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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.

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Keywords: Earned Value Management; risk management; project control and monitoring

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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Table of Contents Beyond Earned Value Management A Graphical Framework For

1. Understanding the eBook Beyond Earned Value Management A Graphical Framework For
 - The Rise of Digital Reading Beyond Earned Value Management A Graphical Framework For
 - Advantages of eBooks Over Traditional Books
2. Identifying Beyond Earned Value Management A Graphical Framework For
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Beyond Earned Value Management A Graphical Framework For
 - User-Friendly Interface
4. Exploring eBook Recommendations from Beyond Earned Value Management A Graphical Framework For
 - Personalized Recommendations
 - Beyond Earned Value Management A Graphical Framework For User Reviews and Ratings
 - Beyond Earned Value Management A Graphical Framework For and Bestseller Lists
5. Accessing Beyond Earned Value Management A Graphical Framework For Free and Paid eBooks

- Beyond Earned Value Management A Graphical Framework For Public Domain eBooks
 - Beyond Earned Value Management A Graphical Framework For eBook Subscription Services
 - Beyond Earned Value Management A Graphical Framework For Budget-Friendly Options
6. Navigating Beyond Earned Value Management A Graphical Framework For eBook Formats
 - ePub, PDF, MOBI, and More
 - Beyond Earned Value Management A Graphical Framework For Compatibility with Devices
 - Beyond Earned Value Management A Graphical Framework For Enhanced eBook Features
 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Beyond Earned Value Management A Graphical Framework For
 - Highlighting and Note-Taking Beyond Earned Value Management A Graphical Framework For
 - Interactive Elements Beyond Earned Value Management A Graphical Framework For
 8. Staying Engaged with Beyond Earned Value Management A Graphical Framework For
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Beyond Earned Value Management A Graphical Framework For
 9. Balancing eBooks and Physical Books Beyond Earned Value Management A Graphical Framework For
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Beyond Earned Value Management A Graphical Framework For
 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
 11. Cultivating a Reading Routine Beyond Earned Value Management A Graphical Framework For
 - Setting Reading Goals Beyond Earned Value Management A Graphical Framework For
 - Carving Out Dedicated Reading Time
 12. Sourcing Reliable Information of Beyond Earned Value Management A Graphical Framework For
 - Fact-Checking eBook Content of Beyond Earned Value Management A Graphical Framework For
 - Distinguishing Credible Sources
 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development

- Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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