Glossary

ACWP (actual cost of work performed) Cost of actual work performed to date on the project, plus any fixed costs.

ALAP (as late as possible) A constraint placed on a task's timing to make it occur as late as possible in the project schedule, based on its dependency relationships.

ASAP (as soon as possible) A constraint placed on a task's timing to make it occur as early in the project as possible, based on its dependency relationships.

BAC (budget at completion) The total of planned costs to complete a task (also referred to as **baseline costs**).

BCWP (budgeted cost of work performed) Also called **earned value**, this term refers to the value of work completed. A task with $1,000 of associated costs, when 75 percent complete, has a baseline value of $750.

BCWS (budgeted cost of work scheduled) The planned completion percentage multiplied by the planned cost. This calculated value reflects the amount of the task that is completed and the planned cost of the task.

CV (earned value cost variance) This variance indicates the difference between the planned costs (baseline costs) and the costs after taking into account actual costs to date and estimated costs going forward (scheduled costs). The difference between these two values produces either a positive (overbudget) or negative (underbudget) cost variance.

EAC (estimate at completion) The total scheduled cost for a resource on a task. This calculation provides the costs incurred to date plus costs estimated for remaining work on the task.

WBS (work breakdown structure) Automatically assigned numbers for each task in a project outline that reflect that outline structure. Government project reports often include WBS codes.

actual A cost or percentage of work completed and tracked as having already occurred or been incurred.

actual cost of work performed See *ACWP*.

as late as possible See *ALAP*.

as soon as possible See *ASAP*.

base calendar The default calendar on which all new tasks are based, unless a resource-specific calendar is applied.

baseline The snapshot of a project plan against which actual work is tracked.

baseline cost The total of all planned costs on tasks in a project before any actual costs have been incurred.

budget at completion See *BAC*.

budgeted cost of work performed See *BCWP*.

budgeted cost of work scheduled See *BCWS*.

calendar The various settings for hours in a workday, days in a work week, holidays, and nonworking days on which a project schedule is based.

circular dependency A dependency among tasks creating an endless loop that can't be resolved.

collapse To close a project outline to hide subtasks from view.

combination view A Project view with the task details showing at the bottom of the screen.

constraint A rule that forces a task to fit certain parameters. For example, a task can be constrained to start as late as possible in a project.

cost A cost can be applied to a task in a project. The cost of the task may be fixed, or you can apply a cost to a task by assigning resources, which can be equipment, materials, or people with associated hourly rates or fees.

critical path The series of tasks that must occur on time in order for the overall project to meet its deadline.

critical task A task on the critical path.

crosstab A report format that compares two intersecting sets of data; for example, you can generate a crosstab report showing costs of critical tasks that are running late.

cumulative cost The planned total cost for a resource to date on a particular task. This calculation provides the costs already incurred on the task, plus the costs planned for the remaining, as yet uncompleted, portion of the task.

cumulative work The planned total work of a resource on a particular task. This calculation provides the work already performed on the task plus the work planned for the remaining, as yet uncompleted, portion of the task.

current date line The vertical line in a Gantt Chart indicating today's date and time.

demote To move a task to a lower level in the project outline hierarchy.

dependency A timing relationship between two tasks in a project. A dependency can cause a task to happen after another task, to happen before another task, or to begin at some point during the life of the other task.

detail task See *subtask*.

duration The amount of time it takes to complete a task.

duration variance A field displaying the variation between the planned (baseline) duration of a task and the current estimated task duration, based on activity to date and remaining activity to be performed.

earned value Also called *budgeted cost of work performed*. Earned value refers to the value of work completed. For example, a task with $1,000 of associated costs, when 75 percent complete, will have a baseline value of $750.

earned value cost variance See *CV*.

effort driven An effort-driven task has an assigned amount of effort to complete it. When you add resources to these tasks, the effort is distributed among those resources.

elapsed duration An estimate of how long it will take to complete a task, based on a 24-hour day and 7-day week.

estimate at completion (EAC) The total scheduled cost for a resource on a task. This calculation provides the costs incurred to date, plus costs estimated for remaining work on the task.

expand Opening a project outline to reveal subtasks as well as summary tasks.

expected duration This calculation estimates the actual duration of a task based on performance to date.

external task When tasks are linked between projects, Project displays tasks from the external project in the current project. The external task represents the linked tasks without having to leave the current project.

finish date The date on which a project will be completed.

finish-to-finish relationship A dependency relationship in which the finish of one task depends on the finish of another task.

finish-to-start relationship A dependency relationship in which the start of one task depends on the finish of another task.

fixed cost A cost that does not increase or decrease based on the time a resource spends on a task. A consultant's fee or permit fee are examples of fixed costs.

fixed date A task that must occur on a certain date. Fixed-date tasks do not move earlier or later in the schedule because of dependency relationships.

fixed duration The length of time required for a task remains constant, no matter how many resources are assigned to it. Travel time is a good example of a fixed-duration task.

float See *slack*.

