BOOK 09

100 ESSENTIAL PROJECT MANAGEMENT TERMS

in Plain English

Simple meanings • Real examples • Common mix-ups



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Start with the result

Five terms, one example: a staff room-booking portal.

01 Project

Meaning: Temporary work to create a specific new result, with a defined beginning and end.
Example: Launch a room-booking portal for staff in eight weeks.
Watch out: Running the portal every day is ongoing operations.

02 Objective

Meaning: A result the project aims to achieve; make it measurable and time-bound.
Example: Handle 80% of room bookings online within three months of launch.
Watch out: An objective is a target; it is not proof of success.

03 Deliverable

Meaning: An identifiable item or result the project produces for review and acceptance.
Example: A tested booking portal and an approved user guide.
Watch out: A deliverable is what you produce, not the work itself.

04 Outcome

Meaning: The change in behaviour or working conditions when people use the deliverables.
Example: Staff book rooms through the portal instead of sending emails.
Watch out: Finishing the portal does not guarantee people will use it.

05 Benefit

Meaning: A measurable improvement that stakeholders gain from the change.
Example: Booking administration falls from 10 to 4 staff-hours per week.
Watch out: Benefits may appear after the project has closed.

Remember the difference

Deliverable: the portal. Outcome: staff use it.
Benefit: less time spent administering bookings.

Terminology reference: APM glossary. Examples by WikiFree.

The bigger picture

One portal project can sit inside a wider business change.

06

Project management

Meaning: Organizing and guiding people and work to achieve the agreed project objectives.
Example: Coordinate the portal scope, schedule, costs, risks and decisions.
Watch out: A task list alone does not cover all project management work.

07

Program

Meaning: Related projects and activities coordinated to achieve benefits together.
Example: Combine the portal, new office policies and staff training in one program.
Watch out: A program is more than several unrelated projects grouped together.

08

Portfolio

Meaning: Projects, programs and other work managed together to support strategy.
Example: Leaders balance investment in the portal, office repairs and cybersecurity.
Watch out: Portfolio items do not have to depend directly on one another.

09

Operations

Meaning: Ongoing, repeatable work that keeps an organization providing its services.
Example: Support staff reset portal passwords and manage daily room bookings.
Watch out: Ongoing service work can still lead to separate improvement projects.

10

Project life cycle

Meaning: The stages a project moves through from its beginning to its end.
Example: Move from concept and design to delivery, handover and closure.
Watch out: Stages vary; a life cycle does not have to be strictly sequential.

Remember the difference

A project delivers a specific change. Operations keep it running.
Programs coordinate related change; portfolios set investment priorities.

Further reading: [2], [3], [4], [5] on pages 21-22. Examples by WikiFree.

Starting and governing

Agree why the project exists and who can make decisions.

11 Business case

Meaning: The reason to invest, comparing options, expected benefits, costs and risks.
Example: Compare buying a booking service with building a custom portal.
Watch out: Revisit the business case when major assumptions change.

12 Project charter

Meaning: A document that formally authorizes a project and gives its manager authority.
Example: Approve the portal purpose, high-level scope, sponsor and project manager.
Watch out: The charter is not the detailed delivery plan.

13 Governance

Meaning: The decision rights, oversight and accountability that guide the project.
Example: The manager can approve small changes; the sponsor approves major ones.
Watch out: More meetings do not automatically mean better governance.

14 Sponsor

Meaning: The senior person accountable for the business purpose and support of the project.
Example: The operations director secures funding and resolves a cross-team conflict.
Watch out: The sponsor supports and governs; the manager handles daily delivery.

15 Steering committee

Meaning: A group that oversees direction and makes decisions within its agreed authority.
Example: Business, finance and IT leaders review whether the portal should proceed.
Watch out: A committee needs clear decision rights and named accountability.

> **Remember the difference**
> Business case: why invest? Charter: authorize the project.
> Governance defines who decides, who answers and when to escalate.

Further reading: [6], [7], [8], [9] on pages 21-22. Examples by WikiFree.

People and responsibilities

Different people can need different things from the same portal.

