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Through the use of best practices, helpful screen shots, hands-on exercises, and review questions, this book instructs you on how to build dynamic schedules with Microsoft Project 2010 that will allow you to explore 'what if?' scenarios and decrease the time you spend making static schedule changes.

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“More than a how-to book, Dynamic Scheduling® With Microsoft® Project 2013 takes you on a journey from concepts through frameworks and processes and then unleashes the power of Project 2013. Easy to use, the book lays out a solid foundation and the authors masterfully walk you through basic functionality and all the new bells and whistles. Enjoy the ride!” —Scott G. Fass, PMP, Strategy, Operations and PPM Executive Microsoft® Project 2013 is a powerful software tool, and like all tools it requires knowledge and skill to be used to its maximum potential. This fully revised new edition provides users with everything they will need to more easily and effectively manage projects to a successful conclusion. Designed for the busy, practicing project manager, Dynamic Scheduling® With Microsoft®Project 2013 will help you get up to speed quickly with the new and enhanced features of

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Project 2013 (including Project Pro for Office 365) and enable you to create effective schedules using best practices, tips & tricks, and step-by-step instruction. Through the use of helpful screenshots, hands-on exercises, illustrations, and review questions, this guide instructs you on how to build dynamic schedules that will allow you to explore what-if scenarios and dramatically decrease the time you spend making static schedule changes. "A must read, reread, and use daily for all project managers" is what PMI's Project Management Journal had to say about previous editions. This updated version is even better!

The topic of this book is known as dynamic scheduling, and is used to refer to three dimensions of project management and scheduling: the construction of a baseline schedule and the analysis of a project schedule's risk as preparation of the project control phase during project progress. This dynamic scheduling point of view implicitly assumes that the usability of a project's baseline schedule is rather limited and only acts as a point of reference in the project life cycle. Consequently, a project schedule should especially be considered as nothing more than a predictive model that can be used for resource efficiency calculations, time and cost risk analyses, project tracking and performance measurement, and so on. In this book, the three dimensions of dynamic scheduling are highlighted in detail and are based on and inspired by a combination of academic research studies at Ghent University ([www.ugent.be](http://www.ugent.be)), in-company trainings at Vlerick Leuven Gent Management School ([www.vlerick.com](http://www.vlerick.com)) and consultancy projects at OR-AS ([www.or-as.be](http://www.or-as.be)). First, the construction of a project baseline schedule is a central theme throughout the various chapters of the book, and is discussed from a complexity point of view with and without the presence of project resources. Second, the creation of an awareness of the weak parts in a baseline schedule is discussed at the end of the two baseline scheduling parts as schedule risk analysis techniques that can be applied on top of the baseline schedule. Third, the baseline schedule and its risk analyses can be used as guidelines during the project control step where actual deviations can be corrected within the margins of the project's time and cost reserves.

The Fourth Edition of Construction Schedules examines the use of construction schedules in resolving disputes over contract time extensions and the economic consequences of such, and takes an in-depth look at the only lasting opinions that count in this litigious arena. These opinions are the ones expressed by the United States court system and other third party neutrals across the world. Construction schedules are now globally used and analyzed to establish and prove opposing positions when projects are completed later than promised, occurrences that are attributable to a multitude of causes during the construction process. Entitlement to equitable adjustments due to changed conditions is now argued across the globe and American court opinions are the linchpin landmarks for neutral decision makers. The current edition of Construction Schedules reflects the current thinking of the courts and suggests how parties and their attorneys should prepare and proceed in litigation, arbitration, or mediation. For anyone involved or potentially involved in construction schedule litigation and/or dispute resolution, this work is the required starting point and reference.

These proceedings gather contributions presented at the 4th International Conference on Applied Operational Research (ICAOR 2012) in Bangkok, Thailand, July 25-27, 2012, published in the series Lecture Notes in Management Science (LNMS). The conference covers all aspects of Operational Research and Management Science (OR/MS) with a particular emphasis on applications.

