

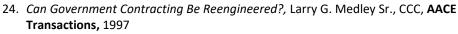
PPG#21 COST ENGINEERING IN THE PROCESS INDUSTRIES, 1ST EDITION

Table of Contents

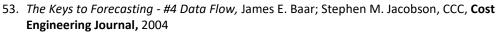
Introduction

Chapter 01: General Topics on Process Industries

- 1. Project History Closing the Loop, John K. Hollmann, PE, CCE, AACE Transactions, 1995
- 2. Value Engineering Enriches TCM Careers, Farid Fam Mansour, PE, CCE, AACE Transactions, 1995
- 3. Value Engineering: A Well-Kept Secret, James J. O'Brien, PE, AACE Transactions, 1995
- 4. *Taking Value Engineering/Value Analysis Into the Twenty-First Century,* Sol Mendelsohn; Howard B. Greenfield, **Cost Engineering Journal,** 1995
- 5. A Innovative Project Report, Mark T. Chen, Cost Engineering Journal, 1996
- 6. Assessing Environmental Parameters for Commercial Buildings, Dr. James Sommerville; Dr. G. Galbraith; S. Craig, AACE Transactions, 1996
- 7. *Evaluating Environmental Restoration Cost Estimating Systems,* W. David Featherman; Dr. R.F. Shangraw Jr., **AACE Transactions,** 1996
- 8. *Implementing a Database Estimating System,* Robert H. Harbuck, PE CCE, AACE Transactions, 1996
- 9. Business Process Reengineering: What It Is, What It Is Not!, Dr. Deborah S. Kezsbom, AACE Transactions, 1996
- 10. A Project Management Outline for Base Closures and Reuse A New Frontier, Timothy C. McManus; William Burke, AACE Transactions, 1996
- 11. *Expert Rules-of-Thumb for Effective Design Coordination,* Dr. Tarek M. Hegazy; Dr. Jameel Khalifa, PE, **AACE Transactions,** 1996
- 12. Understanding Direct Digital Controls for HVAC Systems, Krista Reeves, CCE, Cost Engineering Journal, 1996
- 13. The Challenge of Change, Sarwar A. Samad, Cost Engineering Journal, 1996
- 14. The Life-Cycle Perspective: Managing Cost Before it Occurs, Larry G. Medley, Sr., Cost Engineering Journal, 1996
- 15. *Cost Awareness in Design: The Role of Data Commonality,* David P. Hoult; C. Lawrence Meador; John Deyst; Maresi Dennis, **Cost Engineering Journal,** 1996
- 16. *The Monetary System of Economy Management: A Primer for Cost Engineers,* Dr. Amarjit Singh, P. Eng., **Cost Engineering Journal,** 1997
- 17. Value Engineering and the Texas Prison System Expansion, Robert Paul, Cost Engineering Journal, 1997
- 18. Parametric Modeling of Decontamination and Decommissioning Costs Using MCACES Gold, Michael G. Dieters, PE CCE, Cost Engineering Journal, 1997
- 19. A Strategy for the Development of a Cost Estimating Database, Columba Michael Geaney, CCC, Cost Engineering Journal, 1997
- 20. *A Value Engineering Approach to Determine Quality Lightweight Concrete Aggregates,* Dr. Jamal A. Al-Duaij; Khalid E. El-Laithy; Reena James Payappilly, **Cost Engineering Journal,** 1997
- 21. *Best-Value Contracting Criteria*, Dr. Douglas D. Gransberg, PE; Michael A. Ellicott, PE, **Cost** Engineering Journal, 1997
- 22. *Lifelong Learning for Engineers: Riding the Whirlwind,* Ernest T. Smerdon, **Cost Engineering** Journal, 1997
- 23. Facilities Management Benchmarks: Lessons Learned An Analysis of Facility Benchmarks Conducted at DOE Sites, G. Allan Engebretson, CCC; Bryan Skokan, CCE, **AACE Transactions**, 1997



- 25. *Privatization: A Closer Look,* Terry Tyborowski; Michelle Primack; Kelly Matthews, **AACE Transactions,** 1997
- 26. Evaluating Best Value Contract Proposals, Dr. Douglas D. Gransberg, PE, AACE Transactions, 1997
- 27. *Estimating Archiving Costs for Engineering Records,* Roger Alan Stutz, CCE, **AACE Transactions,** 1997
- 28. EDI System Aids Cost Management, Walter J. Strutt, PE CCE, AACE Transactions, 1997
- 29. *Building a Cost Engineering Data Warehouse,* Keith G. Decker; Anthony J. Oaks; Max Salinas, AACE Transactions, 1997
- 30. *Developing a New Project Execution Model,* Gudmund Vigerust, CCC, **AACE Transactions**, 1997
- Value Engineering During the Project Execution Phase, Dr. George F. Jergeas, P.Eng.; Vernon G. Cooke, AACE Transactions, 1997
- 32. *Cost/Schedule Information System: A Human-Centered Approach,* Dr. Chotchai Charoenngam; Abdul Samad Kazi, **Cost Engineering Journal,** 1997
- 33. *A Performance-Based Procurement System Used by the State of Wyoming,* Dean T. Kashiwagi, PE; Ziad Al-Sharmani, **Cost Engineering Journal,** 1997
- 34. A Review of Methods to Estimate Haul Fleet Production, Douglas D. Gransberg, Cost Engineering Journal, 1998
- 35. *Build-Operate-Transfer: Evaluating Efficiency During the Operation Phase,* Dr. Anthony B. Taylor Jr., **Cost Engineering Journal,** 1998
- 36. Cost Segregation Analysis: The Role of the Cost Engineer, John A. Kuprenas; James Y. Chang, Cost Engineering Journal, 1998
- 37. Total Cost Management in the Internet Age, Paul Doherty, AACE Transactions, 1998
- 38. *Principles of Business Process Reengineering, TQM, and the Learning Organization,* Victor S. Sohmen, CCC, **AACE Transactions,** 1998
- 39. Value Engineering in Capital Expenditure Projects, Prakash S. Mashelkar, AACE Transactions, 1998
- 40. A New Look at Total Cost Management, John K. Hollmann, PE CCE, AACE Document, 1998
- 41. *Estimating Change Orders: Cost or Opportunity?*, Michael B. Carringer, **AACE Document**, 1998
- 42. Value Engineering Incentive Clauses, George F. Jergeas; Vernon G. Cooke; Francis T. Hartman, **Cost Engineering Journal**, 1999
- 43. *Parametric Cost Estimating for Environmental Remediation Projects,* Jacqueline Rast, PE; Kate M. Peterson, PE, **AACE Transactions,** 1999
- 44. *Facility Parametric Cost Estimating*, Edward R. Meyer, PE; Thomas J. Burns, PE, **AACE Transactions**, 1999
- 45. *An Integrated Value Management Approach,* Dr. George F. Jergeas, P.Eng.; Stephen O. Revay, CCC, **AACE Transactions,** 1999
- 46. Value Engineering's Contribution to Project Success, Farid Fam Mansour, PE CCE, AACE Document, 1999
- 47. Conceptual Cost Estimating for Building Construction, Philip D. Larson, CCE, AACE Document, 1999
- 48. Can Past Project History Affect Future Project Success?, Larry R. Dysert, CCC, AACE Document, 1999
- 49. Value Engineering for Lean Manufacturing, Drew M. Algase, AACE Document, 1999
- 50. Using Work Breakdown Structure in Cost Analysis, Neil F. Albert, AACE Document, 1999
- 51. *The Keys to Forecasting #1 Scope,* James E. Baar; Stephen M. Jacobson, CCC, **Cost** Engineering Journal, 2004
- 52. *The Keys to Forecasting #2 Work Breakdown Structure,* James E. Baar; Stephen M. Jacobson, CCC, **Cost Engineering Journal**, 2004



