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## Project, programme and portfolio management — Vocabulary

*Gestion de projet, programme et portefeuille — Vocabulaire*

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## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 258, *Project, programme and portfolio management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).

## Introduction

This document provides guidance to people involved in project, programme and portfolio management. It describes terms that are used in documents authored by Technical Committee ISO/TC 258, *Project, programme and portfolio management*, and that meet any of the following criteria, in that they are:

- specific terms used in project, programme and portfolio management;
- part of common language, but used with a specific and exclusive meaning in the context;
- found in ISO recognized dictionaries, but do not have an adequate definition that fits the usage for the context.

This document includes the definition used by most project management organizations, most of the time. A term may have a different meaning within an organization that is not consistent with this document.

While the individual glossaries for governance and portfolio, programme and project management standards provide clarity in terms, a common vocabulary reveals that a term may be understood within the context in which the term is used. The context may be categorized as “activity sectors”, “management discipline” and “subject areas”, as illustrated in [Figure 1](#).

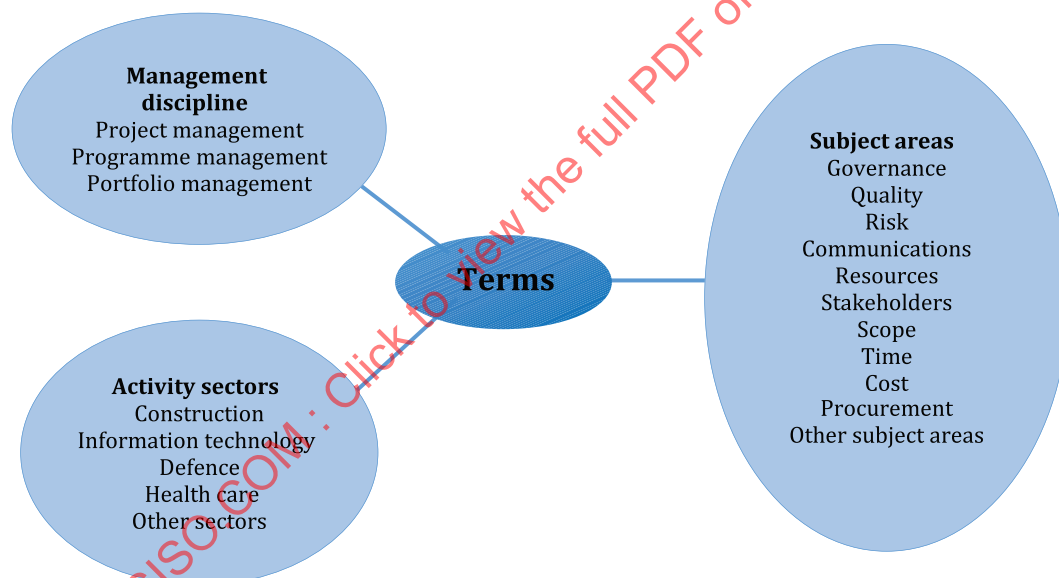


**Figure 1 — How a term derives meaning in context**

The target audience of this document includes, but is not limited to, the following:

- a) executive managers and people involved in sponsoring projects, programmes or portfolios;
- b) people managing projects, programmes or portfolios;
- c) people involved in the management or performance of project management offices;
- d) developers of national or organizational standards.

This document complements the terms and definitions included in ISO 21500:2012, ISO 21503:2017, ISO 21504:2015, ISO 21505:2017, ISO 21508:2018 and ISO 21511:2018.

It is aligned with ISO 704:2009, ISO 860:2007, ISO 1087-1:2000, ISO 1951:2007, ISO 10241-1:2011, ISO 10241-2:2012, ISO 12615:2004, ISO 15188:2001.

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# Project, programme and portfolio management — Vocabulary

## 1 Scope

This document defines terms used in the field of project, programme and portfolio management. It can be used by any type of organization, including public or private, and any size or sector, as well as any type of project, programme or portfolio in terms of complexity, size or duration.

## 2 Normative references

There are no normative references in this document.

## 3 Terms and definitions

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

### 3.1

#### **100 % rule**

concept concerning the entire work required to be accomplished to achieve a *project* (3.59) or *programme* (3.50) scope captured in the *work breakdown structure* (3.87)

Note 1 to entry: The 100 % rule applies to the parent and child elements. The child level of decomposition of a work breakdown structure element represents 100 % of the work applicable to the parent level.

