

The glossary is learnt from Project Manager
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Term	Definition
Accounting system	A system for recording → costs and → financial resources in a business unit. To a great extent, corporate accounting systems are required to conform with (tax) legislation requirements. A wide variety of methods for accounting costs are used in projects.
Activity	A sub-process or work step defined as regards content. In a network diagram: sub-process that takes place within a fixed time, with defined start and end status, and constant resource loading. Some PC software permits both interruptions and changes to resource loading. In a workflow: linear business process that is implemented in an identical or similar manner and for whose implementation valid rules exist.
Actual costs	Actual costs of work performed.
Alternative objectives	Different objectives feasible for one and the same project. The objectives to be achieved are selected in the → project preparation phase because they are decisive for the success or failure of the project.
Antedating time	Refined precedence relationship in a network diagram: time by which a conditional event (e.g. the start of an activity) can antedate the event upon which it is conditional (e.g. end of the predecessor activity). Expressed in terms of a negative → time lag (also called lead time).
Assessment	Evaluation. This term is generally used in conjunction with diagnostic monitoring.
Audit	Systematic, independent investigation to ascertain whether real processes and results conform to the effective description and whether this description is suitable for achieving the intended results.
Auditing	Implementation of an audit.
Authority, Authorisation	The authority to perform (legally effective) acts on behalf of or within the scope of an organisation or project.
Autonomous project organisation	A form of organisation used in large-scale projects. The project manager assumes full responsibility for the project and is the disciplinary superior of the project team members. Also called pure or absolute project organisation.
Bar chart (Gantt diagram)	A chart that shows objects as flat bars ordered chronologically. In process scheduling, the objects could be activities. The timeframe can be taken from the network diagram or it can be intuitive. Invented by the American mechanical engineer, Henry Laurence Gantt (1861-1919).
Baseline costs	The scheduled total costs of a project are the total costs budgeted for in the project plan. Generally, baseline costs are production costs as opposed to the contract price of the project. See → Lifecycle costs.
Basic plan	An approved plan including all approved changes.
Benchmarking	A method for the comparative evaluation of (complex) processes or organisations.
Bid review process	Evaluation of customer enquiries according to specific criteria (e.g. technological risk or customer's credit rating). It helps the management to decide whether or not to prepare a quotation in response to a customer enquiry.

Term	Definition
Brainstorming	A problem-solving technique that involves creating a comprehensive list of related ideas.
Budget	Funds allocated to a → project, → sub-task or → work package.
Budgeting	The allocation of funds for specific purposes.
Call to tender	An invitation to contractors to tender for a work package, sub-task or project. The main content is the → specification of what is to be performed. It also details professional qualification requirements, completion deadlines etc.
Career development plans	Plans relating to the long-term career development of individual members of staff (in large-scale organisations).
Chance	A possibility due to a favourable combination of circumstances.
Change committee	A committee that makes decisions which change project objectives, or whose impact exceeds certain limits. In large-scale projects, it is one of the configuration committee's or steering committee's sub-committees. In medium-sized projects, the steering committee also functions as the change committee, and in small-scale projects the people responsible for the project make the decisions relating to changes.
Change management	Assessment of all change requests, especially when they affect project objectives. Initiation, monitoring and documentation of changes to the project result.
Change of objectives	A change to the confirmed objectives, at the request of the customer, for instance, or because of changes to the legislative or market framework → Change management.
Change order	Document for the implementation of approved changes (ideally integrated in the → change request). Generally provides both information some recipients and instructions for others.
Change request	Basic document in → change management, generally containing the following information: <ul style="list-style-type: none"> - Request owner - Aspects of the project affected - Reasons and justification - Impact (on costs, deadlines, technology...) - Documents to be updated - Comments - Decision - Instructions on how to implement the change
Chart of accounts	The organisation sets up a chart of accounts that is closely related to the accounting system and takes its business and project-specific requirements into account.
Circumstances	All conditions under which the project is implemented. These can include the → project sponsor's financial position, the political framework or prices in the buying and selling markets.
Claim	A claim is made in respect of unscheduled work or work that exceeds the contractually-agreed scope of performance and remuneration.
Claim management (= CM)	Aspects of professional project management related to the structuring and prevention of claims. It includes the documentation of all data relevant for the claim, the legal and economic evaluation of this data and the assertion or rejection of claims.

