

Glossary of terms used in management services

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Committees responsible for this British Standard

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- British Gas plc
- Ergonomics Society
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- Institute of Management Services
- Institute of Quality Assurance
- Loughborough University of Technology
- Methods — Time Measurement Association Ltd.
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Foreword

This British Standard has been prepared under the direction of the Quality, Management and Statistics Standards Policy Committee. It is a revision of BS 3138:1979 “Glossary of terms used in work study and organization and methods (O & M)” which is withdrawn. Successive editions since the first in 1959 have done much to dispel ambiguities and to provide a common terminology in these areas of activity.

During the period since 1959 there has been considerable development of the techniques and a broadening of the areas of application. This sphere of activity and practice of techniques has become generally known as “management services”. The committee has therefore taken the decision to retitle BS 3138 as “Glossary of terms used in management services”. For the same reason the committee also decided to further develop the structural changes introduced in the 1979 revision.

This edition of BS 3138 introduces a hierarchical structure of three sections in which the general terms are followed by a section titled “Methodology” consisting of subsections of “Measurement” and “Analysis”, and a further section covering terms relating to specific applications of these methodologies.

This approach reflects the fact that the methodologies are used across the entire spectrum of commercial and non-commercial activity and are applied to all types of work and work situations.

This British Standard complements a number of related BSI glossaries dealing with management and scientific disciplines, such as production planning, quality assurance, project management, data processing and statistical methods. Every effort has been made to coordinate the definitions in this revision of BS 3138 with those in related glossaries and, where possible, common definitions have been adopted. However, it is not always possible to have a common definition for terms used in different contexts or different disciplines.

As an additional aid to communication between the various disciplines, a bibliography of British Standards containing definitions of terms used in management services is given in Appendix A

Work magnitude nomenclature. In the first edition of BS 3138 and elsewhere, some ambiguities exist in the meaning conveyed by the terms “job”, “task”, “operation” and “element” and their relationship to one another. These ambiguities were removed in the third edition by the introduction of a hierarchy which has been retained in this edition, i.e. job (32205), task (32214), operation (31106) and element (22023).

Further guidance on topics related to terms defined in this British Standard may be obtained from BS 3375 which has been published in four Parts.

In some cases, where two or more terms have the same meaning and one of them is preferred, the preferred term is printed in bold type (as are all single terms) and the others are printed in ordinary type.

The first two digits of the reference number of each term indicate the subsection in which the term appears in the glossary. If the third digit is not a zero, this digit indicates the sub-subsection of the term’s entry.

A British Standard does not purport to include all the necessary provisions of a contract. Users of British Standards are responsible for their correct application.

Compliance with a British Standard does not of itself confer immunity from legal obligations.

Summary of pages

This document comprises a front cover, an inside front cover, pages i and ii, pages 1 to 42, an inside back cover and a back cover.

This standard has been updated (see copyright date) and may have had amendments incorporated. This will be indicated in the amendment table on the inside front cover.

Section 1. General terms

No.	Term	Definition
1.1 Principal terms		
11001	management services	The provision of advisory and information services to assist management in improving effective use of resources. This may embrace the use of <i>work study</i> , <i>O & M</i> , <i>operational research</i> , data processing, <i>ergonomics</i> , economic forecasting, industrial engineering.
11002	work study, organization and methods (O & M)	The systematic examination of activities in order to improve the effective use of human and other resources. NOTE Although the processes involved are identical, work study differs from organization and methods in that the latter is normally reserved for and applied to managerial, administrative and clerical work.
11003	work measurement	The application of techniques designed to establish the time for a <i>qualified worker</i> to carry out a <i>task</i> at a defined rate of working.
11004	work performance control	The application of <i>work measurement</i> techniques with other information to the appraisal of results and payment for work.
11005	ergonomics	The study of the relationship between workers and their occupation, equipment and environment, and particularly the application of anatomical, physiological and psychological knowledge to the problems arising therefrom.
11006	organization study	The systematic and critical analysis of organizational structures and relationships in order to make improvements.
11007	method study	The systematic <i>recording</i> and <i>critical examination</i> of ways of doing things in order to make improvements. NOTE See Figure 1 and Table 1.
11008	systems analysis	The detailed investigation of a real or planned <i>system</i> by a consistent method with a view to determining the functions of the <i>system</i> and their relations among themselves and to any other <i>system</i> .
11009	operational research	The application of the methods of science to complex problems arising in the direction and management of large <i>systems</i> of people, machines, materials and money in industry, business, government and defence. NOTE The distinctive approach is to develop a model of the <i>system</i> , incorporating measures of factors such as chance and risk, with which to predict and compare the outcomes of alternative decisions, strategies or controls. The purpose is to help management determine its policy and action scientifically.
11010	soft systems methodology	A <i>systems</i> -based methodology for tackling real world problems in which ends known to be desirable cannot be taken as given. NOTE Soft systems methodology is based upon a phenomenological stance.
11011	procedure audit	An application of the <i>soft systems methodology</i> to establish the current levels of efficiency and effectiveness of an organization's <i>procedures</i> as a prerequisite to effecting improvement.