16

Stakeholder

Meaning: A person, group or organization that can affect, or be affected by, the project.
Example: Staff, the facilities team, IT support and the sponsor are stakeholders.
Watch out: Stakeholders include people outside the delivery team.

17

Customer

Meaning: The person or organization receiving or commissioning the project result.
Example: The facilities department commissions the room-booking portal.
Watch out: The customer and the end user may be different people.

18

End user

Meaning: A person who will directly use the product or service being delivered.
Example: An employee reserves a meeting room through the new portal.
Watch out: Buying a system does not mean you understand every user need.

19

Project manager

Meaning: The person who leads and coordinates the project toward its objectives.
Example: Bring the team together, track risks and obtain decisions on open issues.
Watch out: The project manager does not need to do every specialist task.

20

Project team

Meaning: The people working together to deliver the project and its agreed results.
Example: Analysts, designers, developers and testers build the portal together.
Watch out: Some team members may work part-time or come from suppliers.

Remember the difference

The customer requests or pays for the result; end users use it.
Listen to both, and include other people affected by the change.

Further reading: [8], [10] on pages 21-22. Examples by WikiFree.

Defining the work

Turn a broad request into clear boundaries and manageable work.

21 Requirement

Meaning: A need or condition the solution must satisfy.
Example: The portal must stop two people booking the same room at the same time.
Watch out: Record who needs it and how you will verify it.

22 Scope

Meaning: The agreed boundaries of the results and work included in the project.
Example: Include booking and cancellation; exclude catering and visitor passes.
Watch out: State exclusions as well as inclusions.

23 Acceptance criteria

Meaning: The specific conditions a deliverable must satisfy to be accepted.
Example: A conflicting booking is rejected in every agreed test case.
Watch out: Agree the criteria before asking someone to accept the result.

24 Work breakdown structure (WBS)

Meaning: A hierarchy that divides the full project scope into manageable parts.
Example: Break the portal into booking, access control, reporting and training.
Watch out: A WBS is not a timeline or a list of only the easy tasks.

25 Work package

Meaning: A lowest-level WBS component that can be estimated, assigned and controlled.
Example: Assign the booking module as a work package with an owner and budget.
Watch out: A work package can contain several schedule activities.

> **Remember the difference**
>
> A requirement states a need; acceptance criteria show how to check it.
> The WBS organizes the scope. The schedule puts work into time.

Further reading: [9], [11] on pages 21-22. Examples by WikiFree.

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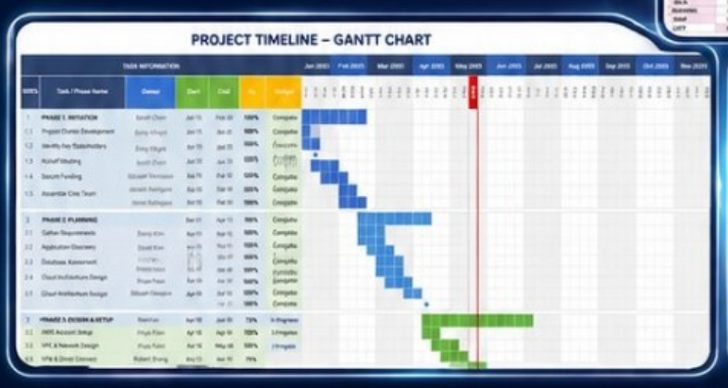
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Building the schedule

Show the work, its order and the dates you plan to achieve.

26 Activity

Meaning: A defined piece of work included in the project schedule.
Example: Configure the portal booking rules over two working days.
Watch out: Use clear action names so people know what must be done.

27 Milestone

Meaning: An important event or decision point represented with zero duration.
Example: User acceptance testing is approved on 18 June.
Watch out: The testing takes time; the approval milestone is a point in time.

28 Dependency

Meaning: A relationship that affects when one activity can start or finish.
Example: Install the server before deploying the portal onto it.
Watch out: Not every dependency is a finish-to-start relationship.

