve.

Making the Case

We need to demonstrate that, if we do our project, it will offer good value for money and that the benefits will outweigh the costs. The tool for this is an **investment appraisal**, which compares the two and shows as objectively as possible how they compare. This often gets wrapped into a larger document that is a piece of advocacy for the project and is called a **business case**. It is good practice for a business case to compare a few different project options, to give decision makers a real choice. One option should be the **do-nothing option**. Another important consideration is **benefits realization** – how you will make sure that the project will achieve the benefits promised in the business case.

Governance

Projects need to be accountable, and this is managed through *governance* processes. The two chief roles of governance are: oversight to ensure the project is performing as it should, and decision-making. The most prominent person in this role is the *project sponsor* who acts as a decision-maker, overseer, counselor to the project manager and conspicuous advocate for the project. They are supported by a *project board* or *steering group* that consists of the right mix of people to help with evaluating the project and making decisions. Steering groups are sometimes advisory and feed their comments into the board.

Stakeholders

Perhaps the most important people to a project manager are the *stakeholders*; those people, groups or organizations who have an interest in the project. A good project manager will actively manage their stakeholders, identifying who they are, understanding them, planning a series of messages and how to deliver them, and then following up assiduously.

The Book of the Plan

At the outset of planning a project, we start to build one comprehensive document that encompasses all our planning. This is called *the book of the plan*, the project initiation document (PID), the project terms of reference (TOR), a master plan, or sometimes a project bible.

Planning your Project

There are many planning tools but perhaps the simplest is the *milestone* a fixed point in the project schedule when something has happened – usually the completion of a task or the creation of a deliverable. *Type 1 milestones* are the big points in the project we use to start planning and they mark significant points along the way. *Type 2 milestones* are smaller achievements that we use to track progress and so to give us an indicator of how well we are keeping to schedule.

A whole family of valuable tools starts with a systematic documentation of all the work that needs to be done in a *work breakdown structure (WBS)*. From this, we can allocate people to tasks, to create an *organizational breakdown structure (OBS)* and we can put cost estimates against each activity to build up a project budget in the form of a *cost breakdown structure (CBS)*. The deliverables can be documented in hierarchical format in a similar way, to create a *product breakdown structure (PBS)*.

If we take the activities from our WBS and arrange them into a logical sequence, we create a *network chart* that allows us to plan out the sequence of tasks. Specific methodologies distinguish a generic network chart from its two cousins, which both include durations of the activities: a *PERT chart* (PERT stands for program evaluation and review technique) and a *critical path analysis*. The *critical path* is the longest route through a network chart

and is critical in the sense that a delay to any of the activities on this path will delay completion of the project.

A related chart is more widely used *Gantt chart*. This places the focus on duration and time, rather than on logic and sequence. It represents each activity by a bar whose length represents the duration of the activity and its placing shows when it is scheduled to start. When one activity must follow another, this is known as a *dependency* and if there needs to be a gap between one activity finishing and the next starting, the gap is called a *lag*. If an activity can finish late without affecting the rest of the scheduling, this is called *float* or sometimes, more colloquially, *slack*.

Powerful tools for planning what people we need and how we will use them are *responsibility charts* and two common forms are the *RACI chart* – where RACI stands for four common roles of: responsible, authority, consultation and informed – and the *responsibility grid*, which is more formally known as the *linear responsibility chart (LRC)*. We can allocate specific chunks of work in a formal manner, using a document called a *work package definition (WPD)*.

Risk Happens!

Risk management is a vital aspect of project management that recognizes the importance of anticipating and dealing proactively with the things that could go wrong. A *risk* is an uncertain event that could affect outcomes. The level of uncertainty is measured by the *likelihood* or probability of the risk and the effect on outcomes is measured by its *impact* or sometimes severity. The latter term, however, only implies the scale of the impact, whilst the term impact captures both the severity and nature of the effect. We tend to focus on *threats* – risks with a negative impact.

The process of risk management has four steps: *identify* what could go wrong, *analyze* how serious it is, *plan* what we can do about it, and act. Where we cannot sufficiently reduce a serious threat, we need to plan what we would do if it came about; this is a *contingency plan*. Risks are recorded, along with our analysis, plans and a record of our actions, on a *risk register* or risk log.

The Delivery Stage

The beating heart of the *delivery* stage is the *monitor and control cycle*. We observe what is happening on our project, compare it with our plans, and make interventions and corrections to bring everything back on schedule or budget. To help us stick to our plan or get back to it, we use *project controls*. There is a list, but the most important are often risk management, *reporting* and *change control*.

The two types of report we produce in the delivery stage are: *progress reports* also known as highlight reports, summary reports or project updates, and *exception reports*. Progress reports set out a broad spread of essential information on project status and tend to be prepared on a regular cycle at predictable times. Status is often summarized with a *traffic light report,* or

RAG status; allocating red, amber, or green status to project activities depending upon their performance – from good performance, according to plan (green) to poor performance that deviates substantially (red). Exception reports are issued when something exceptional happens, and they document the incident and how it is to be handled.

Change control is the process of managing *requests for change* to make sure decisions are made accountably. The requests are documented on a *change request* form, and all requests are logged and tracked on a *change log*.

Closing your Project

The delivery stage ends with the final *handover* of the last of the deliverables to their new owner. This also marks the start of the *closure* stage. Handover of the deliverables is often accompanied by an *operational use memo* that sets out the information the owner needs to know. The project team can then carry out reviews, finish off any outstanding admin tasks and then celebrate the completion of the project. Final completion can be marked and formalized with a *project closure memo*. Then all that's left is to switch off the lights and go *home*.

Glossary of Project Management Terms

In the next section is a glossary of 337 project and project management terms.

- The second edition added 100 more terms to its predecessor.
- This is the third edition, and it has added another 95 terms.

Glossary of Project Management Terms

A

Acceptance
When the project's deliverables are formally signed off and accepted into beneficial use by the project's customers. Sometimes referred to as *customer acceptance* or *user acceptance*.

Acceptance Criteria
The essential conditions that will determine whether a **product**/**deliverable** will be accepted by the client or operational owner.

Accountable
Accountability is a stronger concept than **responsibility**, in that it implies the possibility of being called to account by someone higher in authority. It therefore carries the possibility of paying a price for mistakes, misdemeanors, or negligence.

Activity
A clearly defined action that gets something done. Activity and **Task** are often used interchangeably.

Adaptive Project Management
In contrast to **Predictive Project Manager**, Adaptive Project Management adopts a philosophy of adapting quickly to changes in situation and priority. It is more commonly known as **Agile Project Management**.