- 54. Cost of Quality, Valerie G. Venters, CCC, AACE Transactions, 2004
- 55. Developing Estimating Models, James D. Whiteside II, PE, AACE Transactions, 2004
- 56. *The Cost Estimator's Dilemma*, Melvin W. Perrott, CCE, AACE Transactions, 2004
- 57. Value Cost Management, James W. Hudson; Stephen P. Hudson, AACE Transactions, 2004
- 58. A Methodology for Estimating Engineering Details, James D. Whiteside II, PE, AACE Transactions, 2005
- 59. Preparing a Basis of Estimate, Todd Pickett, CCC, AACE Transactions, 2005
- 60. *Profitability Estimation of Pioneering R&D Project,* Mikko Varila; Matti Sievanen, **AACE Transactions,** 2005
- 61. Reliability and Accuracy of Estimates, Steven G.J. Boeschoten, AACE Transactions, 2005
- 62. So You Think You're An Estimator?, Larry R. Dysert, CCC; Todd W. Pickett, CCC, Cost Engineering Journal, 2005
- 63. *Effective Cost Management Back to Basics,* Robert L. Tichacek, PE, **Cost Engineering** Journal, 2006
- 64. Project Scope Management, Asadullah Khan, Cost Engineering Journal, 2006
- 65. *Measuring and Managing Cost Escalation,* Peter Morris; William F. Willson, AACE Transactions, 2006
- 66. *Core Competencies, Expectations, and Career Path for an Estimating Professional,* John K. Hollmann, PE CCE; Bruce G. Elliott, CCC, **AACE Transactions,** 2006
- 67. Is "Estimate Accuracy" an Oxymoron?, Larry R. Dysert, CCC, AACE Transactions, 2006
- 68. Bad Estimates Just Don't Happen, Joseph A. Lukas, PE CCE, AACE Transactions, 2006
- 69. So Is this the Estimate?, Kul B. Uppal, PE, AACE Transactions, 2006
- 70. Estimate Reconciliations, Barrett L. Richards, CCC PSP, AACE Transactions, 2006
- 71. Accurate Estimates In Less Than a Minute, Glenn C. Butts, CCC, AACE Transactions, 2006
- 72. A Pragmatic Setup for Cost Estimation, Junaid Ahcom, ICC; Shafi Uddin; Ali Ali Shash, AACE Transactions, 2006
- 73. Estimating at Owner Companies, Waymon D. Lofton, AACE Transactions, 2006
- 74. Front-end Specifications: Tool or Trouble?, Sidney J. Hymes, AACE Transactions, 2006
- 75. *Competency Development at an Owners Organization,* Paul Teklenburg; Sep Serfontein, AACE Transactions, 2006
- 76. Value Engineering for Hazardous Waste Projects, Richard A. Selg, CCE, AACE Transactions, 2006
- 77. Performing Value Analysis on Construction Project Variation Orders, Jamal Al Duaij; Tareq Awida; A.E. Kollarayam, **Cost Engineering Journal**, 2007
- 78. Parametric Factors as Applied to Pipeline Cost Estimating, Donald Polla, CCE, Cost Engineering Journal, 2007
- 79. *Is the Theory of Cumulative Impact a Provable Reality?*, Stephen P. Warhoe, PE CCE CFCC, **Cost Engineering Journal**, 2007
- 80. *Escalation Estimation: Working With Economics Consultants,* John K. Hollmann, PE CCE; Larry R. Dysert, CCC, **AACE Transactions,** 2007
- 81. *Transforming Historical Project Data into Useful Information,* Todd W. Pickett, CCC; Bruce G. Elliott, CCC, **AACE Transactions,** 2007
- 82. Factored Estimating for Process Industries, Kul B. Uppal, PE, AACE Transactions, 2007
- 83. Contingency Modifier Tool, J.D. (Jim) Whiteside, II PE, AACE Transactions, 2007
- 84. *Project Estimate Reviews for Oil and Gas Projects,* YuTeck Chuong, PE CCE, AACE Transactions, 2007
- 85. Escalation: How Much is Enough?, Glenn Butts, CCC, AACE Transactions, 2007
- 86. The Theory of Indirect Costs, David A. Norfleet, CCC, AACE Transactions, 2007
- 87. Challenges in Estimating Costs Using Building Information Modeling, William E. Kraus, PE CCE; Steve Watt; Philip D. Larson, CCE PSP, AACE Transactions, 2007
- 88. ABC of Cash Flow Projections, Mark T. Chen, PE CCE, AACE Transactions, 2007

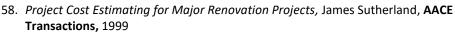
- 89. What is Cost Engineering and How is Cost and Schedule Management an "Engineering" Function?, John K. Hollmann, PE CCE, **Cost Engineering Journal,** 2007
- 90. *Bid Risk and Contingency Analysis,* Amarjit Singh, PE; Sharilyn Shiramizu; Kamal Gantam, **Cost** Engineering Journal, 2007
- 91. An Introduction to Parametric Estimating, Larry R. Dysert, CCC, AACE Transactions, 2008
- 92. What is the U.S. Gulf Coast Baseline when Estimating Site Productivity?, Bruce E. Bradley, AACE Transactions, 2008
- 93. Estimating Preconstruction Services Fees for CM-at-Risk Projects, Douglas D. Gransberg, PE CCE; Jeremy B. Carlisle ICC, AACE Transactions, 2008
- 94. Earned Value Analysis Why it Doesn't Work, Joseph A Lukas, PE CCE, AACE Transactions, 2008

Chapter 02: Cost Estimating Methodology

- 1. ABC Estimating for Environmental Operations, Michael C. Ray, PE, CCE, AACE Transactions, 1995
- Cost Effective Selection of Environmental Remediation Processes, Jeffrey S. Brackeen; Samuel D. Gibson, CCE, AACE Transactions, 1995
- 3. *Impact of Estimating Accuracy on Markup,* Dr. Richard E. Larew, PE, **AACE Transactions**, 1995
- 4. *Cost Estimating System Reengineering,* Frank D. Postula, PE, CCE; Richard L. Wall, AACE Transactions, 1995
- 5. Cost Estimation of Structures in Buildings, Dr. Surinder Singh, AACE Transactions, 1995
- 6. Estimating? Yesterday, Today, and Tomorrow, Kul B. Uppal, PE, AACE Transactions, 1995
- 7. Composite-Factored Estimating, Masahide Nishimura, AACE Transactions, 1995
- 8. *Managing Changes and Claims on Design Contracts,* Stephen F. Rusteika, Jr.; Gary H. Jentzen, PE, **AACE Transactions,** 1995
- 9. Developing Location Factors by Factoring, Bernard A. Pietlock, CCE, AACE Transactions, 1995
- 10. Pulp and Paper Capital Costs, Michael F. Davy; Dr. K. M. Thompson, AACE Transactions, 1995
- 11. Expert System Applications in Cost Engineering, Abhi Basu, PE, AACE Transactions, 1995
- 12. A New Approach to Cost Engineering, Edward P. Camaya, AACE Transactions, 1995
- 13. *Essential Cost Engineering Tools,* Ignacio Manzaneera, CCC; Dr. Kahled Bu-Bshait, AACE Transactions, 1995
- 'The Number' or 'The Result' Reliability, Accuracy, Precision, Confidence, or What?, AACE International Technology Directorate; Donald F. McDonald Jr., PE CCE, Cost Engineering Journal, 1995
- 15. *Rapid Method for Capital Investment Decisions,* Richard E. Winston, **Cost Engineering** Journal, 1995
- 16. *Cost Estimation of Timber Bridges Using Neural Networks,* Dr. Robert C. Creese; Li Li, **Cost Engineering Journal**, 1995
- 17. The Past and Future of Cost Engineering, Gideon Samid, Cost Engineering Journal, 1995
- 18. Estimating Remediation Costs for the Montclair Radium Superfund Sites, Mark J. Turner, CCC, Cost Engineering Journal, 1995
- 19. The Development of Cost Estimates for the Pricing of Commemorative Coins at the US Mint, Michael E. Kess, **Cost Engineering Journal**, 1995
- 20. *How to Establish an Estimating Department,* Kul B. Uppal; AACE International Cost Estimating Committee, **Cost Engineering Journal,** 1995
- 21. Definitive Estimating for Construction Projects at Remote Sites, Bennett W. Cleveland, PE CCE, Cost Engineering Journal, 1995
- 22. Shocks, Jolts, and Temors: Cost Impacts of the Base-Isolation Structural System, John R. Reser, CCE, Cost Engineering Journal, 1995
- 23. Economics of Pipe Replacement/Installation Using Trenchless Technology, Dr. Robert A. McKim, Cost Engineering Journal, 1996