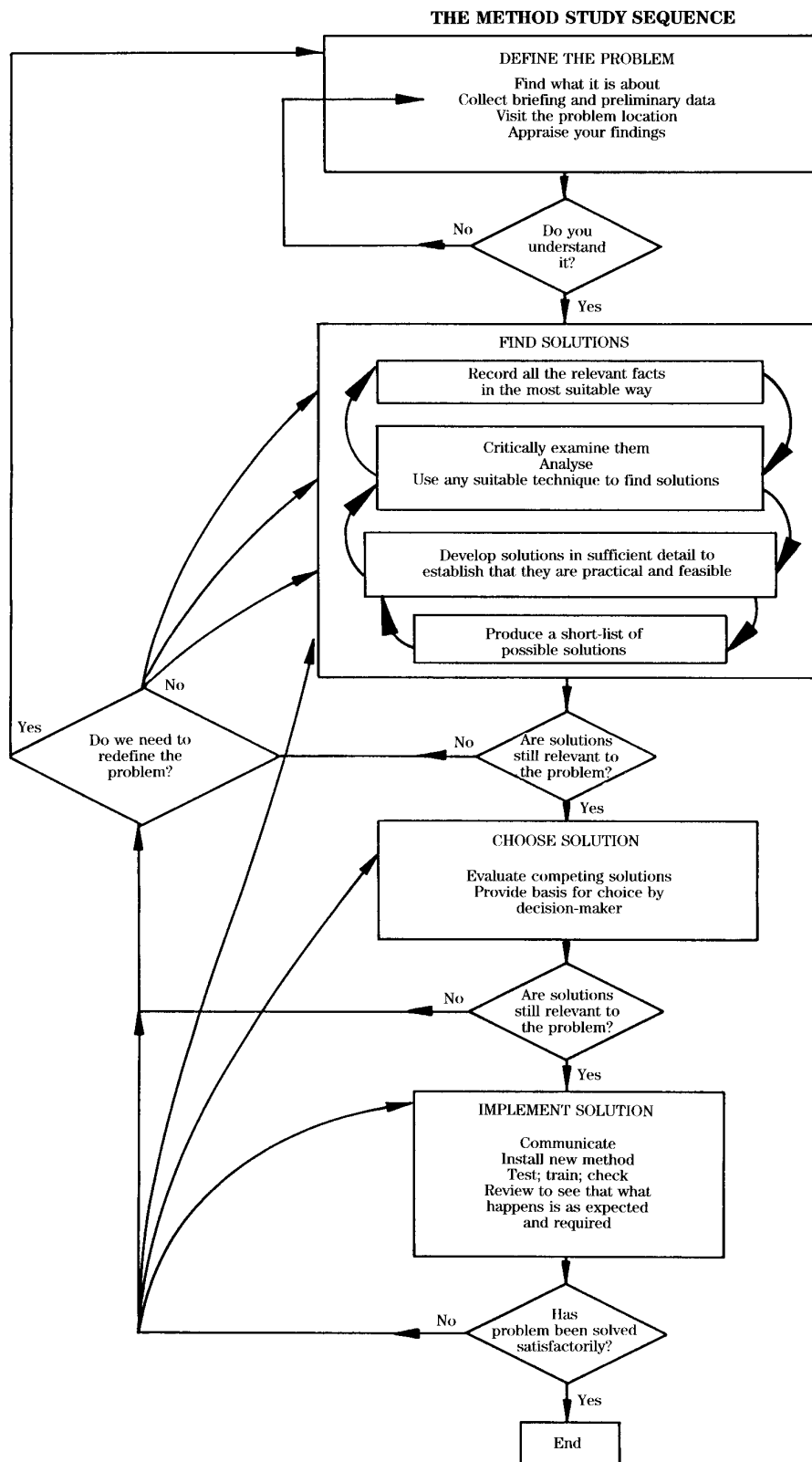


Figure 1 — The method study sequence

Table 1 — Method study techniques

Data initiation	Observation of present practice Analysis of past records Interviewing Listening to what people say Survey and other methods
Data recording	<i>Models</i> (21049) <i>Process charts</i> (21022, 21028, 21042, 21043, 21056, 21057, 21060, 21061, 21089) <i>Flow charts and flow diagrams</i> (21010, 21026, 21027, 21068, 21086) <i>String diagrams</i> (21080) <i>Bar charts, Gantt charts and other similar charts</i> (21004, 21030, 21052, 21076) <i>Predetermined motion time system (PMTS) charts and codes</i> (22054, 22055) <i>Memomotion photography and micromotion photography</i> (21045, 21047) <i>Decision tables, etc.</i> (21016, 21017, 21018, 21019) <i>Time study</i> (22086) Sampling techniques
Data analysis	<i>Model building</i> (21050) <i>Film/video analysis</i> (31105) <i>Sensitivity analysis and Pareto analysis</i> (21058, 21074) <i>Factor analysis and factor comparison</i> (21024, 21025) <i>Project network techniques</i> (21063) <i>Statistical analysis, etc.</i> (21002, 21053, 21067, 21075, 21078, 21079, 21091, 22047) <i>Linear programming and dynamic programming</i> (21021, 21040)
Creativity	<i>Brainstorming</i> (21006) <i>Lateral thinking and vertical thinking</i> (21039, 21093) <i>Critical examination</i> (21014) <i>Progressive elimination</i> (21062) <i>Heuristic procedure</i> (21032) <i>Other questioning techniques</i> (21064)
Evaluation	Cost/measurement comparisons Qualitative comparisons Results of operating models Statistical comparisons Discussion, etc. Test against <i>constraints</i>, etc. (21011)
Communication	Writing reports Verbal presentation Informal discussion Meeting procedure Training techniques Attitude changing techniques, etc. Verbal and visual presentation
