

DIFFICULTIES OF IMPLEMENTING EARNED VALUE MANAGEMENT IN

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Abstract

Earned value management (EVM) is a project performance evaluation technique that has been originated in industrial engineering. During the construction phase, EVM implementation is facing some problems that may diminish the effectiveness of using earned value as a control technique for the project. The objective of this research is to identify and analyze these difficulties. Earned value analysis (EVA) is implemented on two different construction projects showing the effect of these difficulties on EVA results. A structured questionnaire and interviews were done for this objective. Their analysis illustrated that the technical problems mainly affect project's time control, while the project's cost control is affected mainly by the financial problems. There are some problems facing the actual cost recording that may impede the implementation of EV as a control technique

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