



## Framework, Strategy, and Planning

### Module 3: Program Activities and Execution

Welcome! This alphabetized glossary contains many terms you'll find in this course. This comprehensive glossary also includes additional industry-recognized terms not used in course videos. These terms are essential for you to recognize when working in the industry, participating in user groups, and participating in other certificate programs.

Terms	Definition
Archive	The process of sorting and preparing records for storage during program closure.
Contingency reserves	Funding reserves set aside to respond to known risks.
Cost–benefit analysis	Examination of a program's costs versus the anticipated benefits.
Critical path	The longest path on a program network diagram that shows the duration of the entire program.
Defect	Any variance between planned and actual program deliverables that must be remedied.
Extrinsic benefit	Tangible benefits including revenue increase, market share growth, etc.
Financial management plan	A subsidiary plan of the program management plan. Describes processes for estimating, budgeting, funding, managing, and controlling costs to ensure the program is completed within the approved budget.
Governance plan	A subsidiary plan of the program management plan. Establishes the framework for decision-making, roles, responsibilities, and procedures to ensure program success and compliance.
Governance structure	Details the decision-making framework, roles, responsibilities, and authority levels within a program.
Impact	The effect a risk will have on the overall program if it occurs.
Information management plan	A subsidiary plan of the program management plan. Defines procedures for managing program information, including collection, storage, retrieval, and dissemination to ensure data integrity and accessibility.
Inspection	The act of performing quality control.
Intrinsic benefit	Intangible benefits, such as employee satisfaction and brand reputation.
Issue	A risk that occurred that must be logged, analyzed, and managed.
Management reserves	Funding reserves set aside to respond to unknown risks.

Terms	Definition
Metric	A term used to depict a measurable benefit expected from a program.
Mitigation	A term used to identify responses to reduce the probability and/or impact of a risk occurring.
Probability	The potential for a risk to occur. For example, high, moderate, or low.
Probability and impact matrix	A component of a risk management plan. Defines management and control measures that will be applied to each individual risk based on risk score.
Procurement management plan	A subsidiary plan of the program management plan. Outlines processes for acquiring goods and services from external suppliers, including planning, conducting, and controlling procurements.
Program roadmap	Provides a high-level timeline of a program, showing major phases, milestones, and key deliverables.
Program status report	A formal report created by the program manager on a periodic basis to keep stakeholders informed of program status and benefits realization.
Quality assurance (QA)	Activities undertaken to ensure a program conforms to standards. The focus of QA is quality defect prevention.
Quality audit	The act of performing quality assurance.
Quality control (QC)	Activities taken to verify deliverables created during a program. The focus of QC is defect correction.
Quality management plan	A subsidiary plan of the program management plan. Specifies processes for ensuring the program's outputs meet the required quality standards and stakeholders' expectations.
Responsible, accountable, consult, and inform (RACI)	A method used to identify roles and responsibilities. Includes responsible, accountable, consult, and inform designators.
Residual risk	A risk that remains after a risk response is implemented.
Resource management plan	A subsidiary plan of the program management plan. Details the approach for managing human, physical, and material resources to ensure they are used efficiently and effectively throughout the program.
Risk audit	A review of risk responses that were implemented.
Risk management plan	A subsidiary plan of the program management plan. Defines processes for identifying, analyzing, responding to, and monitoring program risks to minimize their impact on the program.

Terms	Definition
Risk owner	A subject matter expert (SME) assigned to manage and control a risk identified on a risk register.
Risk register	A list of risks impacting a program managed by the program manager and program team.
Schedule management plan	A subsidiary plan of the program management plan. Outlines the approach for developing, managing, and controlling the program schedule to ensure timely completion of program activities.
Scope creep	A situation when functionality and features not approved in the program management plan are added without approving the change.
Scope management plan	A subsidiary plan of the program management plan. Describes processes for defining, validating, and controlling program scope to ensure all required work is included and unnecessary work is excluded.
Social needs	Social impacts and community benefits derived from a program.
Stakeholder engagement plan	A subsidiary plan of the program management plan. Defines strategies and actions for effectively engaging stakeholders to meet their needs and expectations.
Steering committee	A group of high-level stakeholders who provide strategic direction and oversight for a program. They ensure the program aligns with the organization's goals and objectives and make decisions on priorities, resource allocation, and policy matters.
Sustainment plan	A plan developed as part of a program management plan that defines how benefits derived from a program will be sustained in the long term.
Time to market	Estimated timeline for bringing the program benefits to market.
Traffic light reporting	A common method used to classify status and risk using green, yellow, and red indicators.
Value proposition	A statement designed to quantify the benefits that will be received from a program.
Variance	Any measurement that is not within the guidelines of what was planned. A difference between planned and actual key performance indicators or KPIs.