
ТОВ «ТЕХНІЧНИЙ УНІВЕРСИТЕТ
«МЕТІНВЕСТ ПОЛІТЕХНІКА»

PROJECT MANAGEMENT GLOSSARY

terminology guide

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У навчально-методичному виданні наведено основні терміни, що застосовуються в професійному управлінні проектами, програмами та портфелями англійською мовою за навчальною дисципліною «Проектний менеджмент».

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ВСТУП

Словник термінів з управління проєктами англійською мовою є цінним довідковим ресурсом, який містить основні терміни та поняття, що використовуються в галузі управління проєктами, програмами та портфелями. Цей словник розроблений для здобувачів вищої освіти, які вивчають дисципліну «Проєктний менеджмент», надаючи їм чітке розуміння ключових термінів, необхідних для ефективної комунікації та практичного застосування, з урахуванням потреб спілкування англійською мовою у сфері проєктного менеджменту. Однак, він не претендує на статус вичерпного глосарію і охоплює лише фундаментальні терміни, що є базовими для розуміння сучасних підходів в управлінні проєктами, і не включає всі терміни, визначені в міжнародних стандартах PMI.

INTRODUCTION

The Project Management Glossary is a valuable reference resource that contains the main terms and concepts used in the field of project, program and portfolio management. This glossary is designed for higher education students studying the discipline of "Project Management", providing them with a clear understanding of the key terms necessary for effective communication and practical application, taking into account the needs of communication in English in the field of project management. However, it does not claim to be an exhaustive glossary and covers only fundamental terms that are basic for understanding modern approaches to project management, and does not include all terms defined in the international PMI standards.



- A -

Activity (Діяльність) - a separate, clear, planned piece of work performed during a project.

Activity Identifier (Ідентифікатор активності) - a unique alphanumeric value assigned to an activity that is used to distinguish a particular activity from other activities.

Actual Cost (AC) (Фактична вартість) - expenses that were incurred for the execution of the operation during the current period of time.

Aggregate planning (Агрегатне планування) - an operational activity that produces an aggregate plan of the production process over a period of 2 to 18 months to give managers an idea of how much material and other inputs must be purchased and when, so that the total cost of the organisation's operations is minimised over this period.

Agile («гнучкий», «еластичний») - a method of working designed to adapt to rapid change. Teams in this environment are often small and work on short deadlines without protracted approvals or other obstacles that could slow them down.

Agile Software Development (Гнучка розробка програмного забезпечення) - a set of fundamental principles of how software should be developed in an agile way of working as opposed to previous rigid software development methodologies.

Analogous Estimating (Оцінка за аналогами) - a technique for estimating the value or profitability of an operation or project based on historical data about a similar operation or project; the amount of time for which an operation can be interrupted or continued from its early start date without interrupting the date of completion of the project or violating the limits of the arrangement.

Apportioned Effort (Розподілені зусилля) - an operation in which effort is allocated proportionally among specific discrete tasks and cannot be allocated to discrete tasks.

Evolution Schedule (ES) (Графік розвитку) - an extension of assimilated volume management (EVM) that renames two traditional metrics to make it clear that they are expressed in units of currency or quantity rather than time.



- B -

Backlog (Беклог) - a complete list of tasks to be completed within a project. Tasks in the backlog are clearly organised and performed in priority order

Baseline (Базовий план) - an approved version of the work product that can be changed through a formal change control process and is used as a reference for comparing actual results.

Benefit Management Plan (План управління виплатами) - a document that describes the activities required to achieve the project's benefits and when those planned benefits will be delivered. It also sets out metrics and procedures for measuring progress against benefits.

Bottom-Up Estimating (Оцінювання знизу вгору) - a method for estimating the cost and value of a project by adding estimates of lower-tier components in a hierarchical work structure.

Brainstorming (Мозковий штурм) - a tool for creative ideas and solutions. Brainstorming sessions can be conducted through a variety of techniques but the key is to gather lots of ideas


Budget (Бюджет) - the approximate total amount required to complete the project. Project cost should be calculated as the sum of the parts and should include project phases, tasks, operating costs, labour and tools required

Budget at Completion (BAC) (Бюджет по Завершенню) - the sum of all budgets identified for the work to be completed.

Budgeted Cost of Work Performed (BCWP) (Бюджетна вартість виконаних робіт) - measures the budgeted cost of work actually performed, not the cost of planned work.

Budgeted Cost of Work Scheduled (BCWS) (Бюджетна вартість запланованих робіт) - an approved budget allocated to a planned task (or Work Breakdown Structure (WBS) component) over a specified period of time.

Business Analysis (Бізнес-аналіз) - the set of tasks, knowledge, and methods needed to identify business needs and define solutions to business problems. Solutions often include a systems development component but can also consist of process improvement or organisational change.



