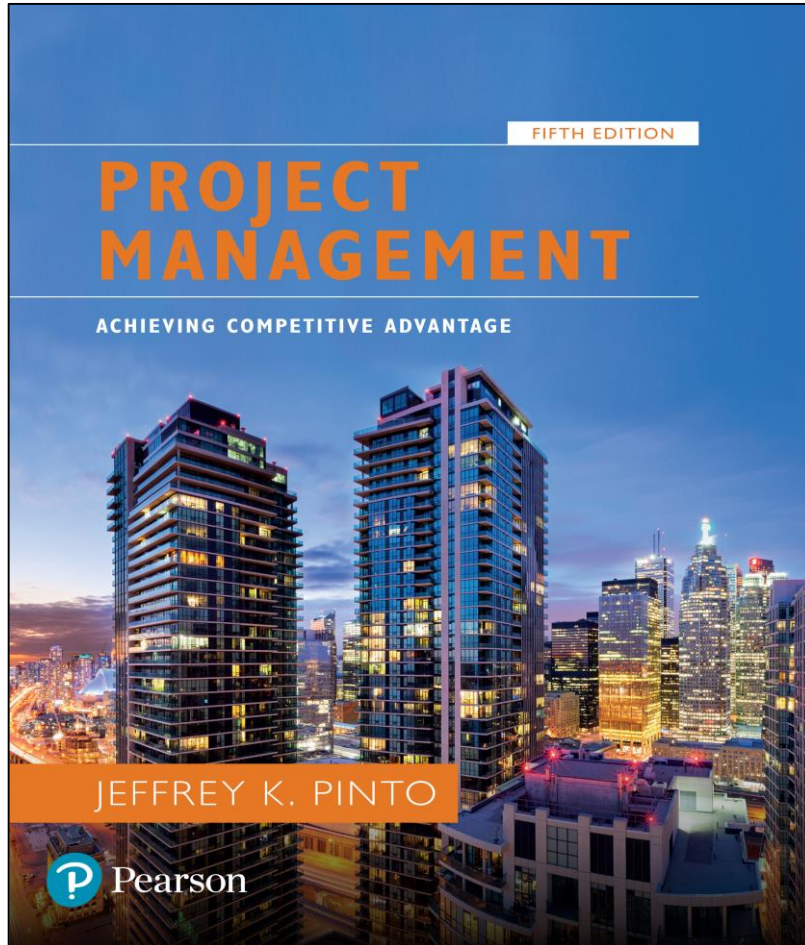


# Project Management: Achieving Competitive Advantage

Fifth Edition



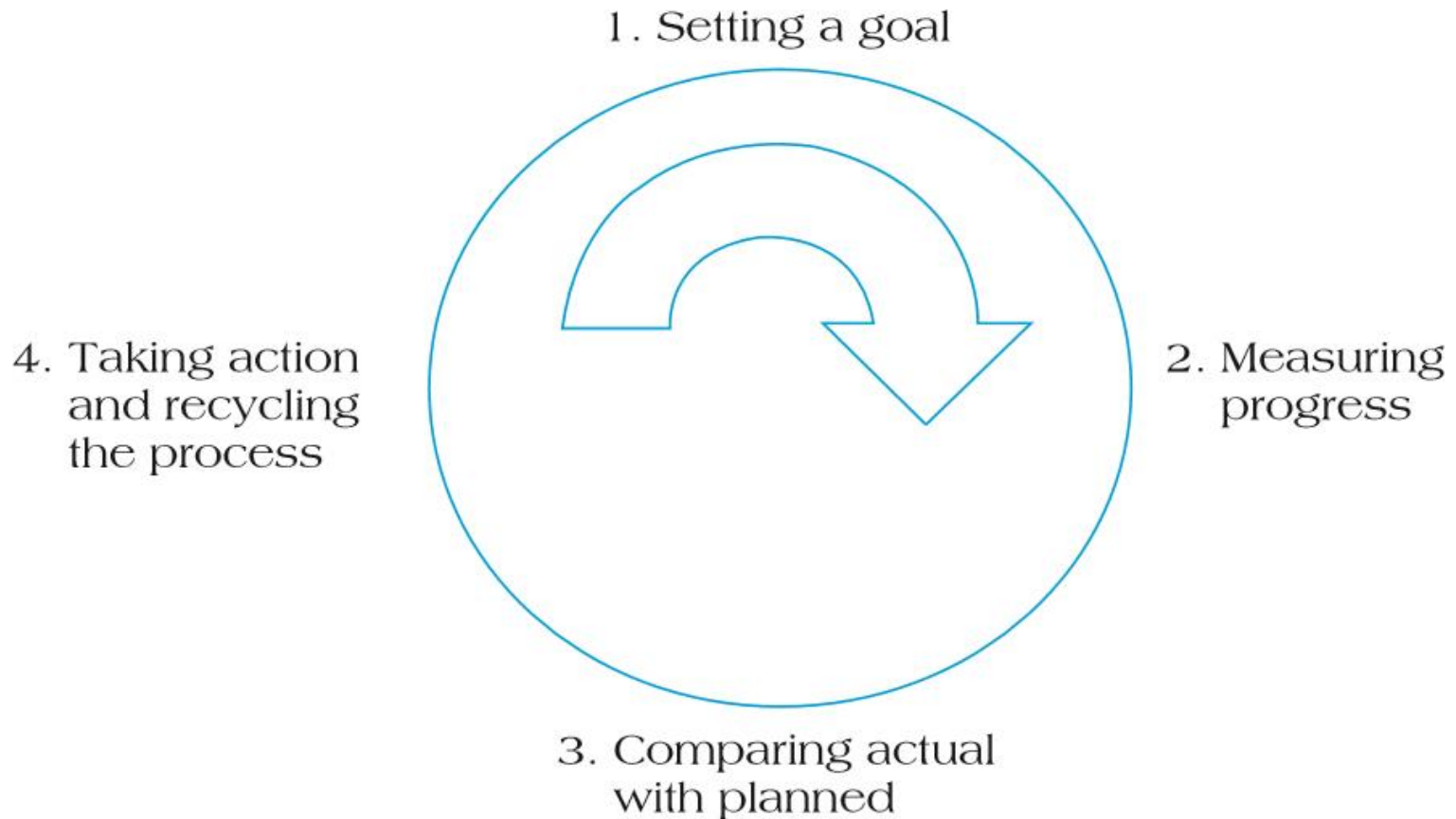
## Chapter 13

### Project Evaluation and Control

# Control Cycles—General Model

1. Setting a goal.
2. Measuring progress.
3. Comparing actual with planned performance.
