

- **Definitions - ho 309**
 - **Project management definitions - ho 309 - d129**
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 - **Definitions - project management**
 - **Definitions** - project management glossary
 - **Abatement**

The process of correcting a perceived and/or hazardous condition at a geographic location. For instance the removal of a hazardous spill of toxic chemicals.

The question of hazard or not, required correction or not, the appropriateness or not of the abatement action required is often in dispute.
 - **Acceleration**

Contract work performed in a time period shorter than that originally contemplated by the contract; or contract work performed on time when the contractor is entitled to an extension of time for his performance.
 - **Administration**

Those activities considered to be supportive of the ex'e'cutive operations in an organization. Administrative costs may be considered the cost of management.
 - **Administrative Settlement**

A resolution of a dispute through discussion between the disputing parties and agreement upon a mutually satisfactory settlement.
 - **Advisory Relations**

The interaction of parties related to each other by an obligation, either contractual or informal, where the service performed is of an advisory nature only.
 - **Agency Authority**

A relation in which one person or organization acts on behalf of another with the other person's or organization's formal authority.
 - **Agent**

A person or firm whose acts are asserted by the third party to bind the principal.
 - **Agreement - partially qualified**

An agreement made based on a moderately broad range of measuring values used somewhat consistently by the principal. The selection of an agent or contractor is normally made with some or full visible competition.
 - **Agreement - totally negotiated**

An agreement made based on a very broad range of measuring values applied as desired by the principal. The selection of an agent or contractor is usually made with very little visible competition.
 - **Agreement - totally qualified**

An agreement made based on very narrow range of measuring values, i.e. price, but used consistently by the principal. The selection of a agent or contractor is normally made with full visible competition.
 - **Alternative dispute resolution - adr**

In its generic form, is a method of resolving disputed construction claims outside the courtroom.

Includes systems of resolving disputes in planning, design and construction by cooperative, internal, or third party assistance methods that are alternatives to

conventional dispute resolution methods currently in common use. Conventional methods are usually considered to be litigation and binding arbitration.

Alternative dispute resolution may make use of non traditional combinations of conventional dispute methods.

- **Apparent Authority**

A situation in which one person or organization acts on behalf of another person or organization without the other person's or organization's formal authority.

- **Arbitration**

A method for settling disputes whereby an officially designated third party (usually one to three people) hears and considers arguments and determines an equitable settlement. Usually considered binding upon the parties.

- **Assigned Contractual Relations**

The interconnection of those parties bound by subsequent assignment of a contract to other than the initial parties.

- **Audit - as applied to projects**

Inspect, analyze & evaluate project status, management and health against criteria established as a standard of performance for any give point in time. The audit encompasses such measurements as:

- Physical condition of project
- Project progress
- Procurement status relative to needs
- Project management techniques in use as reflected by project health
- Project team performance as reflected in project health
- Where appropriate, progress measured against expected money flow
- Resources allocation
- Status of interrelations between major parties to the project
- Trends in project progress
- Trends toward or away from claim prone status

Each auditing situation is unique and the scope of the audit should be determined as specially fits each individual project and project team. All, or a part of the above measurements might be used to make the audit.

Auditing usually is done through the following steps listed in rough order

- Make pre inspection review of measurement standards to be used
- Inspect project
- Discuss inspection observations & perceived project status with key project staff
- Evaluate current interrelation between procurement and field installation needs
- Identify areas of administrative (supportive) operational difficulty & strength
- Identify areas of line (ex'e'cutive) operational difficulty & strength
- Prepare monitoring documents from current network issues
- Evaluate need for project plan update

- Update current network models as may be appropriate or required
- Prepare & submit report of project audit

- **Authority**
The prerogatives, either vested or acquired over a long period of time, that allows an individual to carry out their responsibilities and duties. This includes the right to determine, adjudicate, or otherwise settle issues or disputes; the right to control, command, or determine.
- **Basic Contractual Relations**
The interconnection of those parties bound by the initial contract to perform in a certain manner for certain considerations to be paid.
- **Bench Trial**
A trial before a judge without the benefit of a jury.
- **Building Components**
The basic units into which most building construction projects can be divided. Usually the components represent distinct construction & construction related actions that have common characteristics.
 - Front end work (few)
All non construction project related work concerning real estate, financing and pre construction leasing.
 - Design work (des)
Project related work that concerns production and issuing of contract documents
 - Procurement (pro)
Work related to solicitation of proposals, award of subcontracts, preparation of submittals, approval of submittals, and fabrication and delivery of materials & equipment to the job site.
 - On site work (osi)
All project work outside the building line and inside the property or hoarding (contract boundary) line.
 - Off site work (ofs)
All work outside the property or hoarding line that is included in the project contract scope of work.
 - Substructure work (sbw)
All foundation work upon which the superstructure bears directly or indirectly. Also includes site preparation for start of field work on the building area.
 - Superstructure work (ssw)
All major structural load carrying components that bear on the substructure directly or indirectly.
 - Exterior skin (esk)
All elements required to close the building to weather.
 - Interior rough work (irw)
All interior building components that can be exposed totally or in part to weather.
 - Interior finish work (ifw)
All interior building components that must be protected totally or in part from weather.