Business Case (Бізнес-кейс) - a document that examines the business needs and cost-benefit analysis of a project to justify project approval and define its scope.

Business Model (Бізнес-модель) - a profitable system that has an important degree of independence from other systems in the enterprise.

Business Operations (Бізнес-операції) - ongoing, repetitive activities involved in running a business in order to create value for stakeholders. They are contrasted with project management and consist of business processes.

Business Process (Бізнес-процес) - a set of related, structured activities or tasks that produce a specific service or product (serve a specific purpose) for a particular customer or customers. There are three types of business processes: management processes, operational processes, and support processes.

Business Process Modeling (BPM) (Моделювання бізнес-процесів) - the activity of representing enterprise processes so that the current ("as is") process can be analyzed and improved in the future ("to be").


- C -

Capability Maturity Model (CMM) (Модель зрілості можливостей) in software engineering - a capability maturity model of specific business processes. A maturity model can be described as a structured set of elements that describe certain aspects of maturity in an organization and help in defining and understanding the organization's processes.

Case Research (Дослідження випадків) - a research method that involves an in-depth longitudinal study of a single case or event: a case. They provide a systematic look at the events, collecting data, analyzing the information and reporting the results.

Certified Project Manager (Сертифікований керівник проектів) - an entry-level certification for project practitioners offered by the Project Management Institute.

Change Control (Контроль змін) - the procedures used to ensure that changes (to quality management systems (QMS) and information technology (IT) systems) are implemented in a controlled and coordinated manner. Change control is a key aspect of the broader discipline of change management; the process by which modifications to documents, deliverables,



or baselines associated with a project are identified, documented, approved, or rejected.

Change Control System (Система контролю змін) - a set of procedures that describe how to manage and control changes in the project results that are delivered and project documentation.

Change Management (Управління змінами) - a management discipline focused on organizational change. It aims to ensure that methods and procedures are used to handle all changes to the controlled IT infrastructure efficiently and quickly, so as to minimise the number and impact of any associated service incidents.


Change Request (Запит на зміни) - a formal request to make changes to a document, deliverable or basic plan.

Communication Log (Журнал зв'язку) - a permanent documentation of communication events between any identified project stakeholders, managed and collected by the project manager, that describes: the sender and receiver of the communication event; where, when, and for how long the communication event occurred; what form the communication event took; a summary of what information was communicated; what actions/results should be taken as a result of the communication event; and what level of priority should be assigned to the communication event; and a description of the communication event.

Communications Management Plan (План управління комунікаціями) - a component of a Project Management Plan, Program Management Plan or Portfolio Management Plan that defines how, when, and by whom information will be communicated and disseminated.

Construction in Architecture and Civil Engineering (Будівництво в архітектурі та цивільному будівництві) - a process that involves building or assembling infrastructure. Large-scale construction is far from a single activity, but a feat of multitasking. Typically, the work is managed by a project manager and supervised by a construction manager, design engineer, civil engineer, or project architect.

Contingency Reserve (Резерв на реагування) - time or money that is set aside in the Baseline Schedule or Baseline Cost, respectively, for known risks with an active response strategy.



Control Account (Контрольний рахунок) - a management control point at which scope, budget, actual cost, and schedule data are integrated and compared with earned value to measure project performance.

Cost Baseline (Базова вартість) - an approved version of the work package cost estimate and response contingency that is subject to change through a formal change control process and is used as a benchmark against which actual results can be compared.

Cost in Economics (Економічна вартість), business and accounting - the value of money that has been spent to produce something and therefore is no longer available for use. In business, a cost may be an acquisition cost, in which case the amount of money spent to acquire it is recorded as an expense.

Cost Management Plan (План управління вартістю) - a component of a Project Management Plan or Program Management Plan that defines the means of planning, structuring and controlling the cost of a project.

Cost Overrun (Перевитрата коштів) - the excess of actual costs over budget.

Cost Performance Index (CPI) (Індекс Виконання Вартості) - an indicator of the efficiency of using budget resources, calculated as the ratio of Earned Value (EV) to Actual Cost (AC).

Cost Variance (CV) (Відхилення вартості) - the amount of budget deficit or surplus at a given point in time, calculated as the difference between Earned Value (EV) and Actual Cost (AC).

Crashing (Стиснення) - a technique of schedule mitigation used to speed up the terms of work implementation with the least additional costs by adding resources. Also known as fast pass and schedule mitigation.

Critical Chain Project Management (ССРМ) (Управління проектами критичного ланцюга) - a project planning and management technique that places greater emphasis on the resources required to complete project tasks.

Critical Path Activity (Операція критичного шляху) - any operation on a critical path in the project layout.

Critical Path Method (CPM) (Метод критичного шляху) - a mathematically based modeling method for planning a set of project activities used in project management.



