

Osnovni englesko-engleski rečnik Projektnog menadžmenta sa sinonimima i terminima na francuskom i nemačkom jeziku

Activity – An element of work performed during the course of a project. Activities can be subdivided into tasks.

- **Synonym:** Event
- **Français:** Activité
- **Deutsch:** Vorgang, Aktivität, Tätigkeit

Arrow Diagramming Method – A network diagramming technique in which activities are represented by arrows. Example: CPM.

- **Synonym:** Activity-on-Arrow Diagram (AOA)
- **Français:** Méthode "potentiel-étapes"
- **Deutsch:** Vorgangspfeilnetzplan

Baseline – The original approved plan (for a project, a work package, or an activity), plus or minus approved scope changes. Usually used with a modifier (e.g., cost baseline, schedule baseline).

- **Synonym:** Budget
- **Français:** Donnée de base, Base de reference
- **Deutsch:** Sollvorgabe, Basis, Soll

Bidders' Conference – A meeting with prospective suppliers before they compile proposals.

- **Français:** Séance de soumission
- **Deutsch:** Bieterkonferenz

Business Case – Description and evaluation of a new project within an existing organization from a business economics viewpoint.

- **Français:** Business Case
- **Deutsch:** Business Case

Business Plan – Describes a new business venture with the aim to convince capital investors of its economic viability. The business venture entails the formation of a new business unit.

- **Français:** Business Plan
- **Deutsch:** Business Plan

Business Process – A business process is a workflow aimed at achieving a business objective. Typical business process examples are the sale of a product or service, etc.

- **Français:** Processus d'entreprise, Processus commercial
- **Deutsch:** Geschäftsprozess

Change Control Board – The instance responsible for analyzing the impact of change requests on the entire project and approving or rejecting them.

- **Français:** Comité de contrôle des changements
- **Deutsch:** Änderungsgremium

Change Control Process / See: Integrated Change Control

- **Français:** Processus de maîtrise des changements
- **Deutsch:** Änderungsprozess

Change Request – Formal change request specifications submitted by the requestor.

- **Français:** Demande de changement, Demande de modification
- **Deutsch:** Änderungsantrag

Client – Market, organization, or person for which the project result is developed.

- **Synonym:** Customer
- **Français:** Client
- **Deutsch:** Kunde

Communications Management Plan – Documents how stakeholders information needs will be met. It describes methods for collecting and storing information, the distribution structure, information contents, communications schedules, information access methods, updating procedures, and a data security structure.

- **Français :** Plan de communication
- **Deutsch:** Kommunikationsplan

Communications Planning – Communications planning involves determining the information and communications needs of the stakeholders: who needs what information, when they will need it, how it will be given to them, and by whom.

- **Français:** Planification de la communication
- **Deutsch:** Kommunikationsplanung

Configuration Management – Configuration management is the process of identifying and defining the items (documents, program code or data) in the system, controlling the change of these items throughout their lifecycle, recording and reporting the status of items and change requests, and verifying the completeness and correctness of items (IEEE Std-729-1983 Definition).

- **Français:** Management de la configuration, Gestion de la configuration
- **Deutsch:** Konfigurationsmanagement

Contingency Plan – Plan worked out as a precautionary measure for an accepted risk and executed the moment it occurs.

- **Français:** Plan additionnel, Plan de secours
- **Deutsch:** Zusatzplan, Notfallplan

Contingency Reserve – Time or cost reserves that are integrated in the project plan to cover the risks.

- **Français:** Réserve de sécurité
- **Deutsch:** Sicherheitsreserve

Contract – A mutually binding agreement that obligates the supplier to provide the specified service and obligates the buyer to pay for it.

- **Français:** Contrat, Contrat de commande
- **Deutsch:** Vertrag

Contract Administration – Managing the relationship with the supplier.

- **Français:** Gestion des contrats
- **Deutsch:** Vertragsabwicklung, Vertragsausführung und -kontrolle

Contract Closeout – Completion and settlement of the contract, including resolution of any open items.

- **Français:** Clôture des contrats
- **Deutsch:** Vertragsbeendigung

Control Charts – Graphic display of project results over time and within defined control limits used to determine if the process is in control or corrective measures are required.

- **Français:** Tableau de bord, Fiche de contrôle
- **Deutsch:** Qualitätsregelkarte

Cost Baseline – The original approved cost budget used for comparing actual versus planned project costs.

- **Français:** Budget de reference
- **Deutsch:** Kostenplan

Cost Budgeting – Allocating the cost estimates to individual work activities.

- **Français:** Budgétisation
- **Deutsch:** Kostenplanung, Kostenbudgetierung

Cost Control – Controlling any changes to the original project budget.

- **Français:** Contrôle des coûts
- **Deutsch:** Kostenkontrolle

Cost Estimating – Developing an approximation (estimate) of the cost of the resources needed to complete project activities.

- **Français:** Estimation des coûts
- **Deutsch:** Kostenschätzung

Cost of Quality – Cost incurred to ensure quality, including quality planning, quality control, quality assurance, and rework.

