
Glossary

Activity. See *task*. In this book, the terms *task* and *activity* are used interchangeably since the interface of Project 2010 uses the word *task* often.

Actual Cost (AC). Total cost actually incurred and recorded in accomplishing work performed for a schedule activity or work breakdown structure component. Actual cost can sometimes be direct labor hours alone, direct costs alone, or all costs including indirect costs. Also referred to as the *actual cost of work performed* (ACWP).¹

Actual Cost of Work Performed (ACWP). See *actual cost* (AC).

Actuals. The actuals is the set of data that represents how the project ran. It shows the final duration (*Actual Duration*), the hours that were spent (*Actual Work*), the real start date (*Actual Start*), the real finish date (*Actual Finish*) and the final cost (*Actual Cost*) of each task.

Apportioned Effort (AE). Effort applied to project work that is not readily divisible into discrete efforts for that work, but which is related in direct proportion to measurable discrete work efforts. Contrast with discrete effort.²

Assignment. An assignment is a combination of a task and a resource. It can be a resource scheduled to work on a particular task or a task assigned to a specific resource. Assignments have their own specific fields, such as start and finish, work, units, work contour and cost rate table.

Assignment Units. The percentage of available working hours (as defined by the calendar in effect) that the resource is assigned to work on a task.

Automatically Scheduled Task. A task that is scheduled by Project's 2010 scheduling engine which considers task constraints, dependencies and calendars. See also *Manually Scheduled Task*.

Backstage. New in Project 2010, the Backstage has commands to open, save and print project files. These are the same basic commands that were available on the File menu in earlier versions of Project. Project Professional 2010 users can also use the Backstage to manage Project Server connections.

Bar Chart. See *Gantt Chart*.

Base Calendar. This is any calendar that can be used as the project calendar, task calendar or resource calendar. See also *project calendar* and *resource calendar*.

Baseline. The baseline is the originally approved schedule, plus the approved changes. The baseline schedule is meant to be compared against. The baseline contains the start and finish dates, durations, work

and cost numbers and their time-phased spread. The baseline values are static unless you baseline again. See also *interim plan*.

Budget at Completion (BAC). The sum of all the budgets established for the work to be performed on a project or a work a breakdown structure component or a schedule activity. The total planned value for the project.¹

Budget Resource. Budget resources are a special category of resources that are created specifically to list a budget category needed within a project. Once the budget resource is created and assigned to the project summary task, the project work and/or project cost amounts can be rolled-up, tracked and compared.

Budgeted Cost of Work Performed (BCWP). See *earned value (EV)*.¹

Budgeted Cost of Work Scheduled (BCWS). See *planned value (PV)*.¹

Business Day. A business day is a working day, normally a weekday. See also *person day* and *calendar day*.

Calendar Day. A calendar day is a 24 hour day. Unlike a business day, a calendar day disregards non-working time. See also *business day* and *person day*.

Circular Dependency. Dependencies between tasks where each is dependent on the other, creating an endless logic loop that can't be resolved.

Consolidated Schedule. A more limited definition of consolidated schedules includes schedules that have no relationship to each other, but are consolidated for purposes like leveling and reporting.

Contouring. Applying a manual or predefined allocation of hours in which a resource's work is scheduled on a task over time.

Cost Performance Index (CPI). A measure of cost efficiency on a project. It is the ratio of earned value (EV) to actual costs (AC). $CPI = EV / AC$. A value equal to or greater than one indicates a favorable condition; a value less than one indicates an unfavorable condition.¹

Cost Performance Index at Completion (CPIAC). $CPIAC = BAC / EAC$. The forecasted cost performance efficiency rate at project completion.

Cost Resource. A cost that helps complete a task and is something other than people, equipment, or materials. A cost resource doesn't affect the scheduling of the task, and doesn't add to work.