- D -

Data Date (Звітна дата) - the moment of time when the project status is documented.

Decision Tree Analysis (Аналіз дерева рішень) - a graphical representation and computational technique for assessing the consequences of combining several options under conditions of uncertainty.

Decomposition (Декомпозиція) - a technique used to divide and summarise the project scope and deliverables into smaller, more controlled parts.

Defect Repair (Виправлення дефекту) - an operation aimed at modification of an inadequate product or product component.

Dependence in a project network (Залежність у мережі проекту) - a link between the final elements of a project.

Discrete Effort (Дискретні трудовитрати) - an operation that can be planned and measured, and which gives a specific result.

Dynamic Systems Development Method (DSDM) (Метод розробки динамічних систем) - a software development methodology originally based on the rapid application development methodology.


- E -

Earned Value Management (EVM) (Метод заробленої цінності) - a project management technique for objectively measuring the progress of a project by combining scope, schedule and cost in a single integrated system.

Effort Level (Рівень зусиль) - qualifies as an activity of a supporting type that is not measurable in discrete achievement. Examples of such activities could be keeping track of the project budget, interacting with clients, etc.

Enterprise Environmental Factors (Фактори середовища підприємства) - conditions that are beyond the team's control and that influence, constrain, or direct the project, program or portfolio.

Enterprise Modeling (Моделювання підприємства) - the process of understanding an enterprise's business and improving its performance by



creating enterprise models. This involves modeling the relevant business domain (usually relatively stable), business processes (usually more volatile) and information technology.

Estimating in PM (Оцінка в ПМ) - the process of developing accurate estimates using appropriate methods.

Event Chain (Ланцюг подій) - a diagram showing the relationships between events and tasks and how events influence each other.

Event Chain Methodology (Методологія ланцюга подій) - an uncertainty modeling and schedule network analysis technique that focuses on identifying and managing events and event chains that affect project schedules.

Executive Sponsor (Виконавчий спонсор) - a senior member of the project board and often the chair.

Extreme Project Management (ХРМ) (Екстремальне управління проектами) - a method for managing highly complex and highly uncertain projects.

- F -

Fast Tracking (Швидкий прохід) - is a technique that strengthens the layout, for each operation and phase, which under normal conditions follows sequentially, follows in parallel with the relevant parts of their problems.

Free Float (Вільний резерв) - the amount of time a trade in the schedule can be delayed without delaying the early start of any of the consecutive trades or violating the schedule restrictions.

Functional Organisation (Функційна організація) - an organisational structure in which personnel groups are directly specialized, and the core of the project may be of renewed importance to assign work and allocate resources.

- G -

Gantt Chart (Діаграма Ганта) - a type of bar chart that illustrates the project schedule. It illustrates the start and end dates of the terminal elements and summary elements of the project. The terminal elements and summary elements make up the work breakdown structure of the project.



Goal or Objective (Мета або завдання) - consists of a projected state of affairs that a person or system plans, intends to achieve or accomplish - a personal or organizational desired end point in some envisioned development. Many people strive to achieve goals within a limited time, setting deadlines.

Goal Setting (Постановка цілей) - the establishment of specific, measurable and time-bound goals.

Graphical Evaluation and Analysis (Графічна оцінка та аналіз) - method is a network analysis method that allows probabilistic processing of both network logic and estimated activity duration.

- H -

Hammock Action (Дія гамака) - a group of subtasks that 'hangs' between the two end dates to which it is attached (or the two end events to which it is attached).

- I -


Integrated Master Plan (IMP) (Інтегрований генеральний план) - a top-level event-based plan consisting of a hierarchy of programme events.

Iterative and Incremental Development (Ітеративна та інкрементальна розробка) - a cyclical software development process designed in response to weaknesses in a cascading model. It starts with initial planning and ends with deployment with cyclical interactions in between.

- L -

Late Finish Date (Пізнє завершення) - in the critical path method, the latest possible time when the unfinished parts of an operation in the schedule can be completed, based on the logic of the schedule network, the project completion date, and any schedule constraints.

Late Start Date (Пізній початок) - in the critical path method, the latest possible time when the unfinished parts of an operation in the schedule can be started, based on the logic of the schedule network, the project completion date, and any schedule constraints.



Lead (Випередження) - the amount of time by which the next operation can be accelerated due to the previous operation.

Lean manufacturing (Бережливе виробництво) - a practice of production theory that views the expenditure of resources on anything other than creating value for the intended customer as wasteful and therefore a target for elimination.

Level of Effort (Рівень трудовитрат) - an operation that does not produce defined end products and is measured in hours.

Linear Planning Method (Метод лінійного планування) - a graphical planning method focused on the continuous use of resources in repetitive activities. It is believed that he originally adopted the idea of the Line-Of-Balance method.


