

PM WORLD TODAY – FEATURED PAPER – AUGUST 2009

**Problems of the Mathematical Theory of Human Work
(Principles of mathematical modeling in project management)**

By Pavel Barseghyan, PhD

Abstract

In project management there are many problems that need to be updated with fresh approaches to their solution. One of these important problems is the totality of issues related to the methodology of mathematical modeling of projects.

At present, this area is dominated by simple empirical models that are unable to provide answers to the challenging problems of the industry. To further promote the science of project management it is necessary to develop high-level mathematical models, reflecting systemic considerations of projects.

Various tasks in the field of quantitative project management require an equally wide range of mathematical methods. We need to push the boundaries of traditional mathematical methods to make them adequate to the new challenges in project management.

This paper consists of two parts.

The first part of the paper discusses the general methodological issues of the mathematical theory of project management, and the second part is the application of different mathematical methods to the solution of the specific problems of project estimation. In particular discussion is focused on the functional relationships between project total effort, project duration and project staffing.

Introduction

The organization of human labor - it is a problem facing the whole world each day. The degree of rationality of this process is very important because even if a small successful shift in this area may have huge positive consequences. But to achieve sustainability in the organization of the people everyday work is possible only with the full examination of all its aspects.

Of particular importance for this purpose is the development of quantitative methods of human work organization in the background of the existing successful qualitative methods

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An Introduction to Project Modeling and Planning Gündüz Ulusoy, Öncü Hazır, 2021-04-05 This textbook teaches the basic concepts and methods of project management but also explains how to convert them to useful results in practice. Project management offers a promising working area for theoretical and practical applications and developing software and decision support systems DSS. This book specifically focuses on project planning and control with an emphasis on mathematical modeling. Models and algorithms establish a good starting point for students to study the relevant literature and support pursuing academic work in related fields. The book provides an introduction to theoretical concepts and it also provides detailed explanations, application examples, and case studies that deal with real life problems. The chapter topics include questions that underlie critical thinking, interpretation, analytics, and making comparisons. Learning outcomes are defined and the content of the book is structured following these goals. Chapter 1 begins by introducing the basic concepts, methods, and processes of project management. This Chapter constitutes the base for defining and modeling project management problems. Chapter 2 explores the fundamentals of organizing and managing projects from an organization's perspective. Issues related to project team formation, the role of project managers, and organization types are discussed. Chapter 3 is devoted to project planning and network modeling of projects, covering fundamental concepts such as project scope, Work Breakdown Structure (WBS), Organizational Breakdown Structure (OBS), Cost Breakdown Structure (CBS), project network modeling, activity duration, and cost estimating, activity based costing (ABC), data, and knowledge management. Chapter 4 introduces deterministic scheduling models which can be used in constructing the time schedules. Models employing time based and finance based objectives are introduced. The CPM is covered. The unconstrained version of maximizing Net Present Value (NPV) is also treated here together with the case of time dependent cash flows. Chapter 5 focuses on the time cost trade off problem, explaining how to reduce the duration of some of the activities and therefore reduce the project duration at the expense of additional costs. This topic is addressed for both continuous and discrete cases. Chapter 6 discusses models and methods of scheduling under uncertain activity durations. PERT is introduced for minimizing the expected project duration and extended to the PERT Costing method for minimizing the expected project cost. Simulation is presented as another approach for dealing with the uncertainty in activity durations and costs. To demonstrate the use of the PERT, a case study on constructing an earthquake resistant residential house is presented. Classifications of resource and schedule types are given in Chapter 7 and exact and heuristic solution procedures for the single and multi mode resource constrained project scheduling problem (RCPSP) are presented. The objective of maximizing NPV under resource constraints is addressed and the capital constrained project scheduling model is introduced. In Chapter 8, resource leveling and further resource management problems are introduced. Total adjustment cost and resource availability cost problems are introduced. Various exact models are investigated. A heuristic solution procedure for the resource leveling problem is presented in detail. Also, resource