Gantt Chart A standard project management tracking device that displays task information alongside a chart that shows task timing in a bar chart format.

gap See *lag*.

ID number The number assigned to a task based on its sequence in the schedule.

lag The result of dependency relationships among tasks. Lag is a certain amount of downtime between the end of one task and the start of another.

leveling See *resource leveling*.

linking Establishing a connection between two tasks in separate schedules so that changes to tasks in the first schedule are reflected in the second. Linking is also a term applied to establishing dependencies among tasks in a project.

milestone A task of zero duration that marks a moment of time in a schedule.

network diagram A standard project management tracking form that indicates workflow among the tasks in a project.

node Boxes containing information about individual project tasks in the Network Diagram view.

nonworking time Time when a resource on a project is not assigned to the current task.

outline The structure of summary and subordinate tasks in a project.

overallocation When a resource is assigned to spend more time than its work calendar permits on a single task or combination of tasks occurring at the same point in time.

overtime Any work scheduled above and beyond a resource's standard work hours; overtime work can have a different rate assigned to it than a resource's regular rate.

percent complete The amount of work on a task that has already been accomplished, expressed as a percentage.

predecessor In a dependency relationship, the task that is designated to occur before, or precede, another.

priorities Project uses the priorities that you assign to tasks when it performs resource leveling to resolve project conflicts; a higher-priority task is less likely than a lower-priority task to incur delay during the leveling process.

progress lines Gantt Chart bars that overlap the baseline taskbar and indicate tracked actual progress on the task.

project A series of steps to reach a specific goal. A project seeks to meet the triple constraints of time, quality, and cost.

project management The discipline that studies various methods, procedures, and concepts used to control the progress and outcome of projects.

promote To move a task to a higher level in a project's outline hierarchy.

recurring task A task that is repeated during the life of a project. Typical recurring tasks are regular meetings of project teams or regular reviews of project output.

resource A cost associated with a task. A resource can be a person, piece of equipment, materials, or a fee.

resource contouring Changing the time when a resource begins work on a task. You can use contouring to vary the amount of work that a resource does on a task over the life of that task.

resource driven A task whose timing is determined by the number of resources assigned to it.

resource leveling A process used by Project to modify resource assignments to resolve resource conflicts.

resource pool A group of resources that can be assigned as a group to an individual task (for example, a pool of administrative workers assigned to the task of compiling a report).

roll up The calculation by which all subtask values are "rolled up" or summarized in a summary task.

slack Also called *float*. The time you have available to delay a task before that task becomes critical. You have used up slack on a task when any delay on that task will cause a delay in the overall project deadline.

split tasks When progress on a task is interrupted or delayed because the task has been placed on hold, you can split the task into two tasks. When you split tasks, the downtime between the two is not allocated to the total time taken to complete the task.

start date The date on which a project begins.

start-to-finish relationship A dependency relationship in which one task can't start until another task finishes.

start-to-start relationship A dependency relationship in which the start of one task depends on the start of another task.

subproject An inserted copy of a second project that becomes a phase of the project in which it is inserted.

subtask Also called a *subordinate task*. A task providing detail for a specific step in the project. This detail is rolled up into a higher-level summary task.

successor In a dependency relationship, a successor task is scheduled to begin after another task in the project.

summary task A task in a project outline that has subordinate tasks beneath it. A summary task rolls up the details of its subtasks and has no timing of its own.

task An individual step to be performed to reach a project's goal; a project is composed of tasks.

template A format in which a Project file can be saved; the template saves elements such as calendar settings, formatting, and tasks. New project files can be based on a template.

timescale The area of a Gantt Chart view that indicates the units of time being displayed.

tracking The act of recording actual progress in terms of both work completed and costs accrued on tasks in a project.

variable rate A shift in a resource's cost that can be set to occur at specific times during a project. For example, if a resource is expected to receive a raise or if equipment lease rates are expected to increase, you can assign variable rates for those resources.

work breakdown structure See *WBS*.

workload The amount of work that any resource is performing at any given point in time, taking into account all tasks to which the resource is assigned.

workspace A set of files and project settings that can be saved and reopened together so that you can pick up work on a project or projects at the point at which you stopped.