- 24. *Real World Issues in Practical Cost Estimating,* Dr. Amarjit Singh, P.Eng., **Cost Engineering** Journal, 1996
- 25. A Probabilistic Cost Estimating Model, Dr. Thomas E. Uher, Cost Engineering Journal, 1996
- 26. Estimation Knowledge: A Conceptual Framework for Cost Estimation, Gideon Samid, Cost Engineering Journal, 1996
- 27. An Oil Company Estimating Process from A to Z, Walter Weathersbee, ICEC Transactions, 1996
- 28. Cost Engineering in this Global Economy, John E. Barry, ICEC Transactions, 1996
- 29. Capital Cost Estimating for the Frontier Regions of the World: Questions a Savvy Estimator Should Ask First, Joseph R. Jeffery, **Cost Engineering Journal**, 1996
- 30. Internal Contracts, Cost Engineering, and Organizational Problems, Dr. Michel Nakhla; Dr. Louis Georges Soler, AACE Transactions, 1996
- 31. *Cost Engineering Considerations in Privatization,* Marc A. Zocher, CCC; Dr. Orman H. Paananen; Carol Sohn, **AACE Transactions,** 1996
- 32. Utility Cost Estimating, William R. Fletcher, AACE Transactions, 1996
- 33. *The Evolution of Estimating Systems at Kodak,* John K. Hollmann, PE CCE; Larry R. Dysert, CCC, **AACE Transactions,** 1996
- 34. Pharmaceutical Cost Estimation, Gideon Samid, PE, AACE Transactions, 1996
- 35. Estimating Engineered Equipment Costs, Kul B. Uppal, PE, AACE Transactions, 1996
- 36. Cost Estimating Using Historical Costs, Kymberli Popham, CCE, AACE Transactions, 1996
- 37. *Thirty-Five Years of Hydroelectric Estimating,* George H.S. Duddy, P.Eng., **AACE Transactions**, 1996
- 38. Using Cost Engineering Techniques to Upgrade Your Personal Finances (and Increase Your Investment Portfolio), F. Sam Griggs Jr., CCE, AACE Transactions, 1996
- 39. *Cost Engineering and Continuous Performance Improvement,* Peter W. Ripley, CCC, **AACE Transactions,** 1996
- 40. Engineering at the Millennium: A New Vision, National Research Council, Cost Engineering Journal, 1996
- 41. Factored Estimating Guidelines Refinery/Petrochemical Projects, Robert S. (Steve) Smith, PE CCE, Cost Engineering Journal, 1997
- 42. Estimating? Past, Present and 21st Century, Kul B. Uppal, PE, AACE Transactions, 1997
- 43. *Estimating Costs With Fuzzy Logic,* Anthony K. Mason, PE; Donald J. Kahn, Sr., **AACE Transactions**, 1997
- 44. Scope Development Problems in Estimating, Larry Dysert, CCC, AACE Transactions, 1997
- 45. *Five Core Competencies of Cost Engineering,* Bernard A. Pietlock, CCC, **AACE Transactions**, 1997
- 46. Scope Definition Is a Company Affair, Douglas McCue, AACE Transactions, 1997
- 47. *Cost Engineering as an Academic Discipline,* Patrick Sik-Wah Fong; Dodo Ka-Yan Ip, **AACE Transactions,** 1998
- 48. Parametric Estimates Made Easy, James J. Davis, PE, AACE Transactions, 1998
- 49. Estimating the Cost of Change Orders, Dr. Osama Moselhi, PE, AACE Transactions, 1998
- 50. Documenting and Presenting Estimates, Robert D. Bakewell, CCC, AACE Transactions, 1998
- 51. Project Estimating for the 21st Century, Douglas W. Leo, AACE Transactions, 1998
- 52. An Auditable Parametric Based Estimating System, Earl W. King, AACE Document, 1998
- 53. *Parametric Estimation of Overhead Rates,* Susan M. Dobson; Gene Lucas; Shari Sands, AACE Document, 1998
- 54. *Process Based Estimating Within the NASA/Air Force Cost Model (NAFCOM98),* L. Keith Smith, **AACE Document,** 1998
- 55. The Complete Estimating Tool Kit, James Collins, AACE Document, 1998
- 56. Developing a Parameteric System Engineering Cost Model, Ivan Vincenzini, AACE Document, 1998
- 57. A Conceptual Cost Estimating Model for Water Reservoirs, Mohammed Al Khalil; Sadi Assaf; Walild Abdul Rahman; Mashoor Asfoor, Cost Engineering Journal, 1999



- 59. *Estimating? Number/Confidence/Resources or What?,* Kul B. Uppal, PE, **AACE Transactions,** 1999
- 60. *How Accurate Are Piping Estimating Methods?*, Chris P. Caddell; Gerald P. Klanac; Thomas J. Rye, **AACE Transactions**, 1999
- 61. Overcoming "Gotchas" Clauses in Construction Contracts, Donald F. McDonald Jr., PE CCE, AACE Document, 1999
- 62. Process Cost Engineering in the 21st Century, Kul B. Uppal, AACE Transactions, 2000
- 63. Cost Management, Allen C. Hamilton, CCE, AACE Transactions, 2004
- 64. What is Cost Engineering?, John K. Hollmann, PE CCE, Cost Engineering Journal, 2006
- 65. Total Cost Management Framework to be Released at AACE International's 2006 Annual Meeting, John K. Hollmann, PE CCE, **Cost Engineering Journal**, 2006

Chapter 03: Project Management

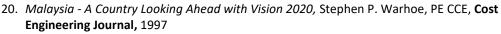
- Team-Based Cost Management, Christopher O. Gruber, CCC; Stephen A. Flannery, CCE, AACE Transactions, 1995
- 2. *Management Responsibilities in Creating Team-Based Empowered Organizations,* Dr. Deborah S. Kezsbom, **AACE Transactions,** 1995
- The Effectiveness of Project Management as a Design Team Organizational Structure, Dr. P. A. Bowen; M. J. Wyrley-Birch, AACE Transactions, 1995
- 4. The Nelson Funnel Experiment, Gershon Blumstein, AACE Transactions, 1995
- 5. *Total Cost Management of Capital Projects,* Gamini A. K. Padmaperuma, CCE; Khalid A. Al-Mansour; Nasser F. Akeel, **AACE Transactions**, 1995
- 6. *The Unique Problems of Upgrade Projects,* Sterling Stoddard; Lewis G. Manwaring, Jr., PE, AACE Transactions, 1995
- Innovative Sludge Stabilization Method, Jack D. Riggenbach, PE, Cost Engineering Journal, 1995
- 8. So, the Budget Ran Over ... Because?, Michael Putzer, Cost Engineering Journal, 1995
- 9. Waste Not, Pollute Not, Carol Ehrle, Cost Engineering Journal, 1995
- 10. Energy and Cost TCM Management Discussion: The Global Gas Industry, Roger M. Batten, Cost Engineering Journal, 1995
- 11. Too Much Project Management: A Vice in Disguise (and How to Minimize It), Gideon Samid, PE, Cost Engineering Journal, 1995
- 12. Cost and Project Management: Residential Air Conditioning in Saudi Arabia, Mitza Kurshid Arshad, CCE, Cost Engineering Journal, 1995
- 13. TCM: A New Look at Total Cost Management, John K. Hollmann, Cost Engineering Journal, 1996
- 14. M/EPCC Replaces EPCM, Charles Poulton, PE CCE, AACE Transactions, 1996
- 15. Simplified Project Economic Evaluation, Mark T. Chen, PE CCE, AACE Transactions, 1996
- 16. Impact of Information Technology on Construction Project Management, Abhi Basu, PE, AACE Transactions, 1996
- 17. A Decision Support System for Project Planning, Prasanta K. Dey; Mario T. Tabucanon; Dr. Stephen O. Ogunlana, AACE Transactions, 1996
- 18. ROI for Management, R. Eugene Reed Jr., PE CCE, AACE Transactions, 1996
- 19. Concurrent Management of Total Cost and Total Quality, Bryan R. McConachy, P.Eng., AACE Transactions, 1996
- 20. Focus: Total Cost Management, Jean-Paul Prentice, CCE, AACE Transactions, 1996
- 21. The Project Manager for "Concurrent Engineering", William F. Geritz III, Cost Engineering Journal, 1996
- 22. The Modern Project Manager, Mark T. Chen, PE CCE, Cost Engineering Journal, 1997

- 23. *Empowered Team-Based Project Management in Developing Countries,* Nicoline Boshoff; Pierre M. van Zyl, **AACE Transactions,** 1997
- 24. *Life Cycle Project Management,* Dr. Douglas D. Gransberg, PE; Michael A. Ellicott, PE, AACE Transactions, 1997
- 25. Life-Cycle Costs!!!!?????, Joseph W. Wallwork, PE CCE, Cost Engineering Journal, 1998
- 26. *Project Teams: The Role of the Project Office,* Quentin W. Fleming; Joel M. Koppelman, **Cost** Engineering Journal, 1998
- 27. The Leadership Factor: Leading the Way Toward the Next Millennium, Deborah S. Kezsbom, AACE Transactions, 1998
- 28. Effective Management of Turnkey Projects, P. Giridhar; K. Ramesh, AACE Transactions, 1998
- 29. Top-Down Back-To-Front Project Planning, Faramarz Fred Rahbar; James E. Rowings Jr., PE CCE, AACE Transactions, 1998
- 30. *The Opening Game Project Mobilization,* Edward E. (Ted) Douglas III, CCC, AACE Transactions, 1998
- 31. *Team Building and Project Success,* Abdulaziz A. Bubshait; Gulam Farooq, **Cost Engineering** Journal, 1999
- 32. *Successful Managing Backlogs and Resources,* Anthony J. Werderitsch, PE CCE; Timothy H. Orr, CCC; Kenneth R. Cross, PE, **AACE Transactions,** 1999
- The Management Information Tool System, Shawn L. Kildare; George P. Blank, AACE Transactions, 1999
- 34. *Leadership, Teamwork, and Empowerment: Management Toward 2000,* Carlos G. Taborda M., PE, **AACE Transactions,** 1999
- 35. *Project Alignment: The Key to Successful Cost Engineering,* Gregory J. Skulmoski; Dr. Francis T. Hartman, P.Eng., **AACE Transactions**, 1999
- 36. Practical Dispute Management, James G. Zack Jr., AACE Document, 1999
- 37. Creating Teamwork in Virtual Teams, Deborah S. Kezsbom, Cost Engineering Journal, 2000
- 38. *The Project Achilles Heel: Misalignment,* Gregory J. Skulmoski; Francis T. Hartman, **Cost** Engineering Journal, 2000
- 39. *Improve Profitability through Effective Project Management and TCM,* Nick J. Lavingia, PE, AACE Transactions, 2003
- 40. *Is Your Organization Friendly to Projects?*, Parviz F. Rad, PE CCE; Ginger Levin, **AACE** Transactions, 2003
- 41. Portfolio Approach to Program Management, Robert B. Connors, PE CCE, AACE Transactions, 2004
- 42. *Teaching Project Management and Cost Engineering,* Glenn Maples; Anna Greco; Ron Heady; John Tanner, **AACE Transactions,** 2005
- 43. Introduction Management and Controls to Field, Sean T. Regan, CCE, AACE Transactions, 2005
- 44. Cost Management in the Stage-Gate System, Ugo Ibusuki, AACE Transactions, 2005
- 45. Implementing Project Constructability, Douglas D. Gransberg, PE CCE; Edward E. Douglas III, CCC PSP, AACE Transactions, 2005
- 46. A Formalized Model for Managing a Portfolio of Internal Projects, Parviz F. Rad, PE CCE; Ginger Levin, AACE Transactions, 2005
- 47. Implementing Best Practices for the 21st Century, Simon Taylor; Peter Morris, AACE Transactions, 2005
- 48. The Root Causes of Poor Communication, Sue Dyer, Cost Engineering Journal, 2006
- 49. How to Create a World Class Project Management Organization, Nick J. Lavingia, PE, AACE Transactions, 2006
- 50. Project Management Maturity Assessment, Parviz F. Rad, PE CCE; Ginger Levin, AACE Transactions, 2006
- 51. *The "Cool Hand Luke" Theory of Project Communication,* William E. Kraus, PE CCE, **AACE Transactions,** 2006
- 52. Human Side of Project Management, Madhu P. Pillai, CCC, AACE Transactions, 2006

