## Table of Contents

### Introduction

### Chapter 01: Planning

- **Role and Duties of the Planning Engineer in Material Management for Construction Projects**, Calin Popescu, *AACE Transactions*, 1982
- **Integration of Cost and Planning: Myth or Reality?**, Serge Pressoir, *AACE Transactions*, 1983
- **Scheduling Specifications for the 80's**, Dr. Gui Ponce de Leon, *AACE Transactions*, 1983
- **Integrated Project Control Data Base**, George E. Conniff; Walter A. Schindler, *AACE Transactions*, 1984
- **Integrating Planning, Scheduling and Construction with the Cost Estimate**, George Epstein, *AACE Transactions*, 1985
- **Factors Affecting Construction Planning**, Dr. Alexander Laufer; Dora Cohenca, *AACE Transactions*, 1986
- **Microcomputer Time-Scale Representation of Precedence Method**, Edmond Miresco, *AACE Transactions*, 1986
- **Scheduling Basics**, Dr. Brisbane H. Brown, Jr., *AACE Transactions*, 1987
- Micro to Mainframe Multiproject Scheduling, Charles P. Woodward, PE CCE; Linda M. Ramme, AACE Transactions, 1988
- A Project Control to Meet Project Change, Mark W. Beyer, PE, AACE Transactions, 1988
- A Look at Planning & Scheduling in the Middle East, Dr. Khaled A. Bu-Bushait; Ignacio Manzanera, CCE, AACE Transactions, 1989
- From CAD to CPM Software, Philip T. Perzanowski, CCE, AACE Transactions, 1989
- Profit Maximization in Hotel Planning, Krishan Mathur; Dr. W. D. McGeorge, AACE Transactions, 1989
- Practical Specifications For Project Scheduling, John R. Clark, PE, Cost Engineering Journal, 1990
- Variations in Project Planning Intensity, John C. Julian; Remo J. Silvestrini, PE, AACE Transactions, 1990
- Contemporary Planning in the ’90’s, Thomas M. Trufant; Robert H. Murphy, AACE Transactions, 1990
- Computerized Planning/Scheduling on a Board Machine, Rohit Singh, CCE, AACE Transactions, 1990
- Planning a Capital Project, DeWitt Patterson; James R. Uz, AACE Transactions, 1990
- Planning and Scheduling for Success, Ignacio Manzanera, CCE, AACE Transactions, 1990
- Improving Your "Scheduling CAD" Productivity, Philip Perzanowski, CCE, AACE Transactions, 1991
- Cashflow Planning for Residential Housing Developments, Dr. Clifford Jones, AACE Transactions, 1992
- Starting Projects on the Right Foot, Gerard Beguinot, CCE; Richard Robinson, AACE Transactions, 1992
- Breakthrough Planning Methodology, Joe Rizzo, AACE Transactions, 1992
- A Survey Of Planning And Controlling Techniques Used By Construction Contractors In Saudi Arabia, A Shash; A Al-Abdullatif, Cost Engineering Journal, 1993
- Integrated Network Planning and Scheduling with 3-D Construction Sequence Models, Daniel P. Nevins; Ronald J. Zabilski; Bridget E. O'Reilly, AACE Transactions, 1993
- Considerations in Planning and Scheduling, John K. Nabors, AACE Transactions, 1994
- Contrasting Cost-Loaded CPM Scheduling Specifications, Dr. Gui Ponce de Leon, PE; Michael J. Mix; Philip Spittler, AACE Transactions, 1994
- A Decision Support System for Project Planning, Prasanta K. Dey; Mario T. Tabucanon; Dr. Stephen O. Ogunlana, AACE Transactions, 1996
- Improving the Cost and Schedule Control System, Mohammed S. El-Mashaleh; Allan D. Chasey, PE, Cost Engineering Journal, 1999
- The Planning and Execution of an International Project, Charles P. Woodward, PE CCE; Kenneth K. Humphreys, PE CCE, AACE Transactions, 1998
- Top-Down Back-To-Front Project Planning, Faramarz Fred Rahbar; James E. Rowings Jr., PE CCE, AACE Transactions, 1998
- Integration of Schedule and Cost Risk Models, Robert V. Wendling; Randal B. Lorance, PE, Cost Engineering Journal, 2000
- Developing Program Controls for a Large Program, Shawn L. Kildare; George P. Blank, AACE Transactions, 2001
- Project Controls in the Preconstruction Phase, Ian A. Street, CCE; Joseph W. Wallwork, PE CCE, AACE Transactions, 2001
- Selecting Planning and Scheduling Specifications, Leaf A. Ballast; Calin M. Popescu, AACE Transactions, 2001
- Improving Productivity With Short-Interval Scheduling, Walter J. Strutt, AACE Transactions, 2001
- Start Your Project the Right Way, Edward E. Douglas III, AACE Transactions, 2002
- Project Scheduling Enhancements for Avoiding Litigation, Anamaria Popescu; James T. O’Connor; John D. Borcherding, AACE Transactions, 2002
- Labor Resource Planning for Construction Projects, Anubhav Bhargava; Balkiz Oztemir; Allan D. Chasey, AACE Transactions, 2002
- Project Planning: A Great Communicator, James E. Baar, PE, AACE Transactions, 2002
- Project Execution Planning for Cost Engineers and Schedulers, Allen C. Hamilton, CCE, AACE Transactions, 2003
- Contract Requirements for Construction Schedule, Win G. Li, PE CCE, AACE Transactions, 2003
- Developing a Work Breakdown Structure as the Unifying Foundation for Project Controls Systems Development, Lee J. Hobb; Beverly M. Sheaffer, Cost Engineering Journal, 2003
- Effective Planning Techniques for the Execution of an EPC Project, Hammad Ud Din Tahir, CCE, Cost Engineering Journal, 2004
- Beyond the Bar: Scheduling Preliminary Engineering and Launching a New Project, Richard D. Smith, PE CCE, AACE Transactions, 2004
- Planning/Control of Professional Staff Resources, Harry W. Jarnagan, PE CCE, AACE Transactions, 2004
- Project Management Process and Action Plans, Kul B. Uppal, PE, AACE Transactions, 2004
- A Preconstruction Foundation for Design-Build Success, Byron J. Law, CCC, AACE Transactions, 2004
- Project Planning—Then Scheduling, Edward E. Douglas III, CCC, AACE Transactions, 2004
- Contractor’s Schedule Submittal: Catch-22, Earl T. Glenwright Jr., AACE Transactions, 2004
- Cost and Schedule Control for Engineering Contracts, Kenneth R. Davey, CCE, Cost Engineering Journal, 2004
- The Effect of Early Freezing of Scope on Project Schedule, Neil N. Eldin, PE, Cost Engineering Journal, 2005
- The Case of US Projects in Europe - Guidelines to Mitigate Schedule Delay, from the Owner's Viewpoint, Massimoluiugi Casinelli, PE CCE, Cost Engineering Journal, 2005
• Overcoming "Gotchas" Clauses in Construction Contracts, Donald F. McDonald Jr., PE CCE, AACE Document, 1999
• Does Project Control Start at Contract Award?, Stephen L. Cabano, AACE Transactions, 2005
• Understanding Owner Needs, Ginette B. Basak, P.Eng., AACE Transactions, 2005
• Innovative Pre-Planning for International Projects, Mark T. Chen, PE CCE, AACE Transactions, 2005
• Implementing Project Constructability, Douglas D. Gransberg, PE CCE; Edward E. Douglas III, CCC PSP, AACE Transactions, 2005
• Scheduling Practices and Project Success, Andrew F. Griffith, PE, AACE Transactions, 2005
• Scheduling Specifications: A Lump Sum Contractor’s Perspective, Martin J. Bradley, CCC, AACE Transactions, 2005
• Planning and Scheduling Department: Functional Aspects, Junaid Ahcom, ICC; Ali Ali Shash, AACE Transactions, 2005
• The Link Between Planning and Programming Practice and the Analysis of Delay and Disruption Claims, Nuhu Braimah; Issaka Ndekugri, AACE Transactions, 2006
• Don’t Create Variances During Planning, Leah V. Zimmerman, CCC PSP, AACE Transactions, 2006
• Scheduling Specifications for the 21st Century, Paul Levin, PSP, AACE Transactions, 2006
• Project Planning and Scheduling and its Impact to Project Outcome: A Study of EPC Projects in Canada, Janaka Y. Ruwanpura; Tanveer Nabi Ahmed; Karim Kaba; Gerald Patrick Mulvany, AACE Transactions, 2006
• Scheduling Practices for Project Success, Andrew F. Griffith, PE, Cost Engineering Journal, 2006
• 4D Modeling: Adding a New Dimension to CPM Scheduling, Vidya C. Dixit, CCE PSP, AACE Transactions, 2007
• When is the Critical Path Not the Most Critical Path?, Murray Woolf, AACE Transactions, 2008
• Project Planning Using Logic Diagramming Method, Gui Ponce de Leon, PE, AACE Transactions, 2008
• Building Green--Potential Impacts to the Project Schedule, Jacqueline T. Doyle, PE; Robert B. Brown, PE; Dax Ponce de Leon; Laura Ludwig, PE, AACE Transactions, 2009
• Essentials of Early Planning for Megaprojects, Himansu Bhaumik, PE, AACE Transactions, 2010
• Planning a Complex Project - An Under Appreciated Effort, Christopher W. Carson, PSP; Glen R. Palmer, CFCC PSP, AACE Transactions, 2010
• Alternate Methods for Integrated Cost & Schedule Contingency Estimating, John K. Hollmann, PE CCE CEP, AACE Transactions, 2010
• The Great Debate: Planning and Scheduling From Substantial to Final Completion, Christopher W. Carson, PSP; John C. Potter, PSP; Mark G. Sanders, PE CCE PSP; John J. Stauffer, PSP, Cost Engineering Journal, 2010
• A Simple Qualitative Approach for Schedule Risk Analysis, Sriram Ramdass, ICC PSP; Jihwan Lim, PSP, AACE Transactions, 2011
• Benchmarking Project Schedules, Dan Patterson, AACE Transactions, 2011
• Improving Industry Planning by Classification of Schedule Types, Christopher W. Carson, PSP; Raf Dua, AACE Transactions, 2011
• The Great Debate: “Should Weekly Job Planning be Done Through the Project Schedule or an Onsite Method?”, Christopher W. Carson, PSP; Mark C. Sanders, PE CCE PSP; Carmelita L. Thorndike, PSP; Mark F. Nagata, PSP, AACE Transactions, 2011
Chapter 02: Schedule Development