- **Français:** Coûts de la qualité
- **Deutsch:** Qualitätskosten

Cost Variance – Any difference between the budgeted cost of an activity and the actual cost of that activity. In earned value, cost variance (CV) = earned value (EV) less actual cost (AC).

- **Français:** Écart de coût, Écart de performance
- **Deutsch:** Kostenabweichung

CPM – A network analysis technique used to predict project duration by analyzing which sequence of activities (which path) has the least amount of scheduling flexibility (the least amount of slack).

- **Synonym:** Critical Path Method
- **Français:** CPM, Méthode du chemin critique
- **Deutsch:** CPM

Crashing – Reducing the total project duration by allocating more resources or shifting them from uncritical activities, while minimizing the extra costs of this action.

- **Français:** Crashing, Compression du délai
- **Deutsch:** Crashing, Verdichtung

Critical Activity – An activity on a critical path. Any delay of a critical task entails a delay of the entire project.

- **Français:** Activité critique, Tâche critique
- **Deutsch:** Kritischer Vorgang

Critical Path – In an activity network, the critical path is the path of longest duration through the project. The activities along the critical path are called critical activities.

- **Français:** Chemin critique
- **Deutsch:** Kritischer Pfad, Kritischer Weg

Deliverable – A measurable, tangible, and verifiable result of a project phase, activity, or task.

- **Synonym:** Result, Outcome
- **Français:** Livrable, Résultat, deliverable
- **Deutsch:** Lieferobjekt, Ergebnis, Resultat, Liefergegenstand

Duration – The number of work periods (e.g. workdays) required to complete an activity or project. Duration, effort, and resources are related as follows: $\text{effort} = \text{duration} * \text{resources}$.

- **Français:** Durée, Temps de passage
- **Deutsch:** Dauer, Durchlaufzeit

Earned Value – Value of the work performed to-date based on the project baseline.

- **Synonym:** Budgeted Cost of Work Performed (BCWP)
- **Français:** Valeur acquise, Valeur actuelle, valeur actualisée
- **Deutsch:** Fertigstellungswert, Realisierter Wert

Effort – The number of labor units required to complete an activity. Usually expressed as person days (staff days) or in money (cost) units.

- **Français:** Charge
- **Deutsch:** Aufwand

ERP (Enterprise Resource Planning) – Integrated business management system (includes all aspects and computerization methods that are needed to effectively plan and manage a business).

- **Français:** ERP (Enterprise Resource Planning)
- **Deutsch:** ERP (Enterprise Resource Planning)

Estimating Margin – The estimate's range of accuracy (margin of error).

- **Synonym:** Estimating Accuracy
- **Français:** Marge de précision, Marge d'évaluation, fourchette, marge d'erreur, tolerance
- **Deutsch:** Schätzspanne, Schätzbandbreite

Estimation – Assessment of the likely quantitative result - usually for project costs and effort. Depending of the accuracy of the estimate, we speak of order-of-magnitude estimate, budget estimate or definite estimate.

- **Français:** Estimation
- **Deutsch:** Schätzung

Evaluation Criteria – Provide the basis by which the bids or proposals are evaluated and scored.

- **Français:** Critères d'évaluation
- **Deutsch:** Beurteilungskriterien

Expected Monetary Value (EMV) – Product of the probable effect of the risk in terms of money and the probability.

- **Français:** Valeur pécuniaire attendue (EMV)
- **Deutsch:** Erwarteter Geldwert (EMV)

Failure Costs – Costs resulting from non-conformance with quality requirements (e.g. rework).

- **Synonym:** Cost of poor quality
- **Deutsch:** Fehlerkosten

Fallback Plan – Plan worked out as a precautionary measure just in case a risk coverage measure or an additional plan does not deliver the desired results.

- **Français:** Plan alternative
- **Deutsch:** Alternativplan

Fast Tracking – Compressing the project schedule by overlapping activities that would normally be done in sequence. This usually entails increased risk and communications effort.

- **Français:** Fast Tracking, Chevauchement
- **Deutsch:** Fast Tracking, Überlappung

Fishbone Diagram – Cause and Effect diagramm. This diagramm is used to determine possible causes of a quality problem (effect).

- **Deutsch:** Fischgrätendiagramm, Ishikawa

Flip chart – Visual aid comprised of a pad of paper placed on an easel and used to present information in sequence (after each sheet is presented, it is flipped over the top of the easel to reveal the next).

- **Synonym:** Paper board
- **Français:** Flip-chart, Paper board
- **Deutsch:** Flip-Chart, Paper board

Flow Diagram – Graphical description of processes.

- **Synonym:** Flow Chart
- **Français:** Diagramme de flux

- **Deutsch:** Flussdiagramm

FMEA – An analytical procedure in which each potential failure mode in every component of a product is analyzed to determine its effect on the reliability of that component and, by itself or in combination with other possible failure modes, on the reliability of the product or system and on the required function of the component.

- **Deutsch:** FMEA

Functional Project Organization – A project coordinator coordinates the project needs on behalf of the line manager. Weak project organization in terms of staff organization, very little authority for the project coordinator.

