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Beyond Earned Value Management: A Graphical Framework for Integrated Cost, Schedule and Risk Monitoring

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Abstract

In this paper, we propose an innovative and simple graphical framework for project control and monitoring, to integrate the dimensions of project cost and schedule with risk management, therefore extending the Earned Value methodology (EVM). EVM allows Project managers to know whether the project has overruns (over-costs and/or delays), but project managers do not know when deviations from planned values are so important that corrective actions should be taken or, in case of good performance, sources of improvement can be detected. From the concept of project planned variability, we build a graphical methodology to know when a project remains "out of control" or "within expected variability" during the project lifecycle. To this aim, we define and represent new control indexes and new cumulative buffers. Five areas in the chart represent five different possible project states. To implement this framework, project managers only need the data provided by EVM traditional analysis and Monte-Carlo simulation. We also explore the sensitivity of the methodology to control variables.

1. Introduction

Earned Value Management (EVM) is one of the most widely used and known methodologies for project control and monitoring. EVM integrates scope, cost, time and schedule under the same framework. Developed by the U.S. Department of Defense during the sixties, it allows project managers to measure and verify the progress of the project and to detect deviations from the project planning phase,

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Project Management and Engineering Research, 2014 José Luis Ayuso Muñoz,José Luis Yagüe Blanco,Salvador F. Capuz-Rizo,2015-12-21 This volume features papers from the 18th International Congress on Project Management and Engineering held by the University of Zaragoza in collaboration with the Spanish Association of Project Management and Engineering AEIPRO It illustrates the state of the art in this emerging area Readers will discover ways to increase the effectiveness of project engineering as well as the efficiency of project management The papers written by international researchers and professionals cover civil engineering and urban planning product and process engineering environmental engineering energy efficiency and renewable energies rural development safety labor risks and ergonomics and training in project engineering Overall this book contributes to the improvement of project engineering research and enhances the transfer of results to the job of project engineers and project managers around the world It will appeal to all professionals in the field as well as researchers and teachers involved in the training of future professionals **Proceedings of the Fourth International Forum on Decision Sciences** Xiang Li,Xiaofeng Xu,2017-01-22 These conference proceedings focus on the topics of data driven decision making stochastic decision making fuzzy decision making and their applications in real life problems Beijing University of Chemical Technology organized IFDS2016 the 4th International Forum on Decision Sciences with the theme Data Driven Decision Making The proceedings collect 84 selected papers presenting cutting edge modeling and solution methods and include numerous practical case studies making it a valuable resource for students researchers and practitioners working in the fields of decision science operations research management science and engineering

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of information and decision making patterns and referring to numerous lessons learned As the book makes clear the marriage of theoretical ideas with the possibilities offered by technology can make the decisions in organisations more rational and at the same time more human **Project Management Theory and Practice** Gary L. Richardson,Brad M. Jackson,2025-10-21 Project management is truly an art seeking science with complex processes balancing project output objectives against restraints of time budget human resources quality and customer satisfaction Achieving this balance requires skill experience and a host of supporting tools and techniques Project Management Theory and Practice Fourth Edition explores the project delivery process through an examination of multiple strategies Its core material reflects the traditional model approach to the life cycle however it also highlights common usage errors and reality gaps This book describes the full life cycle of common processes and tools every project manager needs to understand This fourth edition features a contemporary perspective on project management explores future needs and discusses new directions in the project management model This textbook introduces new processes and aims to address known gaps in current methodologies and outlines logical future directions Given the current success rates for projects a serious project manager must be prepared to make significant changes to the existing toolset and related processes This book aims to raise awareness of these needs and encourages examination of the shortcomings in current models This textbook emphasizes that beyond the theoretical aspects of project planning and control effective management is fundamentally a human activity While processes and tools serve as supports for human decision making they primarily help define the project s objectives and later aid decision makers in determining the execution plan This textbook emphasizes how to transform a project vision into a format that is suitable for execution It also emphasizes a life cycle perspective along with the essential mechanics needed to develop the projects The book s case study examples have been classroom evaluated with students and professionals to ensure they are effective and relevant **Project Management Tools and Techniques** Deborah Sater Carstens,Gary L. Richardson,2019-11-04 The topic of project management is truly an evolution of art seeking science This activity involves balancing project objectives against the constraints of time budget and quality Achieving this balance requires skill experience along with the use of many tools and techniques which are the focus of this book This new edition provides updated content to incorporate examples from Microsoft Project 2016 and material from the Project Management Body of Knowledge PMBOK Guide sixth edition The chapter structure includes step by step instructions regarding the basic mechanics and various software tools that can be used to assist in the processes To reinforce the textbook s learning objectives extra material is provided on the textbook website This includes mechanical tool examples and lab assignments representative of the chapter topics An external video tutorial library is available to help with various mechanics related to Microsoft Project mechanics An instructor manual is available for qualifying adoptions for classroom use Features Illustrates the use of Microsoft Project throughout the project life cycle Offers templates as productivity enhancement tools Includes

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