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
<th>Journal</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-Site Minicomputer Yields a Successful Arabian Project</td>
<td>Donald J. Cass, CCE</td>
<td>AACE Transactions</td>
<td>1980</td>
</tr>
<tr>
<td>Integration of Cost and Scheduling Systems</td>
<td>Paul B. Shiring, Jr., CCE</td>
<td>AACE Transactions</td>
<td>1981</td>
</tr>
<tr>
<td>Cost/Schedule Integration - Panacea or Poison?</td>
<td>Robert R. Cook, CCE</td>
<td>AACE Transactions</td>
<td>1982</td>
</tr>
<tr>
<td>Cost-Schedule Integration: Alternatives</td>
<td>Raad H. Hermes</td>
<td>AACE Transactions</td>
<td>1982</td>
</tr>
<tr>
<td>Cost and Schedule Integration in Process Plants Construction</td>
<td>Chandra S. Murthy</td>
<td>AACE Transactions</td>
<td>1983</td>
</tr>
<tr>
<td>Integration of Cost and Scheduling with Materials Management Function</td>
<td>John C. Cato; Chandra S. Murthy</td>
<td>AACE Transactions</td>
<td>1983</td>
</tr>
<tr>
<td>Have the Networks Fit the Project</td>
<td>Donald J. Cass, CCE</td>
<td>AACE Transactions</td>
<td>1984</td>
</tr>
<tr>
<td>Modern Innovations in Scheduling Techniques</td>
<td>Dr. James E. Rowings, Jr.; John S. Bloess</td>
<td>AACE Transactions</td>
<td>1984</td>
</tr>
<tr>
<td>Enhancing Reliability of Project Duration Forecasts</td>
<td>Dr. Hira N. Ahuja; V. Nandakumar</td>
<td>AACE Transactions</td>
<td>1984</td>
</tr>
<tr>
<td>A Scheduling Tool for Smaller Jobs</td>
<td>Fred Rahbar</td>
<td>AACE Transactions</td>
<td>1984</td>
</tr>
<tr>
<td>Integrated Living Schedule</td>
<td>Raymond E. Schweikart</td>
<td>AACE Transactions</td>
<td>1985</td>
</tr>
<tr>
<td>CPM - Pert Time Scaled Summary Network</td>
<td>Harold B. Shugar</td>
<td>AACE Transactions</td>
<td>1985</td>
</tr>
<tr>
<td>ADM Versus PDM</td>
<td>F. Rahbar</td>
<td>Cost Engineering Journal</td>
<td>1986</td>
</tr>
<tr>
<td>Recognizing and Avoiding Problems Inherent in Today’s Scheduling Environment</td>
<td>David L. Freidl, CCE</td>
<td>Cost Engineering Journal</td>
<td>1987</td>
</tr>
<tr>
<td>Schedule Risk Analysis Using Computer Simulation</td>
<td>Joseph J. Orczyk; PE; Dr. Donn Hancher, PE</td>
<td>AACE Transactions</td>
<td>1987</td>
</tr>
<tr>
<td>Applied Scheduling</td>
<td>Dr. Brisbane H. Brown, Jr., CCE</td>
<td>AACE Transactions</td>
<td>1987</td>
</tr>
<tr>
<td>Scheduling Technique to Control Several Minor Modification Projects</td>
<td>Mark A. Andrews; Kenneth L. Mortensen, PE; Edward J. Kaufmann, PE</td>
<td>AACE Transactions</td>
<td>1988</td>
</tr>
<tr>
<td>Scheduling for on Time Project</td>
<td>David H. Hamburger, PE</td>
<td>AACE Transactions</td>
<td>1989</td>
</tr>
<tr>
<td>Assessing Project Cost and Schedule Risk</td>
<td>Edward W. Merrow; Mary Ellen Yarossi</td>
<td>AACE Transactions</td>
<td>1990</td>
</tr>
<tr>
<td>Micro-Computer Expert System for Scheduling Construction Project</td>
<td>Edmond Miresco; Nicholas Chepurnix</td>
<td>AACE Transactions</td>
<td>1990</td>
</tr>
<tr>
<td>Integrated Project Numbering System</td>
<td>Bruce A. Spence, CCE</td>
<td>AACE Transactions</td>
<td>1990</td>
</tr>
<tr>
<td>Up-front Project Scheduling in an Owner/Contractor Alliance</td>
<td>Murray W. Janzen</td>
<td>Cost Engineering Journal</td>
<td>1992</td>
</tr>
<tr>
<td>Modular CPM’s or Detail CPM Schedules at a Barchart Price</td>
<td>Stephen Goodman</td>
<td>AACE Transactions</td>
<td>1992</td>
</tr>
<tr>
<td>Repetitive Activity Scheduling Process</td>
<td>F. Fred Rahbar; Dr. James E. Rowings, CCE</td>
<td>AACE Transactions</td>
<td>1992</td>
</tr>
<tr>
<td>Automating the Schedule Review Process</td>
<td>John R. Knochle; PE; Jhan Schmitz</td>
<td>AACE Transactions</td>
<td>1992</td>
</tr>
<tr>
<td>BAL: An Algorithm for Scheduling and Control of Linear Projects</td>
<td>Tarek Hegazy; Osama Moselhi; Dr. Paul Fazio</td>
<td>AACE Transactions</td>
<td>1993</td>
</tr>
<tr>
<td>Repetitive Production Method (RPM) and CPM</td>
<td>Lawrence L. Humphries, CCE</td>
<td>AACE Transactions</td>
<td>1993</td>
</tr>
</tbody>
</table>
- Adding Macros to Primavera (and Other Software): Functional and Productivity Improvements, A. Larry Aaron, CCE, AACE Transactions, 1994
- Construction Scheduling Based on Resource Constraints, Yong-II Lee; Thomas M. Gatton, AACE Transactions, 1994
- Design to Schedule (DTOS), Dennis M. Thompson, CCC, AACE Transactions, 1995
- Project Scheduling Risk Assessment Using Monte Carlo Methods, Eric D. Finley, PE; Dr. Deborah J. Fisher, PE, Cost Engineering Journal, 1994
- Scheduling Concerns in the Hazardous Waste Industry, Timothy C. McManus; Minosca V. Alcantara, Cost Engineering Journal, 1996
- Developing an As-Built Schedule From Project Records, John R. Knoke, PE; Gary H. Jentzen, PE, AACE Transactions, 1996
- Labor Productivity Modeling With Neural Networks, Dr. James E. Rowings Jr., PE CCE; Rifat Sonmez, AACE Transactions, 1996
- A Multiobjective Linear Program for Scheduling Repetitive Projects, Dr. Kamal Al-Subhi Al Harbi; Dr. Shokri Z. Selim; Mazen Al-Sinan, Cost Engineering Journal, 1996
- Soft Logic - An Overview, Dennis Read Hanks, PE CCE, Cost Engineering Journal, 1999
- The Adequacy of Initial Scheduling Estimates, John M. Dye; Dr. Irtishad U. Ahmad, PE, AACE Transactions, 1998
- Industry Crisis: Construction Scheduling Software, Jon M. Wickwire; Stuart Ockman, AACE Transactions, 2000
- The Pitfalls of CPM Scheduling on Construction Projects, Ian A. Street, Cost Engineering Journal, 2000
- Schedule Review Basics, Craig L. Olsen, AACE Transactions, 2000
- Cost Estimating and Scheduling Integration, Philip D. Larson, AACE Transactions, 2000
- Integrating CAD, Estimating, Scheduling, and Accounting, Philip D. Larson, AACE Transactions, 2001
- Baseline Schedule Approval, Zartab Q. Zafar; Dean Rasmussen, Cost Engineering Journal, 2001
- Tripping Hazards in Schedules, Donald F. McDonald Jr., AACE Transactions, 2002
- Time-for Versus Time-of Performance, Ferdinand Fourie, AACE Transactions, 2003
- Construction Baseline Schedule Review and Submittal Timeframe, Win G. Li, PE CCE PSP; David J. Carter, Cost Engineering Journal, 2005
- Retrospective As-Built Schedule Development, Anamaria I. Popescu, PE; Andrew Avalon, PE, AACE Transactions, 2005
- Documenting the Schedule Basis, Edward E. Douglas III, CCC, PSP, AACE Transactions, 2005
- Benefits of Linear Scheduling, Gary Rock Spencer, PE; Rose Mary Lewis, AACE Transactions, 2005
- Success: Use of Activity Code Structure for Project Schedule Integration and Monitoring, Gener dela Cruz, Cost Engineering Journal, 2005
- Assessing Project Schedule Risk with Contingent Tasks by Spreadsheet-Based Simulation, Li-Chung Chao; Sung-Lin Hsueh, Cost Engineering Journal, 2006