portfolio management policies and the resource portfolio management problem are discussed A case study on resource leveling dealing with the annual audit project of a major corporation is presented Project contract types and payment schedules constitute the topics of Chapter 9 Contracts are legal documents reflecting the results of some form of client contractor negotiations and sometimes of a bidding process which deserve closer attention Identification and allocation of risk in contracts project control issues disputes and resolution management are further topics covered in this Chapter A bidding model is presented to investigate client contractor negotiations and the bidding process from different aspects Chapter 10 focuses on processes and methods for project monitoring and control Earned Value Management is studied to measure the project performance throughout the life of a project and to estimate the expected project time and cost based on the current status of the project How to incorporate inflation into the analysis is presented In Chapter 11 qualitative and quantitative techniques including decision trees simulation and software applications are introduced Risk phases are defined and building a risk register is addressed An example risk breakdown structure is presented The design of risk management processes is introduced and risk response planning strategies are discussed At the end of the Chapter the quantitative risk analysis is demonstrated at the hand of a team discussion case study Chapter 12 covers several models and approaches dealing with various stochastic aspects of the decision environment Stochastic models generation of robust schedules use of reactive and fuzzy approaches are presented Sensitivity and scenario analysis are introduced Also simulation analysis which is widely used to analyze the impacts of uncertainty on project goals is presented Chapter 13 addresses repetitive projects that involve the production or construction of similar units in batches such as railway cars or residential houses Particularly in the construction industry repetitive projects represent a large portion of the work accomplished in this sector of the economy A case study on the 50 km section of a motorway project is used for demonstrating the handling of repetitive project management How best to select one or more of a set of candidate projects to maintain a project portfolio is an important problem for project based organizations with limited resources The project selection problem is inherently a multi objective problem and is treated as such in Chapter 14 Several models and solution techniques are introduced A multi objective multi period project selection and scheduling model is presented A case study that addresses a project portfolio selection and scheduling problem for the construction of a set of dams in a region is presented Finally Chapter 15 discusses three promising research areas in project management in detail i Sustainability and Project Management ii Project Management in the Era of Big Data and iii the Fourth Industrial Revolution and the New Age Project Management We elaborate on the importance of sustainability in project management practices discuss how developments in data analytics might impact project life cycle management and speculate how the infinite possibilities of the Fourth Industrial Revolution and the new technologies will transform project management practices

Application of Mathematics and Optimization in Construction Project Management Hêriş Golpîra,2021-12-12 This book provides a broad overview of project and project management

principles processes and success failure factors It also provides a state of the art of applications of the project management concepts especially in the field of construction projects based on the Project Management Body of Knowledge PMBOK The slate of geographically and professionally diverse authors illustrates project management as a multidisciplinary undertaking that integrates renewable and non renewable resources in a systematic process to achieve project goals The book describes assessment based on technical and operational goals and meeting schedules and budgets

Project Management for Successful Product Innovation Alan Webb,2017-07-05 This comprehensive book provides a complete guide to managing projects involving the development of new products It aims to give the practising project manager an insight into the many processes that are involved in handling one of the most complex of industrial activities The book is arranged in a logical sequence covering the development of project management project management structures aspects of planning monitoring and control economics and value management design management intellectual property issues and production start up Particular emphasis has been given to risk management which is recognized as both a difficult subject and also one of growing importance to today s project manager especially in product innovation A complete explanation is given of the latest and most relevant techniques together with guidance as to where and how they should be applied Where software tools are available these are named and in some cases brief descriptions are included in all cases contact details of the vendors are provided

Perspectives in Project Management Raufdeen Rameezdeen,Anthony Wood,2019-01-24 All the contributions to this volume are condensed versions of research projects undertaken by students in the final year of the online Master of Project Management degree delivered by the University of South Australia in conjunction with Open Universities Australia Contributors to this book consist primarily of graduated Masters students supported by supervising academics and relevant industry specialists and practitioners As a result the authors present current research interests across the breadth of Australia with many of the perspectives demonstrating relevance to practice globally The research perspectives presented here focus on four key themes of project management theory and practice people and organisations methodologies and practice domains issues in application and continuous improvement and benchmarking Collectively this work will be of particular interest to project management academics and researchers post graduate students and the broader project management community

Software Project Management in a Changing World Günther Ruhe,Claes Wohlin,2014-09-04 By bringing together various current directions *Software Project Management in a Changing World* focuses on how people and organizations can make their processes more change adaptive The selected chapters closely correspond to the project management knowledge areas introduced by the Project Management Body of Knowledge including its extension for managing software projects The contributions are grouped into four parts preceded by a general introduction Part I Fundamentals provides in depth insights into fundamental topics including resource allocation cost estimation and risk management Part II Supporting Areas presents recent experiences and results related to the management of quality systems

knowledge product portfolios and global and virtual software teams Part III New Paradigms details new and evolving software development practices including agile distributed and open and inner source development Finally Part IV Emerging Techniques introduces search based techniques social media software process simulation and the efficient use of empirical data and their effects on software management practices This book will attract readers from both academia and practice with its excellent balance between new findings and experience of their usage in new contexts Whenever appropriate the presentation is based on evidence from empirical evaluation of the proposed approaches For researchers and graduate students it presents some of the latest methods and techniques to accommodate new challenges facing the discipline For professionals it serves as a source of inspiration for refining their project management skills in new areas