- Unit systems work (usy)
All work that can be installed as a unit & is somewhat isolated during construction from other components of the building
- **Bulletin**
An official notice that a change is being considered and that it is desired that those affected parties to the contract provide an estimate of the cost of the proposed change. The bulletin is often given other names such as change estimate request, request for proposal, or proposed change notice.
- **Business Model**
A graphic depiction of the elements which make up a business entity. The model usually identifies premises, objectives, and implementation. It recognizes basic business functions, business activities and manager activities.
- **Cardinal Change**
A change that is outside the scope of the contract.
- **Change**
Any revisions to the contract documents that alter the scope of work agreed to.
- **Change Order**
An official notice that the changes specified in the change order are to be done. A properly executed change order is a revision to the scope of work and the contract documents.
- **Claim**
A demand for something as due; an assertion of a right or an alleged right. In construction generally a demand for something as due, or in which the demand is disputed.
- **Claim Avoidance**
A technique and procedure for generation of situations in which the demand for what is due as a result of a contract agreement is honored without formal dispute, or in which the dispute is settled by an administrative settlement.
- **Claim Potential**
The measure of potential that any project has to encounter disputes during its implementation.
- **Closed Shop**
A work area in which only union workers can be employed on the job.
- **Closed System**
A system in which there is no import or export of information or physical materials, and in which, therefore, there is no change of components.
- **Color coding**
 - Green - Activity on time - currently not past earliest possible finish date.
 - Orange - Activity on time - currently past earliest possible finish date, but will make or better scheduled or latest possible finish date.
 - Blue - Task behind - will not make scheduled or latest allowable finish date
 - Yellow - Task behind - currently past latest allowable finish date
- **Committment**
The state of giving a tangible or intangible benefit in a trusting and honorable manner. The act of pledging oneself.

- **Construction Management**
A system of attempting to better manage the construction process by providing expert construction knowledge and resources throughout all phases of the project. The goal of the process is to make available to the participants, information best provided by an expert skilled in construction practices, so that when the project moves into the field the managers can provide the owner with the highest potential for project success.
- **Constructive Change**
An owner's action or inaction that has the same effect as a written directive.
- **Contested claim**
A demand or claim in which the demand is disputed.
- **Continuous**
Uninterrupted in time; without cessation.
- **Continuum**
A continuous or ongoing series of actions, normally uninterrupted.
- **Contract Document Matrix**
A two dimensional grid in which the rows contain action items for the various project components and the columns usually designate the geographic location of the item. At the intersection of a row and a column is inserted the designation of the contract document package in which the information is contained.
- **Contract Documents**
Usually considered to be the documents which provide the full definition of the scope of work for which the parties are legally responsible. Could include the agreement, the drawings, the specifications, instructions to bidders, addendum, and any other material included by mutual agreement and clearly identified as part of the contract.
- **Contractor**
The party, where there is a principal and a contractor, who agrees to the doing or not doing of some definite thing for a stipulated sum.
- **Control**
Maintaining firm, competent managerial direction of any given situation. Controlling leads to achievement. It is usually accomplished by the invisible use of leverage.
- **Critical Path Method**
A mathematical modeling technique which allows the user to establish ranges within which resources can or must be used.
- **Critical Transition Point**
The point in a project delivery system at which the responsibility and authority for the work passes from the supportive group to the ex'e'cutive group.
- **Culture - business**
A way of doing business that has been generated by a group of human beings and is passed along from one business generation to another, generally by unstructured communication.
- **Cuts**
Excerpts from catalogs, drawings, or flyers that depict a configuration to be used in the construction process.
- **Daily Reports**
Daily technical reports about the project containing data on manpower, weather, major activities, equipment on job, and other job related statistical information.

Usually the daily report form is preprinted and in loose leaf form.