Feedback and control	Monitoring Measurement of results Comparison with targets Corrective action
NOTE A number in brackets indicates that the term is defined in this glossary and gives its location.	

No	Term	Definition
1.2 Associated terms		
12001	assignment	The whole or part of a problem or situation given to a practitioner for investigation.
12002	data capture	The process of collecting raw data from any kind of activity and storing or <i>recording</i> it in a form suitable for subsequent processing, study or analysis by human, mechanical or electronic means.
12003	feasibility study	A study carried out to test the likelihood of a successful solution being obtained.
12004	feedback	Information provided by a process or situation that may be used to modify inputs into the same process or situation to conform to the desired plan.
12005	manpower planning	A continuous process of making advance decisions about the recruitment, use and deployment of people.
12006	pilot project	A project to develop a reduced version of a full-scale structure, <i>system</i> or <i>procedure</i> to be used under restricted, nevertheless real, conditions before the final structure, <i>system</i> or <i>procedure</i> is developed.
12007	procedure	A specified sequence of actions performed in a <i>job</i> or <i>task</i> .
12008	professional standards	The code of practice and behaviour issued by a professional body, mandatory upon its members, compliance therewith ensuring proper professional conduct.
12009	scheduling	The process of determining activity start and finish dates subject to <i>constraints</i> of logic, time and/or resources.
12010	terms of reference	The definition of an assignment comprising scope, objectives, <i>constraints</i> , <i>resource allocation</i> , time limitations and other parameters agreed between the person(s) requesting a study of a situation and those who are to undertake it.