- **Français:** Organisation fonctionnelle
- **Deutsch:** Linienbasierte Projektorganisation

Gantt Diagram – Graphical depiction of project activities. Each activity is represented by a bar, the length of which corresponds to the activity's duration.

- **Synonym:** Bar Chart
- **Français:** Diagramme de Gantt
- **Deutsch:** Gantt-Diagramm, Balkendiagramm

Human Resource Estimate – Estimated amount of people needed to complete an activity, the project, etc.

- **Deutsch:** Personalbedarf

Integrated Change Control – Coordinating changes across the entire project (PMI).

- **Français:** Maîtrise des changements intégrée
- **Deutsch:** Integrierte Änderungsteuerung, Änderungsprozess

Integration Management – Includes the project management processes required to ensure that the various elements of the project are properly coordinated (PMI).

- **Français:** Management de l'intégrité
- **Deutsch:** Integrationsmanagement

Invitation for Bid – Procurement documents used to solicit proposals from prospective suppliers.

- **Synonym:** Request for Quotation Request for Proposal, Procurement documents
- **Français:** Appel d'offres, Invitation à soumissionner
- **Deutsch:** Ausschreibung, Angebotsanfrage, Angebotsaufforderung, Ausschreibungsunterlagen

IPMA Competence Baseline – The IPMA Competence Baseline has been written by the IPMA (International Project Management Association). You can order it at IPMA, PO Box 30, Monmouth NP5 4YZ, UK).

- **Synonym:** ICB
- **Français:** IPMA Competence Baseline, ICB
- **Deutsch:** IPMA Competence Baseline, ICB

Kaizen – Principle of continuous improvement in small steps.

- **Deutsch:** Kaizen, Prozessverbesserung

Logical Relationship – A dependency between two activities.

- **Synonym:** Precedence Relationship, Dependency
- **Français:** Liaison logique, Liaison, relation d'ordre
- **Deutsch:** Anordnungsbeziehung, Abhängigkeit

Management Reserve – A time or cost reserve decided and withheld by the management (and not delegated for the project) to be prepared against any unknown risks that may occur.

- **Français:** Réserve du management
- **Deutsch:** Managementreserve

Marketing – Market-oriented promotion, including market analysis, product and pricing policy, advertisement, sales promotion, and distribution.

- **Français:** Marketing
- **Deutsch:** Marketing

Matrix Organization – An organization structure in which the project manager shares responsibility with the functional managers for assigning priorities and for directing the work of individuals assigned to the project.

- **Français:** Organisation matricielle
- **Deutsch:** Matrix-Organisation

Milestone – Significant, well defined project event, usually the completion of a deliverable. Used for performance control, it is occasionally a good reason to celebrate.

- **Français:** Jalon, Étape jalon, événement jalon, jalon de reference
- **Deutsch:** Meilenstein

Non-critical Activity – An activity that is not on the critical path. Any non-critical task has slack. Hence, a delay incurred with a non-critical task does not influence the project duration if the delay is shorter than the slack.

- **Français:** Activité non-critique, Tâche non-critique
- **Deutsch:** Unkritischer Vorgang

Normal Distribution – Probability density function often used to show how random events (e.g. spot checks) are distributed about a mean.

- **Français:** Distribution normale
- **Deutsch:** Normalverteilung

Pareto Diagram – Histogram, ordered by frequency of occurrence, that shows how many results were generated by each identifiable cause. The 80/20 principle (Pareto's Law) states that, typically, a small number of causes (20%) are responsible for a majority of events (80%).

- **Français:** Diagramme de Pareto
- **Deutsch:** Pareto-Diagramm

Percentage Completion – The percentage that an activity is completed in relation to the target value.

- **Synonym:** Work Progress
- **Français:** Avancement global
- **Deutsch:** Fertigstellungsgrad

Performance Review – Review of the project status and performance, e.g. in a project review with the project committee.

- **Français:** Revue de performance
- **Deutsch:** Leistungsbeurteilung

PERT – A network analysis technique used to estimate activity durations computed by a weighted average of optimistic, pessimistic, and most likely estimates.

- **Synonym:** Program Evaluation and Report Technique
- **Français:** PERT
- **Deutsch:** PERT

PMBOK®GUIDE – The "Project Management Body of Knowledge" (PMBOK®GUIDE) is an inclusive term that describes the sum of knowledge within the profession of project management. This full body of knowledge (www.pmi.org) includes knowledge of proven, traditional practices, which are widely applied, as well as knowledge of innovative and advanced practices, which may have seen more limited use.

- **Français:** PMBOK®GUIDE
- **Deutsch:** PMBOK®GUIDE

Precedence Diagramming Method – A network diagramming technique in which activities are represented by nodes (or boxes). Example: PERT.

- **Synonym:** Activity-on-Node Diagram (AON)
- **Français:** Méthode des antécédents, Méthode PDM, méthode "potentiel-tâches"
- **Deutsch:** Vorgangsknotennetzplan

Predecessor – A predecessor task has to start or finish before a succeeding task can begin or be completed, respectively.

- **Français:** Prédécesseur, Antécédent, astreinte amont
- **Deutsch:** Vorgänger

Pre-project – During the pre-project, the project is formulated (generally in the form of a project proposal) such that a go/no-go decision can be made.

