Glossary

This glossary includes Leeds Beckett own and APM project definitions

	PMF Glossary
Baseline	The reference levels against which a project, programme or portfolio is monitored and controlled. Benefits gained can be illustrated against this starting position/ reference level.
Benefit	A quantifiable, measurable improvement resulting from the completion of a deliverables. Benefit(s) should provide to the justification of undertaking a project.
Business Case	Provides justification for undertaking a project or programme. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution.
Critical Path	A sequence of activities through a network diagram from start to finish, the sum of whose durations determines the overall duration. There may be more than one such path.
Deliverable	A product or package of work that will be delivered to (and approved by) the Project Sponsor or identified stakeholder.
Issue	Issues are 'realised risks' and unexpected activity that impacts upon project progress.
Issue Log	A document that identifies issues, including planned action and responsibility for these.
Lessons Learned	Documented experiences that can be used to improve the future management of projects, programmes and portfolios.
Mandate	A project mandate is the trigger that starts a project. This is often merely a verbal instruction but may be in the form of an email or written document (may also be referred to as the project 'trigger').
Objectives	Predetermined results towards which effort is directed. Objectives may be defined in terms of outputs, outcomes and/or benefits and should be SMART.
Product	A tangible or intangible component of a project's output. Synonymous with a deliverable(s).
Project	A temporary/ time limited endeavour undertaken to achieve planned objectives. It is not the routine business of a particular department or an established standard cycle of activity.

Project Board	A body that provides sponsorship to a project, programme or portfolio. Typically the board will represent financial, provider and user interests and the strategic interests of the university.
Project Controls	Monitoring activity implemented to ensure the project meets quality time and cost expectations and to identify where additional activity is needed to meet objectives.
Project Governance	The set of policies, regulations, functions, processes, procedures and responsibilities that define the establishment, management and control of projects, programmes or portfolios.
Project Initiation Document (P.I.D)	A project planning document that brings together all of the information that is required to get a project started. It should answer the questions who, what, why, when, how, and this information can inform the various stakeholders associated with the project. It should be updated throughout the project and approved by the project Sponsor/ Project Board.
Project Management	The application of processes, methods, knowledge, skills and experience to achieve the project objectives.
Project Manager	The person given the authority and responsibility to manage the project on a day to day basis to deliver the required products within the constraints agreed.
Project plan	Is a schedule of how the objectives of the project are to be achieved. As a minimum it should answer the following: - What do we intend to deliver? Illustrated as work packages and tasks that need to be achieved to ensure project success. - Who is responsible for each component of the plan? - When will each component take place? - What is each component dependent upon and what is dependent upon it? - What is the critical path to ensure successful delivery? It is also advisable to factor in significant annual leave periods for staff members that play an intrinsic role in project delivery.
Project Sponsor	The Sponsor owns the Business Case, and is accountable for ensuring that a project is governed effectively and delivers the identified objectives and benefits.
Quality	The fitness for purpose or the degree of conformance of the outputs of a process or the process itself.
Resources	All those items required to undertake work including people, finance and materials.
Risk	The potential for an action or event to impact on the achievement of objectives.
Risk Register	A document that lists identified risks, who is responsible for these, control measures already in place and further actions to be taken to mitigate against the these.

Stakeholder	The organisations or people who have an interest or role in the project, programme or portfolio, or are impacted by it.
Task	An operation that takes place within a project that consumes resources and time. This is the smallest self-contained unit of work in a project (may also be referred to as an activity).
Tolerance	A permissible variation in performance parameters relating to a task, deliverable or output.
Users	The group of people who are intended to receive benefits or operate outputs.
Work Package	A project is broken down into manageable chunks to help identify who and how something will be completed, and a work package is one unit of work within a project.