Term	Definition
Coding	The identification of an object with a code, establishing an unambiguous relationship between the object and its description. Differentiation is made between - the characters used: numerical, alphabetical, alphanumeric codes, - the structure: unstructured codes or codes with separators (e.g. /, ., -), - the purpose: identification codes as a system of ordering (every element has its code) or as a system of classification (every feature has a code).
Combined WBS	A → work breakdown structure is combined if some of its sub-tasks (at the higher levels) are object-oriented and some are function-oriented.
Communication	A process in which information is exchanged, which makes it a specific form of social interaction. Also: all technical equipment and rules for the use of such equipment to ensure communication between people and processes in a project. See → Information service and → reporting for relevant processes.
Configuration	Functions and physical features of a product as described in the product's technical documentation and implemented in the product.
Configuration accounting	A process, supporting configuration management, that includes the registration and archiving of changes and status reports.
Configuration audit	Audit to ascertain whether the actual implementation status conforms to configuration documents at certain times or on certain occasions.
Configuration control (= change management)	Essential aspect of configuration management in which the planned configuration is monitored and intervening action is initiated or advised when necessary.
Configuration documents	Detailed product documentation with identification codes for configuration units and individual parts.
Configuration identification (= Configuration determination)	An essential aspect of configuration management: - Breakdown of product into configuration units (CU) - Coding and identification of the CUs and the relevant documents - Description of the CU (including the regulations and processes that apply)
Configuration management	Detailed and complete compilation and documentation of project results and their systematic updating when changes in the project take place. Technical and organisational measures for configuration identification, monitoring, accounting and auditing.
Configuration manager	A project management function or position with responsibility for monitoring the target configuration and intervening with appropriate measures whenever necessary
Configuration structure	Detailed breakdown of a product into configuration units and the systematic → coding and identification of these units. Product of → configuration identification.
Continuous improvement process (= CIP)	One of the basic → quality management methods. Continuous improvement is based on the principle of constantly seeking the root causes of problems so that all of the organisation's systems (products, processes, activities) can be improved.
Contract	A legally-binding agreement between two parties.
Contract administration	Design, analysis, conclusion and amendment of contracts, taking into consideration interrelationships with change and claim management and the monitoring of contract execution.
Contract analysis	Detailed analysis of a draft contract provided by one party. It forms the basis for agreement on contract design between the parties to the contract, i.e. before contract conclusion.

Term	Definition
Contract design	All processes relating to the agreement and formulation of the contract up to contract conclusion. Agreement has to be reached with regard to technical aspects, legal and commercial regulations, financing and budgeting, the incorporation of framework agreements and many other aspects.
Contract execution	All processes relating to the execution and/or amendment of the contract after it has been signed.
Contractor	From the project's viewpoint, the contractor is the legal entity or natural person who contracts the implementation of a project.
Control	The activity of managing or exerting control over something. Also a mechanism that controls the operation of a machine.
Control charts	Charts and tables showing an order of events for controlling purposes (e.g. → milestone trend or → cost trend analysis).
Controller (= project controller)	The member of the project management team responsible for → Controlling. Generally a position with its own job description. The controller essentially performs a service function. In simplified terms, the controller is responsible for ensuring that the status of individual projects is transparent for all stakeholders at all times. He supports the project manager in his operational project management functions and, if necessary, recommends project control measures. In small projects, the controller is often the project manager.
Controlling	The on-going acquisition of current data relating to time, expenditure/costs and performance/quality (for project control), evaluation of variance analyses and, if necessary, the initiation of measures. Controlling can comprise very different activities, depending on the controller's → authority.
Controlling measure	Intervention when an unscheduled variance occurs.
Cost	Expenditure of funds for goods or services to produce the deliverable. - Appropriation as: unit cost, overhead cost - Allocated to: → cost unit, → cost centre - Method of generation: → cost type - Time sequence: initial cost, follow-up cost, lifecycle cost
Cost baseline	Chart or table showing costs throughout the project lifecycle (y-coordinate = costs per time interval)
Cost centre	A place where costs are incurred that can be defined in terms of physical parameters or position in the organisation. For example, cost centres can be departments or individual machines. The costs can either be assigned directly to the cost centre (e.g. depreciation of the machines located in the cost centre) or apportioned with the assistance of a formula (e.g. building heating costs). The former are cost centre unit costs, the latter cost centre overhead costs.
Costing	Predetermination of project costs in terms of amount and distribution over time. See → cost baseline and → total cost curve.
Cost management	Determination of costs for individual activities, work packages and the project as a whole as the basis for project financing, budgeting and control.
Cost objectives	Primarily the absolute upper limits for cost in a project and its → work packages. Cost objectives can also be defined for costs that are generated over time or for the distribution of costs by cost type.
Cost rate	Costs per unit; either unit of time (e.g. per hour) or unit of measurement (e.g. per cubic metre).