- 53. Achieving a Successful Project by Motivating the Project Team, Dorothy Ann Brenner, **Cost** Engineering Journal, 2007
- 54. *Project Management Sophistication and EPMO,* Parviz F. Rad, PE CCE; Ginger Levin, **AACE Transactions,** 2007
- 55. Lessons Learned Process Aligns with Project Life-Cycle, Operations and Engineering Governance, Ewa Piatkiewicz, AACE Transactions, 2007
- 56. *Management of Uncertainties and Consequential Costs for Construction Projects in China,* Dan Tong Cao; Shou Qing Wang; Robert Tiong, **Cost Engineering Journal,** 2008
- 57. *Estimating Uncertainty for a Life-Cycle Cost Management Program,* Dan Melamed, CCC; Bryan Skokan, PE; Mathew Zenkowich; Dan Kocher, **Cost Engineering Journal**, 2008
- The Role of Project Managers in Construction Industry Development, Martyn James Hills; Paul William Fox; Martin Skitmore; Carol K. H. Hon; Patrick Sik-Wah Fong, AACE Transactions, 2008
- 59. Project Management, Cost Engineering, Project Definition, Action Plans or What?, Kul B. Uppal, PE, AACE Transactions, 2008
- 60. What is Project Portfolio Management?, Parviz F Rad, PE CCE; Ginger Levin, AACE Transactions, 2008
- 61. Using the TCM Framework for Consistency and Comparability of Various Types of Environmental Cost Estimates, Gordon Lee Ballentine; Amy Gignac, AACE Transactions, 2008

Chapter 04: International Projects

- 1. *Construction Production Factors in International Areas,* Dr. Enno Koehn; Chih-Shing Pan; Jen-Yuan Liu; Rana P. Pingili; Sirichai Tanratanawong, **AACE Transactions,** 1995
- 2. International Cost and Resource Database, Peter Christensen, AACE Transactions, 1995
- 3. *Development of a Standard Cost-Coding System,* Peter Christensen; Gudmund Vigerust, AACE Transactions, 1995
- 4. *Cost Engineering Skills Required for Global Programs,* John E. Barry, **Cost Engineering** Journal, 1995
- 5. Understanding the Chinese Construction Costing System, Dr. He Zhi, Cost Engineering Journal, 1996
- 6. Sources of International Cost Data, Kenneth K. Humphreys, ICEC Transactions, 1996
- 7. Techniques and Tools for Project Cash Flow Prediction in the Australian Construction Industry, Timothy R. O'Leary; Selwyn Tucker, **AACE Transactions**, 1996
- 8. Total Cost Management for Mega Projects Constructed by the Korean Public Corporation, Yong-Eok Lee, **AACE Transactions**, 1996
- 9. *Managing Risk on Global Projects,* Charles P. Woodward, PE CCE; Kartar Singh, PE, AACE Transactions, 1996
- 10. Plan Local, Buy Global, Dennis M. Thompson, CCE, AACE Transactions, 1996
- 11. Project Ownership in the Third World, Ram Dabadghav, PE CCE, AACE Transactions, 1996
- 12. *Productivity of Construction in Developing Areas: India*, Enno Koehn, PE; V. R. Ganapathiraju, **AACE Transactions**, 1996
- 13. International Standards: The US Construction Industry's Competitiveness, Dr. Janet K. Yates; Dr. Stylianos C. Aniftos, PE, Cost Engineering Journal, 1996
- 14. The Global Economy, David E. Bond, Cost Engineering Journal, 1996
- 15. Understanding Interaction in International Projects, Kim Wikstrom; Stefan Storholm, Cost Engineering Journal, 1997
- 16. *Lump-Sum Contract Performance Singapore Experience,* Dr. Surinder Singh, AACE Transactions, 1997
- 17. Cost Comparison of Pacific Rim Countries, John G. McConville, CCC, AACE Transactions, 1997
- 18. *Cost Estimating Challenges Facing Eastern Europe,* Richard A. Selg, CCE, **AACE Transactions**, 1997
- 19. 1996 Japanese Chemical Plant Cost Trends, Yoshimi Saito, AACE Transactions, 1997



- 21. International Projects Cost Estimating, Allen C. Hamilton, CCE, AACE Transactions, 1998
- 22. International or Cross-Cultural Projects, Irving M. Fogel, PE, AACE Transactions, 1998
- 23. *The Planning and Execution of an International Project,* Charles P. Woodward, PE CCE; Kenneth K. Humphreys, PE CCE, **AACE Transactions,** 1998
- 24. *Project Overhead Costs in Saudi Arabia,* Sadi A. Assaf; Abdulaziz A. Bubshait; Solaiman Atiyah; Mohammed Al-Shahri, **Cost Engineering Journal**, 1999
- 25. *Modeling and Forecasting Asia's Infrastructure Growth,* Abdul Samad Kazi, **AACE Transactions,** 1999
- 26. International Cost Data, 0, Cost Engineering Journal, 2000
- 27. Be Prepared for Construction Claims -- Globally, Rohit Singh, AACE Transactions, 2000
- 28. International Cost Data, 0, Cost Engineering Journal, 2000
- 29. Project Management and Total Cost Management in Italy, Gianluca di Castri, Cost Engineering Journal, 2000
- 30. *Construction Inspection Practices in Southeastern Asia,* Enno Koehn, PE; Abu Abdullah Almamun; I.S.M. Mostaque Haider, **AACE Transactions,** 2003
- 31. *Managing Construction Industry Development in China*, Deepak Bajaj, PE; Rui Zhang, AACE Transactions, 2003
- 32. 2003 Japanese Chemical Plant Cost Trends, Yoshimi Saito, AACE Transactions, 2004
- 33. Performance Measurement in the UK Construction Industry, Joe Martin, AACE Transactions, 2004
- 34. *Construction and Corruption in Developing Regions,* Enno Koehn, PE; Ranjit K. Tandoor, AACE Transactions, 2004
- 35. *Cost Risk Management in West Rail Project of Hong Kong,* Chen Hua; S.W. Poon; F.F. Ng, AACE Transactions, 2004
- 36. Innovative Pre-Planning for International Projects, Mark T. Chen, PE CCE, AACE Transactions, 2005
- 37. Construction Productivity in Developing Global Regions, Enno Koehn, PE; Sanjay A. Jagushte, AACE Transactions, 2005
- 38. *Charting a Successful Global Dispute Resolution,* Osmond F. Belcher, **Cost Engineering** Journal, 2005
- 39. A Study of Advanced Project Control System for Korean Nuclear Power Plant Construction Project, Myung Youl Yoon; Jae Hee Han, AACE Transactions, 2006
- 40. *Global Experience of Benchmarking Facility Maintenance and Turnaround Contracted Services,* Trudi Bissett; John G. Buchan, **AACE Transactions,** 2006
- 41. Construction Claims in Egypt: Contrasts and Similarities With Published Literature, Amr A.G. Hassanein; Waleed M. El Nemr, **AACE Transactions**, 2007
- 42. Development of an International Cost Database, Paul Martin Hewitt, AACE Transactions, 2007
- 43. *The Russian Approach to Project Management in the Oil Industry,* Thomas J. Devine, **AACE Transactions,** 2007
- 44. World-Class Project Performance with Value Improving Practices, Nick J. Lavingia, PE, AACE Transactions, 2007
- 45. *Women in International Business,* Women in Project Controls Task Force of AACE International, **AACE Transactions,** 2008
- 46. *Evaluating Best Practices for Oil Sands Projects,* James Peter Lozon, P. Eng.; George F. Jergeas, P. Eng., **AACE Transactions**, 2008

