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**Kingdom of Bahrain
Ministry of Works**

Project Management- Glossary of Terms

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PM GLOSSARY & DEFINITIONS

1 General Project Management Terms

Activity: An element of work performed during the course of a **project**. An activity normally has an expected **duration**, an expected cost, and expected resource requirements. Activities can be subdivided into **tasks**.

Actual Cost (AC): Total costs incurred that must relate to whatever cost was budgeted within the planned value and **earned value** (which can sometimes be direct labour hours alone, direct costs alone, or all costs including indirect costs) in accomplishing work during a given time period. See also **earned value**.

Acceptance Criteria: See PMS Glossary of Terms

Actual Start Date: See PMS Glossary of Terms

Actual Finish Date: See PMS Glossary of Terms

Activation: See PMS Glossary of Terms

Activation Process: See PMS Glossary of Terms

Administrative Closure: Generating, gathering, and disseminating information to formalize phase or **project** completion.

Agreement: See PMS Glossary of Terms

Approved Budget: See PMS Glossary of Terms

Assumptions: Assumptions are factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration. Assumptions affect all aspects of **project** planning, and are part of the **progressive elaboration** of the **project**.

Audit: See PMS Glossary of Terms

Audit Plan (PMO): See PMS Glossary of Terms

Baseline: The original approved plan (for a **project**, a work package, or an **activity**), plus or minus approved **scope** changes. Usually used with a modifier (e.g., cost **baseline** schedule **baseline**, performance measurement **baseline**).

Budget: The approved estimate for the **project** or any **work breakdown structure** component or any schedule **activity**. See also **estimate**. See also **Approved Budget** in PMS Glossary. (This is a working sum)

Budget Approval Date: See PMS Glossary of Terms

Business Developer: See PMS Glossary of Terms

Budget Request: See PMS Glossary of Terms

Change Management Plan: See PMS Glossary of Terms

Change Request: See PMS Glossary of Terms

Change Request Log: See PMS Glossary of Terms

Claim: See PMS Glossary of Terms

Claims Management Plan: See PMS Glossary of Terms

Committed Cost: See PMS Glossary of Terms

Communication Planning: This delivers the Communication Plan. It determines the information and communications needs of the project stakeholders: who needs what information, when they will need it, and how it will be given to them.

Constraint: Applicable restriction that will affect the performance of the **project**. Any factor that affects when an **activity** can be scheduled.

Consultant/Contractor Representative (CCR): See PMS Glossary of Terms

Contingency: See PMS Glossary of Terms

Contingency Planning: This delivers Contingency Plan. It involves planning alternatives to deal with the risks should they occur.

Contingency Reserve: See PMS Glossary of Terms

Control: Comparing actual performance with planned performance, analysing variances, assessing trends to effect process improvements, evaluating possible alternatives, and recommending appropriate **corrective actions** as needed.

Contract: A contract is a mutually binding agreement that obligates the seller to provide the specified product or service or result and obligates the buyer to pay for it.

Contract Administration: The process of managing the **contract** and the relationship between the buyer and seller, reviewing and documenting how a seller is performing or has performed to establish required **corrective actions** and provide a basis for future relationships with the seller, managing contract related changes and, when appropriate, managing the contractual relationship with the outside buyer of the **project**.

Contract Closure: The process of completing and settling the **contract**, including resolution of any open items and closing each **contract**.

Corrective Action: Documented direction for executing the **project** work to bring expected future performance of the **project** work in line with the Project Execution Plan.

Core Management Team: See PMS Glossary of Terms

Contract Price: See PMS Glossary of Terms

Contractor's Program: See PMS Glossary of Terms

Cost Budgeting: Allocating the cost estimates to individual work activities.

Cost Estimating: Developing an approximation (estimate) of the cost of the resources needed to complete **project** activities.

Cost Management Planning/Cost Planning: This delivers the Cost Plan. It determines how project expenditures will be monitored throughout the project. This will include details of all the **budget vs actual, earned value, cash flow, etc.** reports that will be produced on a periodic basis. It is a subset of the project execution plan.