- M -

Management (Управління) in business and human organizational activity - simply the act of bringing people together to achieve desired goals. Management involves planning, organizing, staffing, directing, or directing and controlling an organization (a group of one or more people or organizations) or effort to achieve a goal.

Management Science (MS) (Наука управління) - a discipline using mathematical modeling and other analytical techniques to help make better business management decisions.

Manufacturability (Технологічність) - a project management technique that allows for the analysis of construction processes from start to finish during pre-construction. It will identify obstacles before the project is actually built in order to reduce or prevent errors, delays and cost overruns.

Manufacturability Review (Перевірка технологічності) - the process of reviewing design documents, construction drawings, specifications and other construction documents intended for use by the builder to construct the project. The purpose of manufacturability review is to eliminate design errors, omissions and coordination problems before tender documents are submitted so that the design bid is accurate and less likely to create uncertainty, delays, additional costs or other risks during construction. Manufacturability reviews identify these risks so that they can be corrected before the project is tendered and constructed. Manufacturability reviews should be conducted by a multidisciplinary team of design, engineering and construction professionals



independent of the designers. Manufacturability review comments should be addressed and resolved by amending the tender documents prior to tendering or receiving a construction contractor's price and before construction work begins to ensure accurate tender and construction documents to maximize construction efficiency, quality and safety at the best price.

Matrix Organization (Матрична організація) - an organizational structure in which a project manager temporarily shares the authority to assign work and use resources with a functional manager.

Megaproject (Мегапроект) - an extremely large investment project.

Milestone Schedule (Розклад віх) - a type of layout that presents milestones from planned dates.

Milestones (Віхи) - tools used in project management to mark specific points on the project timeline.

Motivation (Мотивація) - a set of reasons that motivate a person to behave in a certain way.

- N -

Near-Critical Activity (Операція, близька до критичної) - an operation with a small reserve, preferably with an expert assessment.


Near-Critical Path (Шлях, близький до критичного) - a sequence of operations with a small reserve, after the use of which it becomes a sequence on the critical path of the project.

Node (Вузол) - a point at which the dependency lines are connected on the measure diagram of the solution.

Non-linear Management (NLM) (Нелінійне управління) - a set of management techniques and strategies that brings order while providing space for organizations to self-organize, evolve and adapt, encompassing agile, evolutionary, and lean approaches, among many others.

- O -

Operations Management (Операційний менеджмент) - an area of business that is concerned with the production of good quality goods and



services and involves responsibility for ensuring the efficiency and effectiveness of business operations. It is the management of resources, the distribution of goods and services to customers, and the analysis of queuing systems.

Operations Research (OR) (Дослідження операцій) - an interdisciplinary branch of applied mathematics and formal science that uses techniques such as mathematical modelling, statistics, and algorithms to achieve optimal or near-optimal solutions to complex problems.

Optimistic Duration (Оптимістична тривалість) - assessment of the shortest possible time of the operation with the consideration of all possible changes that may be involved in its operation.

Organisational Breakdown Structure (Ієрархічна структура організації) - a hierarchical representation of the project organisation that illustrates the relationship between project operations and the organisational units that will perform these operations.

Organisational Process Assets (Активи процесів організації) - plans, processes, policies, procedures and knowledge bases that are specific for the executing organization and are used by it.

Organization (Організація) - a social structure that pursues collective goals, that controls its own activities and that has a boundary separating it from its environment.


Organizational Development (OD) (Організаційний розвиток) - a planned, structured, organization-wide effort to improve the effectiveness and health of an organization.

- P -

Parametric Estimating (Оцінка за параметрами) - an estimating technique using an algorithm to calculate value or profitability based on historical data and project parameters.

Path Divergence (Розбіжність шляхів) - connections between operations if a planned operation has more than one subsequent operation.

Percent Complete (Відсоток завершення) - an estimate expressed as a percentage of completion of an operation or component of a hierarchical work structure.



Performance Measurement Baseline (Базовий план вимірювання виконання) - an integrated scope, schedule, and cost baseline used for comparison to manage, measure, and control project performance.

PERT Chart (Діаграма PERT) - a project management tool used for simple organization of tasks and deadlines.

Pessimistic Duration (Песимістична тривалість) - an assessment of the current triviality of the operation with the consideration of all possible changes that may be involved in its history.

Phase Gate (Ворота фази) - a review at the end of a phase at which a decision is made to proceed to the next phase, continue with modifications, or terminate a project or programme.

Planned Value (PV) (Запланована цінність) - approved budget of works to be performed in accordance with the schedule.

Portfolio Balancing (Балансування портфелю) - the process of optimising the combination of portfolio components in accordance with the strategic goals of the organisation.