29 Schedule

Meaning: A model showing when activities and milestones are expected to happen.
Example: Plan configuration, testing, training and the launch date.
Watch out: A useful schedule reflects calendars, dependencies and resources.

30 Baseline

Meaning: An approved reference used to compare planned and actual performance.
Example: Compare the latest launch forecast with the approved 30 June plan.
Watch out: Update forecasts; change a baseline only through agreed control.

Remember the difference

Activities take time; milestones mark important points.
Compare current forecasts with the approved baseline.

Further reading: [12], [13] on pages 21-22. Examples by WikiFree.

Time and resources

Example: 20 person-hours of work and two available analysts.

31 Duration

Meaning: The time an activity spans on its specified working or elapsed-time calendar.
Example: Two analysts complete the shared task over two working days.
Watch out: Two workdays can span a weekend; they are not always 48 hours.

32 Effort

Meaning: The amount of labor required, usually measured in person-hours or person-days.
Example: Two analysts each work 5 hours a day for 2 days: 20 person-hours.
Watch out: Effort and duration use different units and are not interchangeable.

33 Resource

Meaning: Something needed to do the work, such as people, equipment or materials.
Example: The analysts need a test server and access to sample booking data.
Watch out: A resource can be unavailable even when it exists in the organization.

34 Capacity

Meaning: The amount of work a person or team can realistically take on in a period.
Example: Two analysts with 5 available hours each provide 10 person-hours per day.
Watch out: Deduct leave, meetings and other commitments before planning work.

35 Resource leveling

Meaning: Adjusting activity dates to remove demands above available resource capacity.
Example: Move one testing task because the only tester is already assigned.
Watch out: Leveling can change the critical path and delay the project finish.

Remember the difference

Two analysts at 5 productive hours each provide 10 hours per day.
20 person-hours need 2 workdays if the work can be shared.

Further reading: [13], [14] on pages 21-22. Examples by WikiFree.

Schedule relationships

Simple network: A takes 4 days, B takes 6; both precede C, 2 days.

36

Critical path

Meaning: The longest-duration path through the schedule network, setting the earliest finish.
Example: B takes 6 days and C takes 2: the critical path lasts 8 days.
Watch out: There can be several critical paths, and they can change.

37

Total float

Meaning: How long an activity can slip without delaying the project finish or a set limit.
Example: A can finish at day 6 instead of day 4 without moving the day-8 finish.
Watch out: Shared float is not an allowance each activity can spend separately.

38

Free float

Meaning: How long an activity can slip without delaying the earliest start of a successor.
Example: A can slip 2 days while C still starts when B finishes at day 6.
Watch out: Free float can be zero even when total float is positive.

39

Lead

Meaning: An overlap that lets a successor start or finish earlier relative to a predecessor.
Example: Start reviewing a draft one day before the drafting activity finishes.
Watch out: Use overlap only when the work and its risks make sense.

40

Lag

Meaning: A waiting interval added between linked activity dates.
Example: Wait two days after applying a coating before starting inspection.
Watch out: Use a separate activity if the wait needs its own tracking or resources.

Remember the difference

A and B start together. C starts after both finish: total 8 days.
B then C is critical; A has 2 days of float in this simple network.

Further reading: [9], [12], [13] on pages 21-22. Examples by WikiFree.

Making estimates

An estimate is a reasoned prediction, not a promise of certainty.

41

Estimate

Meaning: A prediction of the effort, duration or cost needed, based on available evidence.
Example: Forecast 30 to 40 hours for the booking module before detailed design.
Watch out: An estimate becomes a commitment only through a separate decision.

42

Analogous estimating

Meaning: Estimating from similar past work, adjusted for relevant differences.
Example: A previous form took 30 hours; allow more for the new approval rules.
Watch out: Check complexity, team experience and scale before reusing history.

43

Parametric estimating

Meaning: Using a measured relationship between quantity and effort, time or cost.
Example: At 3 hours per similar screen, 12 screens need an estimated 36 hours.
Watch out: The rate must fit the type and range of work being estimated.