Cost Variance (CV). A measure of cost performance on a project. It is the algebraic difference between earned value (EV) and actual cost (AC). $CV = EV - AC$. A positive value indicates a favorable condition and a negative indicates an unfavorable condition.¹

Critical Path. The critical path is the sequence of tasks that determines the duration of the project. The tasks on the critical path are often scheduled tightly; upon finishing one, the next one immediately starts. In other words, there is often no slack between critical tasks. See also *resource-critical path*.

Critical Path Method (CPM). The Critical Path Method is an approach for optimizing schedules that is based on identifying the critical path in a schedule. The method is based on the assumption that there is access to unlimited resources. See also *critical path* and *resource-critical path*.

Critical Resource. A critical resource is a resource that drives the duration of the project, because of its limited availability. A critical resource is assigned to a (resource) critical task and drives the duration of the task. See also *critical path* and *resource-critical task*.

Critical Task. A critical task is a task on the critical path. See also *critical path* and *resource-critical task*.

Deadline. A non-constraining date value entered on a task which acts as an “early warning” indicator for the latest date you want the task to be completed.

Delaying. Delaying is rescheduling one of two tasks that compete for the same resource to a later date in order to resolve a resource over-allocation. The over-allocation is caused by the concurrent scheduling of both tasks and the use of the same resource. See also *leveling*.

Deliverable. The final product, service, or result produced in the completion of a project. A deliverable can also be an interim deliverable where the output work is needed as an input for another process or deliverable of the project.

Dependency. A dependency is a logical cause-and-effect relationship between two tasks. If a task cannot start until another task is finished, it is ‘dependent’ on the completion of the other task. For example, the start of printing a report is dependent on finishing the writing of it. See also *resource dependency*.

Detail Task. A detail task is a task on the lowest outline level or any task without subtasks. Detail tasks are done by a person, and it should be possible to estimate the duration and the cost of each detail task. See also *summary tasks*.

Duration. The duration is the number of business hours or business days estimated to complete a task or deliverable. See also *work*.

Earned Value (EV). The value of work performed expressed in terms of the approved budget assigned to that work for a schedule activity or work breakdown structure component. Also referred to as the *budgeted cost of work performed (BCWP)*.¹

Earned Value Management (EVM). EVM is an approach to measuring project performance that is based on comparing planned and actual progress related to scope, time and cost. EVM techniques primarily refer to the way you account for task progress. The recommended technique for measuring progress on task completion depends on two factors: the tangibility of the deliverable being produced and the task duration.

Effort. See *work*.

Effort Driven. A scheduling method that keeps work constant on a task regardless of the number of resources assigned to the task.

Elapsed Duration. Elapsed duration is the time it takes to perform a task expressed in calendar hours or calendar days (which includes evenings, weekends and holidays). Elapsed time is used for tasks like *dry paint* or *back up* computers, typically tasks without human resources assigned. See also *duration*.

Enterprise. An enterprise can be your entire organization, or any subset thereof. The boundaries of the enterprise are determined with the purpose of modeling its project portfolio and pool of resources. The

term is used by Microsoft to position the professional edition of Project 2010 in the marketplace. See also *workgroup*.

Estimate at Completion (EAC). The expected total cost of a schedule activity, a work breakdown structure component, or the project when the defined scope of work will be completed. EAC is equal to the actual cost (AC) plus the estimate to complete (ETC) for all of the remaining work. $EAC = AC + ETC$. The EAC may be calculated based on performance to date or estimated by the project team based on other factors, in which case it is often referred to as the latest revised estimate.¹

Estimate to Complete (ETC). The expected cost needed to complete all the remaining work for a schedule activity, work breakdown structure component, or the project.¹

External Task. A task outside of the current project. When tasks are linked between projects, the link between the external project and the current project will be displayed in the External Task field.

Filter. A filter is a condition that determines whether a task or resource is displayed. A filter is an object that can be transferred between project schedules using the Organizer. See also *Organizer*.

Fixed Duration Task. A fixed duration task has a duration that will stay the same regardless of how many additional resources are assigned to the task. For example: *drying of paint, teaching a course*.

