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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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# Beyond Earned Value Management A Graphical Framework For

**Hans Jurgen Thamhain**



## **Beyond Earned Value Management A Graphical Framework For:**

The book delves into Beyond Earned Value Management A Graphical Framework For. Beyond Earned Value Management A Graphical Framework For is an essential topic that needs to be grasped by everyone, ranging from students and scholars to the general public. This book will furnish comprehensive and in-depth insights into Beyond Earned Value Management A Graphical Framework For, encompassing both the fundamentals and more intricate discussions.

1. The book is structured into several chapters, namely:
    - Chapter 1: Introduction to Beyond Earned Value Management A Graphical Framework For
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    - Chapter 5: Conclusion
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  3. In chapter 2, the author will delve into the foundational concepts of Beyond Earned Value Management A Graphical Framework For. The second chapter will elucidate the essential principles that must be understood to grasp Beyond Earned Value Management A Graphical Framework For in its entirety.
  4. In chapter 3, this book will examine the practical applications of Beyond Earned Value Management A Graphical Framework For in daily life. The third chapter will showcase real-world examples of how Beyond Earned Value Management A Graphical Framework For can be effectively utilized in everyday scenarios.
  5. In chapter 4, the author will scrutinize the relevance of Beyond Earned Value Management A Graphical Framework For in specific contexts. This chapter will explore how Beyond Earned Value Management A Graphical Framework For is applied in specialized fields, such as education, business, and technology.
  6. In chapter 5, the author will draw a conclusion about Beyond Earned Value Management A Graphical Framework For. The final chapter will summarize the key points that have been discussed throughout the book.
- This book is crafted in an easy-to-understand language and is complemented by engaging illustrations. This book is highly recommended for anyone seeking to gain a comprehensive understanding of Beyond Earned Value Management A Graphical Framework For.

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