- **Synonym:** Feasibility Study
- **Français:** Avant-projet, Pré-projet
- **Deutsch:** Vorprojekt, Vorstudie, Machbarkeitstudie

Prevention and Appraisal Costs – Cost resulting from measures to ensure quality requirements of the project are met, e.g. cost of quality reviews.

- **Deutsch:** Vorbeuge und -prüfkosten

Probability – Measure of the certainty that an event occurs.

- **Synonym:** Likelihood
- **Français:** Probabilité
- **Deutsch:** Wahrscheinlichkeit

Probability and Impact Matrix – A method to quantify and compare risks.

- **Français:** Matrice de probabilité et d'impact
- **Deutsch:** Wahrscheinlichkeits- und Auswirkungsmatrix

Process – Workflow, in which input and output are defined for each step along with the description of how to get from input to output.

- **Français:** Processus
- **Deutsch:** Prozess

Process Analysis – Is part of quality assurance and aims at improving the quality and efficiency of the processes.

- **Deutsch:** Prozessanalyse

Procurement Management – Is part of project management and covers the processes to acquire goods and services from project external sources.

- **Français:** Management des approvisionnements, Gestion des approvisionnements

- **Deutsch:** Beschaffungsmanagement

Procurement Planning – Determining what is to be procured, when and how.

- **Français:** Planification des approvisionnements
- **Deutsch:** Beschaffungsplanung

Product – An artifact that is produced, is quantifiable, and can be either an end item in itself or a component item.

- **Deutsch:** Produkt

Product Life Cycle – A product's phases from planning and development to deployment and recycling. Within different projects, the product is "transferred" from one life cycle to the next.

- **Français:** Cycle de vie du produit
- **Deutsch:** Produktlebenszyklus

Product Manager – Is responsible for a product line's product marketing.

- **Français:** Chef de produit
- **Deutsch:** Produktmanager

Product Marketing – The market promotion of a product line, including market analysis, product and pricing policy, advertisement, sales promotion, and distribution.

- **Synonym:** Product Management
- **Français:** Marketing de produit, Marketing produit, management de produit
- **Deutsch:** Produktmarketing, Produktmanagement

Product-oriented Process – Specifies how to create the project result (product). Product-oriented processes are typically defined by the project life cycle and vary by area of application area.

- **Français:** Processus orienté produit
- **Deutsch:** Produktentwicklungsprozess

Program – A group of related projects that must be coordinated.

- **Français:** Programme
- **Deutsch:** Programm

Project – A temporary endeavor undertaken to create a unique product, service, or result. A project has a defined starting and finish point and a measurable objective. In practice, all projects have only finite resources to achieve the objectives.

- **Français:** Projet

- **Deutsch:** Projekt

Project Charter – A document issued by senior management that formally authorizes the existence of a project. And it provides the project manager with the authority to apply organizational resources to project activities.

- **Synonym:** Charter
- **Français:** Charte de projet
- **Deutsch:** Projektauftrag, Bewilligter Projektantrag

Project Closure – Project closure is the last phase of a project and consists of the following activities: project acceptance, handing over the documentation and project to the end-users, final report, lessons learned, dissolution of the project team.

- **Français:** Clôture du projet
- **Deutsch:** Projektabschluss

Project Environment – The project environment is the framework and context within which the project is defined, planned, executed, and evaluated. It encompasses all external influences that may be exerted on the project.

- **Synonym:** Project Context
- **Français:** Contexte du projet
- **Deutsch:** Projektumfeld

Project Life Cycle – Defines what work needs to be done to achieve the project result (product-oriented process). The project life cycle is a collection of generally sequential project phases defined by the organization(s) involved in the project.

- **Synonym:** Phase Model
- **Français:** Modèle de phases, Cycle de vie du projet, modèle de phasage
- **Deutsch:** Phasenmodell, Vorgehensmodell

Project Life Cycle – The entirety of a product's project phases.

- **Synonym:** Phase Model, Project Model
- **Français:** Cycle de vie du projet
- **Deutsch:** Projektlebenszyklus, Phasenmodell, Vorgehensmodell

Project Management – Use of know-how, methods and tools to perform project activities in order to satisfy the expectations of the stakeholders.

- **Français:** Management de projet, Gestion de projet
- **Deutsch:** Projektmanagement

Project Management Life Cycle – Defines what is needed to manage the project. Consists of core processes Initiating, Planning, Executing, Controlling, and Closing. Also defines facilitating processes such as risk, quality, integration, and procurement management, etc.

- **Synonym:** Project Management Process
- **Français:** Processus du management de projet, Cycle de vie du management de projet
- **Deutsch:** Projektmanagementprozess

Project Management Methodology – Detailed description of the management and execution of a project. Consists of the project management life cycle describing the management and the project life cycle describing the execution of the project. As the project result is often a product, the execution is also called product-oriented process.

- **Synonym:** Project Methodology
- **Français:** Méthodologie de projet
- **Deutsch:** Projektmethodik

Project Management Plan / See Project Plan

- **Synonym:** Project Plan
- **Français:** Plan de Management de projet
- **Deutsch:** Projektmanagementplan, Projektplan

Project Manager – The individual (role) responsible for managing a project.