Cost Variance (CV): 1) The difference between the budgeted cost of an activity and the actual cost of that activity. 2) In earned value, $EV \text{ less } ACWP = CV$

Crashing: A specific type of **project** schedule compression technique performed by taking action to decrease the total **project** schedule duration after analyzing a number of alternatives to determine how to get the maximum schedule duration compression for the least additional cost. Typical approaches for crashing a schedule include reducing schedule activity durations and increasing the assignment of resources on schedule activities. See also **fast tracking**.

Critical Path: Generally, but not always, the sequence of schedule activities that determines the **duration** of the **project**. It is the longest path through the **project**.

De-Activation Process: See PMS Glossary of Terms

Decomposition: A planning technique that subdivides the **project** scope and project deliverables into smaller, more manageable components, until the **project** work associated with accomplishing the **project** scope and providing the deliverables is defined in sufficient detail to support executing, monitoring, and controlling the work.

Deliverable: Any measurable, tangible, verifiable outcome, result, or item that must be produced to complete a **project** or part of a project. Often used more narrowly in reference to an external deliverable, this is a deliverable that is subject to approval by the project sponsor or customer.

Design: See PMS Glossary of Terms

Design Criteria: See PMS Glossary of Terms

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Duration (DU): The number of work periods (not including holidays or other nonworking periods) required to complete an **activity** or other **project** element. Usually expressed as workdays or workweeks. Sometimes incorrectly equated with elapsed time. See also **effort**.

EDMS: See PMS Glossary of Terms

Earned Value (EV): The value of completed work expressed in terms of the approved **budget** assigned to that work for a schedule **activity** or **work breakdown structure** component..

Effort: The number of labour units required to complete an **activity** or other **project** element. Usually expressed as staff hours, staff days, or staff weeks. Should not be confused with **duration**.

End Date: A point in time associated with an **activity's**, **contract**, or **project's** end, usually qualified by one of the following: actual, planned, estimated, scheduled, early, late, target, **baseline**, or current.

Elapsed Time: A statement of how much time has past on the **project** or an **activity**.

Environmental Management Planning: See PMS Glossary of Terms

Estimate: An assessment of the likely quantitative result. Usually applied to **project** costs and **durations** and should always include some indication of accuracy (e.g., $\pm x$ percent). Usually used with a modifier (e.g., preliminary, conceptual, feasibility). Some application areas have specific modifiers that imply particular accuracy ranges (e.g., order-of-magnitude estimate, **budget** estimate, and definitive estimate in engineering and construction projects)

Estimated Budget: See PMS Glossary of Terms

Evaluation: A systematic determination of the extent to which an entity meets its specified criteria.

Exception Report: See PMS Glossary of Terms

Executive Management: See PMS Glossary of Terms

Executive Sponsor: See PMS Glossary of Terms

Fast Tracking: A specific **project** schedule compression technique that changes network logic to overlap phases that would normally be done in sequence, such as the design phase and construction phase, or to perform schedule activities in parallel. See also **crashing**.

Feasibility Study: See PMS Glossary of Terms

Final Completion Certification: See PMS Glossary of Terms

Final Cost: See PMS Glossary of Terms

Final Contract Price: See PMS Glossary of Terms

Finance Code: See PMS Glossary of Terms

Financial Management Plan: See PMS Glossary of Terms

Finish Date. A point in time associated with a schedule **activity's** completion. Usually qualified by one of the following: actual, planned, estimated, scheduled, early, late, baseline, target, or current.

Finish-to-Finish (FF). The **logical relationship** where completion of work of the successor activity cannot finish until the completion of work of the predecessor activity.

Finish-to-Start (FS). The **logical relationship** where initiation of work of the successor activity depends upon the completion of work of the predecessor activity.

Functional Manager: A manager responsible for **activities** in a specialized department or function (e.g., engineering, manufacturing, marketing).