Section 2. Methodology

NOTE The basic methodologies used within management services are those of analysis and measurement. This section defines those terms which relate directly to those methodologies rather than to specific applications of them.

No.	Term	Definition
2.1 Analysis		
21001	algorithm	A prescribed set of well-defined rules or instructions for the solution of a problem or the execution of a <i>procedure</i> with the objective of obtaining a single point optimum result.
21002	analysis of variance	1) Statistical. A method of partitioning the total <i>variance</i> of a set of values in order to assess whether the <i>variance</i> attributable to a particular source or sources differs from that attributable to random <i>variance</i>. 2) Financial. The examination of the difference between planned use of resources and actual results (Accountancy usage). NOTE 1 These definitions are not mutually compatible. NOTE 2 See also 21091.
21003	attribute list	A list of qualities ascribed to a particular object or <i>system</i> , prepared so that they may be validated against the need of the situation.
21004	bar chart	A chart on which activities and their durations are represented by lines drawn to a common scale showing a sequence of <i>operations</i>. NOTE 1 This definition is similar to 10021 of BS 4335:1987. NOTE 2 See also 21030. NOTE 3 The term "bar diagram" is used to signify a means of depicting statistical information. See BS 5532-1 for the relevant definition.
21005	bottom-up	Pertaining to an approach that starts at the level of greatest detail or lowest hierarchical level and proceeds up towards the level of least detail or highest hierarchical level.
21006	brainstorming	The controlled use of free expression, by which a team of people interact to produce solutions to a problem.
21007	bubble chart spider chart, spidergram	An approximate diagram with entities, ideas or activities inside circles and with lines linking the circles to show their interactions. It is used as an aid to thinking or explanation, or as an overall display of a situation.
21008	characteristics of easy movement	Physiologically natural movements incorporated in the design of working methods.
21009	coefficient of variation	The ratio of the <i>standard deviation</i> to the absolute value of the arithmetic mean. NOTE The ratio may be expressed as a percentage.
21010	columnar flow chart	A <i>flow chart</i> in which specific meanings are attached to separate vertical spaces in which the symbols are placed. NOTE For example, a column can include all the actions which affect a particular department or function.
21011	constraint	A limiting factor that may inhibit the full realization of objectives.
21012	continuous movements	Movements that are smooth and curved and which avoid sharp changes of direction and of speed.
21013	cost benefit analysis	The assessment of resources used in an activity and their comparison with the value of the benefit to be derived from the activity. NOTE Choice and evaluation of competing solutions should take account of <i>net present value</i> and changing price levels.

No.	Term	Definition
21014	critical examination	The systematic analysis of information about a problem, <i>procedure</i> or activity by which it is subjected to exhaustive challenge with regard to need, simplifications, combination, sequence and alternatives.
21015	cybernetics	The study of communication and control mechanisms in machines, living creatures and/or organizations.
21016	decision matrix	A matrix showing the result of interaction between various strategies.
21017	decision support system	A <i>system</i> for abstracting and integrating the results from <i>decision trees</i> , <i>decision matrices</i> and other sources to probe the various outcomes. This may be done manually or with computer assistance.
21018	decision table	A statement, in tabular form, of the actions to be taken when given sets of conditions are fulfilled.
21019	decision tree	A diagram displaying successive and alternative decisions in the face of chance events together with the final outcome of every alternative.
21020	discounted cash flow (DCF)	A method of relating future cash inflows and outflows over the life of a project or <i>operation</i> to a standard value (usually present value) using discount rates based on compound interest. NOTE Choice and evaluation of competing solutions should take account of <i>net present value</i> and changing price levels.
21021	dynamic programming	A means of optimizing an interdependent set of decisions that may be sequential.
21022	equipment type flow process chart	A <i>flow process chart</i> that records how equipment is used.
21023	expert system	A computer program that uses the programming techniques of artificial intelligence, especially those techniques developed for problem solving, to interrogate data and deduce results within parameters programmed into it.
21024	factor analysis	An analysis of the factors or features of a problem, to identify them clearly and to examine their interaction and relative importance.
21025	factor comparison	The identification of factors common to a number of items to be compared, the establishment of an assessment scale for each factor, and the assessment of each item, factor by factor, so that the items can be placed in positions of relative importance.
21026	flow chart procedure chart	A graphical representation of a <i>procedure</i> , usually using symbols connected by flow lines.
21027	flow diagram	A diagram or model, substantially to scale, that shows the locations of specific activities carried out and the routes followed by workers, materials or equipment. <i>Process chart symbols</i> may be embodied in the diagram. NOTE See also BS 4058.
21028	flow process chart	A <i>process chart</i> setting out the sequence of the flow of a product, a <i>procedure</i> or information by recording all events under review using appropriate <i>process chart symbols</i> .
21029	game theory	The analysis, in a mathematical framework, of competitive situations with the object of determining the best strategy for each competitor.