Chapter 05: Scheduling

1. *Total Float Management in CPM Project Scheduling,* Dr. Suthi Pasiphol; Dr. Calin M. Popescu, PE, **AACE Transactions,** 1995

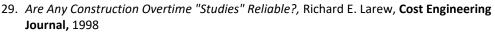
- 2. Design to Schedule (DTOS), Dennis M. Thompson, CCC, AACE Transactions, 1995
- 3. *Quantifying and Apportioning Delay on Construction Projects,* Lee Schumacher, PE, **Cost** Engineering Journal, 1995
- 4. *Planning the Work An Evolution in Progress,* Pete J. Salcido; AACE International Planning and Scheduling Committee, **Cost Engineering Journal**, 1995
- 5. *Concurrent Delays in Construction Litigation,* Dr. David Arditi; Mark A. Robinson, PE, **Cost Engineering Journal,** 1995
- 6. Activity Duration Quantification Under Uncertainty: Fuzzy Set Theory Application, Jong H. Ock, Cost Engineering Journal, 1996
- 7. The Reliability of Critical Path Method (CPM) Techniques in the Analysis and Evaluation of Delay Claims, Gasan G. Kallo, **Cost Engineering Journal**, 1996
- 8. An Integrated and Proactive Approach for Avoiding Delay Claims on Major Capital Projects, Lee Schumacher, PE, **Cost Engineering Journal**, 1996
- 9. *Estimating Delay Damages,* Gary H. Jentzen, PE; Robin A. Collins, PE; Dr. Gui Ponce de Leon, PE, **AACE Transactions,** 1996
- 10. Going for the Goal, Forecasting, Joseph M. Brown, CCC, AACE Transactions, 1996
- 11. Developing an As-Built Schedule From Project Records, John R. Knoke, PE; Gary H. Jentzen, PE, AACE Transactions, 1996
- 12. A Scheduling Tool for Tunnel Construction, K.A. Pohrte; W.W. Edgerton, PE, AACE Transactions, 1996
- 13. A Contract Clause for Allocating Risks, Dr. George F. Jergeas, P.Eng.; Dr. Francis T. Hartman, P.Eng., AACE Transactions, 1996
- 14. Applying Multimedia Technology to Mitigate Claims, Liang Y. Liu; John R. Knoke, Cost Engineering Journal, 1996
- Planning and Scheduling With Multiple Decision Points, Fritz Ehrenreich-Hansen, P.Eng. CCE; S.W. (Bill) Wilson, P.Eng., Cost Engineering Journal, 1997
- 16. Construction Claims Preparation Under ADR, Douglas A. Findley, AACE Transactions, 1997
- 17. Resolution of Disputes: The Next Generation, James G. Zack Jr., AACE Transactions, 1997
- Construction Defects Claims Analysis and Mitigation, Neil D. Opfer, CCE, AACE Transactions, 1997
- 19. *The Cost of Chasing Unrealistic Project Schedules,* Christopher F. Michalak, **AACE Transactions,** 1997
- 20. *Resource Loading in a Multiproject Environment,* Jim W. Short, CCC, **AACE Transactions**, 1997
- 21. *Practical Applications of Probabilistic Scheduling,* Dr. Gui Ponce de Leon, PE; John R. Knoke, PE, **AACE Transactions,** 1997
- 22. Optimized Scheduling for Highway Construction, Khaled El-Rayes; Osama Moselhi, PE, AACE Transactions, 1997
- 23. *Project Scheduling Under Limited Resources,* Mohammed Moizuddin; Shokri Z. Selim, **AACE Transactions,** 1997
- 24. *Simplifying Project Success Metrics,* Dr. Francis T. Hartman, P.Eng.; Dr. George F. Jergeas, P.Eng., **Cost Engineering Journal**, 1997
- 25. The Case for Critical Path, Michael A. Hatfield; James Noel, Cost Engineering Journal, 1998
- 26. Schedule Hierarchy An Overview, Sarwar A. Samad, Cost Engineering Journal, 1998
- 27. Analyzing the Impact of Change Orders on a Schedule, Jeffrey A. Veenendaal, Cost Engineering Journal, 1998
- 28. Delay Damages Some Owner Defenses, James G. Zack Jr., AACE Transactions, 1998
- 29. Effective Claims Presentations: Making Your Point, Michael R. Just, CCE; Bill Ogden, AACE Transactions, 1998
- 30. *The Adequacy of Initial Scheduling Estimates,* John M. Dye; Dr. Irtishad U. Ahmad, PE, **AACE Transactions,** 1998
- 31. Scheduling for Estimators, Robert R. George, CCC, AACE Document, 1998
- 32. Forensic Estimating and Impact Cost Determination, Robert H. Pratt, AACE Document, 1998

- 33. *CPM Schedules in Construction Claims From the Contractor's Perspective,* Robert B. McCullough, PE CCE, **AACE Transactions,** 1999
- 34. *Developing Construction Claims for Arbitration: An Arbitrator's Viewpoint,* Dr. Douglas D. Gransberg, PE CCE; Charles A. Joplin, **AACE Transactions,** 1999
- 35. Interruptible or Continuous Activity Durations?, Dr. Joseph J. Orczyk, PE, AACE Transactions, 1999
- 36. Managing Schedule Changes at Rocky Flats, Todd Bilstein, AACE Transactions, 1999
- 37. Forensic Estimating of Project Owner Damages, Robert H. Pratt, AACE Document, 1999
- 38. Fallacy of the Contract Schedule of Values, Don L. Short II, AACE Document, 1999
- 39. Weather Delays and Impacts, Donald F. McDonald Jr., Cost Engineering Journal, 2000
- 40. Delay Analysis Eliminating the Smoke and Mirrors, Eric Z. Fruchtman, AACE Transactions, 2000
- 41. Behind-the-Scenes Hurdles to Settlement, Stephen O. Revay, AACE Transactions, 2000
- 42. Alternate Dispute Resolution: The Mini-Trial Approach, Michael C. Ray, AACE Transactions, 2000
- 43. Pacing Delays -- The Practical Effect, James G. Zack Jr., Cost Engineering Journal, 2000
- 44. Schedule Delay Analysis, George R. Stumpf, PE, Cost Engineering Journal, 2000
- 45. *Cost Management in Lean Manufacturing Enterprises,* Robert C. Creese, **AACE Transactions,** 2000
- 46. *Project Schedules: Simple Checks for Accuracy,* David L. Freidl, PE CCE, **AACE Transactions**, 2003
- 47. Determining the Actual Critical Path, Ronald M. Winter, AACE Transactions, 2004
- 48. Project Planning--Then Scheduling, Edward E. Douglas III, CCC, AACE Transactions, 2004
- 49. Contractor's Schedule Submittal: Catch-22, Earl T. Glenwright Jr., AACE Transactions, 2004
- 50. Concurrent Delay Analysis for Litigation, Victor M. Ostrowski, PSP; Michael T. Midgette, PSP, AACE Transactions, 2005
- 51. CPM Scheduling and How the Industry Views Its Use, Patricia D. Galloway, PE, AACE Transactions, 2005
- 52. A Continuously Changing As-Planned Baseline?, John. C. Livengood; Mark I. Anderson, AACE Transactions, 2005
- 53. *Retrospective As-Built Schedule Development,* Anamaria I. Popescu, PE; Andrew Avalon, PE, AACE Transactions, 2005
- 54. *Total Float Management for Delay Analysis,* Khalid S. Al-Gahtani; Satish B. Mohan, AACE Transactions, 2005
- 55. Documenting the Schedule Basis, Edward E. Douglas III, CCC, PSP, AACE Transactions, 2005
- 56. Success: Use of Activity Code Structure for Project Schedule Integration and Monitoring, Gener dela Cruz, AACE Transactions, 2005
- 57. Is Your Schedule Late at the Starting Gate?, Abhi Basu, PE, AACE Transactions, 2005
- 58. Transparent CPM, Mark C. Sanders, PE CCE, AACE Transactions, 2005
- 59. Managing Multiple Milestones, Ron Winter, PSP, AACE Transactions, 2005
- 60. Scheduling Specifications: A Lump Sum Contractor's Perspective, Martin J. Bradley, CCC, AACE Transactions, 2005
- 61. *Planning and Scheduling Department: Functional Aspects,* Junaid Ahcom, ICC; Ali Ali Shash, AACE Transactions, 2005
- 62. *Benefits of Linear Scheduling,* Gary Rock Spencer, PE; Rose Mary Lewis, **AACE Transactions**, 2005
- 63. Project Schedule Delay vs. Strategic Project Planning, Massimoluigi Casinelli, PE, CCE, AACE Transactions, 2005
- 64. The Benefits of Monte-Carlo Schedule Analysis, Jason Verschoor, P.Eng., AACE Transactions, 2005
- 65. *Estimating Cost Growth From Schedule Changes: A Regression,* John V. Bielecki; Edward D. White, **Cost Engineering Journal,** 2005