4. Taking action.

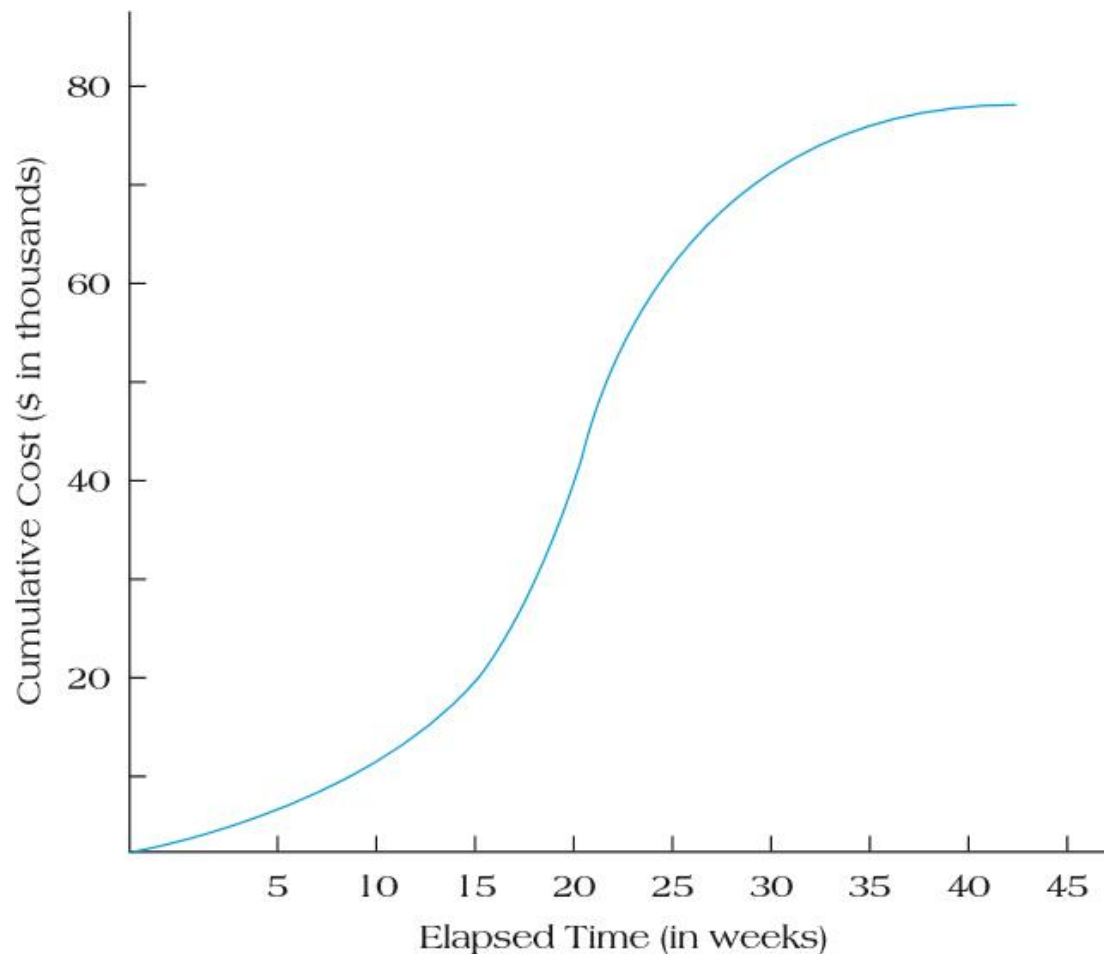
# Figure 13.2 The Project Control Cycle



# S curve

- A tool that allows the progress of a project to be tracked visually over time, and form a historical record of what has happened to date.
- It allows project managers to quickly identify