- Construction CPM Scheduling - Precision Without Accuracy, Victor M. Ostrowski, PSP, AACE Transactions, 2006
- RDM - Relationship Diagramming Method, Fredric L. Plotnick, PE, AACE Transactions, 2006
- Scheduling: The Good, the Bad and the Ugly, H. Lance Stephenson, CCC, AACE Transactions, 2006
- Scheduling Management: Classifications vs. Levels, H. Lance Stephenson, CCC, AACE Transactions, 2007
- Scheduling Management: Schedule Basis Memorandum, H. Lance Stephenson, CCC, AACE Transactions, 2007
- Daily Specific As-Built in As-Planned vs. As-Built Schedule Analysis, Svetlana Lyasko, Cost Engineering Journal, 2008
- Forensic Schedule Analysis: Example Implementation, Mark C. Sanders, PE CCE PSP, AACE Transactions, 2008
- Primavera Project Management Software and the Claims Consultant, Anne Marie Tombros; Sunu Mohan, PSP EVP, AACE Transactions, 2008
- P5 to P-Sixes: Transition from P5 to P6, J. Scott Palmer, AACE Transactions, 2008
- Construction Scheduling: Keeping Relevance, Amit Sarkar, AACE Transactions, 2008
- The Case for Construction Schedule Validation and Auditing, Earl T. Glenwright, Jr., PE PSP; Aldo Dorea Mattos, AACE Transactions, 2008
- Advanced Scheduling Technology for Shorter Resource-Constrained Project Durations, Robert Richards, AACE Transactions, 2008
- Project Schedule Optimization Using a Genetic Algorithm Approach, John Paul Lancaster; Kai Cheng, AACE Transactions, 2008
- When Less is Not More: Providing Subcontractors Early and Late Dates, John C. Livengood, PSP CFCC; Rick Gaetano Cianfaglione, PE PSP, AACE Transactions, 2009
- Total Float Distribution: A Sane Way to Manage Schedule Contingency, Anamaria I. Popescu, PE, AACE Transactions, 2009
- Top Ten Scheduling Mistakes and How to Prevent Them, Joseph A. Lukas, PE CCE, AACE Transactions, 2009
- "Much Ado About Dates" -- Understanding P6 Date Information, Ronald M. Winter, PSP; F. Burak Evrenosoglu, CCE PSP, AACE Transactions, 2009
- Schedule Quality Assurance Procedures, Andrew Avalon, PE PSP; Curtis W. Foster, AACE Transactions, 2010
- Lessons Learned - Schedule Development Using Primavera P6, Hannah E. Schumacher, PSP; Charlie Jackson, AACE Transactions, 2010
- Managing Schedule Contingency, Edward E. Douglas, III CCC PSP, AACE Transactions, 2010
- Schedule Risk Management for Pipeline Projects, Renna Alqasrani; Brent Kitson, P.Eng.; Richa Sahib, P.Eng., AACE Transactions, 2010
- Preconstruction Phase Risk Assessment for GMP Contracts, Mark P. McDowell, CCC PSP, AACE Transactions, 2011
- Scheduling for Subcontractors, Ronald M. Winter, PSP, AACE Transactions, 2011
- Pipeline Construction Scheduling -- Bar Charts to Linear Schedules, Gregory A. Duffy, PE, AACE Transactions, 2011
- Optimization of Activity Crashing and Overlapping in Schedule Compression, Kamran Hazini; Reza Dehghan; Janaka Y. Ruwanpura, AACE Transactions, 2011
- Predictive Risk Indicators for Construction Project Schedules, C. Douglas Kinard, III, AACE Transactions, 2011
- 4D Scheduling Using Delmia® and Microsoft Project® on Hydroelectric Construction Projects, Michel Guevremont, P.Eng. PSP; Chantale Germain P.Eng., AACE Transactions, 2012
- CPM Based Cost Optimization on Non-Schedule Driven Major Projects, Yuhong Wu, P.Eng. CCE; Kathryn Petrisor, P.Eng., AACE Transactions, 2012
- A Case Study: Enterprise Schedule Development, Rose Mary Lewis, PE; Gary Rock Spencer, PE CCE PSP, AACE Transactions, 2012
- Schedule Levels - Structure, Example and Method of Preparation in Primavera, Syd Daneshyar, PE, AACE Transactions, 2012
- The Law of Schedules, John C. Livengood, CFCC PSP; Patrick M. Kelly, PE PSP, AACE Transactions, 2012
- Schedule Target Setting to Improve Project Execution Competitiveness, Blake Fox, P.Eng., AACE Transactions, 2012
- Key Elements for a Practical Schedule Risk Analysis, Luis Oscar Figueroa, AACE Transactions, 2012
- Understanding P6 Date Information, Ronald M. Winter, PSP, ITCM Transactions, 2012
- Analytical Program Management: Integrating Cost, Schedule and Risk, Eric Druker; Graham Gilmer, ITCM Transactions, 2012
- Responsibility of Nonworking Days in Analyzing Delay Claims, Khalid S. Al-Gahtani; Ibrahim A. Al-Sulaihu; Abdullah Alsehaimi, AACE Transactions, 2013
- Schedule Metrics Reliability and Predictability, Robert Loop, EVP PSP, AACE Transactions, 2013
- LOE and AE Earned Value Calculation, Paul E. Goldhorn, AACE Transactions, 2013
- Baseline CPM Schedules - Communicating the Plan, David M. Keffer, PE PSP; Praduman Maraj, PE, AACE Transactions, 2013
- Planning and Facilitating a Schedule Risk Workshop, Christopher W. Carson, PSP, Cost Engineering Journal, 2013
- Dealing With Contractors Schedules That Cannot Be Approved, Christopher W. Carson, PSP, Cost Engineering Journal, 2013
• The Great Debate: Is CPM Past Its Prime?, Patrick M. Kelly, PE PSP; Mark F. Nagata, PSP; Mark C. Sanders, PE CCE CFCC PSP; Carmelita L. Thorndike, PSP, *Cost Engineering Journal*, 2014
• Performing Forensic Analysis on Complex EPC Schedules, Michael Dennis, CCP, *AACE Transactions*, 2014
• Untangling Concurrent Delay on Pipeline Projects, Greta Martin, PE PSP; Jeffery L. Ottesen, PE PSP CFCC, *AACE Transactions*, 2014
• Implementing Complex Time Impact Analyses on Oil & Gas Projects, Ronald J. Rider; Rod C. Carter, CCP PSP, *AACE Transactions*, 2014
• Successful Use of Priority-Driven Resource Leveling in P6, Greg M. Hall, *AACE Transactions*, 2014
• Schedule Review of the Risk Model for Pipeline Projects, Gregory J. Whiteside, CCP, *AACE Transactions*, 2014
• What to Do with Unknowns in Schedule Risk Analysis?, Dr. David T. Hulett, *AACE Transactions*, 2015
• Lessons Learned - P6™ Resources Updating For the Beginner, Charlie Jackson, PSP; Hannah E. Schumacher, PSP, *Cost Engineering Journal*, 2014
• Successfully Front End Loading a Condensed Schedule Driven Project, Alexander R. Olson, CCT CST; James E. Krebs, PE CCP FAACE, *AACE Transactions*, 2016
• Avoiding CPM Schedule Mismanagement: Maximize Uses without Compromising Integrity, Jessica Colbert, PSP, *AACE Transactions*, 2016
• Top 10 Missteps in EPC Scheduling Specifications, Cynthia Hanson, PSP; Scott Bean, PSP, *AACE Transactions*, 2016
• Using the GAO Scheduling Best Practices to Improve Schedules, Brian M. Evans, DRMP EVP PSP; Katherine K. Evans, *AACE Transactions*, 2016
• Developing Cash Flows through Primavera CPM Schedules, Matthew Marzilli, PSP, *AACE Transactions*, 2016
• Evaluating CPM Schedules for Best Practices: A First Principles Approach, J. Gerard Boyle; Andrii Podolny; Dr. Wail Menesi, *AACE Transactions*, 2016
Chapter 03: Schedule Management/Control