### 3.2

#### **activity**

identified piece of work that is required to be undertaken to complete a *project* (3.59) or *programme* (3.50)

Note 1 to entry: It may also be considered a work element.

### 3.3

#### **actual cost**

actual cost of work performed  
cost incurred for work performed

### 3.4

#### **application area**

category of *projects* (3.59) that generally have a common focus related to a product, customer or sector

### 3.5

#### **baseline**

reference basis for comparison against which performance is monitored and controlled

### 3.6

#### **benefit**

created advantage, value or other positive effect

**3.7**

**budget at completion**

total forecasted cost for accomplishing the work related to a *work package* (3.90), *activity* (3.2) or *control account* (3.14)

**3.8**

**business case**

documented justification to support decision making about the commitment to a *project* (3.59), *programme* (3.50) or *portfolio* (3.42)

**3.9**

**change register**

record of all identified *project* (3.59) changes and their attributes

**3.10**

**change request**

documentation that defines a proposed alteration to a *project* (3.59)

**3.11**

**communication plan**

documented description and communication needs of *stakeholders* (3.79)

**3.12**

**configuration management**

application of procedures to control, correlate and maintain documentation, specifications and physical attributes

**3.13**

**control**

comparison of actual performance with planned performance, analysing variances and taking appropriate corrective and preventive action as needed

**3.14**

**control account**

management control point where scope, budget, *actual cost* (3.3) and schedule of a *project* (3.59) or *programme* (3.50), *work package* (3.90) or *activity* (3.2) are integrated

**3.15**

**corrective action**

direction and *activity* (3.2) for modifying the performance of work to bring performance in line with a plan

**3.16**

**cost variance**

measure of cost performance on a *project* (3.59)

**3.17**

**crashing**

schedule compression technique to shorten the duration of an *activity* (3.2), a group of activities or a *project* (3.59) by increasing the expenditure of resources

**3.18**

**critical path**

sequence of *activities* (3.2) that determine the earliest possible completion date for a *project* (3.59) or phase

**3.19**

**deliverable**

unique and verifiable, tangible or intangible outcome of a planned *activity* (3.2)

**3.20****earned value**

budgeted cost of work performed

value of completed work expressed in terms of the budget assigned to that work

**3.21****earned value management**

method that integrates *project* (3.59) or *programme* (3.50) scope, *actual cost* (3.3), budget and schedule for assessment of progress and performance

**3.22****estimate at completion**

forecasted total cost to accomplish the work on a *project* (3.59), *programme* (3.50), *work package* (3.90) or *activity* (3.2)

**3.23****estimate to complete**

forecasted cost of the work remaining on a *project* (3.59), *programme* (3.50), *work package* (3.90) or *activity* (3.2)

**3.24****functional breakdown structure**

decomposition of the functions necessary to perform the work elements of a *project* (3.59) or *programme* (3.50)

**3.25****governance**

principles, policies and framework by which an organization is directed and controlled

**3.26****governing body**

person, group or entity accountable for the *governance* (3.25) of an organization, organizations or a part of an organization

**3.27****integrated baseline review**

assessment to establish a common understanding of the *performance measurement baseline* (3.40) for verification of the technical content of a *project* (3.59) or *programme* (3.50)

**3.28****lag**

attribute applied to a logical relationship to delay the start or end of an *activity* (3.2)

**3.29****lead**

attribute applied to a logical relationship to advance the start or end of an *activity* (3.2)

**3.30****lesson learned**

knowledge gained throughout a *project* (3.59), *programme* (3.50) or *portfolio* (3.42) that shows how events were addressed or should be addressed for the purpose of improving future performance

**3.31****make-or-buy decision**

determination to internally produce a product, work or service in-house or to purchase it from an outside source

**3.32****management information system**

hardware and software used to support the compilation of information, analysis and reporting of *project* (3.59) and *programme* (3.50) metrics

**3.33**

**management reserve**

amount of budget external to a *performance measurement baseline* (3.40), withheld for management control in response to unforeseen events or activities that are a part of the scope

**3.34**

**milestone**

significant planned, or to be planned, point in a *project* (3.59), *programme* (3.50) or *portfolio* (3.42)

**3.35**

**network schedule**

network schedule diagram

logic diagram

network logic diagram

graphical representation indicating the logic sequencing and interdependencies of the work elements of a *project* (3.59) or *programme* (3.50)

**3.36**

**opportunity**

*risk* (3.72) occurrence that would have a favourable impact

**3.37**

**organizational breakdown structure**

decomposition of the management team of an organization or of the management team that performs the work of a *project* (3.59) or *programme* (3.50)

Note 1 to entry: The organizational breakdown structure can include partnering or subcontracting. It is used to illustrate the relationship between project and programme activities and the organizational units that will manage or perform the work activities.