Gantt Chart: The pictorial view of the projects showing all the **task durations**, start and end dates and the dependencies between them

Gate Review Committee: See PMS Glossary of Terms

Gate Review: See PMS Glossary of Terms

General Health of Project: See PMS Glossary of Terms

Human Resources Management Plan: See PMS Glossary of Terms

Implementation Plan: See PMS Glossary of Terms

Interdependency: A relationship between 2 activities used to ensure an accurate **project schedule** (i.e. activity B cannot start until activity A has been completed)

Issue: See PMS Glossary of Terms

Issue Action Manager: See PMS Glossary of Terms

Issue Form: See PMS Glossary of Terms

Issue Log: See PMS Glossary of Terms

Issue Management Plan: See PMS Glossary of Terms

Issue Resolution: See PMS Glossary of Terms

Issue Status: See PMS Glossary of Terms

Lag [Technique]: A modification of a **logical relationship** that directs a delay in the successor activity. For example, in a **finish-to-start** dependency with a ten-day lag, the

successor activity cannot start until ten days after the predecessor activity has finished. See also **lead**.

Lead [Technique]: A modification of a **logical relationship** that allows an acceleration of the successor activity. For example, in a **finish-to-start** dependency with a ten-day lead, the successor activity can start ten days before the predecessor activity has finished. See also **lag**. A negative lead is equivalent to a positive lag.

Lesson Learned (Learned): See PMS Glossary of Terms

Logical Relationship. A dependency between two project schedule activities, or between a project schedule activity and a schedule milestone. The four possible types of logical relationships are: **Finish-to-Start; Finish-to-Finish; Start-to-Start; and Start-to-Finish.**

Milestone: A significant point or event in the **project**. A Milestone has zero **duration**

Milestone list: A listing of all the significant events in the **project** that, if not completed, could restrain future work or the completion of a major **deliverable**

Ministry of Finance (MoF) Letter of Approval: See PMS Glossary of Terms

MoF Approved Budget: See PMS Glossary of Terms

Monitoring: See PMS Glossary of Terms

O & M Manual Requirements: See PMS Glossary of Terms

Organisational Breakdown Structure: See PMS Glossary of Terms

Original Budget: See PMS Glossary of Terms

Original Start Date: See PMS Glossary of Terms

Original Finish Date: See PMS Glossary of Terms

Phase: See PMS Glossary of Terms

PMO Administrator: See PMS Glossary of Terms

Policy: See PMS Glossary of Terms

Portfolio: A collection of **projects** or **programs** and other work that are grouped together to enable effective management of that work to meet strategic business objectives.

Portfolio Manager: See PMS Glossary of Terms

Portfolio Management: See PMS Glossary of Terms

Practical Completion: See PMS Glossary of Terms

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Preliminary Budget Estimate: See PMS Glossary of Terms

Preliminary Scope Statement: See PMS Glossary of Terms

Preventive action: An action taken to eliminate the causes of a potential nonconformity, defect or other undesirable situation in order to prevent occurrence.

Privacy: Protection of sensitive information from access by parties without a 'need to know.'

Priority: The order in which a work will be undertaken.

Probability: The likelihood of a specific outcome, measured by the ratio of specific outcomes to the total number of possible outcomes. Probability is expressed as a number between 0 and 1, with 0 indicating an impossible outcome and 1 indicating an outcome is certain.

Procedure: A set of manual or automated steps or activities required for accomplishing a task. A procedure is a part of a **process**. Frequently, the term "Procedure" refers to the documented detail describing the activities or **process**.

Process: A set of inter-related activities, which transform input into output. An operation made up of a number of **procedures**.

Procurement Management Plan: See PMS Glossary of Terms

Product Scope: The exact requirements and specification of the 'product' that the **project** is to deliver. Product Scope is a subset of **project scope**

Product Life Cycle. A collection of generally sequential, non-overlapping product phases whose name and number are determined by the manufacturing and control needs of the organization. Generally, a **project life cycle** is contained within one or more product life cycles.

Progressive Elaboration: Progressive elaboration is a characteristic of projects that accompanies the concepts of temporary and unique. Progressive elaboration means developing in steps, and continuing by increments. For example, the project scope will be broadly described early in the project and made more explicit and detailed as the project team develops a better and more complete understanding of the objectives and **deliverables**. Progressive elaboration should not be confused with **scope creep**.