- A Retrospective Evaluation of a Probabilistic Schedule Analysis, Henry R. Block, CCD; Richard A. Mazzini, CCE, AACE Transactions, 1980
- Analysis of Working Space Congestion from Scheduling Data, Dr. Paviz F. Rad, CCE, AACE Transactions, 1980
- Project Controls - A Force-Account Approach to CM, Thomas P. Roche, AACE Transactions, 1981
- Planning & Scheduling an International Project, Mark Grinberg, AACE Transactions, 1981
- Construction Control Schedule, Derek Mason, AACE Transactions, 1982
- Construction Delay Claims: Treatment of Extended Overhead, Ronald F. Parisi; Robert J. Schlunt, AACE Transactions, 1983
- Meaningful Scheduling Summaries for Management, Robert R. Cook, CCE, AACE Transactions, 1983
- CPM Techniques Really Can Be Applied to Major Mechanical and Technical Construction, Peter J. Schappa, CCE; Dwight A. Zink, CCE, AACE Transactions, 1983
- Construction Delay Claims - Assessment Defense, A. J. Werderitsch, CCE; Shah Firooz, AACE Transactions, 1983
- The CPM Technique in Construction - A Critique, Derek Mason, AACE Transactions, 1984
- Cost Containment and Cost Reduction, Stephen C. Wexler, PE CCE, AACE Transactions, 1985
- CPM - Established and Then Some, Gary O. Glenn, AACE Transactions, 1985
- Float Ownership: Specs Treatment, Dr. Gui Ponce de Leon, PE, Cost Engineering Journal, 1986
- Progress Measurement in Engineering and Construction, Michael E. Horwitz, PE CCE, AACE Transactions, 1986
- PDM Scheduling at EPCOT Center, James Brownell, AACE Transactions, 1986
- Enhanced Project Management with Reference Schedules, Dr. James E. Rowings, Jr.CCE, AACE Transactions, 1986
- Construction Projects: Change Order Management, Dr. Calin M. Popescu, AACE Transactions, 1986
- The 5-Year Living Schedule, Ralph L. Cochran; Patricia D. Galloway, AACE Transactions, 1987
- Controlling Job Costs Through CPM Scheduling, Philip S. Inglis, AACE Transactions, 1987
- Minimizing Costs of Delay Construction Claims, Dwight A. Zink, AACE Transactions, 1987
- Time is Money!, Philippe LeTherisien, CCE, AACE Transactions, 1987
- Progress and Cost Control Basics, Dr. James N. Neil, CCE, AACE Transactions, 1987
- Cost and Schedule Specialist Toolkit, C. James Linck; David E. Perelli, AACE Transactions, 1988
- Etiography: A New Discipline, Charles A. Villemain; J. P. Wojtyna; Michel L. DuRozel, AACE Transactions, 1988
- Achieving Construction Project Objectives in Various Situations, Dr. Alexander Laufer; Dora Cohenca-Zall, AACE Transactions, 1988
- Salt Repository Project Schedule Integration, H. Dennis Kopp; Dr. L. J. LaFountain, AACE Transactions, 1988
- Construction-C': Integrated Planning and Cost Control, Kermit H. Gates III; Daniel A. Wickard, AACE Transactions, 1989
- Automation of the Scheduling Analysis Process, Dr. Gary Rock Spencer; F. Fred Rahbar, AACE Transactions, 1989
- Project Expediting, Wesley R. Querns, CCE, AACE Transactions, 1989
- Understanding the Value of Earned Value or Where Have All Your Dollars Gone?, Lee R. Lambert, AACE Transactions, 1989
- EV - Not Only for Large Projects, Walter F. Adamczyk, PE, AACE Transactions, 1989
- Scheduling Comparison of Engineering/Manufacturing to Engineering/Construction, Terry F. Carlson, AACE Transactions, 1989
- Project Control for Engineering, James M. Neil, CCE, AACE Transactions, 1989
- Impact of Changes on Project Schedule, James M. Neil, CCE, AACE Transactions, 1989
- Concepts and Methods of Schedule Compression, James M. Neil, CCE, AACE Transactions, 1989
- Project Management Information System, James J. Stevenson, Jr., CCE, AACE Transactions, 1990
- The Development and Use of Progress Curves, Barry L. Goodwin, CCE, AACE Transactions, 1990
- A Mechanical Model for CPM Scheduling Calculations, Abhi Basu, AACE Transactions, 1990
- End-User Computing for Project Controls, John Mahoney; David P. Kenney, AACE Transactions, 1990
- Effective Use of Management Control Systems, John M. Moore, CCE, AACE Transactions, 1990
- Delay Evaluation Using "Record Schedules", Donald J. Fredlund, Jr.; Gui Ponce de Leon, PE, AACE Transactions, 1990
- Construction Scheduling - Don't Depend on a Textbook, Brett M. McPherson; Daniel J. Whitecotton, AACE Transactions, 1991
- Selecting As-Planned Base in Project Disputes, Calin Popescu, PE, AACE Transactions, 1991
- Cost/Schedule Control vs Computer Programs, Rohit Singh, CCE, AACE Transactions, 1991
- Efficient Control of Multiple Small Projects, Timothy M. Wozniak, AACE Transactions, 1991
- Schedule Games People Play and Some Suggested Remedies, James G. Zack, Jr., AACE Transactions, 1991
• Applying Earned Value Procedure to Engineering Management, Mark T. Chen, AACE Transactions, 1991
• New Directions in Schedule Management, Gui Ponce de Leon, PE, AACE Transactions, 1991
• Duration Analysis, Andrew Sipos, PE, Cost Engineering Journal, 1992
• The Daily Report As A Job Management Tool, DA Pogorilich, Cost Engineering Journal, 1992
• Integrated Cost And Schedule Control, BE Kibler, Cost Engineering Journal, 1992
• Owner's Reviews of Schedules - How Far Should They Go?, Donald J. Fredlund, Jr.; Fred King, AACE Transactions, 1992
• Reducing Construction Risks through Project Controls, Danny J. Whitecotton; Brett M. McPherson, AACE Transactions, 1992
• OCRWM Transportation Network to Support Budget/Schedule Estimates, Gary L. Sullivan; Max W. Wankerl, AACE Transactions, 1992