- 66. Evaluating CPM Reliability: A Linguistic Approach, Lee J. Hobb, Cost Engineering Journal, 2006
- 67. Construction CPM Scheduling Precision Without Accuracy, Victor M. Ostrowski, PSP, AACE Transactions, 2006
- 68. Development and Training of the Planning and Scheduling Professional, Edward E. Douglas, III CCC PSP, AACE Transactions, 2006
- 69. *The Great Negative Lag Debate*, Edward E. Douglas, III CCC PSP; Timothy T. Calvey, PE PSP; Donald F. McDonald, Jr. PE CCE PSP; Ronald M. Winter, PSP, **AACE Transactions**, 2006
- 70. Schedule Analysis Indices, Gary Rock Spencer, PE; Rose Mary Lewis, PE, AACE Transactions, 2006
- 71. Scheduling: The Good, the Bad and the Ugly, H. Lance Stephenson, CCC, AACE Transactions, 2006
- 72. Innovative Approaches to CPM Scheduling Management, Russell P. Vakharia, CCE PSP, AACE Transactions, 2006
- 73. Scheduling Specifications for the 21st Century, Paul Levin, PSP, AACE Transactions, 2006
- 74. CPM Schedules Why and How, Satinder Singh Baweja, CCE, AACE Transactions, 2006
- 75. Scheduled Overtime and Loss of Productivity: Fact or Fiction? A Business Roundtable Report, Robert Seals, PSP; Josette Rodriguez, **Cost Engineering Journal**, 2006
- 76. *Scheduling Practices for Project Success,* Andrew F. Griffith, PE, **Cost Engineering Journal**, 2006
- 77. A Schedule Success: Hartsfield-Jackson Atlanta Airport's Runway Delivered 11 Days Early and \$102 Million Under Budget, Richard Sappe, Cost Engineering Journal, 2007
- 78. Performing Forensic Delay Analyses From Deep Within the Black Tent, Thomas F. Peters, PE CFCC, AACE Transactions, 2007
- 79. *Productivity Claims: Beyond 'Smoke and Mirrors'*, John Gerard Boyle, **AACE Transactions**, 2007
- 80. *How Design Documents Create Claims and What to Do About It,* Bryan Payne, PE CCE, **AACE Transactions,** 2007
- How Claims Happen When Schedules Become Political An Actual Court Case Study, Michael W. Leary, PE; Craig D. Hutchison, AACE Transactions, 2007
- 82. Concurrent Schedule Delay Between Main Contractor and Subcontractor, Massimoluigi Casinelli, PE CCE; Aldo De Angelis, **AACE Transactions**, 2007
- 83. A Structured Approach To Least Cost Recovery Scheduling, Christopher W. Carson, PSP, AACE Transactions, 2007
- 84. *Innovative Schedule Performance Measurements,* Donna J. Nardella, PE PSP, **AACE Transactions,** 2007
- 85. Scheduling Management: Classifications vs. Levels, H. Lance Stephenson, CCC, AACE Transactions, 2007
- 86. Converting Linear Schedules to Critical Path Method Precedence, Douglas D. Gransberg, PE CCE, AACE Transactions, 2007
- 87. Scheduling Management: Schedule Basis Memorandum, H. Lance Stephenson, CCC, AACE Transactions, 2007
- 88. Schedule and Cost Risk Evaluation, Rashmi Prasad, AACE Transactions, 2007
- 89. Forensic Schedule Analysis: Example Implementation, Mark C. Sanders, PE CCE PSP, AACE Transactions, 2008
- 90. Total Float Management: Renovating a Misused and Abused Approach, Anamaria I. Popescu, PE; John Jerz, AACE Transactions, 2008
- 91. Business Rules in CPM Scheduling Software, Abhi Basu, PE PSP, AACE Transactions, 2008
- 92. *Who Should Own the Float?*, Ron Winter, PSP; Timothy T. Calvey, PE PSP, **AACE Transactions**, 2008
- 93. When is the Critical Path Not the Most Critical Path?, Murray Woolf, AACE Transactions, 2008

Chapter 06: Construction Activities

- 1. *Model Building Strategy for Construction Cost Overruns,* Dr. Mohamed K. El-Choum, AACE Transactions, 1995
- 2. *Cost-Effective Waste Minimization for Construction Managers,* Hal Johnston; William R. Mincks, **Cost Engineering Journal,** 1995
- 3. The Port Authority of New York and New Jersey's Organizational Strategy for Recovering the World Trade Center After the February 26, 1993 Terrorist Bombing, Robert N. Harvey, **Cost Engineering Journal**, 1995
- 4. Applying Total Quality Management to the North American Construction Industry, Dr. R. A. McKim; H. Kiani, **Cost Engineering Journal**, 1995
- 5. *How to Relate a Construction Cost Estimate to the Prevailing Bid Market for Government and Institutional Projects, Nissim Zelouf, CCE, Cost Engineering Journal,* 1995
- 6. Unique Kiel Center Arena Project, Joseph J. Diesko, Jr., Cost Engineering Journal, 1995
- 7. Construction Project Delay Analysis, Zartab Q. Zafar, PE CCE, Cost Engineering Journal, 1996
- 8. The Top Ten Lessons Learned in Construction Contracting, Dr. William W. Badger; Steven W. Gay, Cost Engineering Journal, 1996
- 9. Subcontracting Out Scope: According to Plan, Quentin W. Fleming; Joel M. Koppelman, AACE Transactions, 1996
- 10. Construction in an Operating Environment, David W. Derkach, CCC, AACE Transactions, 1996
- 11. Labor Productivity Modeling With Neural Networks, Dr. James E. Rowings Jr., PE CCE; Rifat Sonmez, AACE Transactions, 1996
- 12. Construction Productivity: Continuous Improvement Is Normal, Dr. Richard E. Larew, PE CCE, AACE Transactions, 1996
- 13. Constructability in the Design Firm, James A. Young III, CCC, AACE Transactions, 1996
- 14. Constructability, "The Stretch Version", Robert J. Geile, PE, AACE Transactions, 1996
- 15. Selection of Appropriate Trenchless Technologies for the Repair and Rehabilitation of Underground Infrastructure Systems, Dr. Robert A. McKim, P.Eng., AACE Transactions, 1996
- 16. Construction Cost Reducation: Is it Myth, Window-dressing, or an Omen of Things to Come?, Adek Apfelbaum, **Cost Engineering Journal**, 1996
- 17. A Spreadsheet Checklist to Analyze and Estimate Prime Contractor Overhead, Walter B. Jones, CCC, **Cost Engineering Journal**, 1996
- 18. An Evaluation of Construction Crew Design Processes, Amr A. G. Hassanein; John W. Melin, Cost Engineering Journal, 1996
- 19. *A New Twist on Construction Arbitration Rules,* Gordon Beveridge, **Cost Engineering Journal,** 1996
- 20. Construction Industry Safety Measures, Nancy Terrero; Janet K. Yates, Cost Engineering Journal, 1997
- 21. Construction Estimating and Bidding Strategy, Joseph A. Brown, CCE, AACE Transactions, 1997
- 22. Workhour Estimation for the Construction of Tanks, Jayant Kumar B. Shukla; P. Giridhar, AACE Transactions, 1997
- 23. Use of Statistical Control Charts in Construction, Satinder S. Baweja, CCE, AACE Transactions, 1997
- 24. Construction Documentation Used as Indicators of Delays, Hala Elnagar; Janet K. Yates, Cost Engineering Journal, 1997
- 25. Competitively-Bid Construction Contracts, Randy R. Rapp, PE, Cost Engineering Journal, 1997
- 26. *Bidding Strategies for Trenchless Technologies,* Robert A. McKim, **Cost Engineering Journal,** 1998
- 27. *The Effect of Hot Weather on Construction Labor Productivity and Costs,* Donn E. Hancher; Hesham A. Abd-Elkhalek, **Cost Engineering Journal,** 1998
- 28. The Five Commandments of Construction Project Delay Analysis, Hamed A. Al-Saggaf, Cost Engineering Journal, 1998