Portfolio Charter (Статут портфеля) - a document issued by the sponsor that authorizes and defines the structure of the portfolio and links the portfolio to the strategic goals of the organization.


Portfolio (Портфель) in finance - a related mix or collection of investments owned by an institution or individual.

Portfolio Management (Управління портфелем) - centralized management of one or several portfolios in order to achieve strategic goals.

Portfolio Management Plan (План управління портфелем) - a document that defines the means of organizing, monitoring and controlling a portfolio.

Portfolio Manager (Керівник портфелів) - a person or group of persons appointed by an implementing organization to create, balance, monitor, and control portfolio components to achieve strategic business objectives.

Predecessor Activity (Попередня операція) - an activity that logically precedes a dependent activity in the schedule.



Pre-mortem (Премортем («предсмертний аналіз проєкта») - a management strategy in which the project team imagines that the project or organization has failed and then works backwards to determine what could potentially cause the project or organization to fail.

Preventive Action (Запобіжна дія) - an operation aimed at ensuring that the future implementation of the project is in line with the Project Management Plan.

Probability and Impact Matrix (Матриця імовірності та впливу) - a grid to display the probability of each risk occurring and its impact on project objectives if it occurs

Process (Процес) - a continuous set of activities with inputs, outputs, and energy required to transform inputs into outputs.

Process Architecture (Архітектура процесу) - the whole structural design of overall process systems and applies to areas such as computers (software, hardware, networks, etc.), business processes (enterprise architecture, policies and procedures, logistics, project management, etc.) and any other process systems of varying degrees of complexity.


Process Management (Управління процесами) - the set of activities for planning and monitoring the performance of a process, especially in the sense of a business process, which is often confused with reengineering.

Procurement Management Plan (План управління закупівлями) - a component of a Project Management Plan or Program Management Plan that defines the procedure for purchasing goods and services outside the project organization.

Product Breakdown Structure (PBS) (Структура розподілу продукту) in project management - a comprehensive hierarchical tree structure of the components that make up an element, arranged in relationships between the whole parts.

Product Description (Опис продукту) - a structured format for presenting information about a project's product.

Product Life Cycle (Життєвий цикл продукту) - a series of phases that represent the evolution of a product from concept through delivery, growth, maturity, and market exit.



Program Charter (Статут програми) - a document provided by the sponsor that empowers the program management team to allocate organizational resources to develop the program and links the program to the strategic goals of the organization.

Program Estimation and Review Technique (PERT) (Техніка оцінки та перегляду програми) - a statistical tool used in project management designed to analyze and represent the tasks associated with completing a given project.

Program Management (Програма управління) - the process of managing multiple ongoing interdependent projects. An example would be the design, manufacture and provision of supporting infrastructure for a car manufacturer.

Program Management Plan (План програми управління) - a document that integrates the program's sub-plans and establishes management control and an overall plan for integrating and managing the individual components of the program.

Program Manager (Керівник програми) - a person authorized by the executing organization to lead a team or teams responsible for achieving program objectives.


Project Accounting (Бухгалтерський облік проекту) - the practice of creating financial reports specifically designed to track the financial progress of projects which can then be used by managers to help manage projects.

Project Calendar (Календар проекту) - a calendar that specifies the working days and changes available for planned activities.

Project Charter (Статут проекту) - a document issued by a project initiator or sponsor that formally authorizes the existence of a project and gives the project manager the authority to use the organization's resources for project operations; a statement of the scope, goals and participants of the project.

Project Cost Management (Управління вартістю проекту) - a method of managing a project in real time from the estimating stage to project management, through the use of technology, cost, schedule, and performance are controlled.

Project Element Duration (Тривалість елемента проекту) - the number of calendar periods that elapse from the start of the element to its completion.



Project Incident Analysis (Аналіз інцидентів проекту) - a process used to identify the causes of project failure (or significant business-impairing downtime) and ways to prevent them in the future.

Project Life Cycle (Життєвий цикл проєкту) - the phases through which a project moves from inception and planning to execution and completion.

Project Management (Проектний менеджмент) - the complete set of tasks, methods, tools and techniques used in executing a project. Risk Avoidance is a strategy for responding to a certain risk, which transfers the unbearable pressure of the risk and ultimately reduces its impact on the project.

Project Management Body of Knowledge (РМВОК) (Збірник знань з управління проектами) - the body of knowledge within the project management profession, standardized by ISO.

Project Management Office (Офіс управління проектами) - a project management office in a commercial or professional enterprise is a department or group that defines and maintains process standards, typically related to project management, within an organization. The PMO seeks to standardize and implement economies of repetition in project execution. The PMO is the source of documentation, guidance, and metrics on project management practices and execution.


Project Management Plan (План управління проєктом) - a document that describes how the project will be executed, monitored, controlled and closed.