• Highway Design - Challenges in Controlling Cost and Schedule, Nelson E. Bonilla, CCE; Ray J. Jussila, CCE; Scott Baarman, AACE Transactions, 1992
• Project Controls - Expand Your View, John P. Nolan, Sr., AACE Transactions, 1992
• Third-Party CPM Scheduling - Making It Work, Terry W. Towle, Cost Engineering Journal, 1993
• Out-Of-Logic Progress, Saad A. Suhail, PE CCE, Cost Engineering Journal, 1993
• The Project Trend Program, Harry W. Jarnagan, PE CCE, AACE Transactions, 1993
• A "New" Program Management Information System, Jeffrey C. Christiansen; Michael S. Mellick, AACE Transactions, 1993
• Cost and Time Effective Outage Management, Neil D. Opfer, CCE, AACE Transactions, 1993
• Capital Project Monitoring System (CPMS), Gamini A.K. Padmaperuma, CCE, AACE Transactions, 1993
• Combining Risk Management And Resource Optimization In Project Management Software, OB Thomasen; L Butterfield, Cost Engineering Journal, 1993
• Using Schedule Variance As The Only Measure Of Schedule Performance, Jim W. Short, CCC, Cost Engineering Journal, 1993
• Fast Track Management For Projects With Multiple Sites, SA Samad, Cost Engineering Journal, 1994
• Planning and Scheduling Cost-Limited Projects, Edward E. Douglas III, CCC, AACE Transactions, 1994
• Improve Schedule Forecasting Via Earned Value, Donald J. Cass, CCE, AACE Transactions, 1994
• The Effect of Resource Constraints on Project Schedules, Michael R. Just, CCE; James P. Murphy, AACE Transactions, 1994
• Qualitative Criteria Combination for Total Float Distribution, Suthi Pasiphol; Calin M. Popescu, PE, AACE Transactions, 1994
• A Cost-Effective Delay Analysis Technique, Mireille Battikha; Sabah Alkass, PE, AACE Transactions, 1994
• Delay Analysis - Issues Not for Granted, George E. Baram, CCE, AACE Transactions, 1994
• Responsibility for Delays After the Expiration of the Contract Time, Gary H. Jentzen, PE; Philip Spittler; Dr. Gui Ponce de Leon, PE, AACE Transactions, 1994
• Construction Delay Analysis Systems, Dr. Janet K. Yates; Hisham Aoude, AACE Transactions, 1995
• Total Float Management in CPM Project Scheduling, Dr. Suthi Pasiphol; Dr. Calin M. Popescu, PE, AACE Transactions, 1995
• Construction Time and Cost Trade-Off Optimization, Dr. Liang Y. Liu; Dr. Scott Burns, PE; Chung-Wei Feng, AACE Transactions, 1995
• The Role of Project Controls, Manash K. Bagchi, AACE Transactions, 1995
• Risk Reduction Performance Measuring System (RRPMS), Sarwar A. Samad, AACE Transactions, 1995
• Program Scheduling: Not Exactly = Project Scheduling, Courtney James McCracken, PE; Patricia J. Auger; John H. Baratta, PE, AACE Transactions, 1995
• Project Controls - A Practical Approach, Michael J. Cunningham, CCC, Cost Engineering Journal, 1994
• Scheduling in an Environmental Restoration Environment, G. Darryl Walker, CCE, Cost Engineering Journal, 1995
• Project Controls: Cost / Schedule / Progress Management on the NASA Wind Tunnel Restoration Project, Kelvin Yu, PE, CCE, Cost Engineering Journal, 1996
• Going for the Goal, Forecasting, Joseph M. Brown, CCC, AACE Transactions, 1996
• The End Game - Project Demobilization and Close-Out, Edward E. (Ted) Douglas III, CCC, AACE Transactions, 1996
• A Scheduling Tool for Tunnel Construction, K.A. Pohrte; W.W. Edgerton, PE, AACE Transactions, 1996
• Project Controls in the Semiconductor Industry, Robert B. Edgerton; Steven Y. Kunishige, AACE Transactions, 1996
• A Cost-Schedule Decision-Support System for Airport Renovation, Manar Shami, AACE Transactions, 1996
• Integrated Project Control and Communications Systems, Gerard J. Hart, AACE Transactions, 1996
• How to Lose Money Negotiating a Construction Claim, Michael R. Just, CCE; Brian Torone, AACE Transactions, 1997
• Environmental Site Project Controls, Edward E. Douglas III, CCC, AACE Transactions, 1997
• Executive Reporting System, Jeffrey C. Christiansen, AACE Transactions, 1997
• Single-Entry Online Progress Measurement, Walter J. Strutt, PE CCE, AACE Transactions, 1997
• Tools of the Trade: Advances in Cost Control and Schedule Management for Commercial Construction, Robert B. McCullough, PE CCE, AACE Transactions, 1997
• Beyond Project Controls - The Quality Improvement Approach, Michael G. Sypsomos, AACE Transactions, 1997
• The Cost of Chasing Unrealistic Project Schedules, Christopher F. Michalak, AACE Transactions, 1997
• Practical Applications of Probabilistic Scheduling, Dr. Gui Ponce de Leon, PE; John R. Knoke, PE, AACE Transactions, 1997
• Optimized Scheduling for Highway Construction, Khaled El-Rayes; Osama Moselhi, PE, AACE Transactions, 1997
• Project Scheduling Under Limited Resources, Mohammed Moizuddin; Shokri Z. Selim, AACE Transactions, 1997
• Cost/Schedule Information System: A Human-Centered Approach, Dr. Chotchai Charoenngam; Abdul Samad Kazi, Cost Engineering Journal, 1997
• Simplifying Project Success Metrics, Dr. Francis T. Hartman, P.Eng.; Dr. George F. Jergeas, P.Eng., Cost Engineering Journal, 1997
• Contemporaneous Analyses of Excusable Delays, Michael Ross Finke, PE, Cost Engineering Journal, 1997
• The Case for Critical Path, Michael A. Hatfield; James Noel, Cost Engineering Journal, 1998
• The Five Commandments of Construction Project Delay Analysis, Hamed A. Al-Saggaf, Cost Engineering Journal, 1998
• CPM Schedules in Construction Claims From the Contractor’s Perspective, Robert B. McCullough, PE CCE, AACE Transactions, 1999
• But-For Schedules - Analysis and Defense, James G. Zack Jr., AACE Transactions, 1999