Agile
Ability to respond flexibly to adapt to changing circumstances and priorities. See **Agile Project Management**.

Agile Estimating
A simplified estimating process that gives broad estimate for the level of work needed to achieve an outcome – usually articulated as a Story or an Epic. Agile estimating methods include **Planning Poker** and **T-shirt Sizing**.

Agile Manifesto
A statement of intent that sets out priorities for software development projects, as seen by a group of 22 software engineers. See the manifesto at https://agilemanifesto.org

Agile Project Management	An approach to project management that focuses on iterations of small, incremental steps in the development of products/deliverables. Agile Project Management emphasizes flexibility, continuous improvement, and team input. Agile approaches are principally used in IT projects, although they are becoming more common in business project. There are several specific Agile methodologies, of which the most widely used are Scrum, XP (eXtreme Programming), Kanban, and Scrumban.
Alpha Test	A stage in software testing in which users look for flaws and report them confidentially to the development team. Followed by **Beta Testing**.
APM	The Association for Project Management. A UK-based professional body for project managers. It promotes project management professionalism, produces its own Book of Knowledge, has its own certifications, and facilitates professional development and networking.
APMBoK	The **Association for Project Management's** Body of Knowledge. The seventh edition was published in 2019.
Artifact	A tool or **deliverable** that supports the delivery or governance processes of a project. An artifact can be either generic, or specific to a particular **methodology**.
As-is state	Current operating structure and performance of the parts of the business that will be impacted by a **project** or **program**. Compare with **To-be state**.
Assumption	Something you believe to be true, without evidence. There is no harm in making assumptions (it is often necessary). What you must do, is to make your assumptions explicit and test any upon which significant outcomes depend.
Assurance	A review process that checks the extent to which the Project Management team is following appropriate project processes and governance procedures. It is, itself, a part of project **governance**.

B

Backlog	The set of **requirements**, or **stories**, that a project can select from for subsequent implementation. Used most often in **Agile Project Management**.

Baseline Plan	A formally committed plan that has been signed off. It is used as the basis for monitoring progress and the success of your *project*.
BAU	See *Business as Usual*.
Benefits	The value that your *project* will produce and therefore the reason why it has been commissioned. Benefits are usually documented in the *business case*.
Benefits Management	The process of managing the delivery of *benefits* within your project. Components include identifying, defining, planning for delivery of, monitoring, and realizing your *project* benefits.
Benefits Realization	How you will make sure that the project will achieve the *benefits* promised in the *business case*.
Beta Test	A software *user testing* stage that is the final testing phase before *user acceptance*.
Blueprint	See *Business Blueprint*.
Book of the Plan	At the outset of planning a project, we start to build one comprehensive document that encompasses all our planning. This is called the book of the plan, the *project initiation document* (PID), the *project terms of reference* (TOR), a master plan, or sometimes a project bible.
BOSCARD	An acronym standing for primary elements of a *Project Definition*: *background*, *objectives*, *scope*, *constraints*, *assumptions*, *risks*, *dependencies*.
Bottom-up	When you develop your *plans* or *estimates*, starting with the smallest components, and then aggregating them successively, this is bottom-up planning or estimating.
Budget	A financial statement of the estimated costs for completing all or a part of the project. By analogy it is also possible to create resource and time budgets.
Burndown Chart	A chart representation of the tasks to be done and the time remaining. Shows the rate at which the project team is delivering *requirements* or *stories*. Used in *Agile Project Management*.
Business as Usual (BAU)	The day-to-day activity of your organization – compare with the out-of-the-ordinary activity that is a *project*.

Business Blueprint	A model of the organization and how it operates. Includes processes and practices, and serves as a guide (or blueprint) for the development of enabling technologies, by setting out the **capabilities** the organization needs.
Business Case	An analysis of the benefits and costs of making a change to the way things are done. It is good practice for a business case to compare several different project options, to give decision-makers a real choice. One option should be the *do-nothing option*. It is a governance tool designed to support good decision-making. Compare with **Project Proposal**, which is a piece of advocacy. See also: **Investment Appraisal**.
Business Continuity Plan	A plan to allow an organization to continue to operate, following a major incident – often referred to as a crisis.

C

Cadence	The cycle time for **iterations**, or **sprints**, in an **agile** project. Typically, 1 to 4 weeks.
Capability	A service, process, function, policy, or operational practice that allows an organization to exploit its opportunities.
Capability-based Planning	Planning approach that starts from a statement of the capabilities that an organization needs, to exploit its opportunities and serve its stakeholders. It starts by asking 'what do we need to be able to do?'
CAPEX	Short-form of Capital Expenditure – the alternative to revenue expenditure.
CAPM	The Certified Associate in Project Management is the **PMI**'s entry-level Project Management certification.
Ceremonies	Regular meetings or events, like a daily **morning stand-up** meeting or a **Retrospective**, that advance the project. The term is most-often used in **Agile Project Management**.
Change Authority	The person (or, more often, group) that is charged with evaluating and making decisions on **requests for change**.

Change Control	Change control is the process of managing ***requests for change*** to make sure decisions are made accountably. The requests are documented on a ***change request*** form, and all requests are logged and tracked on a ***change log***. It ensures that where changes are authorized, appropriate additional resources are allocated.
Change Log	Document for recording all ***requests for change***, their approval status and progress.
Change Management	1. Sometimes used interchangeably with ***Change Control***. 2. The more common meaning is the management of the human, cultural, operational, or systemic changes that arise as a result of implementing a ***project***.
Change Request	See ***Request for Change***.
Charter	Used in several ways. The most common are: 1. A founding document that authorizes the start of formal work (and therefore incurring costs) for a project. 2. A document that sets out the working relationships and agreed behaviours within a project team. See also ***Project Definition Document***, for which the term is sometimes used interchangeably.
Checkpoint	A team-led review of project progress, usually an informal meeting. Usually held pre-set times in the project ***schedule***. Often covers a ***work stream*** or ***work package***. Compare with ***Gateway Review***.
Checkpoint Report	A progress report that collates the information gathered at a ***checkpoint*** meeting. Provides the ***Project Manager*** with reporting data.
Closure	The last stage of a project, where the project team carries out reviews, finishes off any outstanding admin tasks, and then celebrates the completion of the project. Completion can be marked and formalized with a ***project closure memo***.
Communication Plan	A plan of how you propose to engage with your project's ***stakeholders***.
Component Test	In software testing, the first stage is to test a new component in isolation. Also called a Unit Test.