- **Synonym:** Project Leader
- **Français:** Chef de projet, Responsable de projet
- **Deutsch:** Projektleiter, Projektmanager

Project Marketing – The use of marketing and sales tools to promote the project.

- **Français:** Marketing de projet, Marketing projet
- **Deutsch:** Projektmarketing

Project Network Diagram – Any schematic display of the logical relationships of project activities (see also Successor and Predecessor).

- **Synonym:** Activity Network, Network Diagram
- **Français:** Chemin de réseau, Réseau logique, plan en réseau, PERT
- **Deutsch:** Netzplan, PERT-Diagramm

Project Organization Chart – A document that graphically depicts the project team members and their interrelationships for a specific project.

- **Deutsch:** Projektorganigramm

Project Phase – A collection of logically related project activities, usually culminating in the completion of a major deliverable (PMI Glossary).

- **Français:** Phase de projet, Phase
- **Deutsch:** Projektphase, Phase

Project Plan – A formal, approved document, used to guide both project execution and project control. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and to document approved scope, cost and schedule baselines.

- **Synonym:** Project Agreement
- **Français:** Plan de projet, Plan de management de projet, plan d'exécution du projet
- **Deutsch:** Projektplan, Projektmanagementplan Projektvereinbarung

Project Portfolio – List of a business's current and planned projects rated according to business strategy criteria.

- **Français:** Portefeuille de projets
- **Deutsch:** Projektportfolio

Project Process – A project process is a workflow that serves the project. Project processes are subdivided into project management processes (initiation, planning, execution, controlling, closure) and processes to produce the project result (e.g. conceiving, designing, implementing, commissioning).

- **Français:** Processus de projet
- **Deutsch:** Projektprozess

Project Proposal – A document formulating the project such that the project sponsor can make a go/no-go decision. (Becomes the project charter upon approval).

- **Français:** Demande de projet
- **Deutsch:** Projektantrag

Project Result – The deliverable that must be produced to complete a project.

- **Synonym:** Product, Service
- **Français:** Produit, Résultat du projet
- **Deutsch:** Projektergebnis, Produkt, Service, Projektprodukt

Project Review – Method, e.g. meeting with the project team and perhaps the client, to compare the project performance with the project baseline.

- **Français:** Revue de projet
- **Deutsch:** Projektreview

Project Role – The standardized scope of duties (functions) assigned to a project member for execution.

- **Synonym:** Role
- **Français:** Rôle au sein du projet, Rôle
- **Deutsch:** Projektrolle, Rolle

Project Schedule – The planned dates for performing activities and meeting milestones.

- **Français:** Echancier
- **Deutsch:** Terminplan, Projektterminplan

Project Scope – Defines what the project is to produce, i.e. defines the requirements on the resulting product or service. Is described in the "Project Scope Statement", created during initiation and completed during the planning process.

- **Synonym:** Project Scope Statement
- **Français:** Contenu du projet
- **Deutsch:** Projektinhalt und -umfang, Beschreibung des Projektinhalts und -umfangs

Project Scope Statement – The definition of the project scope – what needs to be accomplished. A narrative description of the project scope, including major deliverables, project objectives, assumptions, constraints, and a statement of work, that provides a documented basis for making future project decisions and for confirming or developing a common understanding of project scope among the stakeholders.

- **Deutsch:** Beschreibung von Projektinhalt und -umfang

Project Steering Committee – The panel empowered to make major project decisions. It is constituted of management representatives from directly involved stakeholders; chairperson is the project sponsor.

- **Français:** Comité de pilotage
- **Deutsch:** Projektausschuss

Projectized Organization – A hierarchical project structure in which the project manager is the sole responsible for assigning priorities and for directing the work of individuals assigned to the project. This form of organization is used most notably in large projects.

- **Français:** Organisation de projet
- **Deutsch:** Projektbasierte Organisation

Proposal – Supplier's response to the invitation for bid detailing the scope of work, costs, schedule, qualifications, etc.

- **Synonym:** Quotation, Offer
- **Français:** Offre, Soumission
- **Deutsch:** Angebot, Offerte

Prototyping – Method to provide a tangible/understandable mock-up of the product to the customer. Is used in projects with requirements that are difficult to visualize (e.g. in software projects).

- **Français:** Prototype
- **Deutsch:** Prototyping

Qualitative Risk Analysis – The process of analysis and evaluation of risks based on the subjective estimation of the probability of occurrences and effects resulting in risk priority.

- **Français:** Analyse qualitative des risques
- **Deutsch:** Qualitative Risikoanalyse

Quality – The totality of characteristics of an entity that bear on its ability to satisfy stated or implied needs (PMI).

- **Français:** Qualité
- **Deutsch:** Qualität

Quality Assurance – Evaluating overall project performance on a regular basis to ensure that relevant quality standards are adhered to and that quality management provides the desired benefits.

- **Français:** Assurance qualité
- **Deutsch:** Qualitätssicherung

Quality Audit – Structured review of quality management activities to identify insights gained for improving performance of this or other projects within the performing organization.