Program: See PMS Glossary of Terms

Program Sponsor: See PMS Glossary of Terms

Project: A temporary endeavour undertaken to create a unique product, service or result.

Project Administrator: See PMS Glossary of Terms

Project Boundaries: See PMS Glossary of Terms

Project Budget Estimate: See PMS Glossary of Terms

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Project Charter: See PMS Glossary of Terms

Project Class: See PMS Glossary of Terms

Project Classification: See PMS Glossary of Terms

Project Control Officer: See PMS Glossary of Terms

Project Cost: See PMS Glossary of Terms

Project Cost Summary: See PMS Glossary of Terms

Project Deliverable: See PMS Glossary of Terms

Project Cost Estimate: See PMS Glossary of Terms

Project De-Activation Form: See PMS Glossary of Terms

Project Deactivation Process: See PMS Glossary of Terms

Project ID Number: See PMS Glossary of Terms

Project Execution Plan: See PMS Glossary of Terms

Project Life Cycle: A collection of generally sequential **project phases** whose name and number are determined by the control needs of the organization or organizations involved in the project.

Project Manager (PM): See PMS Glossary of Terms

Project Management (PM): The application on knowledge, skills, tools, and techniques to project activities to meet the project requirements.

Project Management Office (PMO): See PMS Glossary of Terms

Project Management Team: See PMS Glossary of Terms

Project Manager (PM): The individual responsible with the necessary authority for managing a project.

Project Change Group (PCG): See PMS Glossary of Terms

Project Planned Start: See PMS Glossary of Terms

Project Phase: See PMS Glossary of Terms

Project Plan: See PMS Glossary of Terms

Project Planning: The development and maintenance of the **project plan**.

Project Portfolio Council/Review Board: See PMS Glossary of Terms

Project Schedule: See PMS Glossary of Terms

Project Scope: See PMS Glossary of Terms

Project Scope Statement: See PMS Glossary of Terms

Project Support: See PMS Glossary of Terms

Project Team: See PMS Glossary of Terms

Quality Assurance (QA): Any activities, processes or tools that are designed and put in place to ensure that quality standards are being adhered to during execution. QA processes are 'before the fact' processes

Quality Control: Any activities, processes or tools that are designed to ensure that quality standards were adhered to. QC processes are 'after-the-fact'.

Quality Management Plan: See PMS Glossary of Terms

RACI: See PMS Glossary of Terms

Regulation: Requirements imposed by a governmental body. These requirements can establish product, process or service characteristics—including applicable administrative Provisions—that have government-mandated compliance.

Relationship Map: See PMS Glossary of Terms

Registration Date: See PMS Glossary of Terms

Requested Budget: See PMS Glossary of Terms

Request for Proposal (RFP): A type of bid document used to solicit proposals from prospective sellers of products or services. In some application areas, it may have narrower or more specific meaning.

Request for Information (RFI): See PMS Glossary of Terms

Residual Risk: The remaining levels of risk after risk treatment measures have been taken.

Resource Allocations: The application of specific resources to planned tasks.

Revised Approved Budget: See PMS Glossary of Terms

Revised Approved Finished Date: See PMS Glossary of Terms

Risk: An uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives.

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Risk Acceptance: See PMS Glossary of Terms

Risk Analysis: See PMS Glossary of Terms

Risk Assessment: See PMS Glossary of Terms

Risk Avoidance: See PMS Glossary of Terms

Risk Control: That part of **risk management** which involves the provision of policies, standards and **procedures** to eliminate, avoid or minimize adverse risks facing an enterprise.

Risk Event: See PMS Glossary of Terms

Risk Form: See PMS Glossary of Terms

Risk Identification: See PMS Glossary of Terms

Risk Impact: See PMS Glossary of Terms

Risk Log: See PMS Glossary of Terms

Risk Management Plan: See PMS Glossary of Terms

Risk Management Planning: The process of deciding how to approach, plan, and execute risk management activities for a project.