Term	Definition
Cost type	Cost unit defined in terms of method of generation, e.g.: <ul style="list-style-type: none"> - Personnel cost: wages and salaries, non-wage labour costs - Material expense: materials, machines, buildings - Financing cost: interest payments, charges - Services: energy, consulting - Charges: Taxes and levies
Cost units	In project management, the project is always the cost unit. However, sub-tasks/sub-objects and work packages can also function as cost units, and an → object-oriented WBS is ideal as the cost unit structure.
Cost to complete (= net income value, earned value, projected costs of work performed, budgeted cost of work performed).	The costs of an activity or project in terms of its degree of completion. Estimated cost to complete means → projected costs of work/services performed.
Cost trend analysis (= CTA)	A CTA is used to obtain information about the future development of → project costs based on → estimate to completion. A realistic CTA can only be made in conjunction with progress measurement. Cost deviations should be viewed as negative if they are associated with performance delays. See → cost to complete
Craftsman	A type of resource, common in construction, that is defined in terms of a trade or craft (e.g. painter, bricklayer).
Critical	In project management, critical generally means crucial, decisive or important. The critical path is the longest path and therefore the duration-determining activity chain in the process schedule. Critical resources are those used if bottlenecks occur on the critical path.
Current status documentation	Documentation of the current status.
Customer	The legal entity that commissions, finances, and accepts the project. In smaller projects, this is generally a natural person who is then also the contact. In large-scale projects, it is important that the customer appoints authorised agents as members of a → steering committee.
Customer specification	All of the customer's requirements in respect of goods or services ordered from a contractor. A list of all the customer's or user's requirements of the project (especially objectives, scope of delivery and services, constraints). The customer specification should also be used by the project, as customer, when it subcontracts work.
Definition of objective	The documentation of all interests and objectives relevant to a project, their evaluation, definition, prioritisation, implementation in operational objectives, and monitoring.
Degree of completion	Ratio of net income value/cost to complete to (budgeted) total project costs. A target and actual degree of completion can be ascertained at any time during the course of the project.
Degree to which objectives have been attained	Measure of (projected or actual) objective achievement. In practice, the degree of completion is determined.
Deliverable	The subject matter of the contract.
Documentation	The systematic compilation of information about the project deliverable (inventory, user or operator documentation) and the process of its creation (development documentation).
Duration (= D)	The time from the start to the finish of an activity. The number of time units in a work calendar (e.g. without non-workdays). It not only relates to activities, but also to the → project duration.

Term	Definition
Duration of an activity	The total number of time units (e.g. hours, days) required for an activity.
Efficiency variance	The difference between the projected costs of work/ services performed (= earned value, actual cost to complete) of a work package or sub-task and the costs that are actually incurred up to the review date (=> actual costs of work/services performed). If progress is accurately recorded, efficiency variance can be used to measure how cost-effectively work packages are being implemented.
Escalation	A defined process that is used when incidents occur that cannot be dealt with using conventional project management means. This requires the definition of limits, and may mean involving higher management levels, liquidating reserves and initiating emergency programmes
Estimate at completion (= EAC)	Estimate of total costs at the time of project handover.
Estimate to completion (= ETC)	Estimate of anticipated costs up to project handover.
Expenses	Collective term describing the consumption of resources such as funds, working and production time, and materials.
Expense calculation	Determination of the time and resources required for all activities/work packages as the basis for project planning and control processes.
External labour	Sub-tasks/work packages awarded to third parties/sub-contractors or the product of the same. Opposite: Own labour.
Financial resources	Funds available or needed for the remuneration of work and services.
Float (= total float)	The available time, derived from the network plan, by which an activity can be extended or delayed without any impact on the project finish date
Float, conditional	Total float available for an activity chain, taking other activities into consideration.
Forecast	1. General: obtaining information about future developments by way of surveys, scenario writing, extrapolation, regression etc. 2. In project management: prognosis about the future development of the project. The most important forecasting tools are → milestone trend analyses and → cost trend analyses.
Free float	The amount of float available when all predecessor activities are scheduled for their earliest deadlines.
Function	An area of responsibility or competence defined in terms of its content. See → Position.
Histogram	A type of chart in which the x-axis is time. Variables (such as costs or no. of personnel required for activities in the network diagram) are plotted as y-coordinates at any time point or time interval.
Informal communication	Communication that is not governed by formal rules. Indispensable as a supplement to formal communication to ensure flexibility and ability to develop.
Information	Knowledge that reduces or eliminates uncertainty as regards the occurrence of one of several possible events.
Information flows	Movement of information between the various departments in an organisation. Information flows are an aspect of → information systems.

