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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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E-mail address: [pajares@insisoc.org](mailto:pajares@insisoc.org).

# Beyond Earned Value Management A Graphical Framework For

**Chao Zhang**



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**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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*Project Management and Engineering* José Luis Ayuso Muñoz, José Luis Yagüe Blanco, Salvador F. Capuz-Rizo, 2015-04-01 Project Management and Engineering is an emergent area Projects have a tendency to grow in size involve more stakeholders and be of greater environmental organizational and technological complexity They must also fulfil continuously increasing requirements This causes greater demands on the effectiveness of Project Engineering and the efficiency of Project Management This volume brings together a collection of recent work by researchers and professionals in the fields of project

management and design in civil engineering environmental engineering energy efficiency rural development production and process engineering industrial design and information technology and communication

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**Proceedings of the IEEE 1994 International Engineering Management Conference, Held at the Holiday Inn,  
Dayton North, October 17-19, 1994** Institute of Electrical and Electronics Engineers,1994

## Unveiling the Magic of Words: A Review of "**Beyond Earned Value Management A Graphical Framework For**"

In some sort of defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their ability to kindle emotions, provoke contemplation, and ignite transformative change is actually awe-inspiring. Enter the realm of "**Beyond Earned Value Management A Graphical Framework For**," a mesmerizing literary masterpiece penned by a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve to the book is central themes, examine its distinctive writing style, and assess its profound effect on the souls of its readers.

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