- **Français:** Audit qualité
- **Deutsch:** Qualitätsaudit

Quality Baseline – Defines the list of project deliverables to check as well as the corresponding measurement methods and criteria.

- **Deutsch:** Qualitätsbasisplan

Quality Check – Includes the various techniques (measuring, testing, etc.) for controlling quality.

- **Synonym:** Inspection
- **Français:** Contrôle de qualité
- **Deutsch:** Qualitätsprüfung, Prüfung, Test

Quality Control – Monitoring specific project results to determine if they comply with relevant quality standards, and initiating corrective measures to eliminate the causes of unsatisfactory performance.

- **Français:** Maîtrise de la qualité
- **Deutsch:** Qualitätskontrolle

Quality Function Deployment – Methodology for the customer and market-oriented development of products or services.

- **Français:** Quality Function Deployment
- **Deutsch:** Quality Function Deployment, QFD

Quality Management – Includes the project management processes required to ensure that the project will satisfy the needs for which it was undertaken: quality planning, quality assurance, and quality control.

- **Français:** Management de la qualité, Gestion de la qualité
- **Deutsch:** Qualitätsmanagement

Quality Management Plan – A document that describes how the project management team will implement the performing organization's quality policy. The quality management plan may be formal or informal, highly detailed, or broadly framed, based on the requirements of the project.

- **Deutsch:** Qualitätsmanagementplan

Quality Metrics – Measurement criteria for the quality of a project deliverable.

- **Deutsch:** Qualitätsmass, Qualitätsziel, Toleranz

Quality Planning – Identifying which quality standards are relevant to the project, and determining how to satisfy them (PMI).

- **Français:** Planification de la qualité
- **Deutsch:** Qualitätsplanung

Quality Review – Method for verifying satisfactory performance.

- **Français:** Revue de qualité, Revue de tâche
- **Deutsch:** Qualitätsreview

Quantitative Risk Analysis – The process of further analyzing the effects of major risks (determined by the qualitative analysis) and to represent these in numeric terms such as the expected monetary value EMV.

- **Français:** Analyse quantitative des risques
- **Deutsch:** Quantitative Risikoanalyse

Rational Unified Process – Process model for the execution of software projects. It encompasses: An iterative development process . Requirements management . Structure-based development . Visual modeling (usually with UML) . Quality assurance . Change management.

- **Français:** Rational Unified Process
- **Deutsch:** Rational Unified Process, RUP

Release Management – Technique to produce a project result in small, easily verifiable development steps that fulfills the customer's expectations and functions faultlessly.

- **Synonym:** Product Release, Release Cycles
- **Français:** Release Management
- **Deutsch:** Releasemanagement, Produktrelease, Releasezyklen

Requirement Management – Requirements management is a term used in software engineering. It comprises the collection, documentation, analysis, and monitoring of customer requirements for a software product that is to be produced.

- **Synonym:** Integration Management
- **Français:** Management des spécifications, Management des exigences, management de l'intégrité
- **Deutsch:** Anforderungsmanagement, Integrationsmanagement

Requirements – Properties that a product or service must exhibit to achieve the desired (customer) benefits.

- **Français:** Spécifications, Exigences, conditions
- **Deutsch:** Anforderungen

Requirements List – List of requirements that must be met to achieve the expected project objective (e.g. a product release).

- **Français:** Catalogue des spécifications, Liste des spécifications, cahier des charges
- **Deutsch:** Anforderungskatalog

Residual Risk – The risk that persists even after determining the coverage measures.

- **Français:** Risque résiduel
- **Deutsch:** Restrisiko

Resource Estimate – Estimated quantity of resources (budget, material, hours...) needed to complete an activity.

- **Deutsch:** Einsatzmittelbedarf

Resource Histogram – A bar chart showing the amount of time that a resource is scheduled to work over a series of time periods. Resource availability may be depicted as a line for comparison purposes. Contrasting bars may show actual amounts of resource used as the project progresses.

- **Deutsch:** Ressourcenhistogramm

Resources – Resources are personnel and material means (e.g. material, equipment, money) required for the execution of project activities.

- **Français:** Ressources, Moyens
- **Deutsch:** Ressourcen, Einsatzmittel

Responsibility Assignment Matrix (RAM) – A structure that relates the project organizational breakdown structure to the work breakdown structure to help ensure that each component of the project's scope of work is assigned to a responsible person, i.e. it links work packages and team members.

- **Deutsch:** Verantwortlichkeitsmatrix, Responsibility Chart, Responsibility Matrix

Risk – An uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives. If the effect is positive, the risk is an opportunity.

- **Français:** Risque
- **Deutsch:** Risiko

Risk Audit – Monitoring the risk management process.

- **Français:** Audit des risques
- **Deutsch:** Risikoaudit

Risk Category – A group of potential causes of risk (e.g. internal, external, technical, management, etc.)

- **Français:** Catégorie de risqué
- **Deutsch:** Risikokategorie

Risk Checklist – Tools to identify risks based on one's experiences of earlier projects.