Term	Definition
Information service	Targeted and needs-based provision of information to all project team members about project processes, especially the provision of information to steering committees and for documentation purposes. See → Report.
Information system	All means of providing information and rules relating to communication within the project team and between the project team and its environment.
Institutionalisation	The assignment (of tasks or processes) to certain departments (institutions) in an organisation.
Instructions	Generic term for operational regulations.
Instruments	Material aids such as checklists, computer hard and software, office equipment and presentation technology. This includes methods/processes that are instrumentalised in checklists and software.
Interface	A technical term describing a method or piece of equipment for interconnecting systems or system elements. It is a theoretical concept to ensure that the individual interconnecting components can be clearly described, manufactured and controlled.
Job description	An → organisational document containing a standardised description of a → position.
Jour fixe	Regular dates for meetings.
Kick-off (meeting)	Official announcement and enactment of project objectives and rules. The kick-off meeting differs from the → project start-up workshop.
Liability	Commercial obligation, an amount owed. A liability generally exists as a result of the conclusion of a contract for work or services.
Lifecycle costs	Costs that include production/initial costs as well as follow-up costs (operating costs, maintenance costs, reconstruction costs, demolition costs etc.). (The project is valued 'from cradle to grave').
Line manager	Person in charge of a department or function in the line or base organisation.
Line organisation	The hierarchical relationships between staff and departmental managers, central departmental managers and executive management team members in an organisation. In project management, line organisation refers to the vertical incorporation of project team members in their base organisation versus their horizontal incorporation in the project organisation. See → Matrix organisation.
Logistics	Physical measures which guarantee that the → resources allocated to the implementation processes are supplied. Also refers to maintenance and waste disposal logistics.
Mailing list	A list of recipients of a certain document. In professional → information systems, all document types are assigned a mailing list.
Management agreement	A document detailing specific rules for interrelationships between managers and staff.
Management by projects	A key management concept used by base organisations, especially project-oriented organisations. The latter mainly work through projects. They initiate, implement and conclude many different projects concurrently. Management by projects enhances organisational flexibility and dynamics, decentralises operational management responsibilities, improves organisational learning and facilitates organisational change.

Term	Definition
Matrix organisation	Form of project organisation in which all project team members continue to report to their superior in the (vertical) line organisation (e.g. departmental manager) while at the same time ensuring that project requirements are satisfied and carrying out instructions issued by the project manager (horizontal). This creates the image of a matrix.
Method	A systematic way of doing something, a planned process. Often used to describe defined algorithms in complex processes. Development of alternative plans so that the appropriate one can be selected.
Milestone	A significant event (e.g. → completion of a sub-task, interim acceptance) during a project.
Milestone trend analysis (= MTA)	Systematic monitoring of → milestones to see how they shift over the course of the project. The milestone trend chart is one of the most important project management tools. It has two time axes. Review dates are plotted on the x-axis and projected milestone occurrence times are plotted on the y-axis.
Monitoring	Watching/supervision of processes.
Multi-project coordination (= multi-project management)	Coordination of the deadlines, resource utilisation, objectives etc. in several projects so that synergetic effects can be generated and to prevent the projects from conflicting with each other.
Natural person	In jurisprudence, a natural person is a human being perceptible through the senses and subject to physical laws, as opposed to an artificial person, i.e., an organization that the law treats for some purposes as if it were a person distinct from its members or owners.
Net value (= value of work performed, actual cost to complete, projected costs of work/services performed, earned value).	A substantiated remuneration claim, based on work performed, which is generally calculated as the cost to complete.
Network of contracts	All agreements between the project (as customer) and the line (as contractor) with regard to work and services performed for the project.
Network re-planning	A measure often necessary in scheduling. Also called rescheduling or shortening. If the project is expected to overrun the specified or required finish date, it can be re-planned by: <ul style="list-style-type: none"> - Overlapping critical activities - Shortening critical activities - Changing process structures
Objective setting	All processes relating to the selection and definition of → project objectives. The main process in objective setting is → the definition of objective.
Object-oriented	An object-oriented work breakdown structure defines the structure of the project result and the product. See → process-oriented.
Organisation	The structures and processes in a project and their adaption to reflect the project's progress and are incorporated in the base organisation. See → project organisation.
Organisational chart	The management structure in an organisation or project, generally displayed graphically as a tree chart. A direct link between two positions means that one of the people → reports to the other person (bottom up) or has the right to issue instructions to the other person (top down).
Organisational planning	The development of a → project organisation and → processes.

