

Project Management Terms & Definitions

Acceptance Management	The process by which deliverables produced by a project are reviewed and accepted by the customer.
Acceptance Planning	The process of identifying and scheduling a suite of tests to measure the completion of project deliverables against stated criteria.
Activity	A group of tasks undertaken to produce a tangible project <i>deliverable</i> .
Business Case	A document outlining the justification for initiation of a project. It includes a description of the business problem or opportunity, a list of alternative solutions, their costs and benefits and a recommended solution for implementation.
Change Management	The process of identifying, documenting, approving and implementing changes within a project.
Communications Management	The process of identifying, creating, reviewing and distributing communications messages to stakeholders within a project.
Communications Planning	The process of identifying the information needs of project stakeholders and scheduling communications activities to meet those needs within the project.
Cost Management	The process of monitoring and controlling the costs incurred within a project, through the completion and approval of Expense Forms.
Deliverable	A <i>product</i> , capability to perform a <i>service</i> , or other <i>result</i> , that must be produced to complete a project. Deliverables can be produced by the project team or, in some cases, by suppliers contracted to the project.
Dependency	A logical relationship between two or more activities. The four types of dependencies are: start-to-finish, start-to-start, finish-to-start, and finish-to-finish.
Feasibility Study	A document that confirms the likelihood that a range of alternative solutions will meet the requirements of the customer.
Financial Planning	The process of identifying, quantifying and scheduling the financial resources required to undertake a project.
Goods	Any merchandise, wares and commodities required to complete the project.
Issue	An event that currently affects a project's ability to produce the required deliverables.
Issue Management	The process of identifying, quantifying and resolving project-related issues.
Job Description	A document that describes a particular role and set of responsibilities within a project.
Materials	Consumable and non-consumable items used to produce deliverables, such as equipment, tools, machinery and supplies.
Milestone	The recognition of an important event within a project, usually the achievement of a key project deliverable or a set of deliverables.
Phase	A set of project activities and tasks that usually result in the completion of one or more project deliverables.
Phase Review	A checkpoint at the end of each project phase to ensure that a project has achieved its stated objectives and deliverables as planned.
Process	A set of related <i>activities</i> that are performed to deliver <i>products</i> , <i>services</i> or <i>results</i> .
Procurement Item	Any item that is contractually obliged to be provided by a supplier, such as: <ul style="list-style-type: none"> ■ Products (e.g. goods, materials, equipment, tools, machinery) ■ Services (e.g. labor, technical and consulting services) ■ Results (e.g. a more efficient process, a more highly skilled team and a restructured organization)

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Procurement Management	The process of sourcing procurement items from suppliers and managing their performance throughout a project.
Procurement Planning	The process of identifying, quantifying and scheduling the delivery of procurement items to a project.
Product	A physical artifact that is produced by the project. Products are produced primarily using goods and materials.
Project	A unique endeavor to produce a set of deliverables within clearly specified time, cost and quality constraints.
Project Charter	A document that describes the purpose of a project, the manner in which it will be structured and how it will be implemented.
Project Lifecycle	A series of phases undertaken to deliver a required project outcome.
Project Management	The skills, tools and management processes required to successfully undertake a project.
Project Office	The physical premise, roles, tools and processes required to administer a project.
Project Plan	A document that lists the Work Breakdown Structure, timeframes and resources required to undertake a project.
Project Schedule	A document that identifies the timeframes for delivering a project and the dependencies between activities within that project.
Project Task	A specific work item that usually results in the partial completion of a project deliverable.
Project Team	A group of people who report to a Project Manager for the purpose of delivering a project.
Quality	The extent to which the final deliverable conforms to the customer requirements.
Quality Assurance	A structured review of the project by an external resource, to determine the overall project performance (e.g. against schedule and budget) and conformance (i.e. to the management processes specified for the project).
Quality Control	The internal monitoring and control of project deliverables, to ensure that they meet the quality targets set for the project.
Quality Management	The process by which the quality of the deliverables and management processes is assured and controlled on a project.
Quality Review	A structured independent review of the project, to determine the overall project performance (e.g. against schedule and budget) and the project conformance (i.e. to the management processes specified for the project).
Quality Planning	The process of identifying and scheduling Quality Assurance and Quality Control activities to improve the level of quality within a project.
Request for Information	A tender document issued to potential suppliers to enable them to describe how they will meet the procurement requirements of a project.
Request for Proposal	A tender document issued to suppliers in a short-listed group, to enable them to submit detailed proposals defining how they will meet the procurement requirements of a project.
Resource	The labor, equipment, materials and other items needed to undertake a project.
Resource Planning	The process of identifying, quantifying and scheduling the resources required to complete a project.
Result	The outcome of performing a project process or <i>activity</i> .
Risk	Any event that is likely to adversely affect a project's ability to achieve the defined objectives.
Risk Management	The process of identifying, quantifying and controlling risks throughout a project.

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Risk Mitigation	The actions taken to avoid, transfer or mitigate risks within a project.
Risk Planning	The identification and scheduling of actions needed to reduce the level of risk within a project.
Scope	The total aggregation of deliverables to be produced by a project.
Service	Work carried out to benefit a customer. Note: A service does not produce a physical <i>product</i> or tangible <i>result</i> , as this is called an <i>activity</i> .
Solution	A combination of deliverables that solve a specified business problem or realize a specified business opportunity.
Statement of Work	A tender document that defines the procurement requirements of a project in enough detail to enable potential suppliers to determine whether they can meet those requirements.
Supplier Contract	An agreement between a project team and an external supplier for the completion of a defined scope of work within a project.
Tender Document	A formal document issued to potential suppliers during the tender process to enable them to submit the information the project needs to select a preferred supplier.
Tender Management	The process of identifying, evaluating and contracting suppliers for the provision of a scope of work to a project.
Tender Process	The process of issuing a Request for Information, Request for Proposal and Supplier Contract to select and contract a preferred supplier to a project.
Time Management	The process of recording and quantifying time spent completing tasks within a project.
Work Breakdown Structure	The complete set of phases, activities and tasks required to undertake the project and meet the full requirements of the customer.