- **Français:** Check-list des risques
- **Deutsch:** Risikocheckliste

Risk Coverage – Develop, execute, monitor and control responses to mitigate threats through risks, or to enhance opportunities.

- **Synonym:** Risk Response, Risk Monitoring and Control
- **Français:** Maîtrise des risques
- **Deutsch:** Risikobewältigung, Bewältigungsplanung, Risikoüberwachung und -steuerung

Risk Determination – Determination of risks that could impact a project and of their characteristics.

- **Synonym:** Risk Identification
- **Français:** Identification des risques
- **Deutsch:** Risikoermittlung, Risikoidentifikation

Risk Evaluation – Weighting of risks (prioritizing) by evaluating their probability and impact.

- **Synonym:** Risk Analysis
- **Français:** Evaluation des risques
- **Deutsch:** Risikobewertung, Risikoanalyse

Risk Identification – The process of determining and documenting the risks that influence the project.

- **Français:** Identification des risques
- **Deutsch:** Risikoidentifikation

Risk Management – Identification of the project risks and definition of corrective actions in order to reduce those risks.

- **Français:** Management des risques, Gestion des risques
- **Deutsch:** Risikomanagement

Risk Management Plan – Describes how risk management in the project is organized and dealt with.

- **Français:** Plan de gestion des risques
- **Deutsch:** Risikomanagementplan

Risk Management Planning – The process which specifies how the project should be handled with regard to risk management.

- **Français:** Planification de la gestion des risques
- **Deutsch:** Risikomanagementplanung

Risk Monitoring and Control – The process of tracking the risks as well as tracking and evaluation of the efficacy of the coverage measures.

- **Français:** Surveillance et contrôle des risques
- **Deutsch:** Risikoüberwachung und -steuerung

Risk Owner – Person responsible for monitoring risks based on indications and for implementing risk response when trigger occurs.

- **Français:** Personne en charge des risques
- **Deutsch:** Risikoeigner, Risikoverantwortlicher

Risk Priority – Evaluation of the risk based on the probability of occurrence and impact by comparing the threats from risks and consequently being able to concentrate on the higher risks.

- **Français:** Criticité du risque / priorité des risques, Priorité de risque
- **Deutsch:** Risikopriorität

Risk Register – List of identified project risks, which is continuously updated.

- **Français:** Registre des risques
- **Deutsch:** Risikoregister

Risk Response Actions – Concrete measures derived from the coverage strategy to eliminate or reduce the threat of a risk.

- **Français:** Mesures de maîtrise des risques
- **Deutsch:** Risikobewältigungsmassnahmen

Risk Response Planning – Planning measures to reduce the threat posed by the risks or to increase opportunities to achieve project objectives.

- **Français:** Planification de la maîtrise des risques
- **Deutsch:** Risikobewältigungsplanung

Risk Response Strategy – Develop responses to mitigate risks.

- **Français:** Stratégie de réponse aux risques
- **Deutsch:** Risikobewältigungsstrategie

Schedule Control – Controlling any changes to the original project schedule.

- **Français:** Contrôle des délais
- **Deutsch:** Terminkontrolle

Schedule Variance – Any difference between the scheduled completion of an activity and the actual completion of that activity. In earned value, schedule variance (SV) = earned value (EV) less planned value (PV).

- **Français:** Retard, Écart de prevision
- **Deutsch:** Terminabweichung

Scheduling – The aim of scheduling is to give each activity of the project a start date and an end date.

- **Français:** Ordonnancement

- **Deutsch:** Terminierung

Scope Baseline – The approved basis upon which the scope can be developed systematically and upon which scope changes can be identified. It consists of three deliverables: Scope Management Plan, Project Scope Statement and Work Breakdown Structure.

- **Deutsch:** Basis für das Management von Projektinhalt und -umfang

Scope Control – The process of controlling changes to the project scope, i.e. identifying variances to the scope baseline, initiating corrective actions and managing scope changes.

- **Deutsch:** Steuerung von Projektinhalt und -umfang

Scope Management Plan – The document that describes how the project scope will be defined, developed, and verified and how the work breakdown structure will be created and defined, and that provides guidance on how the project scope will be managed and controlled by the project management team.

- **Deutsch:** Plan für Inhalts- und Umfangsmanagement

Scope Verification – The process of formalizing acceptance of the completed project deliverables.

- **Deutsch:** Verifizierung von Projektinhalt und -umfang, Abnahme

Secondary Risk – A risk that can occur as a direct implication of a risk coverage measure.

- **Français:** Risque induit
- **Deutsch:** Sekundärrisiko

Slack – The amount of time an activity may be delayed without affecting the project completion date.

- **Synonym:** Float, Buffer
- **Français:** Marge, Flottement
- **Deutsch:** Pufferzeit

Solicitation – Obtaining price quotations, offers, or proposals.

- **Français:** Invitation à soumissionner
- **Deutsch:** Angebotseinholung

Solicitation Planning – Documenting product requirements and identifying prospective suppliers.

- **Français:** Planification de l'invitation à soumissionner
- **Deutsch:** Angebotsplanung

Source Selection – Choosing from among the potential suppliers.