No.	Term	Definition
21030	Gantt chart	A <i>bar chart</i> used as a means of control on which work planned and work done are represented, showing their relationship to each other and to time. NOTE See also 21004.
21031	habitual movements	Movements that through precise repetition become a habit.
21032	heuristic procedure	A <i>procedure</i> that involves some degree of experimentation, e.g. trial and error, each successive stage towards the solution taking into account the error determined in the previous stage.
21033	information type flow process chart information flow chart	A <i>flow process chart</i> that records the movement of information through a <i>system</i> or organization (whether on paper, in a computer or by any other means).
21034	intelligent knowledge based system (IKBS)	An <i>expert system</i> built up from knowledge acquired from human experts to receive information about a situation and deduce results appropriate to that situation.
21035	interdependence	The extent to which the behaviour of the components of a <i>system</i> depend upon one another.
21036	interface	A boundary common to two or more <i>systems</i> , or other entities at which information flow takes place. NOTE 1 The <i>systems</i> may be different by nature (e.g. operator/machine) or with regard to prime objectives (e.g. speed of delivery/quality). NOTE 2 This definition is compatible with 10034 of BS 4335:1987.
21037	investment appraisal	A financial evaluation of future requirements for equipment, accommodation or other assets compared with a prescribed return on investment.
21038	iterative process	A process in which the same steps are carried out repeatedly until a change in circumstances causes the repetition to be terminated.
21039	lateral thinking creative thinking	A mode of thought characterized by attempting to find new standpoints from which to view the problem, not constrained by conventional logic.
21040	linear programming	A method for determining the numerical values of a group of variables, which interact through a given set of linear <i>constraints</i> , such that a given linear function of these variables is optimized.
21041	logic tree	A graph in tree form that shows the essential logical structure of a sequence of actions, rules, laws or regulations. NOTE See also 21001.
21042	man type flow process chart	A <i>flow process chart</i> that records what the worker does.
21043	material type flow process chart	A <i>flow process chart</i> that records what happens to material.
21044	memomotion analysis	The analysis and <i>critical examination</i> of a film produced by <i>memomotion photography</i> , by studying changes between frames or groups of frames, or viewing the overall context by running the film at normal speed.
21045	memomotion photography	A form of time lapse photography that records an activity by using a cine camera with longer than normal intervals between frames. The projection at normal speed shows the activity in speeded-up motion. The film produced can be used for frame-by-frame analysis.
21046	micromotion analysis	The <i>critical examination</i> of a <i>simultaneous motion chart</i> , or of a film produced in <i>micromotion photography</i> .

