

Some issues in project control

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Abstract— The critical path method (CPM) has been a major break-through in modern management as it facilitates project management, thereby enabling effective and efficient management of gigantic projects almost independent of their size. Nevertheless, there are many issues that the CPM does not solve. Project management involves planning and control, among other tasks.

While planning is a mandatory task, it is relatively short compared to project control, which needs to escorts the project throughout its execution and maybe even after. Projects are aimed at the accomplishment of predefined goals within budget and on time. These three dimensions: scope, time and costs, are interrelated, but in project control there is a separation between issues; e.g., scope and quality, which pertain to goal accomplishment, and time and cost control. With regard to time and cost, the need became apparent "to decouple schedule (time) and cost dimensions" (Khamooshi and Golafshani, 2014*). While this is correct for many, maybe even most elements, there are cost components which are time dependent. There are tasks which have no measurable output but have to be conducted for certain time intervals. For each cost component of this type, there is an event which triggers its expenditure and another event that brings it to termination. The actual costs in these cases are proportional to the length of the time interval during which payments are made. Apparently, as comes out from the literature, this feature makes these cost components problematic for project control, but there seems to be a simple solution.

In this talk, some issues in project control, including the control of time dependent cost components, will be discussed and examined.

Keywords—Project control, earned value, estimate at completion, level-of-effort.

- * Khamooshi, H., and H. Golafshani, 2014. EDM: Earned duration management, a new approach to schedule performance management and measurement. *International Journal of Project Management*, 32(6): 1019-1041.

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