- **Decision Table**
A tabular display of information depicting a defined situation which permits alternative courses of action to be evaluated by yes or no answers to explicit questions.
- **Decision Tree**
A graphic device showing alternate courses of action from beginning a given situation point. The decision tree is used to graphically show the impact of various possible decisions at any given point in the decision process. It can be quantified or unquantified.
- **Decision-To-Action Time Span**
The amount of time required from the point at which a decision is made to the point where the decision is implemented. In a management structure it is important to insure that the full span of time from decision to action is covered, from shortest to longest.
- **Defective or Deficient Contract Documents**
Contract documents which do not adequately portray the true scope of work to be done under the contract.
- **Delay**
A problem or situation beyond the control of the contractor, and not resulting from the fault or negligence of the contractor, which prevents him from proceeding with part or all of the work.
- **Deposition**
A written record of sworn testimony, made before a public officer for purposes of a court action. Usually the deposition is in the form of answers to questions posed by a lawyer. Depositions are used for the discovery of information, or as evidence at a trial.
- **Design/build**
A method of providing total design and construction services under one cost and liability umbrella. Usually a design/build contract is based on a scope of work performance specification prepared by the owner or user. The ultimate aim of the design and build system is to provide a single source management and liability for the total facility program.
- **Destructive conflict**
Animosity or disagreement which results in lowering the potential for an individual or organization to succeed.
- **Development**
A business operation in which the primary goal is to locate and produce profitable and marketable real estate assets.
- **Diary**
Similar to a log but dealing more with personal observations of the individual writing it relative to his feelings about the job and the people.
- **Differing Site Conditions**
Where actual site conditions differ materially from those indicated in the contract documents; or where unknown physical conditions at the site differ materially from those ordinarily expected to be encountered in work of the nature contemplated by the contract.

- **Directed Change**
A written or verbal change that falls within the scope of the contract. The owner has the responsibility of paying for the change.
- **Discrete**
Consisting of, or characterized by distinct or individual parts; discontinuous.
- **Dispute resolution board - drb**
A method of dispute resolution where project participants establish procedures, by contract, to proactively settle disputes as they arise during the course of the project.

drb's seek to anticipate problems and get the parties to resolve them before the problems harden into formal claims.
- **Document Control System**
A method of receiving, classifying, marketing, storing, and retrieving documents received and sent on a project.
- **Dysfunction - Organizational**
An organizational problem that hinders or prevents achieving objectives. May be temporary or permanent.
- **Early Finish (EF)**
The earliest possible date by which a task can finish in a network model if it has been started at its early start date.

- **Early Start (ES)**
The earliest possible date at which a task can begin in a network model if all tasks immediately preceding it have been completed by their early finish dates.
- **Education**
The teaching and learning process by which the principles of doing things are conveyed to the learner.
- **Effective**
Of a nature that achieves identifiable goals and objectives in accordance with an action plan, and achieves worthwhile peripheral goals through intermediate accomplishments.
- **Elapsed Duration**
The estimated or actual amount of calendar or clock time an activity requires to accomplish, considering all direct and indirect influences upon the task's activities. Includes temporary work delays and stoppage due to influencing actions on the task.
- **Enrichment**
Adding to the scope of work originally contracted for with the intent to avoid being charged or paying for the extra work. Often seen in as-noted remarks on submittals, or on inadequate identification of scope of work in a bulletin or change order.
- **Ex'-e cutive**
The executing arm of the organization closest to the flow of expense and income experienced in achieving the organization's prime objectives. Closely related to line operations.
- **Feedback Loop**
The loop of communication around a project through which information is conveyed to and through the various components of the project.

- **Field Order**
An official notice that the actions or changes described in the field order are to be done. The field order is usually issued only in emergency situations where the time between decision and action does not permit issuance of a bulletin followed by a change order. A method of payment is usually specified in the field order.
- **Free Enterprise System**
An economic system under which the means of production, distribution and exchange are in large measure privately owned and directed.
- **Functional - as related to management**
Designed or adapted to perform some specialized activity or duties, usually concerned with the continuous operation of the company.
- **Functional Operations**
Management and staff direction of the application of resources to accomplish each specialized activity. Usually defined as a department or division of the company. Usually concerned with continuous operations of the organization. Contrasts with project operations.
- **General Conditions**
The portion of the contract agreement that contains contractual-legal requirements for the work.
- **General Requirements**
The portion of the contract agreement that contains overall technical support specifications governing work on the job.
- **Generic Construction (G)**
The field of business practice that encompasses all phases of the construction industry, including programming, planning, designing, building, operating, and maintaining facilities. Described best as the full set of activities shown in the line of action. (See line of action.)
- **Goals**
The unquantified desires of an organization or individual expressed without time or other resources assigned. (See objectives for related definitions.)
- **Graphics Oriented Data Processing**
Data processing in which the majority of the information is entered or gained by the use of a joy stick, mouse or other control which gives direct hand related movement and entry onto a console screen.
- **Guaranteed Maximum Price (gmp)**
The price for a specified scope of work to be provided by a contractor that contractually binds his performance to a specified guaranteed maximum price. Often the guaranteed maximum price is tied to a time and material performance with the price not to exceed the agreed upon maximum.
- **Hard Money**
A total price agreed to for the entire work, and to be paid in a mutually satisfactory schedule of payments.
- **Histogram**
A graph showing a quantity on the vertical axis measured against equal intervals of time shown on the horizontal axis. In construction, often a depiction of the resources required per day over a period of time.
- **Horizontal Growth (Integration)**
A management system that emphasizes diversifying by expanding existing functions by classes. For instance a design office could accomplish horizontal