project growth, slippage and potential problems that could adversely impact the project if no remedial action is taken.

## Figure 13.3 Project S-Curves



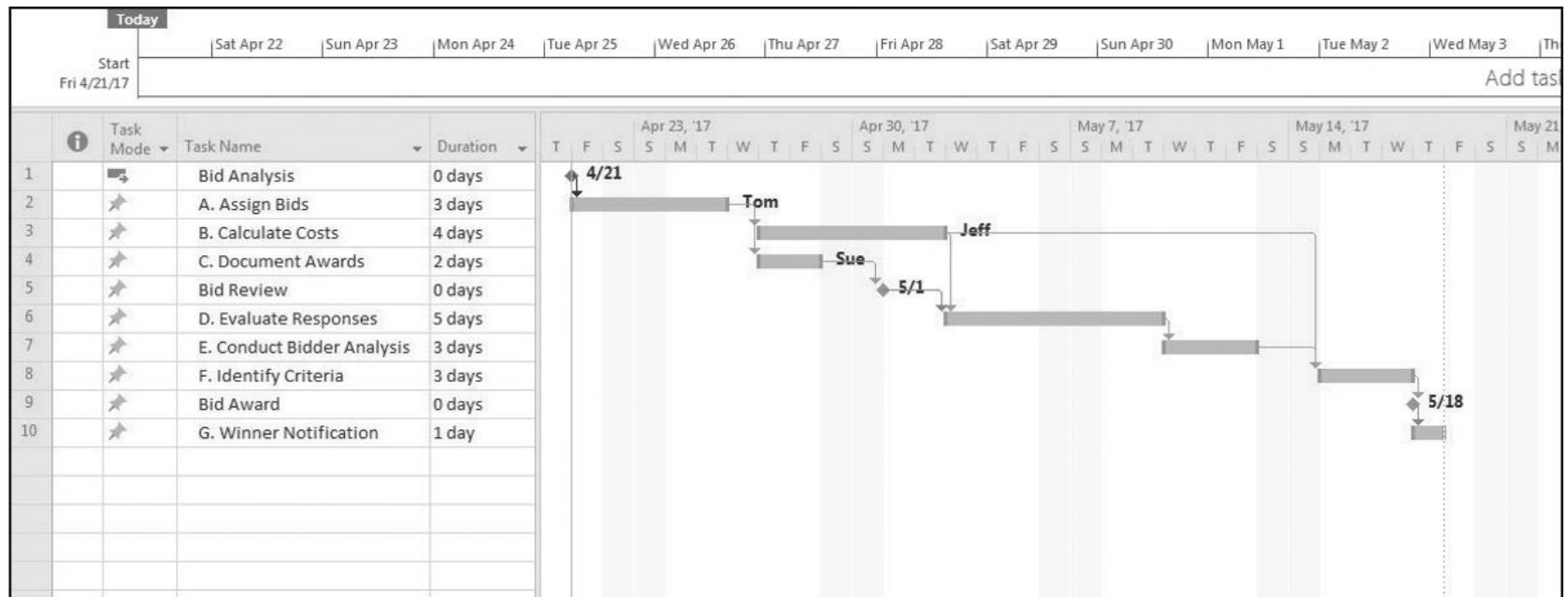
# Milestone Analysis

Milestones are **events or stages** of the project that represent a **significant accomplishment**.