Artificial Intelligence and Project Management Tadeusz A. Grzeszczyk, 2024-05-01 Although some people had doubts about the usefulness of such solutions in the past artificial intelligence AI plays a growing role in modern business It can be expected that the interest in it will also lead to an increase in support for the planning evaluation and implementation of projects In particular the proper functioning of multifaceted evaluation methods has a crucial impact on the appropriate planning and execution of various projects as well as the effective achievement of the organization's goals This book offers a presentation of the complex problems and challenges related to the development of AI in project management proposes an integrated approach to knowledge based evaluation and indicates the possibilities of improving professional practical knowledge in this field The unique contribution of this book is to draw attention to the possibilities resulting from conducting transdisciplinary research and drawing on the rich achievements in the field of research development on knowledge based systems that can be used to holistically support the processes of planning evaluation and project management The concept of the integrated approach to knowledge based evaluation is presented and developed as a result of drawing inspiration mainly from the systems approach generative AI and selected mathematical models Presented in a highly accessible manner the book discusses mathematical tools in a simple way which enables understanding of the content by readers across broad subject areas who may be not only participants in specialist training and university students but also practitioners consultants or evaluators This book will be a valuable resource for academics and upper level students in particular across project management related fields and of great interest to all those looking to understand the challenges and effectiveness of AI in business

The Systems Approach to Management American Institute of Aeronautics and Astronautics. Technical Information Service, 1969

Proceedings of the Summer Computer Simulation Conference, 1982

Elements of Project Management M. Spinner, 1992 Here are the tools you need to arrange an effective plan and schedule and the techniques necessary to monitor and control your project once it's underway Following the sequence of how an actual project evolves the guide also shows you how to handle project costs deal with labor allocation and implement the right computer applications for your special needs This second edition updates the most significant developments and improvements that

have occurred in project management over the past few years helping you ensure more efficient successful projects from the start These changes include the phenomenal growth of the personal computer which has permitted the concept of project management to expand in virtually every type of endeavor and the current emphasis of participative management and employee involvement PM EI in business and industry The guide is equally suited for readers from both the academic and professional business worlds Water Resources Research Catalog ,1975 Beginning with vol 9 only new and continuing but modified projects are listed Vols 8 should be kept as a record of continuing but unchanged projects *Mathematics Catalog 2005* Neil Thomson,2004-10 **Scheduling Under Fuzziness** Roman Slowiński,2000 This volume prepared by Roman Slowinski and Maciej Hapke is welcome because it is representative of the current state of the art in fuzzy set based scheduling Its publication proves that some operational research scientists start to consider fuzzy sets seriously as a bridge for a reconciliation between mathematical modeling and human scheduling practice A difficulty for the reader of the fuzzy set scheduling literature is to understand the precise role of fuzzy sets in the various published papers More often than not the meaning of fuzzy sets remain unclear or must be guessed from the context of the problem A major contribution of this volume is to try and clarify this issue through a suitable ordering of the papers telling apart those where fuzzy sets is mainly a matter of representing preference and those where the problem is one of scheduling under uncertainty Taken from the foreword by Didier Dubois and Henry Prade **American Book Publishing Record** ,1985 **Management; a Continuing Literature Survey, with Indexes** United States. National Aeronautics and Space Administration. Office of Technology Utilization,1968 **Chemical Engineering Progress** ,1995 **Computer Concepts** June Jamrich Parsons,Dan Oja,2006 **Marine Research** National Council on Marine Resources and Engineering Development (U.S.),1969 **Proceedings of the ... Annual Seminar/Symposium, Project Management Institute** Project Management Institute. Seminar/Symposium,1986 **Management of System Engineering** W. P. Chase,1974-04-29 *Production and Inventory Management* Donald W. Fogarty,Thomas Russell Hoffmann,1983 This book provides an excellent source for professionals preparing for professional certification examinations This new edition has been significantly reorganised to reflect more closely the organisation of professional certification exams Discussion follows the step by step decision making process including topics such as establishment of management objectives long medium and short range planning execution and control It also features increased emphasis on tactical and technological considerations

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