Configuration	The technical description of a system and how its component parts inter-connect. Without this, you cannot build, test, install, accept, operate, maintain, or support the system.
Configuration Control	Ensuring that the integrity of the ***configuration*** of a system, as it goes through changes during your ***project***.
Configuration Management	Defining, controlling, releasing, changing, documenting, and reporting the ***configuration*** items in a system.
Constraints	Fixed factors that place limitations on what you can do.
Contingency	An amount of time, budget or functionality incorporated in the plan beyond the ***project*** team's best estimate of what is needed, to allow for the adverse impact of ***risks***.
Contingency Plan	A plan developed to mitigate the outcome of a ***risk***, once the risk has materialized.
Continuity Plan	See ***Business Continuity Plan.***
Controls	Controls set out how you propose to stick to your ***plan*** in the face of the challenges of the real world, and what you will do when reality forces your project to deviate from plan.
Cost Benefit Analysis	An assessment of whether to undertake a project or not. It compares the total cost of the ***project*** with the overall ***benefit*** to be gained. Usually documented in the ***Business Case***.
Cost Breakdown Structure (CBS)	Hierarchical presentation of project costs, usually derived from the ***Work Breakdown Structure***.
Cost Overrun	The amount by which the cost of a ***project*** or ***work package*** exceeds the estimated costs, or the limit of a contracted budget.
Crashing the Timelines	Making compromises to advance work ahead of schedule, or to catch up a significant delay.
Critical Activity	An ***activity*** from your project ***schedule*** that is on the ***critical path***.
Critical Chain Method	An approach to ***scheduling*** that focuses on removing resource constraints. Sequences of ***activities*** are planned, with ***contingency*** between them.

Critical Path	The longest route through your ***network*** is called the critical path and represents the duration of your ***project***. It is "critical" in the sense that these are the ***activities*** which carry the ***risk*** of delay – if any of these activities were delayed, your whole project would miss its ***deadline***.
Critical Path Analysis	The process of creating and calculating a ***Critical Path***.
Critical Path Method	A project planning methodology that calculates a ***Critical Path***.
Critical Success Factors	A term that should be deprecated because it is used in two different ways.

1. Most commonly: a condition that is necessary to have in place, if your project is to succeed. An input to the project.

2. A condition that your project must satisfy, if it is to be considered a success. An output of the project.

Because there is no logical reason to consider one of these contradictory definitions to be 'right' and the other to be wrong, you need to assess the meaning from the situation. I advise you not to use the term yourself!

See also ***Success Criteria***.

Customer	The person, group, or organization for whom the project is delivering its ***products***.
Cynefin	A framework for characterizing the nature of a problem and therefore selecting the best approach for tacking it. Distinguishes problems that are: simple, complicated, complex, chaotic, or undetermined.

D

Daily Scrum	Within the Scrum methodology, a daily meeting. It will typically identify what has been done, what needs to be done, and the barriers to success.
DCARI	The acronym DCARI reminds us to also include the ***dependencies*** between our project and other activities, the external ***constraints*** upon our project, the ***assumptions*** we have had to make and will need to test, the ***risks*** or threats to our project, and any ***issues*** that we need to resolve.
DCF	See ***Discounted Cash Flow***.

Deadline	Point in time by which an activity needs to be completed. The use of the word 'deadline' often implies serious consequences to delay.
Deferral	Formal decision to delay a project for a limited time, with the intention to re-start it. Compare with ***Suspension***.
Definition	The purpose of the ***definition stage*** is to define what the project is and is not. To do this we must establish a ***goal*** or aim for the project, a set of ***objectives***, and the ***scope***. All of this goes into a ***project definition document***.
Definition of Done	See ***Done***.
Delivery	The stage of the ***project*** where you execute the ***plan*** and deliver the ***deliverables***.
Deliverable	The things our project produces are called ***deliverables*** or ***products***. They are sometimes also called outputs and are the physical or intellectual things the project produces. They can be contrasted with ***outcomes***, which are the real-world changes – beneficial, we hope – that result from the ***integration*** of our deliverables into how we do things.
Delphi Technique	A method for generating estimates by pooling several expert judgments.
Dependency	Some tasks can get done at any time and are independent of other ***activities***. Others are linked to events like the start or completion of other ***tasks***. These linkages are called dependencies.
Devops	Short for Development/Operations. It is the interface between new software development and operational support to production software.
Disciplined Agile (DA)	A framework of ***Agile Project Management*** tools and processes.
Discounted Cash Flow	A mathematical methodology for evaluating streams of income and expenditure over time. It calculates a Present Value (PV) for each cash flow item, and evaluates the whole cash flow with both a total value (Net Present Value – NPV) and a representative rate of return (Internal Rate of Return – IRR).

Disaster Plan / Disaster Recovery Plan	Plan for how an organization will respond to a major incident (disaster) – includes a **business continuity plan**, and immediate recovery and stabilization actions, and public relations (PR) responses.
DOD	Definition of Done. See **Done**.
Done	Completed. The term is commonly used in **Agile Project Management**, where the Definition of Done is a statement of what completion looks like, so we know when to stop.
DSDM	Dynamic Systems Development Method is an agile development framework.

E

Earliest Feasible Date	The earliest date on which the **activity** can be scheduled to start. It is based on the scheduled dates of all its **predecessors**, but without any **resource constraints** on the activity itself.
Earned Value	A measure of cost that we use to **monitor** and **control** a project. It allows you to quantify the progress of your **project** in monetary terms. Earned value measures the budgeted cost that is assigned to the work that is completed. Another term for earned value is Budget Cost of Work Performed, or BCWP.
Earned Value Analysis	Analysis of project progress that accounts for both progress against plan and expenditure against budget. The actual money budgeted and spent is compared to the value of the work achieved
Earned Value Management	A project management methodology that uses earned value analysis to integrate scope, budget, schedule, delivery, expenditure, and progress. It provides robust measures of your project's progress in material, schedule, and financial terms.
Effort	The number of working hours deployed to complete a task or an **activity**.
Epic	Either a very large User Story (see **Story**) or a coherent collection of several stories that belong together, and for which it makes little sense to separate them. Used in **Agile Project Management**.
Escalation	Referring a project decision to someone with a higher level of organizational authority.

Estimate	An informed quantitative prediction of an element of your project such as time, ***effort***, ***resource*** requirement, or cost.
Exception	A deviation in cost, ***schedule***, ***scope***, or ***quality*** that goes beyond the tolerance levels agreed between ***Project Manager*** and their ***Project Board*** or ***Sponsor***.
Exception Report	Exception reports are issued when something exceptional happens (an ***Exception***), and they document the incident and how it is to be handled.
Expected Monetary Value (EMV)	A calculation of the monetary value of a risk. It multiplies the full cost if the risk occurs by the estimated percentage likelihood of the risk occurring.