Fixed Formula. A simplified technique for assessing task progress quickly and easily.

Fixed Formula 0/100. A fixed formula method for assessing task progress where no progress is credited until 100% of a task or deliverable is done.

Fixed Formula 50/50. A fixed formula method for assessing task progress where you credit a task or deliverable as 50% complete when the task is started, and the other 50% when it's finished.

Fixed Units Task. A fixed units task is a task that keeps the number of resources assigned the same when a change is made to the *duration* or the *work*. The duration will change if the work is changed, and vice versa.

Fixed Work Task. A fixed work task is a task that is effort-driven; the amount of *effort (work)* will be the same, regardless of the number of resources doing the task. For example, *coding a computer program, writing reports* and *painting walls* entail a relatively fixed amount of effort. The work can be estimated up-front.

Float. See *slack* and see also *free slack* and *total slack*.

Free Float. See *free slack*.

Free Slack. Free slack is the time that a task can be delayed without influencing the start of any dependent tasks. On the critical path there is no free slack. Free slack is synonymous with *free float*.

Gantt Chart. A Gantt Chart is a graphical presentation of tasks over time. Bars in a timescale represent the durations of the tasks. The chart is named after Henry L. Gantt, who invented it in the early 20th century. The Gantt Chart is also called a *bar chart*.

Generic Resource. A special work resource, defined by a skill or role, used as a place holder in initial planning to gain estimates until a real person is assigned to the task.

Global.mpt. The Global.mpt file is the default template file that is always open when Project 2010 is running. It contains the default objects that are accessible in new and existing project schedules. Each object in the Global.mpt is accessible in all project schedules, unless there is an object with the same name in the existing project schedule.

Group. A group is an object that categorizes task or resource records in the Project 2010 database. A group can be transferred between project schedules using the Organizer. There is also a resource-related field *group* in which the department of a resource could be captured. See also *Organizer*.

Inactive Task. A new feature in Project Professional 2010 that lets you mark tasks as inactive and still retain them in the project. Inactive tasks do not affect resource availability, the project schedule, or scheduling of other tasks. Inactive tasks often have critical information (such as actuals and cost information) that can be valuable to retain.

Integrated Program Schedule or Program Schedule. This is a collection of individual, but related project or program schedules that are consolidated in a way that facilitates the management of the program. An example might be a state testing program, where each administration of the test administration rolls up into the testing program schedule.

Interim Plan. An interim plan is a set of start and finish dates that is used for comparison. Interim plans only contain start and finish dates and are therefore only a partial schedule and different from the baseline. See also *baseline*.

KeyTips. New in Project 2010, a shortcut which lets you use the keyboard to execute commands. Press ALT to display KeyTips over available features in the current view.

Lag. A lag is the duration of a dependency. In a finish-to-start dependency, it is the time you have to wait after the independent task is finished before the dependent task can start. Lag shows as a gap between task bars in the timescale of a Gantt Chart. Lag time pushes the dependent task to later in time.

Lead. A lead is a negative duration of the dependency. In a finish-to-start dependency, it is the amount of time by which the dependent task starts earlier than the finish of the independent task. The two task bars will overlap in the timescale and create a partial dependency. Lead time pulls the dependent task to earlier in time. See also *partial dependency*.

Leveling. Leveling the workload of resources is bringing workload peaks of resources down within their availability or increasing workload valleys to their availability. Resources can have too much work when they happen to be assigned to two tasks at the same time. Reassigning one of the tasks to another resource is one of the possible solutions. A last-resort solution is to reschedule one of the two tasks to later in time. This is called delaying a task. See also *delaying*.

Level of Effort (LOE). Support-type activity (e.g., seller or customer liaison, project cost accounting, project management, etc.), which does not produce definitive end products. It is generally characterized by a uniform rate of work performance over a period of time determined by the activities supported.¹

Logical Dependency. See *dependency*.

Macro. A programmed set of Visual Basic for Applications (VBA) instructions that carry out specific actions when initiated.