Risk Mitigation: A risk response planning technique associated with threats that seeks to reduce the probability of occurrence or impact of a risk to below an acceptable threshold.

Risk Mitigation Plan: See PMS Glossary of Terms

Risk Probability Factor: See PMS Glossary of Terms

Risk Retention: See PMS Glossary of Terms

Risk Severity: See PMS Glossary of Terms

Risk Transference: See PMS Glossary of Terms

Resources: The physical requirements of completing project work activities whether they are people, equipment or materials

Resource Calendar: A calendar of working days and nonworking days that determines those dates on which each specific resource is idle or can be active

Resource Planning: What resources (people, equipment, and materials) are needed in what quantities to perform project **activities**.

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Responsibility Assignment Matrix (RAM): A structure that relates the **project** organization structure to the **work breakdown structure** to help ensure that each element of the project's **scope of work** is assigned to a responsible individual.

Rework: Action taken to bring a defective or nonconforming component into compliance with requirements or specifications.

Schedule Variance (SV): A measure of the schedule performance of a project 1) Any difference between the scheduled completion of an **activity** and the actual completion of that activity. 2) In earned value, $EV \text{ less } BCWS = SV$.

Scope: The sum of the products and services to be provided as a project. See **project scope** and **product scope**.

Scope Change: Any change to the **project scope**. A scope change almost always requires an adjustment to the project cost or schedule. It needs a Change Order to authorise the change.

Scope Creep: Adding features and functionality (project scope) without addressing the effects on time, costs, and resources, or without approval.

Scope Verification: Formalizing acceptance of the completed project **deliverables**.

Secondary Risk. A risk that arises as a direct result of implementing a risk response.

Senior Management Group: See PMS Glossary of Terms

Site Instruction: See PMS Glossary of Terms

Site Selection: See PMS Glossary of Terms

Staffing and Organisation: See PMS Glossary of Terms

Stakeholder: Individuals and organizations that are actively involved in the **project**, or whose interest may be positively or negatively affected as a result of project execution or project completion. They may also exert influences over the project and its results.

Standard: A document established by consensus and approved by a recognized body that provides, for common and repeated use, rules, guidelines or characteristics for activities or their results, aimed at the achievement of the optimum degree of order in a given context.

Start Date: A point in time associated with an **activity's** start, usually qualified by one of the following: actual, planned, estimated, scheduled, early, late, target, **baseline**, or current.

Start-to-Finish (SF). The **logical relationship** where completion of the successor schedule activity is dependent upon the initiation of the predecessor schedule **activity**.

Start-to-Start (SS). The **logical relationship** where initiation of the work of the successor schedule activity depends upon the initiation of the work of the predecessor schedule **activity**.

Statement of Work (SOW): A narrative description of products or services to be supplied under contract.

Status Report: See PMS Glossary of Terms

Steering Committee: See PMS Glossary of Terms

Subject Matter Experts: See PMS Glossary of Terms

Success Criteria: See PMS Glossary of Terms

Task: A generic term for work that is not included in the **work breakdown structure**, but potentially could be a further decomposition or work by the individuals responsible for that work.

Task list: a further breakdown of Work Packages into all their component along with effort and duration estimates for each identified instance of an item

Team Leader: See PMS Glossary of Terms

Technical Approval: See PMS Glossary of Terms

Technical Survey: See PMS Glossary of Terms

Tender: See PMS Glossary of Terms

Tender Estimate: See PMS Glossary of Terms

Transition Plan: See PMS Glossary of Terms

Utilities Planning: See PMS Glossary of Terms

Validation: See PMS Glossary of Terms

Variance: See PMS Glossary of Terms

Variance to Original Budget: See PMS Glossary of Terms

Variance to Approved Budget: See PMS Glossary of Terms

Variance to Original Finished Date: See PMS Glossary of Terms

Variance to Approved Finished Date: See PMS Glossary of Terms

Variation: See PMS Glossary of Terms

Variation Order: See PMS Glossary of Terms

Verification: See PMS Glossary of Terms

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Way leave: See PMS Glossary of Terms

Work Breakdown Structure: See PMS Glossary of Terms

WBS Dictionary: See PMS Glossary of Terms

Workaround: An unplanned response to a risk occurrence as distinguished from a Planned Response described in the **Contingency Plan**.