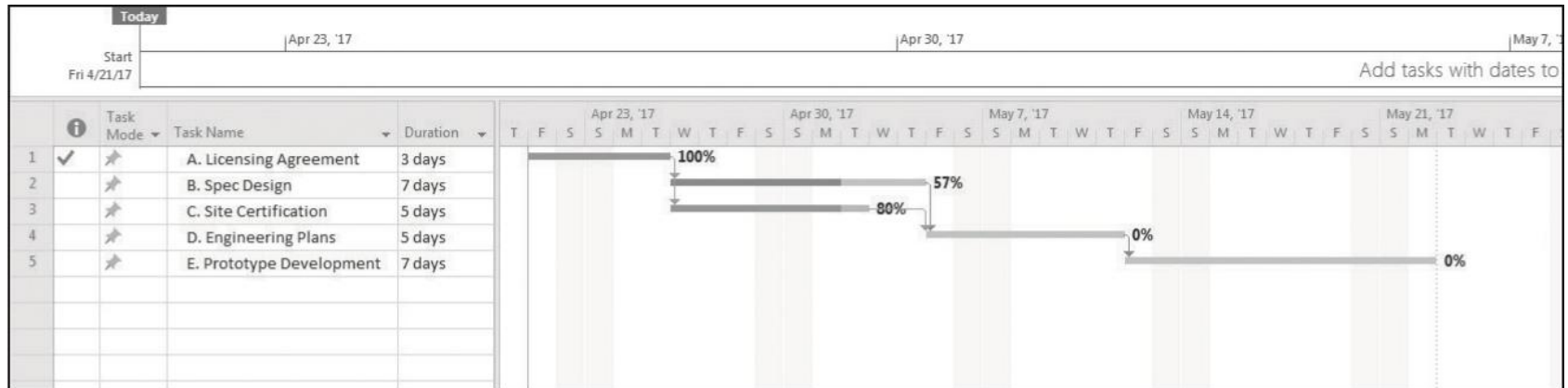
## Milestones:

1. **Signal completion** of important steps
2. **Motivate team** and suppliers
3. Offer **reevaluation** points
4. Help **coordinate** schedules
5. **Identify** key review gates
6. **Signal** other team members when their participation begins
7. **Delineate** work packages

# Figure 13.5 Gantt Chart with Milestones

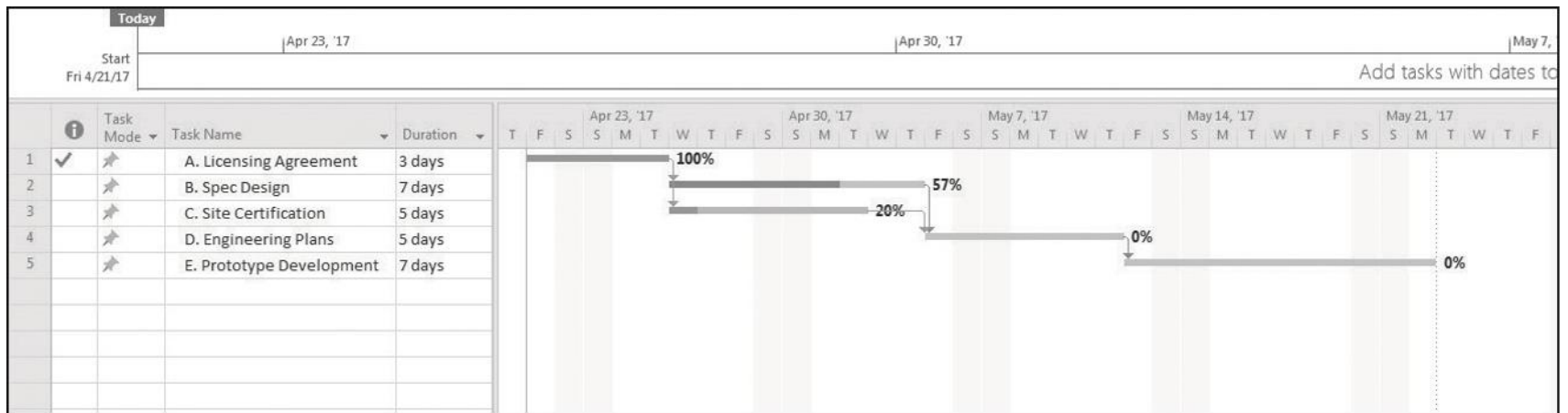


# Figure 13.6 Assessing Project Blue's Status Using Tracking Gantt Chart





# Figure 13.7 Tracking Gantt with Project Activity Deviation



Project status is updated by linking task completion to the schedule baseline.

# Earned Value Management

**Earned Value Management (EVM)** recognizes that it is necessary to jointly consider the impact of time, cost, and project performance on any analysis of current project status.

**Earned Value (EV)** directly links all three primary project success metrics (cost, schedule, and performance).

# Human Factors in Project Evaluation and Control

- Project coordination and relations among stakeholders
- Adequacy of project structure and control
- Project uniqueness, importance, and public exposure
- Success criteria salience and consensus
- Lack of budgetary pressure
- Avoidance of initial overoptimism and conceptual difficulties

# Critical Success Factors in the Project Implementation Profile

1. Project mission
2. Top management support
3. Project plans and schedules
4. Client consultation
5. Personnel
6. Technical tasks
7. Client acceptance
8. Monitoring and feedback
9. Communication channels
10. Troubleshooting

# Thank You