Manually Scheduled Task. New in Project 2010, a task which does not rely on Project 2010's scheduling capabilities to determine its dates on a project schedule. You can place a manually scheduled tasks anywhere in your schedule and Project will never rescheduled it; unless you change it back to an auto scheduled task. See also *Automatically Scheduled Task*.

Master Project Schedule. A collection of smaller project schedules that are elements of the master (larger picture) project. An example might be a project where each department produces its own departmental schedule for the work.

Material Resource. Material resources are resources that are consumed during the project and have no effect on the total amount of work scheduled on a task.

Maximum Units. The maximum availability of a resource to the project.

Milestone. A milestone is an event with a zero-duration. A milestone is an important point in time, often an evaluation point. It can be a date on which a deliverable has to be ready or a meeting in which go/no go decisions are made. Events like the opening of a new facility can be milestones. Milestones appear as diamonds in the timescale of the Gantt Chart and are visual reminders of these important dates.

Mini Toolbar. New in Project 2010, a list of commonly used commands that's displayed when you right-click any item in a view (e.g., a bar, cell, or chart). You can then select the command you want to execute from the Mini Toolbar.

Network Diagram. The network diagram shows the logical dependencies between the tasks. Dependencies are shown in the network diagram as arrows between task boxes. Each arrow depicts a dependency and points from the driving task to the follower task. See also *dependency*.

Object. Objects are things that change the appearance of the schedule data (tables, filters, groups, views, fields, reports, maps, calendars) or components of the Project 2010 interface (modules, toolbars, menu bars). All objects can be seen on the **Organizer** (**File** tab, **Backstage** view, **Info** tab.). See also *Organizer*.

Open DataBase Connectivity (ODBC). ODBC is a standard set to foster the exchange of data between database applications. Databases that adhere to ODBC allow other database software to read and write the data.

Organizer. The Organizer is a feature in Project 2010 through which objects can be transferred between project schedules and even the *Global.mpt* file. Examples of objects are: tables, filters, groups, views, calendars and toolbars. You can access the Organizer on the **File** tab, in the **Backstage** view, **Info** tab.

Outline Structure. The outline structure refers to the profile of the indented task list. Detail tasks are indented under their summary task, to form an indented list of tasks, also called the outline structure. See also *work breakdown structure*.

Partial Dependency. A partial dependency occurs when a task is dependent upon the partial completion of its predecessor. As a result, the tasks will overlap each other in the Gantt Chart. A finish-to-start dependency with lead time (negative lag) is an example of a partial dependency. See also *dependency*, *lead* and *lag*.

PDF (Portable Document Format). A fixed-layout file format that preserves document formatting and enables file sharing. When a PDF file is viewed online or printed, it retains exactly the format of the original document. In addition, data in the file can't be easily changed. The PDF format is commonly used for documents in the commercial printing industry.

Percent Complete (PC or PCT). An estimate, expressed as percent, of the amount of work that has been completed on an activity or a work breakdown structure component.¹

Percent Duration Complete. An estimate of the percent of the total duration of an activity or group of activities that has been used to date, calculated with the formula $\text{Percent Duration Complete} = \text{Actual Duration} / \text{Total Duration}$.

Percent Physical Complete. An estimate, expressed as a percent, of the amount of physical work that has been completed on an activity or group of activities. Used when the partial progress of the task is determined based on the subjective evaluation of physical progress made toward producing its deliverables.

Percent Physical Units Complete. An estimate of the percent of the total physical units of an activity or group of activities that has been completed to date, calculated with the formula $\text{Percent Physical Units Complete} = \text{Actual Units} / \text{Total Units}$.

Percent Work Complete. An estimate of the percent of total work that has been completed on an activity or group of activities, calculated with the formula $\text{Percent Work Complete} = \text{Actual Work} / \text{Total Work}$.

Performance Measurement Baseline (PMB). An approved integrated scope-schedule-cost plan for the project work against which project execution is compared to measure and manage performance. Technical and quality parameters may also be included.

