



Construction Planning and Scheduling (4th Edition)

By Jimmie W. Hinze

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Construction Planning and Scheduling, Fourth Edition offers broad coverage of all major scheduling subjects. This comprehensive resource is designed for construction management, planning and scheduling. It follows a logical progression, introducing precedence diagramming early and following with chapters on activity durations, resource allocations, network schedules, and more. It reflects current trends in scheduling (short-interval scheduling, computer scheduling, linear scheduling etc.) and includes chapters on arrow diagramming and PERT. With an eye on application, it includes a unique discussion of contract provisions related to scheduling and incorporates a sample project throughout.

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Editorial Review

From the Back Cover

Presents a straightforward and comprehensive introduction to the techniques of construction scheduling as well as a wide range of related topics. Construction Scheduling includes discussions on the relationship of contract provisions to construction scheduling; the effects of management decisions on a construction schedule; and the concept of Linear Scheduling. It also presents a treatise on Short Interval Scheduling. An essential reference book for any professional or tradesman involved in or responsible for construction scheduling or supervising a construction project.

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Many textbooks have been published on the subject of construction scheduling. Many of them provide excellent information on a variety of scheduling subjects. Unfortunately, they are often limited in their scope, often omitting scheduling subjects that might be of particular interest to the reader. This text is written to provide broad coverage on all major scheduling subjects.

My first employment with a construction contractor was a summer job in the 1960s. Although I was given many different assignments, I have vivid memories of the arrow diagram network that I was asked to draw by hand. Of course, I just had a class on the fundamentals of arrow diagramming, so the scheduling assignment was reasonably easy for me. A few years later while working for a different firm, my primary responsibility was scheduling. The scheduling effort was largely focused on the coordination of subcontractors on several different projects for which I used the precedence diagramming method. It was during this period that I developed a strong appreciation for the value of effective scheduling and the use of precedence diagrams.

There are many approaches to providing scheduling information. Some of these are described briefly in Chapter 1. This textbook is written with a major emphasis on precedence diagramming, with only the last chapter addressing arrow diagramming. Although I recognize that most scheduling is done with precedence diagrams, I also feel that an introduction to the subject of arrow diagramming is appropriate. In academic settings, I have found that students can grasp arrow diagramming more easily if they have not already been exposed to precedence diagrams. For this reason, instructors who plan to lecture on arrow diagrams should consider jumping to Chapter 16 after the first two chapters are covered. Chapter 3 explains the fundamentals of precedence diagrams. Regardless of the scheduling technique used, successfully using scheduling information is rooted in beginning with accurate time estimates for activity durations as discussed in Chapter 4.

One scheduling topic seldom addressed in scheduling texts, especially in detail, is that of contract provisions related to scheduling. This text devotes an entire chapter to this subject (Chapter 5). Resource leveling and resource allocation are described in Chapter 6. The impact of scheduling provisions on cash flow is also addressed (Chapter 7). Manual solutions are described for solving problems related to resource utilization and cash flow. Although such problems are often solved by computer, it is helpful for schedulers to understand the process of arriving at a solution in order to fully comprehend computer solutions.

Schedules are management tools and, as such, they should be used. It is through the proper use of schedules that management is able to make informed decisions about scheduling activities. This use includes updating

the schedules when the schedule information ceases to be useful for making informed decisions. This process is described in Chapter 8.

Chapter 9 addresses computer applications. This chapter is not a user's manual, nor is it a proponent for any particular scheduling software. The more widely used software programs are described to some extent, but this is not to be construed as an endorsement of any particular product. The purpose of the chapter is to familiarize the reader with some of the basic scheduling concepts that are addressed by computer software.

Chapter 10 describes earned value concepts. Project schedules are generally adversely impacted by changes in the project. Chapter 11 provides information for quantifying such impacts. Such information is often required when a claim is prepared. Chapter 12 presents a brief discussion of the value of schedules in litigation.

Short-interval schedules are addressed in Chapter 13. This treatise is far more extensive than any known writings or papers on the subject. The use of short-interval schedules is vital to the successful completion of many construction projects. Although concepts of their use and application are simple, the subject warrants a discussion in any serious text on scheduling.

Linear scheduling (discussed in Chapter 14) is a relatively new scheduling technique used in the construction industry. Linear scheduling is a viable method on a variety of projects that would otherwise be difficult to schedule. Schedulers should consider the use of linear scheduling on projects that lend themselves to this technique. The use of probabilistic duration estimates is described in Chapter 15. Although the use of PERT is perhaps minimal in the construction industry, the basic concepts should be understood.

It is perhaps rare for a text to be written entirely by one person. I certainly can make no such claim. Others have provided valuable assistance in helping me compile all of the information for this text. Dr. Ian Flood also offered valuable comments as the initial text was being finalized. The efforts of Bruce Jamieson were instrumental in compiling the information on short-interval scheduling, and Rory McCarty contributed to the chapter on litigation. A considerable amount of the material on linear scheduling was developed by Greg Hanby, Phil Nelson, Brendan Kennedy, and H. C. Phillips. Dr. Robert Shawcroft contributed significantly by providing me with some scheduling class notes that eventually became part of this text. Most of all, I must thank my good friend John Gambatese, who served as my mentor as the second edition evolved. He reviewed the manuscript for grammatical correctness and made many suggestions for changes and improvements in the second edition. This version of the text is a true credit to him. Of course, as in the first edition, Chapter 9 is wholly his contribution.

Finally, I would like to thank the reviewers of this edition for their helpful comments and suggestions: Zohar Herbsrnan, University of Florida; Charles R. Glagola, University of Florida; David Leo Lickteig, Georgia Southern University; H. Rocky Gerber, University of Washington; and Ahmad Hadavi, Northwestern University.

Users Review

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