No.	Term	Definition
21047	micromotion photography	A form of time lapse photography that records an activity by using a cine camera with shorter than normal intervals between frames. The projection at normal speed shows the activity in slow motion. The film produced can be used for frame-by-frame analysis.
21048	minimum movements	Movements that, while natural, are the minimum necessary for the <i>job</i> .
21049	model	A simplified representation of a situation using graphical, verbal or mathematical symbols and/or electronic or physical means by which the situation can be examined, manipulated and evaluated.
21050	model building	The process of designing and building a <i>model</i> from which to evaluate or simulate the known features of a situation and investigate possible alternatives.
21051	morphological analysis	A systematic listing of logically possible combinations of features or variables in a situation, to search for novel or promising combinations as potential solutions to the problem.
21052	multiple activity chart	A chart on which the activities of more than one subject (worker, equipment or material) are each recorded on a common time scale to show their interrelationship.
21053	multiple regression analysis	A method of investigating hypothetical relationships between one variable and a set of variables on which the first variable is believed to depend. NOTE See also 22047.
21054	natural movements	Movements which make the best use of the shape and arrangement of the part of the body involved.
21055	net present value (NPV)	The aggregate of future income and expenditure discounted back to the present at a given compound interest rate. NOTE Choice and evaluation of competing solutions should take account of net present value and changing price levels.
21056	otis chart	A <i>flow process chart</i> in which the symbols O,T,I, and S (representing operation, transport, inspection and storage) are given separate columns. The chart is formed by drawing a line from one column to another to illustrate the sequence of activities.
21057	outline process chart	A <i>process chart</i> giving an overall picture by <i>recording</i> in sequence only <i>operations</i> and inspections.
21058	Pareto analysis	A method of representation in which items are sorted into order of numerical or ranking magnitude in order to show the overall balance or distribution, or to identify priorities. NOTE 1 This is colloquially known as "80/20 analysis". NOTE 2 This definition is similar to 33020 of BS 5191:1975.
21059	principles of motion economy	Empirical guidelines for use when designing or examining critically movements made by a person. NOTE Application should lead to easier, simpler and less fatiguing motions.
21060	process chart	Chart in which a sequence of events is portrayed diagrammatically by means of a set of <i>process chart symbols</i> to help a person to visualize a process for the purpose of examining and improving it.
21061	process chart symbols	Symbols used for recording the nature of events. A set of symbols in common use is as follows.

No.	Term	Definition
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operation:



Indicates the main steps in a process, method or *procedure*. Usually the item concerned, which may be material, a product, a document, etc., is modified or changed during the *operation*.

transport:



Indicates the movement of workers, materials or equipment from place to place.

permanent storage:



Indicates a controlled storage in which material is received into, or issued from, a store or file under some form of authorization, or an item is retained for reference purposes.

temporary storage or delay:



Indicates a delay in the sequence of events, e.g. work or worker waiting between consecutive operations, or any item laid aside temporarily without record until required.

inspection:



Indicates an inspection for quality and/or a check for quantity.

NOTE 1 When two or more events take place together, the appropriate symbols may be combined, the predominant event being indicated by the outer symbol, e.g. a square with a circle in the centre indicates inspection combined with a subsidiary *operation*.

NOTE 2 For program or data *flow chart* symbols, rules and conventions, see BS 4058.

21062 **progressive
elimination**

A *procedure* of seeking to eliminate something from consideration first by challenging it as a whole and then aspects of it in increasingly greater detail.

21063 **project network
techniques (PNT)**
project network analysis
(PNA)

A group of techniques that, for the description, analysis, planning and control of projects, considers the logical interrelationships of all project activities.

NOTE 1 The group includes techniques concerned with time, resources, costs and other influencing factors, e.g. uncertainty.

NOTE 2 The terms “program evaluation and review technique” (PERT), “critical path analysis” (CPA), “critical path method” (CPM) and “precedence method” refer to particular techniques and should not be used as synonyms for project network techniques.

NOTE 3 The definition is identical to 10016 of BS 4335:1987.

