Framework, Strategy, and Planning
Module 1: The Program Lifecycle

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
Assumption	Something believed to be true but must be validated.
Benefits management domain	A program management performance domain. The benefits management domain is a step-by-step approach to ensure program benefits are delivered as planned.
Benefits realization	The process of planning and tracking benefits from program planning through closure. The primary purpose of this process is to realize benefits.
Business case	A program feasibility document approved in the product lifecycle program definition phase.
Change management plan	A formal plan that defines how change will be managed throughout a program.
Collaboration domain	A program management performance domain. The purpose of the collaboration domain is to create and maintain synergy across all stakeholders to include those internal and external to the program.
Communications management plan	A document that outlines how project information will be communicated to stakeholders. It defines communication channels, frequencies, types of information to be shared, and roles and responsibilities for communication activities.
Component	An aspect of a program to include projects and all other associated activities that must be planned and integrated to ensure program success.
Component authorization and planning	A subphase of the program delivery phase. This subphase involves the authorization and detailed planning of individual program components based on the approved program management plan.

Component oversight and integration	A subphase of the program delivery phase. This subphase focuses on the ongoing management and integration of the program components.
Component transition and closure	A subphase of the program delivery phase. This subphase involves the transition and closure of program components.
Constraint	An external factor that you may not be able to control that has the potential to impact program benefits.
Deliverable	A measurable result of a program component essential to overall program benefits realization.
Final program report	A report completed during the program closure phase that includes a summary of the overall program results.
Governance	The structure of decision-making, accountability, transparency, and risk management in place to guide an organization. Program governance is the application of governance principles to programs to ensure they are aligned with organizational strategy and delivered successfully.
Governance framework domain	A program management performance domain. This domain enables program decision-making and establishes practices to ensure compliance with standards and regulations.
Intangible benefits	Benefits that are difficult to measure, such as employee satisfaction or brand reputation.
Integration	The act or process of combining or coordinating separate elements or components into a unified whole to enhance efficiency, effectiveness, or synergy.
Leadership	A role of a program manager to inspire, unite, and lead the program team to align to the program vision.
Lessons learned	A review completed at the end of a phase, project, or program that documents what went well, what can be improved, and recommended improvements.
Lessons learned register	A list of lessons learned during the project, program, or portfolio execution that is intended to help future managers.

Lifecycle management domain	A program management performance domain. This domain ensures effective management of the program lifecycle from start to finish.
Milestone	A point in time established to determine when a program component or deliverable must start or end.
Portfolio	A collection of projects and programs that are grouped together based on shared characteristics, such as strategic objectives, funding source, or risk profile.
Portfolio manager	An individual responsible for overseeing the organization's portfolio of projects and programs. They ensure that the portfolio is aligned with the organization's strategy and that it delivers the expected benefits.
Procurement audit	A formal review of all procurement activities to verify contract completion, authorize payments, and document procurement lessons learned.
Program	A group of interrelated projects and activities that are coordinated to achieve a specific business objective. Programs are typically larger and more complex than individual projects and often involve multiple stakeholders.
Program archive	The process of ensuring all program documentation is managed and filed in a manner that facilitates future use by stakeholders and conforms to governance or regulatory requirements.
Program benefits	The positive outcomes or value achieved by a program. These benefits can be tangible or intangible.
Program charter	A document that formally authorizes the existence of a program and authorizes the program manager to apply organizational resources to program activities.
Program closure phase	A program lifecycle phase. The program closure phase encompasses all activities required to close out a program.
Program definition phase	A program lifecycle phase. The program definition phase involves activities required to authorize the program and develop a comprehensive program management plan.

Program delivery phase	A program lifecycle phase. The program delivery phase involves activities to produce the program's products or services as outlined in the program management plan.
Program formulation	A subphase of the program definition phase. Program formulation focuses on developing the business case that defines the potential benefits expected from the program.
Program lifecycle	A phased approach to plan and execute a program. This lifecycle consists of three interrelated phases required to facilitate effective program definition, delivery, and closure.
Program management	The application of knowledge, skills, tools, and techniques to meet program requirements and realize benefits. Programs are groups of related projects that are managed in a coordinated way to obtain benefits not available from managing them individually.
Program management plan	A comprehensive plan detailing how a program will be executed, monitored, and controlled.
Program manager	An individual responsible for the overall success of a program. Program managers lead and direct the program, coordinating activities within the program to keep it on track.
Program planning	A subphase of the program definition phase. Program planning begins as soon as the program charter is approved.
Program resource breakdown structure (RBS)	A tool used to document, manage, and control required resources for a project, program, or component.
Program sponsor	A high-level individual within an organization who champions the program, secures resources, and provides overall direction and support.
Program steering committee	A group of senior stakeholders who provide oversight and guidance for the program. They represent different areas of the organization impacted by the program and offer strategic direction.

Project	A temporary endeavor undertaken to create a unique product, service, or result. Projects have a defined start and end date, and they are typically broken down into smaller, more manageable tasks.
Project Management Institute (PMI)	A professional association for project, program, and portfolio management professionals. It is the world's leading organization for project management, offering certifications, standards, and resources to help professionals advance their careers.
Project manager	An individual who is responsible for the planning, execution, and successful completion of a project. They oversee all aspects of the project, from defining the scope and schedule to managing the budget and resources.
Risk	An uncertain event or condition that, if it occurs, could have a positive or negative impact on a project or program. Risks can be identified, assessed, and mitigated through a risk management process.
SMART	A method of defining objectives. It includes Specific, Measurable, Attainable, Relevant, and Timely.
Stakeholder	Anyone who is affected by, can affect, or has a vested interest in the outcome of a project or program. Stakeholders can include customers, sponsors, team members, executives, and even the general public.
Stakeholder engagement domain	A program management performance domain. The process of identifying, engaging, and managing program stakeholders to understand their needs and meet their expectations.
Stakeholder management	The process of identifying, understanding, managing the expectations of and communicating with all stakeholders impacted by a project or program. Effective stakeholder management is crucial for building relationships, addressing concerns, and ensuring project success.
The Standard for Program Management, 5th edition	A guide published by PMI that provides standardized guidelines and best practices for program management. This edition outlines the principles, practices, and competencies needed to effectively manage multiple related projects as a cohesive program to achieve strategic objectives.

Strategic alignment domain	A program management performance domain. Program managers must align program objectives to ensure the delivery of benefits expected by the firm.
Subject matter expert (SME)	An individual with deep knowledge and expertise in a specific area relevant to the program. SMEs provide technical guidance and insights to the program team.
Synergy	The process of ensuring all program components are planned and organized in a manner to achieve the expected benefits of the program.
Tangible benefits	Benefits that result in measurable paybacks, such as increased profit or market share.
Team of teams	A collaborative structure where multiple, smaller teams work together to achieve a larger, common goal. Each team has its own expertise and focus, but they are coordinated and aligned under a program or project management umbrella.
Transition planning	Planning that establishes how program deliverables will be transitioned or transferred to an appropriate third party that may include operations, information technology, or other appropriate customers.