• Project Analysis Tools for Cost and Schedule Improvement, Peter W. Swenson, AACE Transactions, 1999
• Managing Schedule Changes at Rocky Flats, Todd Bilstein, AACE Transactions, 1999
• Delay Analysis - Eliminating the Smoke and Mirrors, Eric Z. Fruchtman, AACE Transactions, 2000
• Concurrent Delays - What Are They and How to Deal With Them?, George E. Baram, AACE Transactions, 2000
• The Window Methods of Analyzing Delay Claims, George E. Baram, AACE Transactions, 2000
• Schedule Density as a Tool for Pricing Compensable Float Consumption, Michael Ross Finke, Cost Engineering Journal, 2000
• Schedule Delay Analysis, George R. Stumpf, PE, Cost Engineering Journal, 2000
• Dissecting the Doctrine of Concurrent Delay, Thomas F. Peters, PE, AACE Transactions, 2003
• Daily Delay Measure: A New Technique to Precisely Identify Delay, John C. Livengood; Brian G. Laush, AACE Transactions, 2003
• Application of Appropriate Project Control Tools, Lori A. Floyd, CCC; Christopher P. Caddell, PE; David E. Wisniewski II, AACE Transactions, 2003
• Schedule Integration – Communication Tool Par Excellence, Rohit Singh, CCE, AACE Transactions, 2003
• CPM Scheduling in Construction: A Case Study, Abhi Basu, AACE Transactions, 2003
• Project Schedules: Simple Checks for Accuracy, David L. Freidl, PE CCE, AACE Transactions, 2003
• Computing the Near-Longest Path, Ronald M. Winter, AACE Transactions, 2003
• The Necessity of Project Schedule Updating/Monitoring/Statusing, Jeffrey D. Kursave, CCC, Cost Engineering Journal, 2003
• Claims Schedule Development and Analysis: Collapsed As-Built Scheduling for Beginners, Vera A. Lovejoy, CCC, Cost Engineering Journal, 2004
• Continuous Delay Measurement and the Role of Daily Delay Values, Robert Seals, AACE Transactions, 2004
• Calculating Imaginary Numbers: Time Quantification in Acceleration, John C. Livengood; Christopher R. Bryant, AACE Transactions, 2004
• Determining the Actual Critical Path, Ronald M. Winter, AACE Transactions, 2004
• Let’s Scrap the Precedence Diagramming Method, Earl T. Glenwright Jr., AACE Transactions, 2004
• “Enhanced” PDM -- Concepts and Benefits, Scott C. Herold, PE, AACE Transactions, 2004
• Construction Scheduling Games and Ways to Win, James G. Zack Jr., AACE Document, 1998
• Constructive Acceleration: Waking the Sleeping Giant, Thomas F. Peters, PE, Cost Engineering Journal, 2005
• Window Analysis: The Method and the Myth, John J. Ciccarelli, PE, CCE; Mark W. Cohen, PE, AACE Transactions, 2005
• Concurrent Delay Analysis for Litigation, Victor M. Ostrowski, PSP; Michael T. Midgette, PSP, AACE Transactions, 2005
• CPM Scheduling and How the Industry Views Its Use, Patricia D. Galloway, PE, AACE Transactions, 2005
• A Continuously Changing As-Planned Baseline?, John. C. Livengood; Mark I. Anderson, AACE Transactions, 2005
• Analyse This! Project Controls Analysis, Nicholas J. Candela, AACE Transactions, 2005
• The Inefficiencies of Managing Projects by Fiscal Year Funding, Jeffrey D. Kursave, CCC, AACE Transactions, 2005
• Is Your Schedule Late at the Starting Gate?, Abhi Basu, PE, AACE Transactions, 2005
• Transparent CPM, Mark C. Sanders, PE CCE, AACE Transactions, 2005
• Managing Multiple Milestones, Ron Winter, PSP, AACE Transactions, 2005
• The Benefits of Monte-Carlo Schedule Analysis, Jason Verschoor, P.Eng., AACE Transactions, 2005
• Effective Use of Gantt Chart for Managing Large Scale Projects, Pankaja Pradeep Kumar, CCE, Cost Engineering Journal, 2005
• A Thread in the Life of AACE International’s Planning and Scheduling Committee, Ron Winter, PSP, Cost Engineering Journal, 2005
• A Case Study: Schedule Forecast Verification With Productivity Assessment, Win G. Li, CCE PSP, Cost Engineering Journal, 2005
• Relentless Trending - Key to Effective Cost & Schedule Management, Nelson E. Bonilla, CCE, AACE Transactions, 2006
• Impacts of Project Change Management on Project Cost and Schedule Performances, Yi Zou; Sang-Hoon Lee, AACE Transactions, 2006
• Schedule Analysis Indices, Gary Rock Spencer, PE; Rose Mary Lewis, PE, AACE Transactions, 2006
• Claims Analysis Nested in Schedule Updates, Christopher Willis Carson, AACE Transactions, 2006
• Innovative Approaches to CPM Scheduling Management, Russell P. Vakharia, CCE PSP, AACE Transactions, 2006
- **Identifying As Built Completion Drivers**, Robert B. McCullough, PE CCE; Satinder Singh Baweja, CCE, *AACE Transactions*, 2006
- **How Claims Happen When Schedules Become Political – An Actual Court Case Study**, Michael W. Leary, PE; Craig D. Hutchison, *AACE Transactions*, 2007
- **Turnaround Planning**, Rashmi Prasad; Mohammad Altaf, *AACE Transactions*, 2008
- **Schedule Compression for Construction Projects by Interruption in LOB Scheduling**, S. Mohammad Amini; Gholamreza Heravi, *AACE Transactions*, 2009
- **Time-Based Schedule Performance Index**, Robert C. Creese, PE CCE; Yi Fang, *Cost Engineering Journal*, 2010
- **Which Critical Path: As-Planned, Contemporaneous, or As-Built?**, Mark F. Nagata, PSP, *AACE Transactions*, 2010
- **Does Correcting Out-of-Sequence Progress Improve the Schedule?**, Timothy T. Calvey, PE PSP, *AACE Transactions*, 2010
- **Linear Scheduling for Production Home Building**, Carla Lopez del Puerto, CCC; Douglas D. Gransberg, PE FRICS, *AACE Transactions*, 2010
Lessons Learned – Schedule Updating and Maintenance using Primavera P6™, Hannah E. Schumacher, PSP; Charlie Jackson, PSP, AACE Transactions, 2011