44

Bottom-up estimating

Meaning: Estimating detailed parts and combining them into a total.
Example: Design needs 10 hours, build 18 and testing 8: total 36 hours.
Watch out: Include integration and management work; avoid counting items twice.

45

Three-point estimating

Meaning: Using optimistic, most likely and pessimistic estimates to express uncertainty.
Example: Estimate a task at 4, 6 and 10 workdays under three plausible scenarios.
Watch out: Different methods combine the three values differently.

> **Remember the difference**
>
> Explain the scope, data, assumptions and uncertainty behind a number.
> Revise the estimate when better information becomes available.

Further reading: [15] on pages 21-22. Examples by WikiFree.

Budgeting and cost

Example uses a $50,000 cost baseline and $5,000 management reserve.

46

Budget

Meaning: The authorized amount of money available for the defined project work.
Example: Approve a total project budget of $55,000, including management reserve.
Watch out: Funding dates and cash availability still need planning.

47

Cost baseline

Meaning: The approved, time-phased budget used to measure cost performance.
Example: Spread the $50,000 baseline over the planned delivery months.
Watch out: It includes contingency reserve but excludes management reserve here.

48

Actual cost

Meaning: The cost incurred for work already performed, whether or not paid yet.
Example: Record $12,000 paid plus $3,000 of incurred unpaid work: $15,000.
Watch out: Cash paid alone may understate the actual cost of completed work.

49

Contingency reserve

Meaning: Budget set aside for identified risks within the cost baseline.
Example: Include $4,000 inside the $50,000 baseline for possible retesting.
Watch out: Contingency is based on risk; it is not hidden extra scope.

50

Management reserve

Meaning: Budget held outside the cost baseline for unforeseen work within project scope.
Example: Hold $5,000 separately for unexpected needs, subject to management approval.
Watch out: Using it normally requires an authorized baseline update.

> **Remember the difference**
>
> Here, total project budget = $50,000 baseline + $5,000 reserve.
> Reserve use follows approval rules; it is not permission to overspend.

Further reading: [9], [29] on pages 21-22. Examples by WikiFree.

Understanding uncertainty

A possible supplier delay is a threat; an early delivery may help.

51

Risk

Meaning: An uncertain event or condition that could affect a project objective.
Example: A supplier may deliver the test server late and delay testing.
Watch out: An event that has already happened is a current issue.

52

Threat

Meaning: A risk with a potentially harmful effect on an objective.
Example: A server delay could push the launch date back four days.
Watch out: Describe the consequence, not just a vague concern.

53

Opportunity

Meaning: A risk with a potentially helpful effect on an objective.
Example: Reusing an approved component could reduce development time.
Watch out: An opportunity needs action and ownership too.

54

Probability

Meaning: How likely a particular uncertain event is to occur within the stated conditions.
Example: Estimate a 30% chance that the supplier misses the delivery date.
Watch out: Say what event and time period the probability refers to.

55

Impact

Meaning: The effect on objectives if the risk occurs.
Example: If the server is late, testing would finish four workdays later.
Watch out: Impact may affect time, cost, quality, safety or other objectives.

Remember the difference

Probability asks how likely; impact asks what happens if it occurs.
Risk can help or harm objectives. Record the cause and consequence.

Further reading: [16] on pages 21-22. Examples by WikiFree.

Managing risk

Decide who will respond, what they will do and what remains.

56

Risk register

Meaning: A working record of risks, their analysis, owners and planned responses.
Example: Log the server delay, its likelihood, impact, owner and backup plan.
Watch out: Keep it current as conditions change.

57

Risk owner

Meaning: The person accountable for managing and monitoring a specific risk.
Example: The procurement lead tracks the server delivery risk and response.
Watch out: The owner may assign response actions to other people.

58

Risk response

Meaning: An agreed action or approach for handling a threat or opportunity.
Example: Reserve a backup server to reduce the effect of a late delivery.
Watch out: Record who will act and when the response is triggered.

59

Residual risk

Meaning: The risk that remains after a response has been applied.
Example: Even with a backup server, a small chance of testing delay remains.
Watch out: A completed response does not automatically close the risk.