F

Failure Mode and Effect Analysis	Analysis of every possible failure in a system to accumulate the potential impacts and therefore assess the investment and steps appropriate to address ***risks*** of failure.
Fast-tracking	Working on tasks in parallel to reduce the time needed to deliver a project.
Feasibility Study	An evaluation of the work required, potential ***benefits***, and ***risks*** of an undertaking. It is used to establish an outline case for whether a ***project*** or initiative should proceed to formal ***definition*** and then ***planning***.
Finish-to-Finish	A ***dependency*** where the completion of two ***activities*** needs to be coordinated in time – possibly with a ***lag*** or ***lead*** between them.
Finish-to-Start	A ***dependency*** where the start of one ***activity*** needs to be coordinated in time with completion of another activity – possibly with a ***lag*** or ***lead*** between them.
Flash Report	Short, succinct ***progress report***.
Float	Difference between the estimated time required to complete an activity, and the time scheduled in which to do it. It is also known informally as *slack*.
FMEA	Acronym, standing for ***Failure Mode and Effect Analysis***

Follow-on Actions	Actions that need to be taken after the ***handover*** of a project's ***deliverables*** / ***products*** to their customer or operational owner. Usually, these become the responsibility of the new owner, but the handover documentation should set out who owns which actions.
Free Float	Float is the amount of time an activity can be delayed by, before it impacts upon the completion of another activity or, indeed, the whole project (*Total Free Float*).
Functional Requirements	An articulation of the functions that a user needs, in terms of capabilities, appearance, and interactions with users.
Functional Specification	A formal document that specifies the functions that a system or component must perform, in terms of capabilities, appearance, and interactions with users.

G

Gantt Chart	A tool, popularized by Henry Gantt, that helps a ***project manager*** to ***plan***, communicate, and manage a ***project***. Shows project activities as horizontal bars, with a length that represents the duration of the task, and places them against a fixed timeline.
Gate or ***Gateway***	See ***Stage Boundary***.
Gateway Review	A formal review – usually conducted by objective reviewers from outside the project – that takes place at ***Stage Boundaries***, or Gateways. Compare with ***Checkpoint***.
Goal	States the over-arching purpose of the project – what you seek to achieve. Also known as *Aim.*
Governance	Projects need to be accountable, and this is managed through governance processes. Project Governance is the practice of making sure that the project does the right things and that it does them in the right way. The chief roles of governance are: strategy-setting, oversight to ensure the project is performing as it should, and decision-making.

H

Hammock

A summary 'task' groups a set of tasks that follow from one another. The duration the total elapsed duration of the activities it summarizes. Also called a roll-up or rolled-up task.

Highlight Report

A review of **progress** to date that highlights actual or potential problems. A **project manager** prepares this report at intervals determined by the project board

Handover

The **delivery** stage ends with the final handover of the last of the deliverables to their new owner. This also marks the start of the **closure** stage. Handover of the deliverables is often accompanied by an **operational use memo** that sets out the information the owner needs to know.

Home

A place that professional **project managers** visit from time to time. It provides respite from work and a place to get their laundry done.

Hybrid Project Management

I

Impact

The change of **outcome** resulting from a **threat** or opportunity. See also **severity**.

Incremental

A bit at a time. The 'bit' is an increment.

Input

A term from process management that refers to an action that contributes to a step in a process.

Integration

The process of combining the **products** of your **project** with the day-to-day activities or assets that they must work with. This task is sometimes the role of an **integration manager**.

Integration Manager

The person responsible for making the **products** of your **project** work with everything they need to work with.

Integration Test

A stage in software testing where components are put together with other related components and the cluster is tested ad one 'integrated' whole.

Interdependency

Dependency between one **project** and another.

Investment Appraisal	An investment appraisal compares the benefits with the costs of your ***project***, and shows as objectively as possible how they compare. This often gets wrapped into a larger document that is a piece of advocacy for the project and is called a ***business case***.
IRR	Internal Rate of Return - See ***Discounted Cash Flow***
Issue	A problem the ***project*** faces: an issue is technically a ***risk*** with 100% ***likelihood*** – that is, one that is certain to occur.
Issue Log (Or Register)	The log of all issues raised during the project.
Issue Owner	See ***Owner***.
Iteration	One cycle of project work or software development. Also known as a timebox or a sprint. Most often used in ***Agile Project Management***.
Iterative	The approach to project work, where we return to a piece of work to revise it, by improving functionality, enhancing quality, or adding connections, for example. Most often used in ***Agile Project Management***.
ITIL	The ITIL framework is the most widely used framework of best practices for IT Service Management (***ITSM***). ITIL was originally an acronym of IT Infrastructure Library.
ITSM	IT Service Management – the cluster of services that support an organization's IT infrastructure: hardware, software, and network.
ITT	Part of the procurement process, ITT stands for Invitation to Tender. That is, it is a document that invites contractors and suppliers to offer a proposal to provide goods or services.
ITTO	Acronym: Inputs, Tools, Techniques and Outputs. The basis of the PMI's project management processes.

J

K

KA	Abbreviation for ***Knowledge Area***.

Kanban	**Project management** methodology most often used for software projects. Based on Japanese manufacturing system. Charts progress of individual **work packages** through a set sequence of **stages**, often matching the project **lifecycle** used within the project.
Kanban Board	A board (either physical or as a software implementation) on which the work is placed and moved to illustrate status in the **Kanban** method.
Key Performance Indicator	Measurable indicators, used to report progress of the project. They are chosen to reflect the **critical success factors** for your **project**.
Knowledge Area (or KA)	These are areas of specialization within the **PMI's PMBOK Guide**. They include jargon, tools, ideas, processes, and tasks. Together, they form PMI's assessment of what you need to know about, to be able to successfully manage a project.
KPI	Acronym: Key Performance Indicator
Key Performance Parameter (KPP)	A measures of the capabilities that are so significant that failure to meet them would cause us to re-evaluate the project or program.
KYIV Analysis	In the weeks after the Russian invasion of Ukraine, it seemed to me that I (and many others) would no longer feel comfortable using **MOSCOW Analysis**. So, I recast the framework as KYIV Analysis: Keep for sure – Yes, if we possibly can – If we have extra budget, we will – Very unlikely.