- 30. Inter-American Construction Costs, Leopoldo G. Varela; Roger J. Grant, Cost Engineering Journal, 1998
- 31. An Evolutionary Approach to the Capital Budgeting of Construction Projects, Hashem Al-Tabtabai; Alex P. Alex, **Cost Engineering Journal**, 1998
- 32. *Construction Contracts: Shifting Risk or Generating a Claim?*, Donald F. McDonald, Jr., PE CCE; John O. Evans III, **AACE Transactions**, 1998
- 33. What Is a Competitive Advantage in the Construction Industry?, Alfred B. Ngowi; Pantaleo D. Rwelamila, **Cost Engineering Journal**, 1999
- 34. *Is There a Right Price in Construction Bids?*, Joseph W. Wallwork, PE CCE, **Cost Engineering** Journal, 1999
- 35. Are Contractors, Engineers, and Architects Ready for a Crisis?, Janine Reid, Cost Engineering Journal, 1999
- 36. *Construction Claims: Making It Simple,* Michael Marenghi; Anthony J. Werderitsch, PE CCE, AACE Transactions, 1999
- 37. Cost Containment Estimating for Construction, Alan J. Barltrop, AACE Transactions, 1999
- 38. Project Options: What Is Their Value?, Robert E. Reed Jr., PE CCE, AACE Transactions, 1999
- An Integrated Construction Activity Cost System, Dr. Mohamed K. El-Choum, AACE Transactions, 1999
- 40. Review of a Design-Build Option, Roger A. Stutz, CCC, AACE Transactions, 1999
- 41. *Seal Coat Constructability Program,* Dr. Douglas D. Gransberg, PE CCE; Dr. Sanjaya P. Senadheera; Ilker Karaca, **AACE Transactions,** 1999
- 42. Decision Support System for Pipeline Route Selection, Prasanta Kumar Dey; Soumitra S. Gupta, Cost Engineering Journal, 1999
- 43. Appraisal of Contractual Claims, Gianluca di Castri, AACE Transactions, 2000
- 44. Effective Construction Work Packages, George Richard Gardner, AACE Transactions, 2006

Chapter 07: Risk Management

- Construction Delay Analysis Systems, Dr. Janet K. Yates; Hisham Aoude, AACE Transactions, 1995
- 2. Managing Risk on Capital Projects, Joseph A. Lukas, PE, CCE, AACE Transactions, 1995
- 3. 240 Aerospace Cost Indexes and Escalation, Joseph A. Brown, CCE, AACE Transactions, 1995
- 4. AACE International's Risk Management Dictionary, AACE International Risk Management Committee, Cost Engineering Journal, 1995
- 5. *Contingency Estimating for Environmental Remediation Projects,* Donald Wendel, CCC, **Cost Engineering Journal,** 1995
- 6. Risk Management (Risk Analysis and Control), Samuel L. Shafer, ICEC Transactions, 1996
- 7. Contract Negotiations in Developing Countries and Risks Analysis, Francois Rigaud, ICEC Transactions, 1996
- 8. Risk Analysis Checklist, Robert M. Smith, ICEC Transactions, 1996
- 9. *Effective Risk Management for Remediation Projects,* Timothy C. McManus; Robert Goltz, PE; Lisa R. Turnbaugh, **AACE Transactions,** 1996
- 10. *Project Capital Cost Risks and Contracting Strategies,* Dr. Keith Pedwell, P.Eng.; Dr. Francis T. Hartman, P.Eng.; Dr. George F. Jergeas, P.Eng., **AACE Transactions,** 1996
- 11. *Risk Management Through Sensitivity Analysis,* Dr. Ted G. Eschenbach, PE, **AACE Transactions,** 1996
- 12. 'Risk Sharing' Good Concept, Bad Name, James G. Zack Jr., Cost Engineering Journal, 1996
- 13. ... Project Risks and Risk Allocation, John A. Rutgers; H. Dean Haley, Cost Engineering Journal, 1996
- 14. A Realistic Approach To Risk, Ian B. Parr, AACE Transactions, 1997
- 15. Risk and Capital Budgeting, Reza Amirkhalili, AACE Transactions, 1997

- 16. *A Cost-Effective Maintenance Program Through Risk Analysis,* Tusar Bandyopadhyay; Prasanta K. Dey; Saumitro S. Gupta, **AACE Transactions,** 1997
- 17. *Risk Assessment and Contingency Estimating,* Dr. Osama Moselhi, PE, **AACE Transactions**, 1997
- 18. A Risk-Based Maintenance Model for Cross-Country Pipelines, Prasanta K. Dey; Stephen O. Ogunlana; Saumitra S. Gupta; Mario T. Tabucanon, **Cost Engineering Journal**, 1998
- 19. Practical Risk Analysis in Scheduling, Abhi Basu, PE, AACE Transactions, 1998
- 20. Understanding Risk, Michael W. Curran, AACE Document, 1998
- 21. The Time Value of Project Change, David Chick, Cost Engineering Journal, 1999
- 22. The Role of Risk Series: Understanding Risk, Michael W. Curran, Cost Engineering Journal, 1999
- 23. *Basic Techniques for Analyzing and Presenting Cost Risk Analysis,* Randal B. Lorance, PE; Robert V. Wendling, **AACE Transactions**, 1999
- 24. *Techniques for Developing Cost Risk Analysis Models,* Randal B. Lorance, PE; Robert V. Wendling, **AACE Transactions,** 1999
- 25. *Basic Techniques for Analyzing and Presenting Schedule Risk Analysis,* Robert V. Wendling; Randal B. Lorance, PE, **AACE Transactions,** 1999
- 26. The Role of Risk, Michael W. Curran, AACE Document, 1999
- 27. Integrating Risk Analysis With Cost Estimating Relationships, Peter Yu, AACE Document, 1999
- 28. *Guidelines for Successful Risk Facilitating and Analysis,* Iqbal Noor, PE CCE; Thomas J. Rye, **Cost Engineering Journal,** 2000
- 29. Integration of Schedule and Cost Risk Models, Robert V. Wendling; Randal B. Lorance, PE, Cost Engineering Journal, 2000
- 30. *Risk Management Implementation and Analysis,* Sean T. Regan, CCE, **AACE Transactions**, 2003
- 31. Contingency! Who Owns and Manages It?, Peter W. Ripley, CCC, AACE Transactions, 2004
- 32. *Project Risk Identification and Management,* Mark W. Cohen, PE; Glen R. Palmer, AACE Transactions, 2004
- 33. *Risk Assessments: Value of the Process,* Christopher P. Caddell, PE; Sherri R. Crepinsek; Gerald P. Klanac, **AACE Transactions,** 2004
- 34. Do We Truly Understand Project Risk?, Stephen L. Cabano, AACE Transactions, 2004
- 35. *Contingency Misuse and Other Risk Management Pitfalls,* Iqbal Noor, PE CCE; Robert L. Tichacek, PE, **AACE Transactions,** 2004
- 36. Simplified Risk Assessment for Construction Clients, William J. Bender, PE, AACE Transactions, 2004
- 37. *Risk Management on Research and Development Projects,* Steven W. Wageman, CCC, AACE Transactions, 2004
- 38. Identifying Risk Transfer Traps, Sidney J. Hymes, AACE Transactions, 2005
- 39. *Dispute Resolution Strategy and Decision Analysis,* Jon Hoogenboom, PE; W. Stephen Dale, AACE Transactions, 2005
- 40. *Contingency in Levelized Capital Cost Estimation,* Geoffrey Rothwell, **AACE Transactions**, 2005
- 41. Managing Risk for Global Energy Projects, Nick J. Lavingia, PE, AACE Transactions, 2005
- 42. *Risk Management for Pharmaceutical Project Schedules,* Alexia Nalewaik, CCE, **AACE** Transactions, 2005
- 43. Risk Analysis In Transit Project, Jeffrey Allen; Ali Touran, PE, AACE Transactions, 2005
- 44. The Application of Risk Management in Infrastructure Projects, Rashed Ali, CCE, Cost Engineering Journal, 2005
- 45. Formalized Risk Management: Vital Tool for Project and Business Success, Peter Cook, Cost Engineering Journal, 2005
- 46. *Management of Project Contingency and Allowance,* Jan Terje Karlson; Jon Lereim, **Cost** Engineering Journal, 2005

- 47. Value-Based Risk Management (VBRM), Kevin M. Curran, Cost Engineering Journal, 2006
- 48. A Construction Cost Contingency Tracking System (CTS), John F. Rowe, PE, Cost Engineering Journal, 2006
- 49. Change Management for Today's Projects A Process Approach, Stephen E. Goodman, AACE Transactions, 2006
- 50. *Project Risk Management Using Monte Carlo Simulation,* Mohamed K. Khedr, PSP, **AACE Transactions,** 2006
- 51. Implementing Risk Management on Transit Mega-Projects, Shawn L. Kildare; George P. Blank, AACE Transactions, 2006
- 52. Significance of WBS in Contingency Modeling, John Gengxin Zhao, AACE Transactions, 2006
- 53. *Risk Analysis and Optimization of the (Un)Balanced Bid,* Jon Hoogenboom, PE; W. Stephen Dale; Craig Martell, **AACE Transactions,** 2006
- 54. Proactive Risk Management, Minnesh Kaliprasad, CCE, Cost Engineering Journal, 2006
- 55. *How to Reduce Risk in Project Schedules and Portfolios,* Sarim Khan, **Cost Engineering** Journal, 2007
- 56. Why Traditional Risk Management Fails in the Oil and Gas Sector: Empirical Front-Line Evidence and Effective Solutions, Brett Schroeder; Jan A. Jackson, **AACE Transactions**, 2007
- 57. Schedule and Cost Risk: An Integrated Part of Risk Management Process in the Ormen Lange Project, Svein Olav Aslaksen; Gudmund Vigerust, **AACE Transactions**, 2007
- 58. *The Monte-Carlo Challenge: A Better Approach,* John K. Hollmann, PE CCE, **AACE Transactions,** 2007
- 59. Risk Assessment For Scheduling Acceleration, Khalid S. Al-Gahtani, AACE Transactions, 2007
- 60. *Handling the Truth in Risk Management,* Kevin M. Curran; Michael W. Curran, **Cost** Engineering Journal, 2008
- 61. *A Practical Application of Monte Carlo Simulation in Forecasting,* James D. Whiteside II, PE, **AACE Transactions,** 2008
- 62. Escalation Estimating: Lessons Learned in Addressing Market Demand, John K. Hollmann, PE CCE; Larry R. Dysert, CCC, AACE Transactions, 2008