Project Management Process (Процес управління проєктом) - the process of managing the planning and control of the performance or execution of a project.

Project Management Schedule (Графік управління проектами) - consists of a list of project deliverables with expected start and finish dates.

Project Management Simulators (Симулятори управління проектами) - computer tools used in project management training programs. Project management simulation is usually a group exercise. Computer modeling is an interactive educational activity.

Project Management Software (Програмне забезпечення для управління проектами) - a type of software, including planning, cost control, and budget management, resource allocation, collaboration software,



communications, quality management, and documentation or administrative systems, that is used to manage complex, large projects.

Project Management Specialist (Спеціаліст з управління проектами) - a certified specialist in the field of project management.

Project Management Tasks (Задачі проєктного менеджменту) - activities that must be completed within a certain period of time.

Project Management Triangle (Трикутник управління проектами) - a model of project management constraints.

Project Manager (Керівник проєкту) - a person assigned by the executing organization to lead a team responsible for achieving project objectives.

Project Network (Мережа проєктів) - a graph (flow chart) that depicts the sequence in which the terminal elements of a project must be completed, showing the terminal elements and their dependencies.

Project Phase (Фаза проєкту) - a set of logically related project operations that result in the extraction of one or several results that will be delivered.


Project Plan (План проєкту) - a formal, approved document used to guide both the execution of a project and the control of the project. A project plan is primarily used to document planning assumptions and decisions, facilitate communication among stakeholders and document approved scope, cost, and schedule baselines. A project plan can be brief or detailed.

Project Planning (Планування проєкту) - a part of project management, which involves using schedules, such as Gantt Charts, to plan and then report on the progress of work in a project environment.

Project Schedule (Графік проєкту) - the result of modeling a schedule that represents the operations associated with planned dates, costs, milestones and resources.

Project Schedule Network Diagram (Діаграма мережі розкладу проєкту) - graphical representation of the logical connections between the operations of the project layout.

Project Scope (Обсяг проєкту) - the sum of all its products and their requirements or features.



Project Scope Statement (Виклад обсягу проєкту) - a description of the project scope, key deliverables, limitations and constraints.

Project Team (Команда проєкту) - a management team that leads a project and provides services to the project. Projects often combine multiple issues. Stakeholders have important issues with others.

Proportion (Пропорція) - the combination of the unique skills of organization members for collective advantage.

- Q -

Quality (Якість) - a high degree of excellence (a "quality product"), a degree of perfection or lack thereof (a "mediocre performance"), or a quality of something (the "addictive quality of alcohol"). Unlike the vernacular, the subject of this article is the business interpretation of quality.

Quality Management Plan (План управління якістю) - a component of a Project Management Plan or Program Management Plan that defines how an organization's policies, procedures and guidelines will be implemented to achieve a quality objective.

- R -

Reengineering (Реінженіринг) - is a radical redesign of an organisation's processes, especially its business processes. Instead of organising a firm into functional specialties (such as manufacturing, accounting, marketing, etc.) and looking at the tasks that each function performs; the complete processes from purchasing materials to manufacturing, marketing, and distribution should be considered. The firm must be reorganized into a series of processes.

Requirements Management Plan (План управління вимогами) - a component of a Project Management Plan or Program Management Plan that defines the methods of analyzing, documenting, and managing requirements.

Requirements Traceability Matrix (Матриця простежуваності вимог) - a table that relates the benefits to the product from their approach to the results that are achieved that satisfy them.

Residual Risk (Зплишковий ризик) - a risk that remains after the risk has been dealt with.



Resource Breakdown Structure (Ієрархічна структура ресурсів) - a hierarchical representation of resources by category and type.

Resource Calendar (Календар ресурсу) - a calendar that specifies the working days and changes within which a single resource is available.

Resource Leveling (Вирівнювання ресурсів) - a technique of resource optimisation, which involves correlation of the project layout to optimise the distribution of resources that can affect the critical path; a planning calculation that delays actions so that resource utilisation remains below specified limits. This is also known as resource constrained planning.

Resource Management Plan (Resource Leveling (План управління ресурсами)) - a technique of resource optimisation, which involves correlation of the project layout to optimise the distribution of resources that can affect the critical path; a planning calculation that delays actions so that resource utilisation remains below specified limits. This is also known as resource constrained planning) - a component of a Project Management Plan or Program Management Plan that defines the procedure for acquiring, allocating, tracking and controlling project resources.

Resource Optimization Technique (Техніка оптимізації ресурсів) - a technique in which the start and end dates of an operation are adjusted to achieve an equal allocation of resources among available supplies.

Resources (Ресурси) - required to complete the project tasks. These may be people, equipment, facilities, funding, or anything else that can be determined (usually other than labor) to complete the project activities.