L

Lag	A gap in time before the completion of a **predecessor activity** and the start of its **successor** activity.
Lead	A period of time by which the start of a **successor activity** precedes the completion of its **predecessor** activity. A negative **Lag**.
Lean Project Management	Lean is a systematic method for the elimination of waste. Lean project management aims to remove bottlenecks in the project process, to speed it along and reduce waste, by removing every activity that does not add value.
LeSS	Large Scale Scrum is an **Agile Project Management** methodology.

Lessons Learned	Reflection on our experience is the way we gain wisdom and professional excellence. Throughout a long project, and at the end of every project, the ***Project Manager*** should gather their team to reflect on what they have learned so far. Often, the team will record these in a *Lessons Learned Log*, and document them at the end of a project, in a *Lessons Learned Report*.
Lifecycle	The series of ***stages*** that from the start to the ***close*** of a ***project***.
Likelihood	A measure of the probability of a ***risk*** occurring – often based on an interpretation of how often similar risks have occurred in comparable past circumstances. Therefore, sometimes referred to as frequency.
Linear Responsibility Chart	Chart showing responsibilities for each ***team*** member, against a list of tasks, or ***work streams***.
LL	Common abbreviation for ***Lesson Learned***.
LRC	Acronym for ***Linear Responsibility Chart***.

M

Maturity Model	A framework for assessing the current capabilities within a discipline, and rating it into one of a small number (typically 3 to 6) of levels.
Methodology	A set of principles, processes, systems, and methods, supported by tools, templates, and other ***artifacts***.
Measures of Effectiveness (MoE)	Measures of success linked to strategic or operational objectives, stated in terms of capabilities and in units meaningful to stakeholders.
Measures of Performance (MoP)	Measures of functional performance against required capabilities, and under operational conditions.
Method Statement	A document that sets out how a piece of work will be carried out.

Milestone	There are many planning tools but perhaps the simplest is the milestone a fixed point in the project schedule when something has happened – usually the completion of a task or the creation of a *deliverable*. *Type 1 milestones* are the big points in the project we use to start planning and they mark significant points along the way. *Type 2 milestones* are smaller achievements that we use to track progress and so to give us an indicator of how well we are keeping on schedule.
Minimum Viable Product	A first version of a product that has the minimum capability or feature set to satisfy a real need for users. It serves the twin purposes of providing a proof of concept and a basis for feedback.
Mitigation	Any action designed to reduce the *likelihood* or *impact* of a *risk*.
Monitor and Control Cycle	The beating heart of the *delivery* stage is the monitor and control cycle. We observe what is happening on our project, compare it with our plans, and make interventions and corrections to bring everything back on schedule or budget. To help us stick to our plan or get back to it, we use project *controls*.
Monte Carlo Simulation	A technique used in *risk management* and *scheduling* to estimate the likely range of outcomes by simulating the process many times, with random variability.
Morning Stand-up	A regular meeting which is quick and transactional, to establish status, next steps, and issues.
MoSCoW	MoSCoW analysis analyses users' *requirements* from among people's quality and functional requests, in terms of the: musts, shoulds, coulds and won'ts. See also *KYIV Analysis*.
MVP	See *Minimum Viable Product*.

N

Network Analysis	The process of creating a *Network Chart* and identifying early and late start and finish dates for project activities.

Network Chart	If we take the activities from our **Work Breakdown Structure** and arrange them into a logical sequence, we create a network chart that allows us to plan out the logical sequence of tasks. Specific methodologies distinguish a generic network chart from its two cousins, which both include durations of the activities: a **PERT chart** (PERT stands for program evaluation and review technique) and a critical path analysis. The **critical path** is the longest route through a network chart and is critical in the sense that a delay to any of the activities on this path will delay completion of the project.
NPV	Net Present Value - See **Discounted Cash Flow**

O

Objective	Objectives set out how you will measure your success in achieving your goal and are typically expressed in terms of time, cost, and quality, forming the **time-cost-quality triangle**, also known as the triangle of balance, triple constraint or, in the US, the iron triangle. To protect our ability to deliver to schedule, budget, and standards, we often include some **contingency** in each, so that if the unexpected occurs, we have some room for maneuver.
Operational Use Memo	Sets out the information the owner needs to know, and is prepared to support **handover**.
Opportunity	A favorable **risk**. An uncertain **outcome** that could benefit your **project**. The opposite of **threat**.
Organizational Breakdown Structure (OBS)	Hierarchical presentation of project team members, according to the work they are allocated to. Derived from the **Work Breakdown Structure**.
Outcome	Outcomes are the real-world changes – beneficial, we hope – that result from the **integration** of our deliverables into how we do things.
Output	A word that originates in process management. In **project management**, it is often used loosely to mean deliverable, or **product**. It is the tangible product of a process.
Owner	Person allocated **responsibility** or **accountability** for executing a **plan**, or resolving a **risk** or **issue**.

P

P3 Short form to represent: **Project**, **Program**, and **Portfolio**.

P3M3 UK Government's *Portfolio, Programme and Project Management Maturity Model*.

Parametric Estimating An estimating approach that starts from unit estimates for components, which are usually based on current or historic data.

Pareto Principle The observation that, in many contexts, a small minority of cases accounts for a significant majority of impacts. Often referred to as 'the 80-20 rule'.

PERT chart A specific form of **Network chart**; PERT stands for program evaluation and review technique.

Phase See **stage**.

PID See **Project Initiation Document**.

Planning Poker An **Agile Estimating** method that uses consensus formed from a series of rounds of simultaneous individual estimates by team members. It is a simplification of the **Delphi Method**.

Plans Plans set out how you intend to deliver your **project**. They address the three project elements: tasks, time, and resources, and describe what needs to be done, how it will be done, when, by whom, with what assets and materials, and how it will be paid for.

PMBOK Guide Shortform of the Guide to the Project Management Body of Knowledge - a standards document developed by the **PMI**. The seventh edition came out in summer 2021. (Pronounced *'pimbok guide'*)

PMI See **Project Management Institute**.

PMI-ACP The **PMI**'s **Agile Project Management** certification. Stands for Project Management Institute – Agile Certified Practitioner.

PMO Acronym standing for **Project (or Program) Management Office**. A central administrating team for a large project.