- **Français:** Choix des fournisseurs
- **Deutsch:** Lieferantenauswahl

Specialist – An individual (role) providing technical expertise to the project team.

- **Français:** Spécialiste
- **Deutsch:** Spezialist

Specifications – Description of the products and services to be provided by the project.

- **Français:** Cahier des charges
- **Deutsch:** Pflichtenheft

Sponsor – The person or organization authorizing and financing the project. The sponsor usually designates the project manager. The project manager reports to the sponsor or project steering committee, respectively.

- **Français:** Mandant
- **Deutsch:** Auftraggeber

Staffing Management Plan – A description of how and when the human resource requirements will be met.

- **Deutsch:** Personalmanagementplan, Staffing Plan

Stakeholder Analysis – Stakeholder analysis entails the identification of all stakeholders in the project environment, the determination of their project objectives, motivations, interdependencies or conflicting viewpoints, and the creation of a plan to manage these in order to achieve the project objectives.

- **Français:** Analyse des parties prenantes
- **Deutsch:** Stakeholder-Analyse

Stakeholder Tolerance – The stake holders determine which combination of probability and effect classifies a risk as high or low, i.e. they specify that a risk caused by a delay of 5% is higher than that caused by a 10% increase in costs.

- **Français:** Tolérance des parties prenantes
- **Deutsch:** Stakeholdertoleranz

Stakeholders – Individuals and organizations that have an interest in the project's outcome or may exert influence over the project and its results. Common stakeholders are users, customers, suppliers, developers, project manager...

- **Français:** Parties prenantes, Stakeholder
- **Deutsch:** Stakeholder, Anspruchsgruppen

Standard Deviation – Measures the mean deviation of the single values from the mean value of the data series.

- **Français:** Écart-type, Ecart moyen par rapport à une origine
- **Deutsch:** Standardabweichung

Statement of Work – A description of products or services to be supplied under contract.

- **Synonym:** Requirements Specifications
- **Français:** Contenu du projet, Cahier des charges
- **Deutsch:** Leistungsbeschreibung, Pflichtenheft, Lastenheft

Successor – A successor task can only start or finish after a preceding task has started or finished, respectively.

- **Français:** Successeur, Astreinte aval
- **Deutsch:** Nachfolger

Task – Further decomposition of an activity for the issuance of work orders. It is the smallest unit of project work.

- **Synonym:** Sub-activity
- **Français:** Tâche
- **Deutsch:** Aufgabe

Team – The people working full-time or part-time for the project, and who report either directly or indirectly to the project manager.

- **Synonym:** Project Team Members
- **Français:** Équipe, Équipe de projet
- **Deutsch:** Team

UML (Unified Modeling Language) – Method for the graphical representation (visual modeling) of the product design, in particular for object-oriented IT projects.

- **Français:** UML (Unified Modeling Language)
- **Deutsch:** UML (Unified Modeling Language)

User Representative – The individual (role) representing the end-user's interest on the project team and performing related work.

- **Synonym:** End-user
- **Français:** Utilisateur, Utilisateur final
- **Deutsch:** Anwender, Benutzervertreter

User Representative – Represents the user (customer) in the project with respect to the requirements.

- **Français:** Représentant de l'utilisateur, Délégué
- **Deutsch:** Benutzervertreter, Anwender

USP (Unique Selling Proposition) – Describes the product's or service's unique advantages over the competition from the customer's viewpoint.

- **Synonym:** Unique Selling Point
- **Français:** USP (Unique Selling Proposition)
- **Deutsch:** USP (Unique Selling Proposition)

Variance – Any difference between the target value and the actual value. Often used with a modifier (e.g. time variance, schedule variance, cost variance, scope variance, and quality variance).

- **Synonym:** Deviation
- **Français:** Variance, Écart
- **Deutsch:** Varianz, Abweichung

Variance Analysis – Compares actual values to target values (baseline) and determines the variances.

- **Français:** Analyse de variance
- **Deutsch:** Abweichungsanalyse

Work Assignment – The allocation of project activities to persons responsible for executing them.

- **Synonym:** Assignment
- **Français:** Affectation, Attribution du travail
- **Deutsch:** Arbeitszuweisung

Work Breakdown Structure – The grouping of all project activities or deliverables in a hierarchical tree form. Each descending level represents an increasingly detailed definition of the project work.

- **Synonym:** WBS
- **Français:** Structure de découpage du projet, SDP, plan de structure du projet (PSP), organigramme des activités, organigramme des tâches
- **Deutsch:** Projektstrukturplan, PSP

Work Order – Issue of work with the information required to assign responsibility, perform the work, and objectively measure its completion.

- **Synonym:** Job Order
- **Français:** Ordre de travail, Mandat de travail, mandate

- **Deutsch:** Arbeitsauftrag, Auftrag

Work Package – A deliverable or project work component at the lowest level of each branch of the work breakdown structure. The work package includes the schedule activities and schedule milestones required to complete the work package deliverable or project work component.

- **Deutsch:** Arbeitspaket

Workaround – An unplanned reaction to a risk (Problem).

- **Français:** Mesure d'évitement, Workaround
- **Deutsch:** Ausweichmassnahme, Workaround