Person Day. A person day is one person working for one full business day. See also *business day* and *calendar day*.

PERT. PERT stands for Program Evaluation and Review Technique, a technique used to analyze and optimize network logic.

PERT Chart. The PERT chart used to be a view in older versions of Project, but was renamed network diagram in the Project 2000 version. The PERT Chart showed the network of dependencies between the tasks. See *network diagram*.

Planned Value (PV). The authorized budget assigned to the scheduled work to be accomplished for a schedule activity or work breakdown structure component. Also referred to as the *budgeted cost of work scheduled* (BCWS).¹

Predecessor. The predecessor is the independent task or driver in a dependency relationship. In the example of writing and printing, the task writing is the predecessor of printing and printing is the successor of writing. See also *successor*.

Project Calendar. It is the same as the *standard project calendar*. The project calendar is the calendar on which you specify which days are working days and non-working days for everybody involved in the project. It restricts the scheduling by Project 2010. You can base the *resource calendars* on the standard

project calendar, which will copy all the holidays into the resource calendars. It is a time-saving device for creating resource calendars. See also *base calendar* and *resource calendar*.

Project Database. All the data that are entered in the project are stored in the project database. Data can be extracted from this database as needed for a view or a report using filters.

Project Summary Task. The project summary task is the project title at the top of the task list that displays summarized totals for the entire project. Its task ID number is zero, and all other tasks are indented below it, so that it summarizes the duration, work and cost for the entire project. It can be toggled on and off with the Project Summary Task check box on the **Format** tab, **Show/Hide** group.

Project Template. A project template is a standardized schedule that is typical of a kind of project run by an organization. It contains a standard WBS with dependencies; often, generic resources are assigned to the tasks. A contractor who builds houses uses the same schedule over and over again for every house. He could use a project template as a boilerplate schedule. Template schedules can decrease the necessary data entry for creating similar schedules over and over again, and are protected from accidentally being changed. Project template schedules copy themselves when you open them.

Quality Thresholds. Limits that are set to establish tolerable limits of performance. Quality thresholds tell you whether the project is within these control limits, or is out of control.

Quick Access Toolbar. New in Project 2010, a toolbar with commands that are independent of the Ribbon tab that is currently displayed. You can customize this Toolbar to include the commands you prefer, and move it between two locations.

Recalculation. A recalculation is a refresh of the entire schedule based upon changes made. Whenever a task is inserted or changed, the project cost and work change, as well as the dates of other dependent tasks. All these figures have to be recalculated by Project 2010.

Recurring Task. A task that is repeated during the life cycle of the project. Weekly staff meetings might be an example.

Report. A report in *Project 2010* is a tabular and numeric presentation of the project. Many reports are shipped with *Project 2010* and are ready-to-go. Reports are customizable only to a certain degree. See also *view*.

Resource. A resource is a person, team, facility, machine or material used in a project to accomplish tasks. Anything that can influence the timing, cost or quality of tasks should be defined as a resource in the project.

Resource Calendar. A resource calendar is an individualized calendar with the working days and times defined for the resource, as well as the non-working days and times. See also *project calendar* and *base calendar*.

Resource-Critical Path. The resource-critical path is the sequence of tasks that determines the duration of the project given a limited availability of resources. The resource-critical path takes logical dependencies and resource dependencies into account. Unlike the critical path, the resource-critical path is not based on having access to unlimited resources. See also *critical path*, *logical dependency* and *resource dependency*.

Resource-Critical Task. A resource-critical task is a task on the resource-critical path. See also *resource-critical path* and *critical task*.

Resource Dependency. A resource dependency is a relationship between two tasks through a resource that is assigned to both tasks. If the resource needs more time to finish the task that is scheduled first, it will cause the other (resource-dependent) task to start later. See also *logical dependency*.

Resource Driven. The timing of a task that is determined by the number of resources assigned to it.

Resource Leveling. See *leveling*.

Responsible. A responsible person is the person who is accountable for deliverables of the project. Responsible people only become resources to the project if they work on any tasks in the project. See also *resource*.