PMP	Acronym: Project Management Professional. The primary qualification offered by the ***PMI***. The PMP exam is assessed against the ***PMBOK***.
Post Project Review	A review between 6 and 18 months after project completion, to evaluate the extent to which the project has delivered the outcomes and benefits projected.
Portfolio	A collection of ***projects*** or ***programs*** and other work grouped together to meet strategic business objectives. The projects or programs of the portfolio may not necessarily be interdependent or directly related.
Portfolio Management	The centralized management of one or more ***portfolios***. This includes identifying; prioritizing; authorizing; managing; and controlling ***projects***, ***programs,*** and other related work, within the portfolio, to achieve specific strategic business objectives.
PPP	Acronym: ***Project***, ***Program***, and ***Portfolio***.
Predecessor	***Activity*** that comes before another ***dependent*** activity.
Predictive Project Management	Also known as 'planned project management' or 'traditional project management', this approach follows a plan prepared early in the project ***life cycle***. Also pejoratively known as ***Waterfall Project Management***.
PRINCE2™	*PRojects IN Controlled Environments*. The UK Government's methodology for project management. It is maintained by the Cabinet Office.
Procurement	Fancy word for buying stuff. Usually implies a structured process to get the right products or services at the best price.
Product	Also called ***Deliverable*** or ***Output***, the things that the project produces (physical things or events).
Product Breakdown Structure (PBS)	This sets out all the ***Products*** (or ***Deliverables***) of your project in a structured way – hence articulates the scope of your project.
Program or Programme	A group of ***projects*** and initiatives managed together – sharing something critical like joint objectives or a common resource pool.

Program Evaluation and Review Technique (PERT).	An estimating technique that starts with a **network chart** and combines optimistic, best estimate and pessimistic estimates to produce an overall estimate of the most likely duration and standard deviation (spread of likely durations) for a project activity.
Program Management	Centralized management of a **program** to achieve its strategic objectives and benefits.
Progress Report	Progress reports set out a broad spread of essential information on **project** status and tend to be prepared on a regular cycle at predictable times. Status is often summarized with a **traffic light report,** or **RAG status**.
Project	A project is a coordinated set of tasks, which together create a defined new product, process, or service, within a constrained time and resource **budget**.
Project Audit	A formal review of a project to establish that all processes are being followed as they should. Part of project **Governance**.
Project Board	Governing body of a project – ultimately responsible for the oversight and decision-making. Sometimes called the *Project Steering Group*, **steering groups** can sometimes have another role.
Project Brief	See **Project Definition Document**.
Project Charter	See **Charter**.
Project Closure Memo	Final project completion can be marked and formalized with a project closure memo.
Project Deferral	See deferral
Project Definition Document	Also known as a **project charter**, **project terms of reference**, outline **project initiation document** (outline PID), or **project brief**, a project definition document contains the **definition** of your **project**, and therefore sets out the definition of what the anticipated **project** is (and is not). Please note that the term **Charter** can also have other meanings.
Project Initiation Document (PID)	Formal name within **PRINCE2**^{TM} of the full suite of **plans**, **controls**, **budget**, **specifications,** and **business case**.
Project Lifecycle	Sequence of **stages** of the project from beginning to end.

Project Management	The process of managing a ***project***. Deploys tools, processes and attitudes that deal with the complexity and uncertainty inherent in a project.
Project Management Institute	A US-based professional body for project managers. It takes on the roles of standards setting, qualification certification, advocacy, professional development, and professional fellowship. It is the largest such body in the world and its ***PMP*** qualification is highly regarded.
Project Management Office (PMO)	A central body within an organization that carries out some or all of a set of responsibilities related to the coordinated management of the ***projects*** and ***programs*** under its domain. The responsibilities of a PMO can range from providing project management support functions, guidance, resource allocation, monitoring and reporting, to being responsible for the direct management of projects and programs.
Project Manager	A project manager is that circus performer who can keep juggling relationships with the many people involved in the project, whilst keeping many tasks spinning like plates. A good project manager must be able to get things done, organize people and processes and succeed at influencing, motivating, and inspiring their ***teams***.
Project Mandate	See ***Project Charter***.
Project Plan	See ***Plans***.
Project Proposal	A document that sets out the value a project will deliver, as a way to win the stakeholder support and sponsor funding needed to allow the project to proceed. It is a piece of advocacy. Compare with ***Business Case***, which is a governance tool designed to support good decision-making.
Project Sponsor	Also referred to *Project Executive, Senior Responsible Owner (**SRO**)* or *Project Director*. Represents the needs of the organization to the project and the needs of the project to the organization. Acts as "manager" to the *Project Manager*. Part of the project governance process, the sponsor will either contribute to, or be wholly responsible for, oversight and decision-making. They are supported by a ***project board*** or ***steering group***.
Project Suspension	Placing the project on hold for an indefinite period. Compare with ***Deferral***.

Project Terms of Reference	See **Project Definition Document**.
Proximity (of a risk)	The nearness of a risk to the project. Most often, this refers to closeness in time, but it can also (sometimes) refer to geographical proximity, or even emotional proximity.
PV	Present Value - See **Discounted Cash Flow**

Q

Quality	Quality is so important to projects that we have three essential processes to draw from: **quality design**, **quality assurance**, and **quality control**. Quality measures the extent to which **products** / **deliverables** conform to the documented requirements and standards.
Quality Assurance	Quality assurance is the way we carry out delivery to make sure we produce them to the designed standards. Preventative approach to quality management.
Quality Control	Quality control is the process of checking deliverables meet the required standards before we release them to our client. Curative approach to quality management.
Quality Design	Quality design is getting the right quality into the specifications and design of the deliverables
Quality Management System (QMS)	An organization's set of standards, procedures, processes, and responsibilities for maintaining quality.

R

RACI chart	A form of **Responsibility Chart**, where RACI stands for four common roles of: **responsible**, authority (sometimes **accountable**), consulted and informed.
RAD	1. Rapid Application Development - an agile software development methodology in which developers talk directly to end users to build solutions quickly. 2. Role/Activity Diagram – a tool for charting process flows, where activities are shown in columns or rows defined by organizational roles.

RAG Status	Status *report* that allocates red, amber, or green status to *project* activities depending upon their performance – from good performance, according to *plan* (green) to poor performance that deviates substantially (red).
RAM	Resource Assignment Matrix. See *Linear Responsibility Chart*.
Re-baselining	After a significant change in circumstances, your *baseline plan* may be out of date. When you draw up a new plan and get that formally approved as a new baseline plan, this is re-baselining.
Report	The two types of report we produce in the *delivery* stage are: *progress reports* also known as highlight reports, summary reports or project updates, and *exception reports*.
Request for Change	Formal proposal that change is made to the *scope*, *objectives* of the *project*, or to the *specification* of one or more of the *deliverables*.
Requirements	What customers, clients or users need from your project. These can be both quality and functionally driven. To help prioritize these, we use *MoSCoW* or *KYIV* analysis. In many *Agile* methodologies, these are written as *stories*, and collated into a *backlog*.
Resources	Things that are used and depleted during a project. Examples include assets, consumable materiel, money, and people's time. Often people are referred to as a resource.
Resource Constraints	Factors that in some way dictate the availability of resources (people, material, asset, or logistic) – usually implies an adverse effect.
Resource Levelling	Resource *scheduling* process to ensure that *resource* availability is not exceeded during the project schedule. This is done by re-scheduling activities and re-allocating resources. The objective is to ensure that neither the project completion date nor any target finishes are jeopardized.
Responsible	We can be given a responsibility by someone else, and we can also take responsibility and therefore make a personal commitment. This is very much the project mt attitude. Compare this with *accountability*.