Chapter 08: Project Controls

- 1. The Role of Project Controls, Manash K. Bagchi, AACE Transactions, 1995
- 2. *Project Controls on Federal Remediation Contracts,* R. Gary Stillman, PE, CCE, AACE Transactions, 1995
- 3. Fast-Track Cost Control, James A. Young III, AACE Transactions, 1995
- 4. Subcontractor Project Controls Reporting Requirements, Dale A. Pearson, CCE, Cost Engineering Journal, 1995
- 5. *Project Controls: Cost / Schedule / Progress Management on the NASA Wind Tunnel Restoration Project,* Kelvin Yu, PE, CCE, **Cost Engineering Journal,** 1996
- 6. Advances in Cost Control and Schedule Management for Commercial Construction, Rob McCullough, ICEC Transactions, 1996
- 7. The End Game Project Demobilization and Close-Out, Edward E. (Ted) Douglas III, CCC, AACE Transactions, 1996
- 8. Cost Managing by Project Deliverables, Walter J. Strutt, PE CCE, AACE Transactions, 1996
- 9. *Project Controls Within a Partnering Agreement,* James E. Krebs, PE; Alan J. Epstein, CCC, AACE Transactions, 1996
- 10. Cost Forecasting Beyond the Crystal Ball, Leslie E. McMullan, AACE Transactions, 1996
- 11. Integrated Project Control and Communications Systems, Gerard J. Hart, AACE Transactions, 1996
- 12. *Getting the Most From Advanced Process Control,* Jim Anderson; Ton Backx; Joost Van Loon; Myke King, **Cost Engineering Journal,** 1996
- 13. An Estimating and Cost Control Standard for Radiography Inspection, W. A. (Tony) Halse, Cost Engineering Journal, 1997

- 14. Design Phase Cost Control, James A. Young III, CCC, AACE Transactions, 1997
- 15. Change-Order Management, Bob M. McCally, AACE Transactions, 1997
- 16. Environmental Site Project Controls, Edward E. Douglas III, CCC, AACE Transactions, 1997
- 17. Beyond Project Controls The Quality Improvement Approach, Michael G. Sypsomos, AACE Transactions, 1997
- 18. *Risk Analysis for Environmental Remediation Projects: A Comprehensive Approach,* James E. Diekmann, **Cost Engineering Journal,** 1997
- 19. A Project Cost Control Model, Jim (Gaowu) Zhan, Cost Engineering Journal, 1998
- 20. Why Is Traditional Accounting Failing Managers?, Gary Cokins, AACE Transactions, 1998
- 21. ABC Management: Where Does It Fit In?, Michael C. Ray, PE CCE, AACE Transactions, 1998
- 22. Earned Value Programs for DOE Projects, Donald J. Cass, CCE, AACE Transactions, 1998
- 23. RFIs Use, Abuse, Control, James G. Zack Jr., AACE Transactions, 1998
- 24. Project Controls Where It Fits In, Michael C. Ray, PE CCE, AACE Transactions, 1998
- 25. *Establishing a Project Controls Organization,* Edward E. (Ted) Douglas III, CCC, AACE Transactions, 1999
- 26. Document Management and Project Controls, Paul D. Kuhlken, CCC, AACE Transactions, 2003
- 27. *The Keys to Forecasting #3 Change Control,* James E. Baar; Stephen M. Jacobson, CCC, **Cost Engineering Journal**, 2004
- 28. Essentials of Cost Management, Scott Cullen, AACE Transactions, 2004
- 29. Improving Cost Control for Skeptical Managers, Morris E. Fleishman, PE CCE, AACE Transactions, 2004
- 30. Project Controls Unplugged, Gary E. Chase; Victoria A. Flores, CCE, AACE Transactions, 2004
- 31. Does Project Control Start at Contract Award?, Stephen L. Cabano, AACE Transactions, 2005
- 32. *Effective Use of Outsourced Project Controls,* Christopher F. Michalak; Paul G. Williams, **AACE Transactions,** 2005
- 33. Analyse This! Project Controls Analysis, Nicholas J. Candela, AACE Transactions, 2005
- 34. Controlling Non-Construction Costs, Peter R. Bredehoeft, Jr., AACE Transactions, 2005
- 35. Construction Audit An Essential Project Controls Function, Alexia A. Nalewaik, CCE, AACE Transactions, 2006
- 36. *Six Steps for Successful Change Order Management,* Katherine K. Molly, CCC, **Cost Engineering Journal,** 2007
- 37. *Project Controls: a Roadmap to a Choice Career,* Nyssa-Dawn Amelinda Corria-Simpson; Bernd R. Langer; Pamela Handor, **AACE Transactions,** 2008

Chapter 09: Applicable AACE International Recommended Practices

- 1. Total Cost Management Framework: An Integrated Approach to Portfolio, Program, and Project Management, John K. Hollmann, PE CCE CEP, Editor, AACE International, 2006
- 2. *10S-90: Cost Engineering Terminology,* AACE International, **AACE International Recommended Practice,** 2009
- 3. *11R-88: Required Skills and Knowledge of Cost Engineering,* AACE International, **AACE International Recommended Practice,** 2006
- 4. 14R-90: Responsibility and Required Skills for a Project Planning and Scheduling Professional, AACE International, **AACE International Recommended Practice**, 2006
- 5. *16R-90: Conducting Technical and Economic Evaluations: As Applied for the Process and Utility Industries,* AACE International, **AACE International Recommended Practice,** 1991
- 6. *17R-97: Cost Estimate Classification System,* AACE International, **AACE International Recommended Practice,** 1997
- 18R-97: Cost Estimate Classification System: As Applied in Engineering, Procurement, and Construction for the Process Industries, AACE International, AACE International Recommended Practice, 2005

- 8. *19R-97: Estimate Preparation Costs: As Applied for the Process Industries,* AACE International, **AACE International Recommended Practice,** 1998
- 21R-98: Project Code of Accounts: As Applied in Engineering, Procurement, and Construction for the Process Industries, AACE International, AACE International Recommended Practice, 2003
- 10. 22R-01: Direct Labor Productivity Measurement: As Applied in Construction and Major Maintenance Projects, AACE International, **AACE International Recommended Practice**, 2004
- 11. 24R-03: Developing Activity Logic, AACE International, AACE International Recommended Practice, 2004
- 12. 25R-03: Estimating Lost Labor Productivity in Construction Claims, AACE International, AACE International Recommended Practice, 2004
- 13. 28R-03: Developing Location Factors by Factoring: As Applied in Architecture, Engineering, Procurement and Construction, AACE International, **AACE International Recommended Practice**, 2006
- 14. 29R-03: Forensic Schedule Analysis, AACE International, AACE International Recommended Practice, 2009
- 15. *30R-03: Implementing Project Constructability,* AACE International, **AACE International Recommended Practice,** 2009
- 16. *34R-05: Basis of Estimate,* AACE International, **AACE International Recommended Practice,** 2007
- 36R-08: Development of Cost Estimate Plans As Applied in Engineering, Procurement, and Construction for the Process Industries, AACE International, AACE International Recommended Practice, 2009
- 18. 40R-08: Contingency Estimating: General Principles, AACE International, AACE International Recommended Practice, 2008
- 19. *41R-08: Risk Analysis and Contingency Determination Using Range Estimating,* AACE International, **AACE International Recommended Practice,** 2008
- 20. 42R-08: Risk Analysis and Contingency Determination Using Parametric Estimating, AACE International, AACE International Recommended Practice, 2009
- 21. 43R-08: Risk Analysis and Contingency Determination Using Parametric Estimating Example Models as Applied for the Process Industries, AACE International, AACE International Recommended Practice, 2009
- 22. 44R-08: Risk Analysis and Contingency Determination Using Expected Value, AACE International, AACE International Recommended Practice, 2009
- 23. 53R-06: Schedule Update Review: As Applied in Engineering, Procurement, and Construction, AACE International, AACE International Recommended Practice, 2008

Author Index

Chronological Index

About the Editor