



OBC	Outline Business Case: An outline business case is used by senior management to assess whether to give the go-ahead for the definition phase. The detailed business case is then prepared during the latter phase
OD	Organisational Development: Organisational Development is the planned, comprehensive and systematic process aimed at improving the overall effectiveness of an organisation. It involves intervening in its processes, structure and culture; there is a strong emphasis on organisational behaviour, human resource development and organisational change
OFRG	Operational Finance and Reference Group: The main group overseeing the Sustainability and Transformation Plan's financial position
OGSCR	Oversight Group for Service Change and Reconfiguration: They oversee the national work programme for service change and provide advice and recommendations to the Investment Committee in relation to service change schemes and transactions
Objectives	A generic term for pre-determined results towards which effort is directed. Objectives may be defined in terms of outputs, outcomes and/or benefits Source: 7 th Ed. of the APM Body of Knowledge Template be found here
Off-specification	Something that is not specified in the scope of the project but that may be included with agreement at the appropriate levels. May be included for mitigation/enhancements of risks & issues or for improvement of the project
Opportunity	A positive risk event that, if it occurs, will have an upside/beneficial effect on the achievement of one or more objectives Source: 7 th Ed. of the APM Body of Knowledge
Optioneering	An approach to exploring multiple options to optimally satisfy stakeholders needs requiring creativity and lateral thinking Source: 7 th Ed. of the APM Body of Knowledge
Organisational ability	The overall capability of an organisation to perform the work required to deliver outcomes of benefit with its current people, processes, and practices Source: 5 th Ed. of MSP
Organisational capacity	The amount of work that an organisation can deliver in a given period of time Source: 5 th Ed. of MSP
Organisational culture	The unwritten rules that influence individual and group behaviour and attitudes. Applicable at multiple levels of organisation, including national culture or project culture Source: 7 th Ed. of the APM Body of Knowledge
Outcome	The changed circumstances or behaviour that results from the use of an output and leads to realisation of benefits Source: 7 th Ed. of the APM Body of Knowledge
Output	The tangible or intangible product that typically delivered by a project. Used interchangeably with deliverable and product