Term	Definition
Organisational structure	All binding rules relating to responsibilities, supervisory authority and reporting obligations which are generally shown in an → organisational chart.
Overhead costs	Costs that cannot be directly allocated to a cost unit which are proportionately distributed over all → cost units or cost centres.
Overlap	Occasional concurrent implementation of two or more activities in a project phase, e.g. as a result of antedating an activity. Overlap can be an effective for shortening the project lifecycle. Overlapping different work packages can make managing individual processes more difficult.
Own contribution	The project sponsor's contribution of his own resources for the implementation of work packages, for instance.
Part-time project work	In a → matrix organisation, → project team members typically remain in their line unit and dedicate a certain proportion of their time to the project. Complications occur unless clear rules are established.
Performance variance	Difference between the → projected costs of work or services performed (= value of work performed, actual cost to complete, budgeted cost of work performed) and the projected costs of work or services to be performed (= the projected costs of scheduled for work and services to be performed up to the review date). The performance deviation delivers information about the extent to which the person responsible for a work package or sub-task is behind or ahead of schedule. Cost trends are used to ascertain whether a product or service is behind or ahead of schedule. The informativeness of this performance indicator depends on how reliably progress can be measured.
Portfolio chart	An illustrative chart that enables the two-dimensional project classification. It is used in the project selection process, for instance. Projects that are available for selection are evaluated or classified in terms of two criteria (dimensions). One widely used portfolio chart is the competitive advantage vs customer benefit portfolio (competitive advantage = first dimension, customer benefit = second dimension). Projects or the products that are developed in the projects are evaluated in terms of the competitive advantage that they will offer the organisation and the benefits that they will offer the customer.
Position	In the → organisational structure: an area of responsibility or competence assigned to a person. In the simplest case, each position has one → function allocated to it. In practice, this is seldom possible because, even in small-scale projects, one person often performs several different functions and in large-scale projects certain functions are allocated to several different position holders.
Precedence relationship	Quantifiable dependence between events or activities. The following standardised relationships exist between → activities in a network diagram: standard sequence (finish-to-start), start sequence (start-to-start), finish sequence (finish-to-finish) and jump sequence (start-to-finish).
Prioritisation	Definition or use of priorities in conflict situations, for example, for the - call on project team members by → project and → line, - fulfilment of conflicting objectives, - implementation of activities competing for the same resources

Term	Definition
Probability of occurrence	The probability that a certain risk will actually occur. Probability of occurrence, like amount of loss (= impact), is a risk assessment criterion.
Processing capacity	Capacity (e.g. person days or machine hours) which is scheduled for, or consumed, during the implementation of work packages or activities.
Procedural objectives (= process objectives)	Project objectives relating to project processes (i.e. not to the project deliverable or the project result), such as interim results and transitions between phases.
Procedure	Step-by-step definition of a process. This term has several meanings, including a (primitive) pre-stage for a → method or a (complex) framework for specific methods.
Process organisation	All the rules and tools for business processes in a project (management system).
Process schedule	A schedule that divides a complex process into sub-processes (activities). It generally includes - the length, volume of work and other parameters for each activity, - precedence relationships between the activities, - earliest and latest dates.
Procurement logistics	A provisioning process initiated by a requisition order that extends as far as the provision of the material or equipment at the place of installation or use. The different procurement processes, such as supplier selection, order placement, transportation and payment are generally only performed by the project manager in an autonomous project organisation.
Product structure	Structure of the product of human activity. In projects, a differentiation is made between two detailed structures. → Work breakdown structure (→ object-oriented), providing a breakdown of → work packages → Configuration structure, providing a breakdown of technical details
Programme	Major projects that comprise several individual projects. One example of a programme is the development of a new truck generation in a project that involves the automobile manufacturer and his suppliers (development of the vehicle plus all component parts, set-up of production facilities, establishment of the service network etc.). A programme manager is responsible for a programme. A programme differs from a → project portfolio because - like a project - it is a temporary undertaking. The truck programme ends when the customer is able to purchase the new truck models. The programme manager is then released from his duties.
Project	Undertaking that is characterised by an overall uniqueness of conditions, such as objectives, time, financial, human resource-related and other constraints, difference from other projects and project-specific organisation structures.
Project approval	A business decision to implement a project, the central aspect of the → project start-up.
Project budget	The total amount of funds that are made available to the project.
Project close-out (= project conclusion)	All procedures and documents that are necessary for the proper conclusion of the project, such as acceptance/handover of → project results, final accounts, → controlling, project documentation, project evaluation, → assessment, reporting.

