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BAU	<p>Business As Usual: Business as usual is the normal execution of standard functional operations within an organisation, it is a direct contrast to projects or programmes, which introduce change to business operations</p>
BCF	<p>Better Care Fund: The Better Care Fund is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible</p>
BCP	Bournemouth, Christchurch and Poole Council
BI	<p>Business Intelligence: Business intelligence is a technology-driven process for analysing data and presenting actionable information to help executives, managers and other corporate end users make informed business decisions. Organisations often have a dedicated team to this process, also known as the "BI team"</p>
BIC	<p>Bournemouth International Centre: One of the largest venues for conferences, exhibitions, entertainment and events in southern England</p>
BMA	<p>British Medical Association: The British Medical Association is the trade union and professional body for doctors in the UK</p>
BSS	<p>Business Support Services: Business Support refers to a wide range of support and transactional services within an organisation that are inward facing (also known as back-office services). These services can include administration, Information Technology, Human resources, finance etc. The term Business Support team is also used to describe administrative teams within departments</p>
BU	<p>Bournemouth University: Bournemouth University is a public university in Bournemouth, Dorset</p>
Baseline	<p>The reference levels against which a project, programme or portfolio are monitored and controlled Source: 7th Ed. of the APM Body of Knowledge</p>
Benefit	<p>A positive and measurable impact of change Source: 7th Ed. of the APM Body of Knowledge</p>
Benefits erosion	<p>An undesirable situation where the quantum of realised benefits is reduced over time. In business as usual, for example, resource efficiencies claimed by the programme are reduced by hiring additional staff or contractor Source: 5th Ed. of MSP</p>
Benefits management	<p>The identification, definition, planning, tracking and realisation of business benefits Source: 7th Ed. of the APM Body of Knowledge Template can be found here</p>
Benefits realisation	<p>The practice of ensuring that benefits are derived from outputs and outcomes Source: 7th Ed. of the APM Body of Knowledge</p>

Best practice	A defined and proven method of managing events effectively Source: 5 th Ed. of MSP
Blueprint	A document defining and describing what a programme is designed to achieve in terms of the business and operational vision Source: Managing Successful Programmes (MSP) Methodology)
Board	A body that provides sponsorship to a project, programme or portfolio. The board will represent financial, provider and user interests
Bottom-up estimating	An estimating technique that uses detailed specifications to estimate and cost for each product or activity. Also known as analytical estimating Source: 7 th Ed. of the APM Body of Knowledge
Breakdown structure	A hierarchical structure by which project elements are broken down or decomposed. Examples include cost breakdown structure (CBS), organisational breakdown structure (OBS), product/Deliverable breakdown structure (PBS), and work breakdown structure (WBS) Source: 7 th Ed. of the APM Body of Knowledge
Buffer	A term used in critical path analysis for the centralised management of contingencies Source: 7 th Ed. of the APM Body of Knowledge
Budget	The sum of the estimates of income and expenditure for the programme that are delegated to the roles in the programme organisation Source: 5 th Ed. of MSP
Business-Analyst	Extension of the project manager duties in a smaller project, in a larger project could be an individual role and contribute to the solution design and help solve implementation issues in project management by providing expert advice, guidance and leadership to the project manager team and other stakeholders. The role is defined by two activities: Problem Identification and Problem Solving
Business-as usual	An organisation's normal day-to-day operations. Also referred to as steady state Source: 7 th Ed. of the APM Body of Knowledge
Business change manager	A role that is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day adoption of new capabilities in the investing organisation(s) in support of the realisation of outcomes of benefit on behalf of the senior responsible owner (SRO) Source: 5 th Ed. of MSP
Burn down chart	A graph that shows the relationship between the number of tasks to be completed and the amount of time left to complete these tasks
Business case	Provides justification for undertaking a project, programme or portfolio. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution Source: 7 th Ed. of the APM Body of Knowledge
Business information modelling	Involves the generation and management of digital representations of physical and functional characteristics of buildings and places. Building information models are digital files (often but not always in proprietary formats and containing proprietary data) which can be extracted, exchanged or networked to support decision-making regarding a building or other built asset. Related to configuration management Source: 7 th Ed. of the APM Body of Knowledge

Business readiness	Is a continuous concern and activity through the life of a project or programme that seeks to understand attitudes to change and any barriers so that people are ready to accept outputs and adopt new ways of working to realise benefit Source: 7 th Ed. of the APM Body of Knowledge
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Business risk assessment	The assessment of risk to business objectives rather than risk to achieving project, programme or portfolio objectives
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