No.	Term	Definition
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21064	questioning technique	A means by which <i>critical examination</i> is conducted, using the following. a) Primary questions. In this first stage, the fundamental need for performing each activity is <i>recorded</i> , its means, sequence, place and person are questioned, and justification is sought for each reply. b) Secondary questions. In this second stage, the remaining essential activities are subjected to further questions to determine alternatives and to select those that are practicable and preferable.
21065	queueing theory	The mathematical theory used in the analysis of <i>systems</i> in which service is provided under conditions of varying supply and demand.
21066	ratio analysis	A method of appraisal by examination of the behaviour of appropriate indices. NOTE The indices are usually obtained by dividing one descriptive parameter by another, e.g. profit divided by number of employees, which is a dimensional ratio, or profit divided by turnover, which is non-dimensional.
21067	regression analysis	A method of investigating hypothetical relationships between one variable and a set of other variables on which the first variable is believed to depend. NOTE See also 22047, for a particular application of regression analysis.
21068	relationship chart interaction chart, REL chart	A chart for comparing each member of a group with every other member. It is constructed so that a unique cell exists for each pair of members of the group. NOTE The comparison may be quantified by subjective assessment.
21069	replacement theory	A body of mathematical theory connected with the problems of determining the most economical time to replace or repair a piece of equipment.
21070	rhythmical movements	A sequence of movements that induces a natural rhythm when repeated.
21071	route	The planned sequence of work centres or <i>work stations</i> for the completion of a <i>task</i> or <i>job</i> . NOTE This definition is similar to 13003 of BS 5191:1975.
21072	scale chart	A chart showing the relationship between different levels of a problem so that the most appropriate level may be chosen for consideration.
21073	select	The process of choosing by systematic means a specific problem to be solved or area of work to be studied.
21074	sensitivity analysis	An analysis of the effect of varying the parameters of a problem on the solution of the problem.
21075	significance tests	Statistical <i>procedures</i> intended to indicate whether some observed effect could be the result of chance or be attributable to some postulated hypothesis or identifiable cause.
21076	simo chart simultaneous motion chart	A chart, usually based upon <i>film/video analysis, recording</i> on a common time scale the movements performed by different parts of the body.
21077	simultaneous movements	Movements in which different limbs are working at the same time.

No.	Term	Definition
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21078	standard deviation	The square root of the statistical <i>variance</i> , giving a usable measure of the spread of a distribution about a mean value (in the same units). NOTE The definition is similar to 2.34 of BS 5532-1:1978.
21079	statistical analysis	Analysis of data by the application of statistical methods.
21080	string diagram	A scale plan or <i>model</i> on which a thread is used to trace and measure the path of workers, materials or equipment during a specified sequence of events.
21081	successive limited comparisons	A method of arriving at a solution by making successive small changes in the real situation, and testing to see if they have had the desired effect.
21082	symmetrical movements	Movements that are so arranged that they can be performed on the right and left sides of the body symmetrically about an imaginary plane through the centre of the body.
21083	synectics	A technique for generating new ideas by using analogies, seeking thereby to view chosen features of the problem or situation in a novel, or more general, way.
21084	system	A coherent and logical arrangement of principles, people, data, material, components, equipment and/or <i>procedures</i> .
21085	system development	A set of interrelated activities by which transitions from <i>system</i> requirements into design specifications are performed, and functional units are constructed, tested, integrated, documented and placed in operational status.
21086	systems chart block diagram	A <i>flow chart</i> representing a complete <i>system</i> in outline.
21087	therbligs	The name given by Frank B. Gilbreth to specific divisions of movement, according to the purpose for which the movement is made. Therbligs cover movements or reasons for the absence of movement.
21088	top-down	Pertaining to an approach that starts at the level of least detail or highest hierarchical level and proceeds downwards to the level of greatest detail or lowest hierarchical level.
21089	two-handed process chart	A <i>process chart</i> in which the activities of a person's hands (or limbs) are recorded in relationship to one another.
21090	value analysis	A systematic interdisciplinary examination of factors affecting the cost of a product or service, in order to devise means of achieving the specified purpose most economically at the required standard of quality and reliability.
21091	variance	1) Statistical. The dispersion of a population measured as the mean squared deviation of individual values from the mean. NOTE 1 This definition is similar to 2.33 of BS 5532-1:1978. 2) Financial. The difference between planned use of resources and actual results (accountancy usage). NOTE 2 These definitions are not mutually compatible. NOTE 3 See also 21002.
21092	Venn diagram	A diagram which by graphical means shows the interrelationship between two or more sets within the boundaries of a defined universal set.

No.	Term	Definition
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