Term	Definition
Project control	In general: an area of supervisory responsibility with contractually defined duties and competences (variance analysis) and targeted influencing of project processes. Construction industry: responsibilities or activities that are specifically defined, for example, by the Association of Project Controllers (in Germany) or the Association of Cost Engineers (UK).
Project controller	See → controller.
Project costs	Generic term for all costs incurred during the course of a project. → Total project costs.
Project documentation	A collection of selected, important data relating to configuration, organisation, funding, solutions, procedures and achieved project objectives.
Projected cost of work or services performed (= value of work performed, actual cost to complete)	Value of work performed which is at variance to the projected cost of that work (= → projected cost of work or services to be performed) when the project is behind schedule.
Projected cost of work or services to be performed	Projected cost for work or services to be performed by a specific date. If the work is on schedule, the projected cost for work or services performed is identical to the → projected cost for work or services to be performed. The term 'work performed' sometimes used in project management software, is misleading because work performed does not always relate to a completed activity.
Project implementation	All processes that directly contribute to arriving at a specific target situation. Also includes the (technical) planning process. See → project preparation.
Project information	Data for the planning, control and monitoring of a project.
Project information system	All equipment and resources, and the interrelationships between such equipment and resources, in the acquisition, processing, evaluation, onward transfer and storage of project information. Standards and data stock are also part of the project information system.
Project lifecycle	The number of time units (e.g. months, years) to implement a project. This is initially estimated, calculated and shortened if necessary, then planned, implemented, monitored, corrected as necessary and documented.
Project management costs	Expenditure of human and financial capital for the management of a project.
Project management, operational	Operational project management (= doing the project right) is the responsibility of the project manager. He has to ensure adherence to deadlines and budgets, that the product or service is delivered in the required quality and that the project is implemented to the satisfaction of the most important stakeholders.
Project management, strategic	Strategic project management (= doing the right project) is generally the responsibility of a body established for this specific purpose, e.g. the → project portfolio board. This body should not be confused with a → steering committee installed for one specific project. The members of a project portfolio board are generally the senior executives in the organisation and are responsible for the proper selection and timely abandonment of projects. They also make decisions that cannot be made by the individual project managers, but only by a body familiar with all the projects in the portfolio and with the organisation's business strategy. These decisions include the decision to approve the project budget.
Project management manual (= PM manual)	A compilation of rules that applies for the planning and implementation of all projects within an organisation.

Term	Definition
Project management office (= project office)	The project management office ensures that the project portfolio is transparent (deadlines, resource usage, costs, functional relationships between the projects) and to support the processes of project selection and coordination. In some cases it also provides a pool of project managers, organises project management training for project team members, standardises processes and develops standards. See → project controller.
Project management process	All processes to be performed by the project management team within the scope of a project, including → project preparation, → project start-up, → project implementation (= management of technical planning and implementation) and → project close-out.
Project management system (= PM system)	A defined entity in the organisation That through the interaction of its units is able to prepare and implement projects.
Project management tools	Term used to describe all project management instruments and resources, especially software.
Project manual	A handbook documenting all the rules and agreements for a project (generally based on the project management manual).
Project objective	A demonstrable result to be achieved within a defined framework for the complete project.
Project objectives	All objectives related to and to be achieved in the project. Differentiation is made between <ul style="list-style-type: none"> - objectives relating to the project deliverable: quality, cost and time objectives, - objectives relating to the project result: process and result objectives, - process-related objectives: general and → operational objectives, - the degree to which objectives are binding: essential and non-essential objectives. The project manager has to prioritise and approve the project deliverable objectives. See → project objective in the sense of product or result.
Project organisation	The organisation in a project or PM system. See → organisation. A characteristic feature of a project organisation is its ability to vary headcount and equipment used during the different project phases.
Project participant	Person or group of people to be involved in a project because they have a vested interest in the project or will be affected by the project. Examples: customer, contractor, project manager, project team member, user of the project deliverable, local residents, nature conservation societies, press, public authorities. See → stakeholder.
Project personnel	Generic term for all people working on a project, including project managers and team members.
Project portfolio	A project portfolio comprises several related projects that are being implemented by the same organisation (e.g. all organisation projects or all investment projects). Unlike → programme managers, portfolio managers (= multi-project managers) hold permanent positions. The project portfolio changes continually because projects are completed or abandoned or new projects are initiated. The portfolio manager does not replace the managers of individual projects in the portfolio. He differs from the programme manager in that he has a controlling function to ensure the transparency of the project portfolio.
Project portfolio board (= project steering committee)	See → project management, strategic for the functions of the project portfolio board.

Term	Definition
Project preparation	All activities and processes to be performed prior to the → project start-up phase, which is when → project implementation commences.
Project prioritisation	Systematic prioritisation in projects. High priority projects generally preferential access to resources to remove bottlenecks.
Project progress	The project's → degree of completion, or the number of → milestones reached.
Project process	The entire process leading to the delivery of the project result. It consists, firstly, of the → project management process and then many different implementation processes.
Project release	A business decision approving the use of external services by a project. The term project release is used in different contexts: <ul style="list-style-type: none"> - As a go-ahead signal to prepare for → project start-up, in this case provisional project release - As a synonym for → project approval - As the go-ahead for project processes if they do not commence immediately after project release, in this case final project release
Project result	Project target situations differ depending on project type. In some cases, deliverable specifically means physical result (e.g. a building), although is generally used - in organisation projects for instance - to describe a physical result and its environment.
Project review	Review of project progress on a specific reporting date.
Project selection	Choosing projects from a wide selection of proposals according to certain criteria, such as expected profit margin or return on investment.
Project sponsor	Legal entity or → natural person who sponsors the project.
Project staff	All people working on a project, both those who work on core project tasks and those who work on ancillary project tasks.
Project start-up	In essence, the business decision to implement an idea in project form. <ul style="list-style-type: none"> - The project manager and project team are named. - The → project objectives are confirmed. - The project budget is approved. - The → project manual is brought into operation. - All project files are created. Project start-up usually takes place between the → project preparation and → project implementation phases.
Project start-up workshop	A workshop attended by the project team where project objectives, the project organisation, methods etc. are drafted and agreed.
Project structure	The structure of a → project as shown in the → work breakdown structure.
Project team	A team of → natural persons who are assigned to a project to perform specific tasks
Project team meeting	A meeting of project team members. Also called → jour fixe, if it takes place regularly on a specific day of the week or month.