**3.38**

**parent element**

work that is decomposed into two or more lower level elements of work

**3.39**

**performance measurement**

quantitative units of measure that are placed to track progress

**3.40**

**performance measurement baseline**

total time-phased scope of work and budget plan against which *project* (3.59) or *programme* (3.50) performance is measured, not including *management reserve* (3.33)

**3.41**

**planned value**

budgeted cost of work scheduled

time-phased budget (3.84) authorized for the work scheduled

**3.42**

**portfolio**

collection of *portfolio components* (3.52) grouped together to facilitate their management to meet strategic objectives

**3.43**

**portfolio component**

*project* (3.59), *programme* (3.50), *portfolio* (3.42) or other related work

**3.44**

**portfolio governance**

principles, policies and procedures by which a *portfolio* (3.42) is authorized and directed to meet strategic objectives

**3.45****portfolio management**

coordinated activities to direct and control the accomplishment of strategic objectives

**3.46****portfolio manager**

person appointed with the accountability and responsibility for a *portfolio* (3.42) to meet strategic objectives

**3.47****portfolio plan**

documented description of a *portfolio's* (3.42) alignment to strategic objectives and integrated management *baselines* (3.2)

**3.48****portfolio pipeline**

collection of opportunities considered for selection as *portfolio components* (3.43)

**3.49****product breakdown structure**

decomposition of a product into its components

**3.50****programme**

group of *programme components* (3.52) managed in a coordinated way to realize *benefits* (3.6)

**3.51****programme benefit**

assessable outcome viewed as an advantage by *programme* (3.50) *stakeholders* (3.79) and contributing to the programme objectives

**3.52****programme component**

*project* (3.59), *programme* (3.50) or other related work

**3.53****programme governance**

principles, policies and procedures by which a *programme* (3.50) is authorized and directed to realize identified *benefits* (3.6)

**3.54****programme management**

coordinated activities to direct and control the realization of identified *benefits* (3.6) and *deliverables* (3.19)

**3.55****programme manager**

person appointed with the accountability and responsibility of a *programme* (3.50) to realize identified *benefits* (3.6) and *deliverables* (3.19)

**3.56****programme plan**

documented description of the integrated technical and management *baselines* (3.2) to be followed for a *programme* (3.50)

**3.57****progress report**

report of current status and work accomplished during a specified time period

**3.58**

**progressive elaboration**

progressive decomposition

iterative process to incorporate an increased level of detail as identified during the life cycle of a *project* (3.59) or *programme* (3.50)

**3.59**

**project**

temporary endeavour created to produce agreed *deliverables* (3.19)

**3.60**

**project governance**

principles, policies and procedures by which a *project* (3.59) is authorized and directed to accomplish agreed *deliverables* (3.19)

**3.61**

**project management**

coordinated activities to direct and control the accomplishment of agreed *deliverables* (3.19)

**3.62**

**project management office**

function or organizational structure facilitating the management of *projects* (3.59)

**3.63**

**project manager**

person appointed to lead a *project* (3.59) team and to be accountable and responsible for a project's agreed *deliverables* (3.19)

**3.64**

**project plan**

documented description of the technical and management *baselines* (3.2) to be followed for a *project* (3.59)

**3.65**

**project scope**

authorized work to accomplish agreed *deliverables* (3.19)

**3.66**

**project scope statement**

documented detailed description of a *project scope* (3.65)

**3.67**

**quality assurance**

planned and systematic actions necessary to provide adequate confidence that a process, measurement or service satisfies given requirements for quality

**3.68**

**quality control**

assessment of specific results to determine conformity with relevant standards and to identify steps to eliminate unsatisfactory performance

**3.69**

**quality plan**

documented description of quality requirements for interim and final *deliverables* (3.19)

**3.70**

**resource breakdown structure**

decomposition of personnel, equipment, material or other assets