Responsibility Assignment Matrix (RAM) (Матриця відповідальності) - a table that shows which project resources are assigned to skins from robot packages.

Risk Appetite (Апетит до ризику) - the degree of uncertainty that is acceptable to a person or organisation in order to receive a reward.

Risk Breakdown Structure (Ієрархічна Структура Ризиків) - a hierarchical representation of potential sources of risk.

Risk Category (Категорія ризику) - a group of potential risk factors.

Risk Exploiting (Використання ризику) - a strategy of reacting to a known risk, which involves guaranteeing the occurrence of this condition.



Risk Exposure (Вплив ризиків) - an aggregate measure of the potential impact of all risks at any given time in a project, programme or portfolio.

Risk (Ризик) is the precise probability of specific events.

Risk Management (Ризик-менеджмент) - a specialization of management aimed at reducing the various risks associated with a pre-selected area to a level acceptable to society. It can refer to numerous types of threats caused by the environment, technology, people, organizations, and politics.

Risk Management Plan (План управління ризиком) - a component of a Project Management Plan, Program Management Plan or Portfolio Management Plan that describes how risk management activities will be organized and executed.

Risk Mitigation (Пом'якшення ризику) - a strategy for responding to a known risk that involves minimizing the possibility of a threat occurring or its impact on the project.

Risk Owner (Власник ризику) - a person who is responsible for managing and mitigating risks.

Risk Register (Реєстр ризику) - is a tool commonly used in project planning and organizational risk assessment.

Risk Sharing (Розподіл ризику) - a strategy for responding to a known risk in which the project team shares ownership of an opportunity with a third party who can better exploit the opportunity.

Risk Threshold (Поріг ризику) - an indicator of acceptable deviation from project goals, which reflects the risk appetite of the organization and stakeholders.

Risk Tolerance (Толерантність до ризиків) - the degree of uncertainty that an organization or person is willing to tolerate.

Risk Transference (Передача ризику) - a strategy for responding to a specific risk that transfers the legacy of the current threat at the same time being responsible for the response of a third party.

Rolling Wave Planning (Планування методом хвилі, що набігає) - an iterative planning technique in which work to be completed in the near future is planned in detail, while work in the distant future is planned in less detail.



- S -

Schedule Baseline (Базовий розклад) - an approved version of the schedule model that can be modified through a formal change control process and is used as a reference for comparing actual results.

Schedule Management Plan (План управління розкладом) - a component of a Project Management Plan or Program Management Plan that establishes criteria and activities for developing, tracking and controlling a schedule.

Schedule Model Analysis (Аналіз моделі розкладу) - the process of researching and analysing the results of schedule modelling to optimise it.

Schedule Network Analysis (Аналіз мережі розкладу) - a technique for determining early and late start and early and late completion for unfinished parts of project operations.

Schedule Performance Index (SPI) (Індекс Виконання Розкладу) - a measure of the effectiveness of adherence to the schedule, calculated as the ratio of Earned Value (EV) to Planned Value (PV).

Schedule Variance (SV) (Відхилення розкладу) - a measure of schedule performance calculated as the difference between Earned Value (EV) and Planned Value (PV).

Scientific Management (Науковий менеджмент) - a management theory that analyzes and synthesizes workflow processes, improving productivity.

Scope Baseline (Базовий обсяг) - an approved version of the project description, work breakdown structure (WBS) and associated work breakdown structure dictionary that is subject to change through a formal change control process and is used as a reference for comparison of actual results.

Scope Creep (Розповзання обсягу) - refers to uncontrolled changes in the project scope. It can occur when the project scope is not properly defined, documented, or controlled. It is generally considered a negative phenomenon that should be avoided.

Scope Management Plan (План управління обсягом) - a component of a Project Management Plan or Program Management Plan that defines the methods of defining, developing, tracking, controlling and verifying scope.



S-Curve Analysis (Аналіз методом S-подібної кривої) - a display technique performance trends by plotting cumulative costs over a period of time.

Secondary Risk (Вторинний ризик) - the risk that occurs as a direct result of the risk response.

Software Engineering (Програмна інженерія) - the application of a systematic, disciplined, quantifiable approach to the development, operation and maintenance of software.

Staffing Management Plan (План забезпечення персоналом) - a component of a Resource Management Plan that determines when, how, and for how long team members join the project.

Stakeholder Engagement Plan (План залучення стейкхолдерів) - a component of a Project Management Plan or Program Management Plan that defines the strategies and actions needed to effectively involve stakeholders in the decision-making and execution processes of the project or program.

Stakeholders (Стейкхолдери) - clients or other parties invested in the Project.

Standards (Стандарти) - documents approved by a recognized body that provide for general and repeated use of rules, guidelines or characteristics for products, processes or services, compliance with which is not mandatory. (ISO 9453)

Summary Activity (Підсумкова операція) - a group of interconnected scheduled operations, which are combined and represented as one operation.