Term	Definition
Project termination	Premature termination of a project before the main project objectives have been achieved. In project management, it is quite normal to commence a certain proportion of projects where there is no guarantee that project objectives will be achieved. That's why, in order to minimise losses, it is all the more important to abandon these projects in good time when it becomes clear that the objectives will not be achieved.
Promoter	(Project) promoter. Expert promoter: a promoter with special professional competence. Power broker: a promoter with special authority.
Quality Function Deployment (= QFD)	A → quality management method that determines end-user requirements and translates them into technical objectives.
Quality	Since it relates to all characteristics/features of a product, quality also means the product itself. Quality can also describe the conformity of the performance delivered to the customer's specifications.
Quality costs	Costs that can be directly attributed to ensuring compliance with quality objectives. They include costs relating to quality assurance plans and audits, prevention and review, as well as reworking and replacements.
Quality management (= QM)	All measures and rules for the assurance and documentation of product and process quality. Professional project management is quality management for projects.
Quality objectives	All project objectives that relate to the characteristics or features of the product or the target situation.
Reference base	Documentation to which all further changes are related (in → configuration management: → reference configuration).
Reference configuration	The formally agreed configuration of a product at a certain time that serves as the basis for further activities. A new reference configuration is created either at the end of a project phase or, in certain circumstances, within a project phase when multiple changes have taken place so that the project management team can keep up to date.
Reference project	A project that has been completed or least planned in detail, which is so similar in type or structure that the current project that it can use it as a source of cost estimates, work etc.
Relationships	According to systems theory: relationship between the individual elements in a system (e.g. in the → work breakdown structure or in a → goal system). Goals can be related to each other in different ways. They can be mutually supportive, exclusionary or neutral in effect. Mostly, however, they compete with each other and compromises have to be found. See interface
Report	A document, containing information about specific objects and timeframes, which is distributed in a specific format to specific recipients. Unlike internal memos, reports are also used to provide project information to super-ordinate business units, customers, banks etc.
Reporting	All rules and tools for the provision and handling of reports. See → report and → information systems
Reporting formats	The form and content of certain document templates.
Reporting obligation	The duty of a position holder (generally specified in the job description) to deliver reports with pre-defined content to specific recipients at specific intervals.

Term	Definition
Report types	Generic term for all → reporting formats and → reporting obligations.
Reserve	Time and resources not consumed if the project remains on schedule, but available if problems occur.
Reserve time	The float assigned to an activity to cover disruptions or delays. Reserve times can also be included in network diagrams as → slack time.
Resources	Personnel or materials required for the performance of work packages, for instance.
Resource levelling	A method used in resource planning in which all activities are postponed or extended to ensure that resource requirements are distributed as evenly as possible over time.
Resource limitation	A method used in resource planning which postpones or extends all activities to ensure that the existing resources (capacity) limits are not exceeded.
Resource management	Identification of the resources required, their assignment to the project as a whole and to individual activities, as well as the effective coordination and control of these resources.
Resource plan	An overview of the available or required → resources for the purpose of matching available resources to resource requirements. → Coding resources is important.
Result/deliverable	Project target situations differ depending on the project type. A result is work or services performed in a general sense, while deliverable describes the physical result (e.g. a building). In marketing terms both results and deliverables can be products. See → Project objective.
Result objectives (= system objectives, project deliverable objectives, task objectives)	Project objectives that apply to the project target situation such as performance/functional (= quality objectives), financial objectives, socio-political and ecological objectives. Opposite: → procedural or → process objectives.
Risk	A potential event or situation with negative consequences (damage) for the overall project result, for individual planning variables or events that can lead to unexpected or damaging aspects. Project risk: the risk of the project or its objectives being jeopardised. The risk is expressed in terms of the probability of occurrence (as a percentage) multiplied by the damage caused (impact in euros).
Risk exemption	The contractual exemption of risks constitutes an agreement between the parties to the contract on risk apportionment (e.g. the apportionment of liability and insurance risks). It is therefore not a matter of ruling out risks, but of transferring risks to the contract partner or insurance company.
Risk management	The process of safeguarding the project by documenting and evaluating all potential risks and implementing measures to avert, insure, minimise or transfer these risks. It is one of the project manager's responsibilities to eliminate, avert or minimise project risks. Risk management is based on risk analysis and assessment. Risk managers also promote project opportunities, i.e. opportunities for positive development.
Risk potential (= risk factor, risk value)	The assessment of a risk in terms of potential loss (impact) and probability of occurrence.
Schedule management	Documentation of the (technological) requirements for the project, definition of agreed dates and deadlines, including their optimisation and monitoring.