Ribbon. New in Project 2010, the menus and toolbars have been replaced with the Ribbon, which helps you easily find the commands you need. Commands are organized in logical groups collected together under tabs.

Schedule. A schedule is a set of start and finish dates of all deliverables, tasks and milestones of the project. A Project 2010 schedule typically contains the WBS, the dependencies between the tasks, some date constraints, the estimates, the resources and assignments, based upon which it calculates the start and finish dates.

Schedule Performance Index (SPI). A measure of schedule efficiency on a project. It is the ratio of earned value (EV) to planned value (PV). The $SPI = EV / PV$. An SPI equal to or greater than one indicates a favorable condition and a value of less than one indicates an unfavorable condition.¹

Schedule Variance (SV). A measure of schedule performance on a project. It is the algebraic difference between the earned value (EV) and the planned value (PV). $SV = EV - PV$.¹

Scheduled Duration. New in Project 2010, the span of active working time for a task as entered or as calculated by Project 2010 based on scheduling factors such as start date, finish date and calendars.

Scheduled Finish. New in Project 2010, the date when work on a task is scheduled to be complete as calculated by Project 2010 based on scheduling factors such as start date, finish date and calendars.

Scheduled Start. New in Project 2010, the date when work on a task is scheduled to begin as calculated by Project 2010, based on scheduling factors such as dependencies, constraints and calendars.

Sequential Dependency. When two tasks are sequentially dependent upon each other, it means that the driver task has to be finished entirely before the follower task can start. See also *partial dependency*.

Slack. See *float* and see also *total slack* and *free slack*.

Sort. A sort is a ranking of tasks or resources based on one or more fields in the project database.

Split Tasks. A task that is split into two segments, often done when the progress on a task is interrupted or is delayed because the task is on hold.

Standard (Project Calendar). It is the calendar that acts as the project calendar. See *project calendar*.

Status Date. The date you enter that is used by Project 2010 to calculate earned value indicators.

Subtask. A task that provides detail for a specific step of the project and is rolled up into a higher-level summary task.

Subproject. An inserted copy of a second project that becomes a phase of the master or consolidated project into which it is inserted.

Successor. The successor is the dependent task or follower in a dependency relationship. In the example of *writing* and *printing*, the task *writing* is the predecessor of *printing* and *printing* is the successor of *writing*. See also *predecessor*.

Summary Task. A summary task is an item in the WBS with subtasks and shows the duration, total cost and total amount of work of its subtasks. To make a schedule easier to understand for stakeholders, you can group tasks and give each group a descriptive summary task name. Summary tasks are often deliverables and give the plan a logical structure. If tasks are scheduled in parallel, the summary duration is not necessarily the sum of the durations of the subtasks. See also *detail tasks*.

Table. A table is a selection of task- or resource-related fields that appear as columns in the spreadsheet of a view. A table is an object that can be transferred between project schedules using the Organizer. See also *Organizer*.

Task. A task is a concrete piece of work that has to be done and that can be assigned to a resource. It should be possible to estimate the duration of a task. In this book, the word task is used interchangeably with *activity*. See *activity*.

Task Bar. Each task has a task bar in the timescale of the Gantt Chart that represents the duration of the task.

Task Inspector. A new feature in Project 2010 that lets you see how changes to one task affect the rest of the project. You can also use the Task Inspector to track schedule changes.

Task Mode. This field indicates whether a task is manually or automatically scheduled. The choice of mode lets you decide how much control you vs. Project want over task scheduling. By default, tasks are set as manually scheduled, with a start date, finish date, and duration that you define See *Automatically Scheduled Task* and *Manually Scheduled Task*.

Team Planner. A new view in Project 2010 that lets you see at a glance what assignments your team members are working on and move tasks between them. You can also view and assign unassigned work, view over-allocations, and see both task and resource names.