Work Package: See PMS Glossary of Terms

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Project Portfolio Management Terms[S1]

Activation Process: [S2] The process whereby formal authority is granted to begin spending resources on a registered project. Authorization is based upon an analysis of the current project portfolio mix and the availability of resources to dedicate to the activated project.

Master Schedule: [S3] The master schedule is a management and communication tool showing the distribution of projects across the following categories: On deck, initiating, planning, executing, closing, and on hold. The master schedule allows the organization to manage the distribution of projects across the categories towards achieving an optimum project portfolio. The master schedule is set up as a read only master project within Microsoft Project.

Portfolio: [S4] A collection of projects or programs and other work that are grouped together to enable effective management of that work to meet strategic business objectives.

Portfolio Expense Tracker: [S5] A tool in the form of a spreadsheet used to communicate project status and progress in financial and project management terms.

Project prioritisation:

Project Prioritisation tool:

Prioritization Process: A process whereby projects having successfully satisfied the screening criteria (see Screening Process) are numerically rank ordered from highest to lowest priority according to the Prioritization Matrix (see above).

Project Activation: A [S6] document or set of documents required for activation including the project charter, project schedule, and project cost estimates.

Project Portfolio Management (PPM): The art and science of applying a set of knowledge, skills, tools, and techniques to a collection of projects in order to meet or exceed the needs and expectations of an organization's investment strategy.

Project Portfolio Management (PPM) Decision Tree: [S7] The PPM decision tree is used as a guide to distinguish between the projects that will proceed through the PPM process.

Project Screening Process: [S8] The process by which project requests are measured against strategic statements. The purpose of the screening process is to stop projects that are not linked to strategy.

- **Very Direct Linkage:** The project deliverables or results will directly contribute to the majority of the measures within a scorecard quadrant.
- **Direct Linkage:** 1st Generation- Project deliverables or results will directly meet or exceeded at least one of the measures within a scorecard quadrant.
- **Indirect Linkage:** 2nd Generation - Project deliverables or results will contribute to another aspect of the business which is / will directly meet or exceed one or more specific measures (i.e. although the project does not directly contribute to any of the scorecard measures, it enables another project or business function to make a direct contribution).

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- **Weak Linkage: 3rd Generation** - Although project deliverables or results will ultimately contribute to the measures of a strategy statement, they are quite removed from direct impact.

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2 Strategic Planning Terms

Balanced Scorecard: A conceptual framework for translating an organization's strategic objectives into a set of performance indicators distributed across four business perspectives i.e. People, customer, service, financial success.

Business As Usual (BAU): Normal operations and services, considered business as usual in the organization; Part of daily routine, maintenance, cyclical, repetitive, procedural. Move, add, changes, deletion to existing systems or environment.

Business Unit (BU): A segment if an organization, usually with a P&L responsibility. More broadly could be used for a Division, Directorate or Department.

Corporate Objectives: Measurable overarching goals that the corporation commits to achieving.

Mission: A definition of the company's core purpose that answers the questions "what is our role, who do we serve, and how do we fulfill this role to these stakeholders?"

Performance Measures: Qualitative and quantitative indicators of the overall strategic and operational performance of the corporation.

PPMC: (Projects & Portfolio Management Committee) - The committee which approves and prioritizes projects and ensures alignment of project objectives and organizational strategies.

Strategy Map: A visual representation of the logical connection of the key elements and strategies necessary to fulfill the corporation's strategic mission over the next five years.

Strategic Business Unit (SBU): a business unit within the overall corporate identity that has an objective and mission which is distinguishable from other business because it serves a defined external market where management can conduct strategic planning in relation to products and markets. **Targets:** Specific degrees of achievement within precise timeframes established for a performance measure.

Team Objectives: Measurable overarching goals that the team commits to achieving.

Vision: A concise expression of the organization's desired future state.