Term	Definition
Scheduling	Documentation of the (technological) requirements for the project, definition of agreed dates and deadlines, including their optimisation. The monitoring of deadline adherence is also often defined as a function of time scheduling.
Slack time	In a network diagram: the time differential between the specified completion date of a task and the date required to meet the critical path.). Slack time can be needed for technological reasons or to provide reserve time.
Solution-neutral	A necessary property of objective definition. The project objectives are formulated without (unnecessarily) ruling out potential solutions.
Specification	Detailed (→ operational, technical) description of the product's characteristics.
Specification of inputs	A list of the quantities of materials or standard components that are required for a project and can be quantified in terms of time or costs.
Sponsor	A person or entity which donates funds or payment in kind for advertising purposes (e.g. to a sports club). In the USA, it is also used to describe the person funding a project.
Sponsoring organisation	A generic term for the organisation, authority, association etc. that commissions, finances and defines a project's objectives. Synonym: → project sponsor
Stakeholder	A legal or → natural person with a vested interest in the project or its outcome. See → project team members.
Stakeholder analysis	Systematic documentation of the interests and intervention powers of all stakeholders, their classification in a stakeholder portfolio (e.g. according to influence or degree affected) and the definition of measures for interactions with stakeholders (e.g. communication, information, integration in the project team or the steering committee).
Standard network diagram	A network diagram which can be used for several (similar) projects.
Standards	A term describing two different, but related, terms: 1. All standards, rules and guidelines (some external) valid for a specific field of activity. 2. All work methods, document templates, values etc. that apply within a specific field of activity.
Standard WBS	A work breakdown structure which can be used for several (similar) projects.
Steering committee	Committee with authorised members to which project representatives report. For example, its members can be the → customer, investor(s), representatives of official bodies and public agencies. Some organisations differentiate between two kinds of steering committee: one as the project sponsor's internal committee and the other as a committee that also has external partners as members. The number of steering committee members should be kept to the minimum. It serves as a reporting, decision-making and escalation body for the project manager
Structuring	The establishment of classification systems for products, processes, resources, costs etc. The majority of these are classified in the work breakdown structure, which also enables project definition.
Sub-task	A group of related → work packages in the → work breakdown structure. Sub-tasks can be defined at several levels, whereby each higher-level sub-task comprises a group of related sub-tasks at the next lower level. A task in the work breakdown structure that can be further sub-divided.

Term	Definition
Supplier specification	The supplier's strategy for implementing the → customer specification. In most cases, the supplier specification is agreed between the customer and the project (manager), though it is often simply one of the contractor's internal documents.
Support processes	All preparatory and support processes, particularly the supply of materials and equipment, that are necessary for project implementation.
System of objectives	Integral, systematic list of project objectives and their interrelationships
Task	Synonym for → activity network analysis
Time lag	A time value in a → precedence relationship.
Time objective	Latest deadline for the achievement of a project target or specific milestone.
Time required	The units of time required to implement an activity or process.
To-do list	The to-do list is a tool for documenting agreements made at project team meetings. It shows who has to perform which tasks and by when.
Total cost curve	Chart or table showing the development of costs over the course of the project (y-coordinate = cumulative costs up to a specific point). The total cost curve is created by adding up the → cost baseline totals.
Total project costs	The total amount of → costs incurred by a → project.
Variance	Difference between planned and realised dates, costs or quality.
WBS code	Classification system for the elements in the → work breakdown structure.
Work breakdown structure (= WBS)	Systematic breakdown of a project into → sub-tasks and → work packages. The WBS can be in chart or table form, → object-oriented, → process-oriented, → function-oriented, phase-oriented or → combined.
Work breakdown structure, object-oriented	Systematic breakdown of the project deliverable into → sub-projects (= objects) (e.g. in construction according to → craftsmen's tasks).
Work breakdown structure, process-oriented	Systematic breakdown of a project into processes (e.g. development, job scheduling, production processes).
Work package (= WP)	An aspect of the project that is not broken down any further in the → work breakdown structure (WBS) and can be located at any of the hierarchical levels. Its purpose is to ensure the manageable bundling of tasks relating to → specification/ → call to tender - bid - order/ → contract - implementation - invoicing.
Work package description	A detailed - generally form-based - document produced for each work package that contains information about the work package, the person responsible for the work package, its content, dates and a breakdown of activities.