integration through dividing their operations into various kinds of projects such as commercial, institutional and industrial. These all use the same or similar functional disciplines but the organization is divided into separate groups that concentrate mainly on one of the three main building types.

- **Hygiene**
The elements in an organizational situation that are acceptable to an individual but do not necessarily motivate him. These same elements, if unacceptable to the individual, may act as negative influences.
- **Interfaces**
Points at which different but related activities exert direct influences upon each other. Interfaces are often the points where direct objective activities contact dependent objective activities. Poor management of interface situations usually causes problems and dysfunctions.
- **Isoquant Line**
A line drawn on a network model and connecting some or all equal date or resource points on the activities shown. The date isoquant line is the equivalent of a straight line in a time scaled bar chart.
- **Issue resolution**
A method of reaching agreement and closing out disputes and problems at the lowest possible management level, in the shortest possible time, and with the lowest potential for residual hard feelings.
- **Jury Trial**
A trial before a jury.
- **Late Finish (LF)**
The latest allowable date by which a task can be completed in a network model without forcing those tasks that follow past their latest allowable start dates.
- **Late Start (LS)**
The latest allowable date by which a task can be started in a network model without forcing those tasks that follow past their latest allowable starting dates.
- **Laundry list**
A list of items, usually at random, that are to be classified, rearranged and used to build specifically sequenced tabulations, network models, narrative schedules or other systems of which the items in the laundry list are a component.
- **Leverage**
The effective use of vested and earned authority to solve problems and achieve goals and objectives.
- **Life Cycle Cost**
The total cost of a system over its entire defined life.
- **Limited agent**
The individual or organization acting as an agent and authorized to do only what is specified or what is reasonable to believe the principal wants done. A contract can be used to define the amount of authority to be granted an agent.
- **Line Activities**
Those activities that are most closely identified with the flow of basic expense and income related to the prime objectives of an organization.
- **Line of Action**
A sequential statement of activities necessary to conceive, design, build and operate an environment. Related to the generic (G) construction process.

- **Litigation**
The process of contending in court, either as a plaintiff or a defendant.
- **Log**
A permanently bound, dated, hand written record of job related events that have occurred on a project. The log is usually in ink, and is maintained by an individual in responsible charge of the work with which the record deals.
- **Maladministration**
The interference of the owner in the right of the contractor to develop and enjoy the benefits of least cost performance.
- **Manage**
To define, assemble and direct the application of resources.
- **Management**
The act and manner of managing.
- **Management by Exception (MX)**
A measuring and monitoring system that sounds an alarm to the manager when problems have appeared or are about to appear, and remains silent when there are no problems. The system identifies the problem area, thus permitting the effective manager to manage the exception while leaving the smoothly running operations to continue running smoothly.
- **Managerial Grid**
A numerical grid which positions a manager in a matrix by defining his concern for people as compared to his concern for production. This grid has been highly developed by Blake and Mouton and is useful in establishing managerial systems that are desirable and needed.
- **Marketing**
The process of conceiving, formulating and implementing a process by which the ultimate service or product of an organization can be successfully sold.
- **Matrix**
A two or more dimensional display of related data.
- **Matrix Management**
A management technique that employs a multiple command system. Usually results in one employee having two or more bosses on a time to time basis.
- **Mediation**
An attempt to effect a settlement between disputing parties through the unbiased efforts of an objective third party, usually well known to those in dispute and acceptable to them. Mediation differs from arbitration in that it generally involves a single individual as the ruling party, is less formal, and is generally not binding. (This definition of mediation varies with the degree of legal significance attached the resolution of disputes, and the dispute location.)
- **Merit Shop**
A work area in which the workers may be either union or not, and in which there are no major jurisdictional boundaries governing assignment of work.
- **Mintrial**
A private process where opposing parties present condensed versions of their cases, both to designated executive representatives, and to an impartial advisor, and then negotiate.