SWOT Analysis (SWOT-аналіз) - Strengths, Weaknesses, Opportunities and Threats, that is, an abbreviation meaning strengths and weaknesses, opportunities and threats. Project managers analyze these key factors for projects to better understand potential risks and opportunities.

Systems Development Life Cycle (SDLC) (Життєвий цикл розробки систем) - any logical process used by a systems analyst to develop an information system, including requirements, validation, training and user ownership. The SDLC should result in a high quality system that meets or exceeds customer expectations, within time and cost constraints, operates efficiently and effectively in the current and planned IT infrastructure, is low cost to maintain, and cost effective to improve.



Systems Engineering (Системна інженерія) - an interdisciplinary field of engineering that focuses on how complex engineering projects should be designed and managed.

- T -

Targeted Improvement (Цілеспрямоване покращення) in the theory of constraints - a set of actions aimed at increasing the performance of any system, especially a business system, in relation to its goal by eliminating its constraints one by one and refusing to work with unlimited ones.

Task Analysis (Аналіз завдання) - an analysis or breakdown of exactly how a task is performed, such as what subtasks are required

Threat (Загроза) - a risk that could have a negative impact on one or more objectives of the project.

Three-Point Estimating (Оцінка за трьома точками) - a technique for estimating value or value based on the arithmetic mean or the mean of the important optimistic, pessimistic and most favorable ratings for the evidence of insignificance in the ratings adjacent operation.

Time Constraint (Обмеження часу) - a narrow time frame or a specific point in time by which a goal or objective must be achieved.

Timeline (Хронологія) - a graphical representation of a chronological sequence of events, also called a chronology. It can also mean a schedule of events, such as a timetable.

To-Complete Performance Index (ТСPI) (Індекс Продуктивності до Завершення) - a measure of the efficiency of delivering the value using the remaining resources required to achieve a specific management objective. It is calculated as the ratio of the cost of the remaining work to the remaining share of the budget.

- U -

Unified Process (Уніфікований процес) - a popular iterative and incremental software development process framework. The most well-known and widely documented enhancement to the Unified Process is the Rational Unified Process (RUP).



- V -

Value Engineering (Вартісний інжиніринг) - an area of engineering practice where engineering judgment and experience are used in the application of scientific principles and methods to the problems of cost estimation, cost control, business planning and management science, profitability analysis, project management, planning and scheduling.

Variance Analysis (Аналіз Відхилень) - a technique for determining the cause and extent of differences between the Baseline Plan and actual performance.

Variance at Completion (VAC) (Відхилення по Завершенню) - a projection of the amount of budget deficit or surplus calculated as the difference between the Budget at Completion (BAC) and the Estimate at Completion (EAC).

Vertical Slice (Вертикальний зріз) - a type of milestone, benchmark, or deadline that emphasises demonstrating progress across all project components.


Virtual Design and Construction (VDC) (Віртуальне проектування та будівництво) - the use of integrated, interdisciplinary performance models of design-build projects, including the product (i.e., facilities), work processes, and design-build-operations team organisation to support explicit and publicly available business objectives.

- W -

What-If Scenario Analysis (Аналіз сценаріїв “що, якщо») - the process of evaluating scenarios to predict their impact on project goals.

Wideband Delphi (Широкосмуговий Дельфі) - a consensus-based estimation method for estimating efforts.

Work Breakdown Structure (WBS) (Ієрархічна структура робіт) - an easily digestible and organized breakdown of the project into hierarchical sections and subtasks; a hierarchical decomposition of the entire scope of work that the project team must perform to achieve the project goals and create the required deliverables; a method and type of presentation that defines a project and groups discrete work items of a project in a way that helps organize and define the overall scope of the project. A work breakdown structure element can be a product, data, service, or any combination. The WBS also provides



the necessary basis for detailed cost estimating and control and provides guidelines for scheduling and control.

Work in PM (Робота в управлінні проектами) - the amount of effort applied to obtain a result or to complete a task (end item).

Work In Progress (Незавершена робота) - means that the task is currently being worked on, but it will be completed soon.

Work Package (Пакет робіт) - a subset of a project that can be assigned to a specific party for execution. Because of the similarity, work packages are often mistakenly identified as projects; work assigned to the lowest level of the hierarchical structure of work, for which assessment and management of productivity and waste are carried out.

Workaround (Обхідне рішення) - that time-hour reaction to the situation is wrong; the response to it was not planned or it was ineffective.

Workflow (Робочий процес) - a set of related activities centered around a specific area that follow a path from start to finish.



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Навчально-методичне видання

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PROJECT MANAGEMENT GLOSSARY

terminology guide

самостійне електронне мережеве видання

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