Responsibility Chart	Powerful tools for planning what people we need and how we will use them. The two common forms are the ***RACI chart*** and the ***responsibility grid***, which is more formally known as the ***linear responsibility chart (LRC)***.
Responsibility Grid or Matrix	More formally known as the ***linear responsibility chart (LRC)***.
Retrospective	A review of the team's work, focused on its processes, methods, and interactions, rather than on the ***outcomes***. The term is broadly equivalent to ***Lessons Learned*** Review but is used more commonly in ***Agile Project Management***. At the end of a ***Sprint***, it is known as a Sprint Retrospective.
Return on Investment (ROI)	A financial measure of value, calculated from Total ***Benefits*** (B) and Total Cost (C). ROI = (B-C)/C
RFC	See ***Request for Change***.
RFP	In procurement, RFP stands for Request for Proposal.
RFQ	In procurement, RFP stands for Request for Quotation.
Risk	Project risk is uncertainty that can affect outcomes. Risk can introduce a positive (*opportunity*) or negative (*threat*) change. The level of uncertainty is measured by the ***likelihood*** or probability of the risk and the effect on outcomes is measured by its ***impact*** or sometimes severity. The latter term, however, only implies the scale of the impact, whilst the term impact captures both the severity and nature of the effect. We tend to focus on ***threats*** – risks with a negative impact.
Risk Acceptance (or Risk Tolerance)	A risk management strategy of accepting that eliminating, reducing, or transferring a risk is not cost-effective. So, the decision is to accept that the risk may occur, without prior action.
Risk Appetite	The level of exposure to ***risk*** that you are prepared to tolerate.
Risk Management	Risk management is a vital aspect of ***project management*** that recognizes the importance of anticipating and dealing proactively with the things that could go wrong.
Risk Log	See ***Risk Register***.
Risk Owner	See ***Owner***.

Risk Potential Assessment / Review	Rapid evaluation of the scale and sources of risk associated with a prospective project. Used as a tool to evaluate whether to proceed with full definition and planning.
Risk Ranking	Using assessment of risk *likelihood*, *impact*, and *proximity* to prioritize *risks* in order of importance.
Risk Register	Formal document and management tool that records all *risks* identified by the project *team*, along with the team's assessment of the risks, plans to manage the risks, and progress against the plans.
Risk Tolerance	See *Risk Acceptance*
ROI	See *Return on Investment*.
Rolling Wave Planning	A planning method that plans near-term work in detail and longer-term work in outline.
Roll-up	See *Hammock*.
Root Cause Analysis	Analytical approach to understanding failures, that seeks out the primary, or root, causes. Examples include *FMEA*, Fishbone (Ishikawa) diagrams, and 5 Whys.

S

SAFe	Scaled Agile Framework - an *agile project management* methodology used for software development, that has tiers sophistication that can be applied to products and small projects (Essential), large *projects* and *programs* (Large), *portfolios* (Portfolio), and enterprise level (Full).
Scenario Planning	A planning process that starts by identifying a representative range of scenarios and working each one through to understand the implications. Usually there is a 'best case' and a worst case' scenario in the shortlist.
Schedule	The time component of your project *plan*, showing when *activities* are due to start and finish.
Scope	Scope sets out how much work we need to do and how much our project will produce. It can be expressed in terms of activities, articulated by the *WBS* or in terms of deliverables, articulated by the *PBS*. An inevitable pressure, which project managers work hard to counter, is for people to add work to our project; a process known as *scope creep*.

Scope Creep	The tendency for people to sneak extra work and outputs into the project's list of responsibilities. Can cause a **project** to fail under the burden of additional work, without the corresponding resources.
Scrum	**Project management** methodology that follows the principles of **Agile**. Currently the most widely used such method. Based on short sequences of work (Sprints) that are set in motion by user-prioritization of new features.
Scrumban	**Project management** methodology that follows the principles of **Agile**. Combines aspects of **Kanban** and **Scrum** methodologies.
Scrum Master	In the **Scrum** methodology, the person who oversees the development process, supports the development team, and ensures they follow the agreed way of working.
Scrum of Scrums	An **agile project management** methodology that scales up the **Scrum** methodology, for use by multiple teams working on the same product or product set.
S-Curve	A graphical representation of cumulative costs, staff hours, depleted resources, or other quantities plotted against time.
Senior Supplier	**Project Board** level representative of the needs and interests of the project's suppliers.
Senior Owner or Senior Responsible Owner	A **PRINCE2** term for the individual responsible for ensuring that a project or program meets its objectives and delivers the projected benefits. They are the owner of the overall business change that is being supported by the project. They will be senior enough to take personal responsibility for successful delivery of the project.
Senior User	**Project Board** level representative of the needs and interests of the project's users.
Severity	Often used interchangeably with **impact**, severity implies on a quantitative measure of impact on one chosen scale.
Sign-off	Formal approval of a decision. The term implies a physical record with signature.
Slack	Informal word, used to mean **Float**.
Slippage	The amount of **float** used up by the current activity due to a delayed start or slow completion. If an activity without float is delayed, the entire **project** will slip.