The executives hear both sides, thus gaining a first hand perspective of the parties positions. The impartial advisor then points out possible outcomes an

helps the parties to settle, if possible. Minutials provide a structure to negotiate and ground rules to facilitate settlement.

- **Mission**
A statement of the most important result to be achieved by the project being successfully completed.
- **Money Flow**
The flow of income and expense measured against time.
- **Monitoring**
Measurement of current project conditions and position against the standards of performance set for the job.
- **Motivation**
The elements of a given situation that encourage and make effective, successful and meaningful, the activities of those engaged in the situation.
- **Must list**
Those items that must be included in the scope of work to make the project a go. If any of the items in the must list are not able to be included the project is a no-go.
- **Network**
A system of interconnected, interacting components. Usually a part of an open system.
- **Network Plan**
A graphic statement of the action standard of performance to be used in achieving project objectives.
- **Network Planning**
A graphic technique of showing necessary and desired actions needed to achieve end, intermediate and peripheral objectives.
- **Objectives**
Quantified targets derived from established goals (see goals). The most commonly used resources in converting goals to objectives are money, time, human abilities, human actions, equipment, and space.
- **Objectives - Dependent**
Objectives to be achieved that are affected by major influences beyond the manager's direct control. The dependent goal may be predictable or unpredictable.

Dependent goals, while usually beyond the manager's control, may well be within the company's ability to reach. Lack of correlation between company and individual effort to achieve a manager's goals that are affected by others, may cause severe dysfunctions.

- **Objectives - Direct**
Objectives that can be achieved by managing conditions within the manager's direct influence.
- **Objectives - End**
Objectives realized from and upon total completion of the defined project work.
- **Objectives - Intermediate**
Objectives achieved at specific and identifiable stages of the project, i.e. partial occupancy of a building, turnover of a mechanical system for temporary heat, or completion and issuance of foundation plans for early start of construction.

- **Objectives - Peripheral**
Objectives realized on an ongoing basis through the life of the project and achieved as an indirect result of project activities. Peripheral objectives may be personal, professional, technical, financial or social. Peripheral objectives might include staff promotion, profitable subcontractor operations, specialized experience, or achievement of design excellence in a special field.
- **Ongoing Organization**
The arrangement and interrelationships of people charged with providing supportive action on an ongoing basis within the company. Examples of functions contained within the ongoing design or construction organization are estimating, administration, legal, marketing, sales, purchasing, and accounting.
- **Open Shop**
A work area in which both union and non union workers can be employed on similar tasks.
- **Open system**
A system which exchanges energy, information and physical components with its environments.
- **Organization**
The arrangement of resources (talent, skill, money, time, space, people, et al) that has evolved, or been selected, to accomplish the functions, activities, and management, and goals and achieve the objectives of a business or institution.
- **Organizational Structure**
The categories of parties to the planning/design/construction/operation process and how they are organized for the work. The organizational structure is shown by a set of relations between the parties that identifies the responsibility and authority lines along which the project is to be implemented.
- **Owner Furnished Items**
Those items furnished by the owner according to the contract documents.
- **Partnering - Associated General Contractors**
A way of achieving an optimum relationship between a customer and a supplier. A method of doing business in which a person's word is their bond, and where people accept responsibility for their actions.

Partnering is not a business contract, but a recognition that every business contract includes an implied covenant of good faith.
- **Partnering - Construction Industry Institute**
A long term commitment between two or more organizations for the purpose of achieving specific business objectives by maximizing the effectiveness of each participant's resources.

This requires changing traditional relationships to a shared culture without regard to organizational boundaries. The relationship is based upon trust, dedication to common goals, and an understanding of each other's individual expectations and values. Expected benefits include improved efficiency and cost effectiveness, increased opportunity for innovation, and the continuous improvement of quality products and services.
- **Partnering - suggested base statement**
A method of conducting business in the planning, design, and construction profession without the need for unnecessary, excessive and/or debilitating

- external party involvement.
- **Partnering charter**
The basic manual for operating a partnering system. Contains at a minimum, the mission of the project team, and their objectives for the project. Usually is signed by those writing the document.