A Case Study Comparison of Microsoft Project and Primavera Project Manager 6, Carmelita L. Thorndike, PSP; Owen T. Searls, AACE Transactions, 2011

Construction Phasing and Delay Remediation, Win G. Li, PE CCE PSP; Jimmy Suarez, AACE Transactions, 2011

The Construction Schedule Log: Charting the Project Path, Paul Levin, PSP; Mark Doran, Cost Engineering Journal, 2011

Can a Contractor Have a Critical Path Delay When the General Contractor Does Not?, Christopher W. Carson, PSP; Mark Boe, PE; Shannon L. Campbell, PSP, Cost Engineering Journal, 2011


Evaluating Cost Escalation Using Cost-loaded Schedules, Sagar B. Khadka, CCE PSP; Christopher J. Payne, PE CFCC PSP, AACE Transactions, 2012

Leveraging the Power of Schedule Margin, Charles I. Budd, EVP; Charlene Spoede Budd, AACE Transactions, 2012

Construction Schedules for Better Cash Flow Management, Pete A. Bassford, PSP; Brian C. Smith, CCC, AACE Transactions, 2012

Dealing with Contractor’s Schedules that Cannot be Approved, Christopher W. Carson, PSP, AACE Transactions, 2012

Schedule Compression Warning Tools, Peter A. Jackson; Aaron M. Vernon; Christopher P. Caddell, PE CCE, AACE Transactions, 2012


Improved Graphics for MS Project and Primavera Schedules, Gregory S. Green, PSP, AACE Transactions, 2012

Schedule Change Management - Every Project Needs It, F. Burak Evrenosoglu, PE CCE PSP, AACE Transactions, 2012

AACE RP-FSA Points to a Missing Method in the SCL’s DDP, Mark F. Nagata, PSP, ITCM Transactions, 2012

Importance of Float Management in Contractor's EOT, Emre Bayrak, ITCM Transactions, 2012

Development of Master Schedule for the Karachi Circular Railway Project, Ghulam Mujtaba Shaikh, PE, ITCM Transactions, 2012

Windows Analysis versus Half-Step Analysis Progress Impact Quantification, Greta A. Martin, PE PSP, AACE Transactions, 2013

Creating Half-Step Schedules using P6’s Update Baseline Utility, Hannah E. Schumacher, PSP; Ronald M. Winter, PSP, AACE Transactions, 2013

• **Staying Out of Legal Trouble through Effective Schedule Practice**, Michael Andersen, *AACE Transactions*, 2013
• **Recommended Contractual Methods for Resolving Delay Events Prospectively or Retrospectively**, Patrick M. Kelly, PSP, *Cost Engineering Journal*, 2013
• **Integrated Scheduling for Non-Schedulers**, Brandon Atkins, PE, *AACE Transactions*, 2014
• **Construction Progress Measurement Tool for Small Projects**, Syd Daneshyar; Peter Walker, *AACE Transactions*, 2014
• **Benefits of an Effective Construction Manager’s Shadow Schedule**, Hector Arias; Alberto Martinez; Efe Eray Tuncay, *AACE Transactions*, 2014
• **Reviewing Means of Calculating Schedule Updates with Out-of-Sequence Progress**, Dr. Fredric L. Plotnick, PE, *AACE Transactions*, 2014
• **Importance of Scheduling in Project Management**, Abbas Saifi, *AACE Transactions*, 2015
• **Analysis of Construction Productivity Using Schedules Loaded with Labor and Material Resources**, Dr. Mohamed E. El-Mehalawi, *AACE Transactions*, 2015
• **Methods for Measuring Percentage Progress: Which One to Choose**, Devdas Tamboli, CCP PSP; Manoj Joshi, *AACE Transactions*, 2015
• **Combining Forensic Schedule Analysis Techniques**, Mark F. Nagata, PSP; J. Scott Lowe, PE, *AACE Transactions*, 2015
• **Forensic Schedule Analysis Methods: Reconciliation of Different Results**, John C. Livengood, CFCC PSP; Patrick M. Kelly, PE PSP, *Cost Engineering Journal*, 2015
• **Calculating the As-Built Critical Path**, Andrew Avalon, PE PSP, *Cost Engineering Journal*, 2015
• **Implementing Complex Time Impact Analyses on Oil and Gas Projects**, Ronald J. Rider; Rod C. Carter, CCP PSP, *Cost Engineering Journal*, 2015
Choosing the Most Appropriate Schedule Analysis Method, Andrew Avalon, PE PSP, AACE Transactions, 2016
Implementing the Half-step Update to Improve Project Schedule Controls, John J. Ciccarelli, PE CCP PSP FAACE; Michael J. Bennink, PE CCP PSP; Brian J. Furniss, PE CFCC PSP, AACE Transactions, 2016
Performing Schedule Analysis and Productivity Using Linear Scheduling, Greg M. Hall; Abbas Saifi, AACE Transactions, 2016
CPM Really Gets Interesting When You Consider Activity Status, Ronald M. Winter, PSP FAACE, AACE Transactions, 2016
P6 File Corruption, Ronald M. Winter, PSP FAACE; Marina G. Sominsky, PSP, AACE Transactions, 2016
When Measuring Delays, Negative Float Doesn’t Matter!, Mark F. Nagata, PSP; Bryan Van Lenten, AACE Transactions, 2016