Time Estimate at Completion (EACt). The forecasted duration of the project. $EACt = (BAC / SPI) / (BAC / \text{Baseline Duration}) = \text{Baseline Duration} / SPI$.

Time Phased Budget. A project budget that identifies how much money or labor is to be expended on each task for each time period (e.g., month) in the project schedule. See *Planned Value (PV)*.²

Time Schedule Performance Index at Completion (SPIAct). $SPIAct = \text{Baseline Duration} / EACt$. This is the forecasted schedule performance efficiency rate at project completion.

Time Variance at Completion (VACt). $VACt = \text{Baseline Duration} - EACt$. Forecasted schedule deviation at project completion.

Timeline. A new view in Project 2010 that is automatically displayed above other views. The Timeline view shows a concise overview of the entire schedule. You can add tasks to it or print it for as a summary report of the project.

To Complete Performance Index (TCPI). The calculated projection of cost performance that must be achieved on remaining work to meet a specified goal, such as the BAC or the management EAC. For example: $\text{To Complete Performance Index} = (\text{remaining work}) / (\text{budget remaining}) = (BAC - EV) / (BAC - AC)$.²

Total Float. See *total slack*.

Total Slack. Total slack is the total amount of time a task can be delayed without influencing the end date of the project (or any earlier constraint date). Total slack is synonymous to *total float*.

Tracking Progress. Tracking progress is comparing the current schedule to the baseline. Comparisons can be made on the start and finish dates, duration, work and cost.

Trust Center. Used to manage security and privacy settings. You can also use the Trust Center to set up trusted publishers, add-ins, macros settings, and any legacy formats that you want to use with Project 2010, for example importing Excel files into Project. The Trust Center is found on the **Backstage** view, **Options**.

Updating. The updating of a project schedule involves entering what happened in the past (the *actuals*) and what you forecast for the future of the project. Actuals are the actual start date, the actual days or hours spent on a task and the actual finish date.

Variance at Completion (VAC). The difference between the total budget assigned to a project (BAC) and the total cost estimate at completion (EAC). $\text{Variance at Completion} = \text{Budget at Completion} - \text{Estimate at Completion}$. It represents the amount of expected overrun or underrun.²

View. A view is an arrangement of project data in *Project 2010*. A view applies a table, filter and group object, and also contains the sort order, format settings, page layout choices and drawing objects. A view is an object that can be transferred between project schedules with the Organizer. See also *report, Organizer, table, filter and group*.

WBS. See *Work Breakdown Structure*.

Weighted Milestone. Technique recommended for tasks with relatively long durations (more than 2 reporting periods), where it could be difficult to evaluate partial progress.

What-If Analysis. This is a way of finding out by trial and error what a better schedule may be.

Work. The work is the estimated number of person hours or person days a resource spends on a task or deliverable. In *Project 2010*, work is synonymous to **effort**. See also *duration*.

Work Breakdown Structure. The work breakdown structure is a deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create the required deliverables.¹ See also *outline structure, summary tasks and detail tasks*.

Work Contour. A manual or predefined allocation of hours in which a resource's work is scheduled on a task over time.

Workgroup. A workgroup is a limited number of people who work closely together performing projects. See also *enterprise*.

Workload Leveling. See *leveling*.

Work Resource. The people and equipment that do the work of the project. They are not consumed and they affect the total amount of work scheduled on a task.

Workspace. A group of project files that can be opened and worked on together.

XPS Format (XML Paper Specification). A file format that preserves document formatting and enables file sharing. The XPS format ensures that when viewed online or printed, a file retains exactly the format you defined, and that data in the file can't be easily modified.

Zoom Slider. A new feature in the Project 2010 Status Bar that lets you quickly zoom the timephased part of a view. The zoom slider works in the Gantt Chart, Network Diagram, and Calendar views, as well as in all graph views.

Endnotes:

1 Definitions taken or adapted from the *PMBOK® Guide – Fourth Edition*, PMI, 2008.

2 Definitions taken or adapted from the *Practice Standard for Earned Value Management*, PMI, 2005.