The charter is an agreement in principle and must not supersede or supplant the design and construction contracts in place or to be written.
 - **Peer Review**
A partial or full audit evaluation of the project done by objectively based individuals or organizations outside those owning, designing, building or operating the facility.
 - **Percentage Fee**
A fee determined ultimately by a percentage of project cost, all as specified by the contract.
 - **Planning**
Establishing and arranging necessary and desired actions leading to end, intermediate and peripheral objectives.
 - **Positive conflict**
Hostility that is managed so that its resolution raises the potential for individuals or organizations to succeed at being excellent.
 - **Prime Contractor**
A contractor whose business agreement is directly with the organization providing primary financing for the project.
 - **Principal**
A person who authorizes another to act as his agent, or a person primarily liable for an obligation.
 - **Pro Forma - In real estate development**
A financial model unusually built early in a construction program to show by projecting income and expenses, how the money flow to and from the project will occur. It is often used to establish the capital amount to be allocated to a project based on simulated operating conditions. The term pro forma means according to form.
 - **Problem**
A deviation from an accepted and/or approved standard of performance.
 - **Profiling**
The preparation and use of a selective, flexible and tailored systems of screening projects for potential participation.
 - **Profit - Educational & Training**
Fulfillment of learning and teaching goals held by individuals and their companies.
 - **Profit - Financial**
Fundamentally, the difference between organizational cash income and organizational cash expense. Further definitions of financial profit are complex and often unique to an organization or project.
 - **Profit - Self Actualization**
Personal fulfillment realized after basic needs of shelter, safety, protection, love and freedom from hunger are achieved.

- **Profit - Socio Economic**
Company, group or individual achievement of social objectives within a financially profitable set of activities.
- **Profit - Value System**
Company and project fulfillment of personal, professional, technical, social and financial values held important by individuals and groups related to the company.
- **Program - as defining a step in the design process**
A narrative oriented statement of the needs and character of the proposed user operation, the requirements of the user and owner, the nature of the environment to be planned, designed and built, and the corresponding characteristics of the space that will satisfy these needs and requirements. Sometimes called the brief.
- **Program - as defining a total environmental effort**
A major environmental construction effort made up of several projects
- **Project - as a set of work actions**
A set of work actions having identifiable objectives, and a beginning and an end.
- **Project - as related to management**
A specific management assignment to achieve a set of objectives by accomplishing a group of related, discrete operations which have a defined beginning & end.
- **Project Delivery System**
A method of assembling, grouping, organizing & managing project resources so as to best achieve project goals & objectives.
- **Project Director**
The individual responsible for implementation of several projects upon which his company is engaged.
- **Project History**
A tabulation of the major events on the job, chronologically arranged for easy reference. Subjects included in the history should be:
 - The plan or schedule governing the sub period of the history.
 - A brief recap of the major activities having an impact on the job.
 - A reference to the documents in which the activities referred to are shown in detail.
 - A summary of important job related conferences.
 - Notes regarding points that may help resolve potential problems.
 - Problems impacting on the job including reasons why the problems prevented proper progress.

The purpose of the project history is to give a quick, accurate look at past job events in a glance. The degree of detail is dictated by the potential for trouble that exists.
- **Project Manager**
One who helps establish objectives generated by a need, plans how these objectives are to be reached through a set of work actions, and then assembles and directs the application of available resources to achieve the objectives on one or more projects.

Usually the project manager is most concerned with supportive actions which bring resources to the point of effective use.

- **Project Operations**
Management and staff direction of resources to accomplish overall project activities. Contrasts with functional operations.
- **Project Organization**
The arrangement and interrelations of people charged with actually achieving project objectives. (See organizational structure.)
- **Project Schedule Report**
A narrative listing of network activities and the corresponding data re each action. The project schedule report is normally developed in a data base format from which selective reports and arrays can be prepared.
- **Project Stages**
The groupings of actions that make up the entire project work sequence.
- **Project Superintendent**
The manager involved in the actual construction process and most directly responsible for the expenditure of funds to carry out the project. Usually the superintendent is responsible for field execution of the work.
- **Question - Closed**
Questions that can be answered with a yes or no, or with a simple statement of fact.
- **Question - Direct**
Asked with strong indication as to who or whom should answer.
- **Question - Open**
Questions that cannot be answered with a yes or no, or a simple statement of fact.
- **Question - Overhead**
Asked of a group without indication as to who or whom is to answer.
- **Question - Relay**
Passed along to someone else by the party originally asked.
- **Question - Reverse**
Returned to the questioner by rephrasing or rewording the original question.
- **Record**
Any retained information that can be effectively used in the future.
- **Relations - Formal Functional**
Organizational connections that concern distribution and use of data, information and decisions that flow along formally defined transmission lines. Formal functional communications are usually written and are normally both from and to individuals and groups.