60

Secondary risk

Meaning: A new risk caused directly by taking a response to another risk.
Example: Using a backup hosting service introduces a new data-security risk.
Watch out: A secondary risk is not simply the original risk at a lower level.

Remember the difference

A response can reduce a threat without eliminating it.
Review both the remaining exposure and new risks created by the response.

Further reading: [9], [16] on pages 21-22. Examples by WikiFree.

Problems and boundaries

Separate what is happening now from what you assume or cannot change.

61 Issue

Meaning: A current problem or situation needing attention, action or a decision.
Example: The test server has failed and testers cannot continue.
Watch out: Give it an owner and a resolution date.

62 Assumption

Meaning: Something treated as true for planning until it is checked or confirmed.
Example: Plan on the training room being available during launch week.
Watch out: Record and validate assumptions; they can create risks if false.

63 Constraint

Meaning: A limit or condition the project must work within.
Example: Launch by 30 June because the old booking contract ends then.
Watch out: A preferred date is not always a genuinely fixed constraint.

64 Issue log

Meaning: A record used to track current issues, owners, actions and resolution status.
Example: Record the server fault, IT owner, recovery action and due date.
Watch out: A list without follow-up does not resolve issues.

65 Escalation

Meaning: Raising a matter to someone with the authority or support needed to address it.
Example: Ask the sponsor to resolve a resource conflict beyond the manager's authority.
Watch out: Escalate with evidence, options and the decision you need.

> **Remember the difference**
>
> Issue: act on a present problem. Assumption: validate a planning belief.
> Constraint: plan within a limit, or seek authority to change it.

Further reading: [7], [13], [17] on pages 21-22. Examples by WikiFree.

Managing change

A useful new idea still needs an informed decision.

66 **Change request**

Meaning: A recorded proposal to alter agreed scope, plans, requirements or deliverables.
Example: Request a visitor-booking feature after the original scope is approved.
Watch out: A request is not permission to start the extra work.

67 **Change control**

Meaning: The process for recording, assessing and deciding proposed baseline changes.
Example: Assess the feature's value, extra cost, time, resources and risk.
Watch out: An approved change needs updated plans and communication.

68 **Change control board**

Meaning: An authorized group that reviews and decides changes within its remit.
Example: The board approves a larger change after reviewing its impacts.
Watch out: Some changes can be delegated; use the agreed approval rules.

69 **Scope creep**

Meaning: Uncontrolled growth in project scope without matching review and authorization.
Example: Add visitor passes informally without adjusting the schedule or budget.
Watch out: Deliberately approved scope changes are not automatically scope creep.

70 **Configuration management**

Meaning: Identifying and controlling versions and relationships of project items.
Example: Keep the approved requirements, portal release and test results aligned.
Watch out: A file name alone is not enough to control versions and status.

> **Remember the difference**
>
> Request the change, assess its effects, decide, then update the plan.
> Keep approved versions clear so everyone works from the same information.

Further reading: [18], [19] on pages 21-22. Examples by WikiFree.

Delivering quality

Agree what good means, build it into the work and check the result.

71 Quality

Meaning: How well a product, service or process meets agreed needs and requirements.
Example: The portal reliably prevents conflicting bookings and is easy to use.
Watch out: Quality is about fitness for use, not the number of extra features.

72 Quality assurance

Meaning: Planned work that gives confidence the processes will deliver required quality.
Example: Review whether the team follows its agreed testing and review process.
Watch out: Assurance is broader than inspecting a finished product.

73 Quality control

Meaning: Checking outputs through testing, inspection or measurement against requirements.
Example: Test whether two users can accidentally book the same room.
Watch out: Passing a small sample does not prove every possible case works.

74 Defect

Meaning: A failure of a deliverable to meet a specified requirement.
Example: The portal accepts two bookings for the same room and time.
Watch out: Distinguish a defect from a request for a new feature.

75 Rework

Meaning: Repeating or correcting completed work to meet the requirements.
Example: Fix the booking conflict and run the affected tests again.
Watch out: Fixing a defect can consume time and money already planned elsewhere.

