Forecasting Project Duration by Using Dynamic Sliding Moving Average Approach

鄧玉珍、林清同

E-mail: 369235@mail.dyu.edu.tw

ABSTRACT

That controlling the project period benefits can handle the project schedule, cost and performance. Then, the project forecasting is one of the vital issues for project duration. There have three major forecasting methods that are the planned value method, the earned duration method, the earned schedule method. Then, they extend out nine forecasting methods that depends on the performance of uncompleted parts projects. However, above methods mostly using average past performance to forecasts remaining work yet. Then, it unable reaction recent performance of forecasts results rapidly. Therefore, that could be project manager unable to propose the useful management content. Accordingly, this study using the revised sliding moving average method combined by sliding moving average method and earned schedule method to forecasting the period of project duration. Furthermore, this study proposed the dynamic sliding moving average(DSMA), which can quickly reflect recent performance of project duration forecasting and accuracy handle sliding degree for avoid to sliding excessive or inadequate. Based above, this study proposed method may improve the accuracy of forecasting the final duration of project and helps project manager in decision making. Finally, this study compares dynamic sliding moving average with mix weight average ranking, average absolute value error percent, sign test method and the others. Then, that proofing the dynamic sliding moving average method has better effectiveness to forecasting.

Keywords: dynamic sliding moving average, project duration, earned schedule

Table of Contents

封面內頁 i 簽名頁 ii 中文摘要

iii 英文摘要 iv 誌謝

v 目錄 vi 圖目錄

4 第二章 文獻探討 第一節 實獲值管理 6 第二節 實獲時程

11 第三節 預測專案結束工期 13... 第四節 進度百分比法

1

21

第五節 平滑移動平均法 24 第六節 修正動態平滑移動平均法 27 第三章 研究方法 第一節 研究 架構 29 第二節 動態平滑移動平均法 31 第三節 預測能力衡量 33 第四

章 數據整理與分析 第一節 權重的選取 35 第二節 10種預測方法之比較 38 第三節 符號檢定

45 第五章 結論與建議 49 參考文獻 52 附錄一:案例資訊

55 附錄二:10種預測方法之標準差及排名 75 圖目錄 圖1-1研究流程 5 圖2-1實

獲值管理圖 7 圖2-2實獲時程圖 11 圖2-3三種預測方法於提早完工的專案之預測準確度 18 圖2-4三種預測 方法於延遲完工的專案之預測準確度 19 圖3-1演算流程圖 32 圖4-1十種預測方法於提早完工的專案之預測準確度

41 圖4-2十種預測方法於延遲完工的專案之預測準確度 41 圖4-3十種預測方法於整體專案之預測準確度 43 表目錄 表2-1實

獲值管關鍵參數彙整表 10 表2-2範例資訊 12 表2-3專案結束時所需工期之預測方法 14 表2-4專案於各階

段的預測準確性 20 表3-1範例資訊 32 表3-2專案進度百分比 34 表3-3加權平均混合排名 34 表4-1 9種權重分配方式 35 表4-2 9種權重分配方式之加權平均混合排名 36 表4-3 13種權重分配方式 37 表4-4

13種權重分配方式之加權平均混合排名 37 表4-5專案資訊 40 表4-6專案於各階段的預測準確性 42 表4-7 10 種預測公式之加權平均混合排名 44 表4-8符號檢定結果 DSMA vs其他預測方法 46 表4-9符號檢定結果 DSMA vs

種預測公式之加權平均混合排名 44 表4-8符號檢定結果 DSMA vs其他預測方法 46 表4-9符號檢定結果 DSMA vs ES2 47

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。 關百亨(2011),運用修正平滑移動平均法預測專案工期之研究,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 ex-tensions. 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. 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. Leach, L. P. (2004). Critical chain project management. London: Artech House. Lipke, W. (2003). Schedule is different. The Measurable News, Sum-mer, 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. Teicholz, P. (1993). Forecasting final cost and budget of construction projects. Journal of computing in civil engineering, 7(4), 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 Meas-urable News, 4(Winter), 26-30. Vanhoucke, M., & Vandevoorde, S. (2007). A simulation and evalua-tion of earned value metrics to forecast the project duration. Journal of the Operational Research Society, 58, 1361 – 1374.