Formal relations are precisely defined and most day to day business is accomplished within the formal relation framework. The line expressing a formal functional relation usually has an arrowhead at each end to show a mutual exchange of responsibility and authority. If there is a higher authority to be implied a single arrowhead can be used pointing to the superior party.
- **Relations - Informal**
The natural channels along which organizationally related material is most easily and comfortably transmitted. The informal relation exists by mutual consent of the parties to the relation, and is stimulated to maximum effectiveness by a

mutual profit gained from the relation.

Little, if any, authority normally is expressed in informal relations.

Communications are usually oral and one to one. Often informal relations define the hidden organization structure. A line defining an informal relation is usually shown dotted with an arrowhead at each end.

- **Relations - Reporting**

The official channels through which each individual conveys, or is given raises, appraisals and evaluations; is fired, assigned or is provided professional, vocational and personal identity in the organization. The true organizational superior of an employee is usually that individual with whom he maintains a reporting relation. The line expressing reporting relations has an arrowhead at one end pointing to the superior.

- **Relations - Staff**

The business patterns through which a person or group provides consulting services necessary to achieve goals and objectives. Staff personnel usually have little or no authority over those outside the staff group. The line expressing staff relations has an arrowhead at each end.

- **Relations - Temporary**

Those relations created when extraordinary or unusual management demands must be met. The temporary relation is usually unstable and should be kept active for only short periods of time. The line expressing a temporary relation can have an arrowhead at one or both ends depending on the nature of the relations.

Extensive use of temporary relations creates business dysfunctions, breaks down morale and causes internal tensions.

- **Resolve**

To find and implement a solution to a problem, a dysfunction or an issue of conflict.

- **Resource Allocation**

The assignment of project resources such as money, time, space, people and equipment to activities that must be done to achieve project objectives. Usually resource allocation is done to achieve effectiveness in project work measures such as profitability, timely completion and quality of work.

- **Resource Leveling**

The use of resource allocation to even out the use of resources within a given set of time, money, space, people or equipment conditions. Resource leveling is a special form of resource allocation with its prime use being to maintain a nearly equal assignment of resources to activities and projects for their entire duration.

- **Resources**

The tools of the supportive and ex'ecutive manager. Resources include time, talent, tools, equipment, time, money, experience, space, materials, as well as intangibles, such as enthusiasm, morale and leverage.

- **Responsibility**

The assignment, spoken or understood, that a person in an organization has as his part in maintaining the organization's health and vitality.

- **Schedule**

A graphic or written tabulation of project activities showing where the activities are to start and finish. The schedule is derived from the plan of action and the

network model by locking the tasks and the resources they require into a specific time position.

- **Selling**
Establishing and implementing the strategy of achieving the objectives of the marketing plan. The physical process of closing the negotiation for services and products for a consideration.
- **Shop Drawing**
A submittal in the form of a drawing, usually made specially for the application shown. Shop drawings usually show details of fabrication and installation.
- **Situational Thinking**
The ability to accurately evaluate a set of project influences by mentally moving from a long overview (macro) of them to a detailed picture (micro) and back, and being able to stop anywhere in between to consider other scale pictures of these influences and their relationships.
- **Span of Control**
The number of organizationally related individuals a manager directly controls on a one to one basis.
- **Specialized Construction (S)**
The field of business practice that encompasses single phases of the construction profession. Examples of "S" construction organizations are architectural/engineering offices, mechanical contractors, plastering contractors, and planning consultants, among others. Includes nearly any single organizational unit active in design, planning, construction or related fields.
- **Specification**
A narrative description of the various materials and systems to be incorporated in the work. The specification concentrates on identifying quality of materials, source of materials, allowable practices, and general requirements and conditions of the contract performance.
- **Staff**
A supportive unit of any organization in which the basic function is usually advisory in nature. Staff functions are occasionally defined as overhead or non production. They are considered to be the organizational partner of line operations. (See staff relations and line activities.)
- **Standard of Performance**
A well defined, explicitly stated, approved and accepted statement of the measurements to be used as a gage of performance, and goal and objective achievement.
- **Sub Contractor**
A contractor whose business agreement is directly with a prime contractor
- **Submittal**
Any document submitted by contracting parties to the owner's agents for review for accuracy, responsibility of design, general arrangement, and approval. Submittals are used by the fabricator and the installer to show adequate details so the intent of the contract documents can be achieved. There is a mild ongoing professional controversy as to whether approved submittals are contract documents. Generally they are not considered contract documents, but aids to better fabrication and installation procedures.