Remember the difference

Quality assurance checks confidence in the way the work is done.
Quality control checks whether the resulting outputs meet requirements.

Further reading: [20] on pages 21-22. Examples by WikiFree.



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Working with suppliers

Buying a service involves more than choosing the lowest quote.

76

Procurement

Meaning: Obtaining the goods or services the project needs from external suppliers.
Example: Select and purchase a hosting service for the booking portal.
Watch out: Include supplier selection, delivery management and acceptance.

77

Contract

Meaning: A legally binding agreement setting out the parties' obligations and rights.
Example: Agree hosting services, payment, support and acceptance responsibilities.
Watch out: Read the actual terms; a title alone does not define the obligations.

78

Vendor

Meaning: A person or organization supplying goods or services to the project.
Example: A hosting company supplies the server environment.
Watch out: The vendor may use subcontractors; clarify who remains responsible.

79

Statement of work

Meaning: A description of the work or services a supplier is expected to provide.
Example: Specify server setup, security tests, documentation and handover.
Watch out: State boundaries and acceptance requirements clearly.

80

Fixed-price contract

Meaning: A contract with an agreed price for defined work, subject to its terms.
Example: Pay $8,000 for the specified setup and tests after agreed acceptance.
Watch out: Approved scope changes can still alter the agreed price.

> **Remember the difference**
>
> Specify the work, quality, acceptance, responsibilities and payment terms.
> A fixed price works best with clear scope and a controlled change process.

Further reading: [21], [22] on pages 21-22. Examples by WikiFree.

Working iteratively

Learn from feedback while delivering useful pieces of the solution.

81 Agile

Meaning: A mindset that favors collaboration, useful delivery, feedback and adapting to change.
Example: Release booking first, learn from users, then decide the next improvement.
Watch out: Agile does not mean skipping planning, discipline or documentation.

82 Iteration

Meaning: A repeated cycle of work in which a solution can be tested and refined.
Example: Try a search design, collect feedback and improve it in the next cycle.
Watch out: Repeating work does not automatically deliver a usable new feature.

83 Increment

Meaning: A usable addition to the product; in Scrum it must meet the Definition of Done.
Example: Add a tested cancellation feature that works with the existing portal.
Watch out: Unfinished code is not a Done Scrum Increment.

84 Backlog

Meaning: An evolving collection of work still to consider or do; a Product Backlog is ordered.
Example: List search, cancellation and reminder improvements for the portal.
Watch out: Review priorities and remove items that no longer add value.

85 User story

Meaning: A short description of a need from a user's perspective and the value it offers.
Example: As an employee, I want to cancel a booking so others can use the room.
Watch out: Add acceptance criteria; user stories are not required by Scrum.

Remember the difference

An iteration is a cycle of work and learning. An increment adds usable value. A backlog evolves as you learn; it is not a guarantee to build everything.

Further reading: [5], [23], [24] on pages 21-22. Examples by WikiFree.

Agile roles and flow

Scrum and Kanban are different approaches; teams may combine practices.

86 Sprint

Meaning: A fixed-length Scrum event of one month or less for pursuing a Sprint Goal.
Example: Use a two-week Sprint to make booking cancellations usable.
Watch out: Keep the timebox; do not extend it just to finish every item.

87 Product Owner

Meaning: The person in Scrum accountable for product value and effective Product Backlog management.
Example: Order cancellation work before cosmetic changes because users need it more.
Watch out: The Product Owner is one person, even when listening to many stakeholders.

88 Scrum Master

Meaning: The person who helps a Scrum Team use Scrum well and improve its effectiveness.
Example: Coach self-management and help remove a recurring impediment.
Watch out: The Scrum Master is not a boss who assigns everyone's daily tasks.

89 Kanban

Meaning: Improving the flow of value by making work visible, managing it and improving the workflow.
Example: Pull a new request only when the team has capacity to progress it.
Watch out: A board alone does not make an effective Kanban system.

90 Work in progress limit

Meaning: A cap on work started but not finished in a defined part of a workflow.
Example: Allow no more than three items in testing, including blocked items.
Watch out: Finish or unblock work before starting more when the limit is reached.

