

# Applying revised sliding moving average approach to improve project duration forecasting

關百亨、曾清枝

E-mail: 342103@mail.dyu.edu.tw

## ABSTRACT

Vandevoorde and Vanhoucke(2006) presented three major forecasting methods for project duration. These three major forecasting methods are the planned value method, the earned duration method, the earned schedule method. Teicholz (1993) forecasts the remained cost of the remaining work using the average past performance and proposed the sliding moving average(SMA). To forecast project final duration, Chang (2009) proposed a sliding moving average method on the base of earned schedule method. However, the sliding moving average method proposed by Chang (2009) didn't consider fluctuation range of the unit duration. This study deemed that the number of time periods used for the moving average varies depending on the stability of project performance from period to period. Therefore, this study proposed a revised sliding moving average method which can dynamically reflect recent performance of project and improve the accuracy of forecasting the final duration of project. The revised sliding moving average that this study Compared with others forecast methods by weighted average composite rank and sign test. To prove that The revised sliding moving average is better then others forecast methods.

Keywords : sliding moving average (SMA)、Earned Value、earned schedule

## Table of Contents

目錄 中文摘要	iii	英文摘要	
iv 誌謝		v 內容目錄	
vi 表目錄		viii 圖目錄	
ix 第一章 緒論	1	第一節 研究背景	
1 第二節 研究動機	2	第三節 研究目的	
3 第四節 研究流程	4	第二章 文獻探討	
6 第一節 實獲值管理	6	第二節 實獲時程	
11 第三節 專案結束時所需工期的預測方法		15 第四節 平滑移動平均法	
31 第一節 修正平滑移動平均法	33	第三章 研究方法	
37 第二節 累加實獲時程平均每百分之一所需工期法	37	第一節 權重的選取	
38 第三節 個別實獲時程平均每百分之一所需工期法	37	第二節 預測能力的衡量	
41 第四章 數據整理與分析	41	第一節 權重的選取	
46 第二節 11種預測方法之比較	43	第三節 符號檢定	
56 第四節 虛擬案例	49	第五章 結論與建議	
62 附錄		56 參考文獻	58

## REFERENCES

- 一、中文部份 曾清枝(2001)，國防部中山科學研究院業務研究發展九十年年度研究報告，桃園：中山科學研究院。張喬智(2009)，運用平滑移動平均法預測專案工期，私立大葉大學事業經營管理研究所。
- 二、英文部份 Anbari, F. (2003). Earned value project management method and extensions. *Project Management Journal*, 34(4), 12-23. Fleming, Q. W., & Koppelman, J. M. (2000). *Earned value project management*. Pennsylvania: PMI Henderson, K. (2003). Earned schedule: A breakthrough extension to earned value theory? A retrospective analysis of real project data. *The Measurable News*, Summer, 13-17. Henderson, K. (2007). Earned schedule: A breakthrough extension to earned value management. presented to the PMI Asia Pacific Global Congress, Hong Kong. Jacob, D., & Kane, M. (2004). Forecasting schedule completion using earned value metrics revisited. *The Measurable News*, 1(Summer), 11-17. Jacob, D. (2003). Forecasting project schedule completion with earned value metrics. *The Measurable News*, March, 7-9. Kerzner, H. (2001). *Project management: A systems approach to planning, scheduling, and controlling*(7th ed). New York: John Wiley & Sons. Leach, L. P. (2004). *Critical chain project management*. London: Artech House. Lipke, W. (2003). Schedule is different. *The Measurable News*, Summer, 31-34. Lipke, W. (2006). Earned schedule leads to improved forecasting. proceedings of the ProMAC conference, Sydney. Lipke, W. (2009). Project duration forecasting - A comparison of earned value management methods to

earned schedule. *The Measurable News*, 5(Spring), 24-31. Nassar, K. M., Gunnarsson, H. G., & Hegab, M. Y.(2005). Using Weibull analysis for evaluation of cost and schedule performance. *Journal of Construction Engineering and Management*, 131(12), 1257-1262. Teicholz, P. (1993). Forecasting final cost and budget of construction projects. *Journal of computing in civil engineering*, 7, 511-529. Vandevoorde, S., & Vanhoucke, M. (2006). A comparison of different project duration forecasting methods using earned value metrics. *International Journal of Project Management*, 24(4), 289-302. Vandevoorde, S., & Vanhoucke, M. (2007). Measuring the accuracy of earned value/earned schedule forecasting predictors. *The Measurable News*, 4(Winter), 26-30.