- **Sum zero**
A situation in which there is a winner and a loser. The loser often will lose what the winner wins.
- **Superior Knowledge**
The owner's withholding specific data on matters of substance not known to contracting parties during the pre contract period.
- **Supportive**
The administrative group of the project organization which is responsible for bringing resources to the point of use by the ex'e'cutive project group.
- **Suspension**
An owner's or owner's agent action of stopping all or a part of the work.
- **System**
An assemblage or combination of things or parts forming a complex or unitary whole.
- **Talent**
A capacity for achieving identifiable success. Usually talent is considered an abstract resource.
- **Termination**
The dismissal of a contractor, from a project, for convenience, resulting from factors beyond the contractor's control, or for default when the contractor's performance is not acceptable.
- **Text Oriented Data Processing**
Data processing in which the majority of information is entered or gained by the use of a key operated control panel such as a keyboard. The signals are usually entered in discrete elements.
- **Third Party**
A party to a contract or agency agreement other than the principal or agent.
- **Time and Material Contract**
An agreement in which payment for services and material is made only for those services and materials actually furnished. There may, or may not, be imposed a not-to-exceed amount on the total cost.
- **Total Float (TF)**
The amount of discretionary time available to a task. The total float is the difference between the early and late starts or finishes. Formally, it is defined as the duration of the task, subtracted from the difference between the late finish (LF) and the early start (ES): i.e. (LF-ES)-DURATION=TF.
- **Total quality management (TQM)***
The managing process which helps insure that the quality of all components, and of the final product in the planning, design and construction of any facility is maintained at a level which meets the client's program performance requirements.
- **Traditional**
Pertaining to those qualities of an organization, civilization or other culture that are handed down from generation to generation. Usually the transfer is by word of mouth or by practice.
- **Training**
The teaching and learning process by which specific, explicit methods and systems of doing something, usually by rote, are conveyed to the learner.

- **Translation**
Recasting standard of performance information and data into graphic, narrative, mental, oral or other forms, to insure optimum use by those involved.
- **Trust**
Reliance on an organizational or individual or integrity, justice, fairness, good judgment, and other relational qualities that give confidence in the performance of the duties demanded of the organization or the individual.
- **Turnaround Time**
The amount of time required to process submittals.
- **Turnover Cycle**
In the construction or fabrication of several similar units, the amount of time required from the completion of one unit to the completion of the succeeding unit.
- **Ultimate Decision Maker (UDM)**
The individual or group at the lowest management level that has the authority to make a final binding decision in any job related matter.
- **Unilateral Meetings**
A decision meeting at which only a portion of the parties affected are invited to participate.
- **Union Shop**
A geographic work area in which all labor classified participants are required to belong to a specified union.
- **Updating**
The process of revising and reissuing a project network model to bring it into conformance with a current desired and necessary plan of action. Updating often, but not always, results from monitoring and evaluating the project. Usually the updating is done when it is found that the current plan of work does not adequately depict the actual conditions under which the project is being executed.
- **Upset Price**
A guaranteed maximum price agreed to in a time and material contract. (See time and material contract.)
- **Value**
The increase in worth of an open system to which an item of value has been added. Often multiplied by the weight of a factor to give the weight & value rating of a factor to help determine a choice of alternatives.
- **Value added**
The improvement in the worth of anything that results from the efforts, contribution and involvement of specific people, processes, materials and ideas.
- **Vertical Growth (Integration)**
A management system that encourages diversifying by adding new functions to existing functions. New functions added usually bear an organizational relation to the existing. An example of vertical integration is incorporating real estate control, building design, financing, construction, leasing and asset management into a single development operation.
- **Vested Authority**
The endowing of privileges, strength and leverage from a superior, usually to a subordinate. Generally gained quickly, rather than being earned by long and proven service in a related field within the organization.

- **Want list**

Those items that are wanted and can be included in the scope of work, over and above the must list items, since they provide a definable and acceptable rate of return on their cost.

- **Weight**

The relative importance of a factor being used to help evaluate a choice. The importance is frequently measured by a numeric scale from 1 to 10, in which a very high positive influence is indicated by a rating of 10. A very low influence is indicated by a rating of 01.

Degrees of importance between the highest and the lowest are indicated by number ratings from 02 through 09. The weight of a factor multiplied by the value added by the decision choice being considered gives a weight & value rating of a factor to help determine a choice of alternatives.

- **Win - win**

A situation in which there are no losers. Usually some parties win more than other parties win.

- **Wish list**

Those items that the owner and the user wish they could include but might not be able to due to budgetary or other reasons. Wish list items are best added, not deleted, as the project moves into construction.

- **Working Drawings**

The set of contract drawings that pictorially show the intended appearance of a job when complete.

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