Remember the difference

Scrum defines accountabilities and events; Kanban focuses on work flowing. A visible board helps, but active policies and improvement matter too.

Further reading: [24], [25] on pages 21-22. Examples by WikiFree.

Understanding performance

Measure progress against a clear reference and use it to decide what to do.

91 Key performance indicator (KPI)

Meaning: A selected measure used to judge progress toward an important objective.
Example: Track the percentage of room bookings completed online after launch.
Watch out: A number is useful only when it connects to a goal and a decision.

92 Status report

Meaning: A dated summary of progress, outlook, risks, issues and required decisions.
Example: Report completed tests, launch confidence and the decision needed this week.
Watch out: A long activity list can hide the real project condition.

93 Variance

Meaning: The difference between a measured result and its chosen reference.
Example: Actual cost of $11,000 versus a $10,000 plan is $1,000 over that plan.
Watch out: State the sign convention; earned-value cost variance uses EV minus AC.

94 Earned value

Meaning: The budgeted value of work actually completed, measured using agreed progress rules.
Example: Complete 40% of a $20,000 work package: earned value is $8,000.
Watch out: Earned value is not cash received, profit or the amount spent.

95 Forecast

Meaning: An updated prediction of a future result using current evidence and assumptions.
Example: After testing delays, predict completion on 4 July instead of 30 June.
Watch out: A forecast can change without changing the approved baseline.

Remember the difference

Report the current position, likely outcome and actions needed.
A useful number has a definition, a date, a reference and an owner.

Further reading: [15], [26] on pages 21-22. Examples by WikiFree.

Completing and learning

Finish the project responsibly and make the results useful in operations.

96 Handover

Meaning: Transferring the result and its operating responsibility to the receiving team.
Example: Give support staff the portal, access, runbook, training and open-item list.
Watch out: Sending files alone does not prove the receiving team is ready.

97 Acceptance

Meaning: Formal confirmation by the authorized party that agreed conditions are met.
Example: The customer signs off the portal after the agreed acceptance tests pass.
Watch out: Who can accept, and under what conditions, should be clear in advance.

98 Project closure

Meaning: Formally ending the project and settling or assigning remaining responsibilities.
Example: Confirm acceptance, close accounts, archive records and release the team.
Watch out: An early termination also needs a controlled closure.

99 Lessons learned

Meaning: Knowledge from experience that can improve current or future work.
Example: Record why late access approvals delayed testing and assign an improvement.
Watch out: Capture lessons throughout the project, not only at the end.

100 Benefits realization

Meaning: Making sure intended improvements happen and measuring whether they are achieved.
Example: Check whether booking administration actually falls from 10 to 4 hours a week.
Watch out: Name a benefits owner who can continue after the project team leaves.

Remember the difference

Completion needs acceptance, a usable handover and clear remaining owners.
Lessons improve future work; benefits need follow-through after launch.

Further reading: [27], [28], [30] on pages 21-22. Examples by WikiFree.

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[1] APM: terminology glossary

[2] APM: project management

[3] APM: program management

[4] APM: portfolio management

[5] APM: project life cycles

[6] APM: business case

[7] APM: governance

[8] APM: sponsorship

[9] PMI: Lexicon v5.0 (2026)

[10] APM: stakeholders

[11] APM: scope management

[12] APM: scheduling

[13] GAO: Schedule Assessment Guide

[14] APM: resource management

[15] GAO: Cost Estimating Guide

Use the topical pages to learn related terms together.

Use this alphabetical index when you need a quick definition.

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[16] APM: risk management
[17] APM: planning & deployment
[18] APM: change control
[19] APM: configuration management
[20] APM: quality management
[21] APM: procurement & transition
[22] APM: managing contracts
[23] Agile Manifesto: principles
[24] The Scrum Guide (2020)
[25] The Kanban Guide (May 2025)
[26] APM: project controls
[27] APM: successful handover
[28] APM: benefits and success
[29] APM: cost planning & control
[30] APM: lessons learned

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