This book shows the potential of entropy and information theory in forecasting, including both theoretical developments and empirical applications. The contents cover a great diversity of topics, such as the aggregation and combination of individual forecasts, the comparison of forecasting performance, and the debate concerning the tradeoff between complexity and accuracy. Analyses of forecasting uncertainty, robustness, and inconsistency are also included, as are proposals for new forecasting approaches. The proposed methods encompass a variety of time series techniques (e.g., ARIMA, VAR,

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state space models) as well as econometric methods and machine learning algorithms. The empirical contents include both simulated experiments and real-world applications focusing on GDP, M4-Competition series, confidence and industrial trend surveys, and stock exchange composite indices, among others. In summary, this collection provides an engaging insight into entropy applications for forecasting, offering an interesting overview of the current situation and suggesting possibilities for further research in this field.

Project managers tend to believe their cost estimates - whether they have exceeded budgets in the past or not. It is dangerous to accept the engineering cost estimates, which are often optimistic or unrealistic. Though cost estimates incorporate contingency reserves below-the-line, these estimates of reserves often do not benefit from a rigorous assessment of risk to project costs. Risks to cost come from multiple sources including uncertain project duration, which is often ignored in cost risk analyses. In short, experience shows that cost estimating on projects is rarely successful - cost overruns routinely occur. There are effective ways to estimate the impact on the cost of complex projects from project risks of all types, including traditional cost-type risks and the indirect but often substantial impact from risks usually thought of as affecting project schedules. Integrated cost-schedule risk analysis helps us determine how likely the project will go over budget with the current plan, how much contingency reserve is required to achieve a desired level of certainty, and which risks are most important so the project manager can mitigate them and achieve a better result. Integrated Cost-Schedule Risk Analysis provides solutions for these and other challenges. This book follows on from David Hulett's highly-praised Practical Schedule Risk Analysis. It focuses on the way that schedule risk can generate cost risk, and how to handle this relationship. It also applies the Risk Driver Method to the analysis so that you can clearly and transparently identify the key risks, rather than just the most risky cost line items. With detailed worked examples and over 70 illustrations, Integrated Cost-Schedule Risk Analysis offers the definitive guide to this critically important aspect of project management from surely the world's leading commentator.

Contracts can be your first line of defense against delays. But they have to be drafted very carefully. Construction Delay Claims gives you an in-depth analysis of all the pertinent clauses and details what they can and can't do to minimize delays and avoid litigation. Construction Delay Claims, Fourth Edition, by Barry B. Bramble and Michael T. Callahan is written for everyone involved with delay and impact construction claims--the most common form of disputes in the construction industry. You'll find that this resource presents the most thorough, detailed review of delay claims liability available, including a complete description of the entire process for filing and pursuing claims along with more than 1,950 cases and analyses. Construction Delay Claims gives you the information you need to determine your best course of action. The book presents detailed knowledge drawn from the authors' thirty-five years of experience in the industry. You'll learn how to anticipate delays and mitigate damages through the use of advanced planning and immediate responses by the parties involved. You'll also receive helpful instructions about the best use of construction schedules to avert delays, or to prove their impact if they do occur. Construction Delay Claims keeps you completely up-to-date with the changes in the construction industry, and the construction litigation process. Coverage includes: Effective ways to challenge a claimant's use of the Total Cost Method of Calculation The effectiveness of "no damages for delay" clauses The use of ADR methods to resolve delay claims The meaning and implication of concurrent delays Cumulative impact effect of multiple change orders The impact and probability of delays in design-build, construction management, and multiple prime contracting Latest research into the effect and measurement of lost productivity The most recent assessments of how states are applying the Eichleay formula

Change programmes in both private and public sectors have a poor record of delivering their intended value. The reasons given most often for their failure include lack of executive support or buy-in from

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key users, loose requirements definition, weak programme management, and plain wishful thinking. They rarely include technical limitations. Value Management puts forward the view that the true problem lies in failing to understand the causal links between the intended stakeholder outcomes and the actual programme outputs. Repeating the pattern of failure can be avoided by asking two questions: - Before implementation, what capabilities must a change programme deliver, when and in what order so as to cause intended value against a defined purpose with speed and certainty? - During and after implementation, what minor adjustments and/or major shifts are needed to be certain that the programme remains on purpose and on value? and two answers to be given: - Target, time and align change programmes to deliver maximum intended value to stakeholders - the baseline business case - track and respond to changes during and beyond implementation to ensure that the programme actually delivers or exceeds intended value - value realisation. The authors show how, by asking and answering these questions, direction and delivery of any programme can be clarified and greater economic value achieved.

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