Snagging	The process of identify and remediating small faults. Sometimes just prior to project **handover**; sometimes after handover.
SOW	Acronym: **Statement of Work.**
Specification	A specification defines **deliverables** as precisely as possible. These derive from a good understanding of the **requirements**; both **quality** and functionally driven.
Sponsor	See **Project Sponsor**.
Sprint	A short development period within an **agile project**. Also known as a timebox or, more generically, an iteration. The term originates in the **Scrum** methodology.
Sprint Retrospective	See **Retrospective.**
SRO	Acronym: **Senior Responsible Owner** – a **PRINCE2™** term for the **Project Sponsor**.
Stage	Projects are divided into stages, or phases to help us manage them and, in How to Manage a Great Project, we worked with four basic stages: **Definition**, **Planning**, **Delivery** and **Closure**.
Stage Boundary	Stages are separated by stage boundarie*s*, also known as **stage gates**, **gates,** or **gateways**. These are review points where we make go or no-go decisions based on how the project is performing and the value we will get from our further investment.
Stage Payment	A payment made to fund a part of a project that is tied to completion of a specific stage in the work. Often linked to the successful completion of a **Gateway Review**.
Stakeholder	Anyone with an interest in your **project** – whether affected by its **outcome** or process, or with an ability to affect its outcome or process. Look out for Mike Clayton's 2014 book about stakeholder engagement, *"The Influence Agenda"*.
Stakeholder Engagement	The process of engaging with Stakeholders.
Stakeholder Management	Term still used but now widely deprecated, for **Stakeholder Engagement**.
Stand-up	See **Morning Stand-up.**

Statement of Work (SOW)	A description of the goods and services a supplier is contracted to provide.
Status Report	Formal report circulated to the project **team**, **sponsor**, **board,** and **stakeholders** on a regular cycle. It records the status of a **work package** or the whole **project**. Part of the project **control** and **communication** processes.
Steering Group	The term is sometimes used as an alternative to **project** board, but steering groups are sometimes a different body with an advisory role, feeding their comments into the board.
Story	A user-defined expression of a particular **functional requirement**. Sometimes termed a User Story. See also **Epic**.
Story Point	We can measure the amount of work needed to complete a **Story** in terms of an abstract unit called a Story Point. Use in **Agile Project Management** to both measure progress and estimate work to be done.
Success Criteria	A term that should be deprecated because it is used in two different ways.

> 1. A condition that is necessary to have in place, if your project is to succeed. An input to the project.
>
> 2. Most commonly: a condition that your project must satisfy if it is to be considered a success. An output of the project.

> Because there is no logical reason to consider one of these contradictory definitions to be 'right' and the other to be wrong, you need to assess the meaning from the situation. I advise you not to use the term yourself!

> See also **Critical Success Factors**.

Successor	**Activity** that comes after another **dependent** activity.
System Test	A stage in software testing where the new components are fully integrated into the whole system and the functioning of the whole system is tested.

T

Task	A single thing that needs to be done. A specific piece of work. Often used interchangeably with **Activity**.

TCQ Triangle	The Time-Cost-Quality Triangle, also known as the *Iron Triangle*, *Triangle of Balance,* or the *Triple Constraint*.
Team	A team is a small number of people who collaborate to achieve a shared **goal.**
Technical Performance Measures (TPM)	Measures of how well a product satisfies performance criteria for a technical requirement or objective.
Tender Management	The process of identifying, briefing, evaluating, selecting, and appointing suppliers of goods or services to the project. The process follows a formal procurement procedure and creates tender documentation against which prospective suppliers offer their tender responses. These are used for selecting a preferred supplier
Threat	A **risk** with an adverse **impact** upon the **outcome**. The opposite of **opportunity**. The word risk is sometimes used loosely to mean threat.
Three-point Estimate	An estimate of time or cost that has three parts: a minimum likely figure, a most likely figure, and a maximum likely figure. Often, these three figures are combined in a weighted average. The standard **PERT** methodology weights them 1, 4, and 1, respectively.
Time and Materials	A form of contract, where the supplier is paid for the time expended and materials supplied. This carries no risk to the supplier.
Time Box	Generic term for what is now more commonly called a **Sprint**.
To-be state	The future planned state of an organization as described by the **business blueprint**. Compare with **As-is state**.
Total Float	The maximum time by which an activity can be delayed without delaying project completion. See also **Float**.
Traffic Light Report	See **RAG Status**.
Triple Constraint	See **TCQ Triangle**
T-shirt Sizing	An Agile Estimating method that expresses the scale of a story in terms of a small number of 'sizes', like small, medium, and large.

U

UAT	See *User Acceptance Test*.
Uncertainty	A lack of knowledge about a situation. In *Risk Management*, it can be measured as a percentage likelihood, but often more helpfully measure as high, medium, or low likelihood.
Unit Test	See *Component Test*.
User Story	See *Story*.
User Acceptance Test (UAT)	The final stage of software testing. Users test the finished product to assess whether it meets their requirements and is fit for purpose. Upon acceptance, it is ready to 'go live' and move into a production environment.
User Test	And software test where real users participate in the testing. See also: *Alpha Test*, *Beta Test*, *User Acceptance Test*.

V

Value	Something considered desirable has value. It is a result of both cost (C) and *benefit* (B). But calculating the value (V) is tricky.

- *PMI* says: V= B-C
- *APM* says: V=B/C

Both make good sense, but give very different values. Therefore, I prefer to calculate *Return on Investment*.

Value Engineering	The process of reviewing the *specifications* of *products*/*deliverables*, to drive down cost with acceptable consequences for *scope* and *quality*. The intended result is to increase the net value of the deliverable.
Variation Order (VO)	An approved change to the project, in a contractually binding form.
Velocity	The rate of doing work. Usually either the work completed during a single development phase or *iteration*, or the average of work completed in previous iterations.
Virtual Team	A *team* that does not work together physically all the time.

Voice of the Customer (VOC)	A process of listening to customers about what they do, the products or services they need, how they use them, and what their assessment is of what is available. This is a **stakeholder engagement** process that is used at the start of a product development project.
VUCA	Acronym standing for Volatile, Uncertain, Complex, Ambiguous. A description of the project environment.

W

Waterfall Project Management	An outdated **Predictive Project Management** model for software development.
	Also used by some **Agile Project Management** practitioners as a pejorative term for **Predictive Project Management**.
Whole Life Costing	Costing a project to take full account of all capital and revenue costs of development, operation, and decommissioning. The only truly honest way of costing a project.
Workaround	An alternative approach that will get you to the desired outcome, while avoiding something that has become too costly, too risk, or not possible.
Work Breakdown Structure (WBS)	Formal tool that breaks the project (the work) down into a structure – allowing a firm inventory of tasks, in a logical hierarchy.
	From this, we can allocate people to tasks, to create an **organizational breakdown structure (OBS)** and we can put cost estimates against each activity to build up a project budget in the form of a **cost breakdown structure (CBS)**. The deliverables can be documented in hierarchical format in a similar way, to create a **product breakdown structure (PBS)**.
Work Package	A defined chunk of work, usually contained within a single **Work Stream**. We can allocate specific chunks of work in a formal manner, using a document called a *Work Package Definition (WPD).* Managed by a *Work Package Manager*.
WPD	See **Work Package**.
Work Stream	A subset of the **Work Breakdown Structure** that is allocated to a single manager, the *Work Stream Leader*.

X

XP   eXtreme Programming - an agile software development methodology.

Y

Z

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