Chapter 04: Classics

Critical Path Scheduling - Philosophy And Experience, Robert B. Vogeler, AACE Transactions, 1962
Critical Path Planning, W. G. Kast, AACE Transactions, 1963
Planning, Scheduling And Control Of Construction Projects, E. S. Steben, AACE Transactions, 1966
Analytic Techniques In Corporate Planning, A. R. Eagle, AACE Transactions, 1966
Research Planning, Evaluation And Coordination At Warner-Lambert Research Institute, Sheldon Siegel, AACE Transactions, 1967
Information Centers In Management And Planning, Alan Gelberg, AACE Transactions, 1967
A Cost Engineering Department, C. L. Osborne; L. W. Hedrick; W. G. Clark, AACE Transactions, 1967
Capital Cost Control and Planning During Design, Frank W. Helyar, AACE Transactions, 1968
Better Project Control Through Coordinated Estimating, Cost Control And Scheduling, J. Alcabes, AACE Transactions, 1969
Cost And Schedule Control Of Engineering Work Using One Data Base & The Network Technique: A Concept, G. Suhanic, Jr., AACE Transactions, 1969
Concepts And Principles In Corporate Planning, E. R. Nightingale, Jr., AACE Transactions, 1969
- Pre-planning Project Control, Alfred L. Dellon, AACE Transactions, 1969
- Manpower Planning In An Engineering Department, J. Harvel Ortego, AACE Transactions, 1970
- Scheduling And Controlling The Allocation Of Resources For Effective Project Management, S. M. Kiritsis, AACE Transactions, 1971
- Schedule Risk-Analysis, DW Campbell, Cost Engineering Journal, 1972
- Maximum Profit Through Integrated Project Control, Gerhald L. Hollander, AACE Transactions, 1974
- Interrelating Project Estimates to CPM Schedules, Albert A. Badger, AACE Transactions, 1974
- Approaches to Planning and Scheduling a Project, Ed Juracek, AACE Transactions, 1974
- Engineer-Constructor and Client Tools for Cost and Schedule Control, Trent O. Meacham; Richard L. Patterson, AACE Transactions, 1974
- Managerial Attention to Cost and Schedule, John W. Strach, AACE Transactions, 1974
- An Owner’s Approach to a Planned Project Information System, Robert B. Mcknight, AACE Transactions, 1974
- What is This Thing Called % Complete How to Put it to Good Use, Hami Kilic Aslan Solu, PE, AACE Transactions, 1975
- Integrated Scheduling System - An Approach, Joseph R. Lorenzo; Dikshit Sharad, AACE Transactions, 1975
- Problems In The Implementation of Scheduling Systems, Gui Ponce-Campos, AACE Transactions, 1975
- Understanding Building Contractor’s Claims for Extras, Jerome Reiss, AACE Transactions, 1975
- Implementation of a New Construction Scheduling and Cost Control System in a Major Electric Utility, James L. McAnally, AACE Transactions, 1975
- A Project Plan for Maximum Control, Thomas W. McKeown; Raymond A. Haarstick, AACE Transactions, 1976
- Cost and Time Through Historical Models, William R. Orr, PE, AACE Transactions, 1976
- Power Industry Management in Energy, Dollar, Schedule Crisis, R. Winston Gardner; William C. Drotleff, AACE Transactions, 1976
- Project Management - Planning and Scheduling System, Gerald W. Duray, AACE Transactions, 1976
- Project Management with Scheduling, Daniel P. Elliott, AACE Transactions, 1976
- Owner Approach to Planning and Scheduling, James A. Bent; John W. Hackney, AACE Transactions, 1976
- The Project Schedule: The Key to Project Communication, James M. Colvin; Larkin B. Breed, AACE Transactions, 1976
- ABC’s of a Multiproject Control System, Dick Sharad, AACE Transactions, 1977
- Scheduling and Controlling Construction Sub-Contracts, James A. Bent, AACE Transactions, 1977
<table>
<thead>
<tr>
<th>Title</th>
<th>Author(s)</th>
<th>Source</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>An Integrated Cost and Schedule Control System for Power Plant Construction</td>
<td>Edward B. Cutting</td>
<td>AACE Transactions, 1977</td>
<td></td>
</tr>
<tr>
<td>Construction Project Planning and Cost Control</td>
<td>Arnold J. Quakelaar</td>
<td>AACE Transactions, 1977</td>
<td></td>
</tr>
<tr>
<td>Short Cycle Methods for Improved Construction Control</td>
<td>Gui Ponce-Campos; Edward E. Pauley</td>
<td>AACE Transactions, 1977</td>
<td></td>
</tr>
<tr>
<td>Production and Scheduling of Garden Apartments</td>
<td>Charles L. Osborn</td>
<td>AACE Transactions, 1977</td>
<td></td>
</tr>
<tr>
<td>A System for Measuring Cost and Schedule Performance</td>
<td>Richard H. Campbell</td>
<td>AACE Transactions, 1978</td>
<td></td>
</tr>
<tr>
<td>Operating Contractors Project Office - Computerized Manufacturing Scheduling Using Heuristic Procedures</td>
<td>Randall C. DeLozier</td>
<td>AACE Transactions, 1978</td>
<td></td>
</tr>
<tr>
<td>Work Breakdown Structures in Construction</td>
<td>Dr. Gui Ponce-Campos; Paul Ricci</td>
<td>AACE Transactions, 1978</td>
<td></td>
</tr>
<tr>
<td>An Owner's Experience with Computerized Estimating and Scheduling</td>
<td>Randolph J. Brozek</td>
<td>AACE Transactions, 1978</td>
<td></td>
</tr>
<tr>
<td>Control Concepts at FPL</td>
<td>Joseph W. Briskin; Robert Gibson, Jr.</td>
<td>AACE Transactions, 1978</td>
<td></td>
</tr>
<tr>
<td>Studies in Planning and Scheduling</td>
<td>Gordon G. Peterman</td>
<td>AACE Transactions, 1978</td>
<td></td>
</tr>
<tr>
<td>Second Unit Scheduling Concerns on a Dual-Unit Nuclear Project</td>
<td>Henry R. Block, PE CCE</td>
<td>AACE Transactions, 1978</td>
<td></td>
</tr>
<tr>
<td>Construction Weekly Work Program</td>
<td>James A. Bent, CCE</td>
<td>AACE Transactions, 1978</td>
<td></td>
</tr>
<tr>
<td>Reverse Technique for Project Planning/Scheduling Controls</td>
<td>Duane A. Fuller</td>
<td>AACE Transactions, 1978</td>
<td></td>
</tr>
<tr>
<td>Project Control Through Performance Measurement System</td>
<td>Parmanand Kumar</td>
<td>AACE Transactions, 1979</td>
<td></td>
</tr>
<tr>
<td>Stone &amp; Webster Engineering Management System (EMS)</td>
<td>Remo J. Silvestrini</td>
<td>AACE Transactions, 1979</td>
<td></td>
</tr>
<tr>
<td>Cost/Performance Measurement</td>
<td>Melvin F. Rogers</td>
<td>AACE Transactions, 1979</td>
<td></td>
</tr>
<tr>
<td>Benefits of a Fixed Scheduling System</td>
<td>Cecil J. Bendy; Thomas E. Danz</td>
<td>AACE Transactions, 1979</td>
<td></td>
</tr>
<tr>
<td>Minimizing The Cost Of Delay Related Construction Claims</td>
<td>Dwight A. Zink</td>
<td>AACE Transactions, 1979</td>
<td></td>
</tr>
<tr>
<td>The WBS: A Synergistic Breakthrough</td>
<td>Jean-Claude Huot</td>
<td>AACE Transactions, 1979</td>
<td></td>
</tr>
<tr>
<td>The Integration Of Labor Cost Distribution (LCD) &amp; Network Scheduling</td>
<td>Stephen C. Wexler</td>
<td>AACE Transactions, 1979</td>
<td></td>
</tr>
<tr>
<td>Control of Small Projects</td>
<td>Albert B. Lorenzoni; Richard E. Westney</td>
<td>AACE Transactions, 1980</td>
<td></td>
</tr>
<tr>
<td>Are We Designing Projects the Way They Should Be Built?</td>
<td>Jean-Claude Huot</td>
<td>AACE Transactions, 1980</td>
<td></td>
</tr>
<tr>
<td>CPM's Contribution to Forensic Schedule Analysis</td>
<td>Jefferey L. Ottesen, PE CFCC PSP; Greta A. Martin, PE PSP</td>
<td>Cost Engineering Journal, 2011</td>
<td></td>
</tr>
<tr>
<td>The Early History of Cost Engineering</td>
<td>John K. Hollmann, PE CCP CEP DRMP FAACE Hon. Life</td>
<td>AACE Transactions, 2016</td>
<td></td>
</tr>
</tbody>
</table>

**About the Editor**