

# Project management Study of costs

The discovery is that the cost variance (CV) consistently shows negative results throughout the project, which correlates with the cost performance indicator (CPI) that is also below the standard. The graph demonstrates the budget drift through the evolution of the VA and CR curves. When the CR curve surpasses the VA curve, it indicates a budget deficit, and when the VA curve is higher than the CR curve, it denotes a budget surplus. Hence, it is vital to monitor these indicators during the project to ensure strict project management follow-up.

During the project, there is a fluctuation in the schedule deviation (SD) results. It remains steady and close to zero initially but starts deteriorating from phase P2 after the inflection point. Finally, it becomes balanced by the end of the project. The time performance indicator follows a similar pattern.

In the course of the project, delays may occur at a specific development stage, but teams can compensate for the lost time towards the end of the project. This situation is depicted graphically by the difference between the VA and VP curves, which demonstrates adherence to the schedule. If the VP curve exceeds the VA curve, it means the project is behind schedule. Conversely, if the VA curve surpasses the VP curve, it indicates that the project is ahead of schedule.