

PROJECT COST ESTIMATE IN PROJECT MANAGEMENT

PROJECT COST ESTIMATE IN PROJECT MANAGEMENT IS A CRITICAL COMPONENT THAT DETERMINES THE FINANCIAL FEASIBILITY AND RESOURCE ALLOCATION FOR ANY PROJECT. ACCURATELY ESTIMATING COSTS IS ESSENTIAL TO ENSURE PROJECTS ARE COMPLETED WITHIN BUDGET AND TO AVOID FINANCIAL OVERRUNS THAT COULD JEOPARDIZE PROJECT SUCCESS. THIS ARTICLE EXPLORES THE FUNDAMENTALS OF PROJECT COST ESTIMATION, INCLUDING TECHNIQUES, TOOLS, AND THE IMPORTANCE OF PRECISE FORECASTING IN EFFECTIVE PROJECT MANAGEMENT. UNDERSTANDING HOW TO DEVELOP A DETAILED PROJECT COST ESTIMATE IN PROJECT MANAGEMENT HELPS PROJECT MANAGERS ALLOCATE RESOURCES EFFICIENTLY, MANAGE RISKS, AND COMMUNICATE EFFECTIVELY WITH STAKEHOLDERS. THE ARTICLE ALSO DISCUSSES COMMON CHALLENGES FACED DURING COST ESTIMATION AND BEST PRACTICES TO OVERCOME THEM. BY MASTERING THE ART OF COST ESTIMATION, ORGANIZATIONS CAN ENHANCE PROJECT PREDICTABILITY AND MAXIMIZE RETURN ON INVESTMENT. THE FOLLOWING SECTIONS WILL DELVE INTO THESE ASPECTS IN DETAIL TO PROVIDE A COMPREHENSIVE GUIDE FOR PROFESSIONALS INVOLVED IN PROJECT PLANNING AND EXECUTION.

- UNDERSTANDING PROJECT COST ESTIMATE IN PROJECT MANAGEMENT
- METHODS AND TECHNIQUES FOR PROJECT COST ESTIMATION
- KEY COMPONENTS OF A PROJECT COST ESTIMATE
- TOOLS AND SOFTWARE FOR COST ESTIMATION
- CHALLENGES IN PROJECT COST ESTIMATION AND HOW TO ADDRESS THEM
- BEST PRACTICES FOR ACCURATE COST ESTIMATION

UNDERSTANDING PROJECT COST ESTIMATE IN PROJECT MANAGEMENT

PROJECT COST ESTIMATE IN PROJECT MANAGEMENT REFERS TO THE PROCESS OF FORECASTING THE FINANCIAL RESOURCES REQUIRED TO COMPLETE A PROJECT WITHIN ITS DEFINED SCOPE. THIS ESTIMATE INCLUDES ALL COSTS RELATED TO LABOR, MATERIALS, EQUIPMENT, SERVICES, AND ANY OTHER EXPENSES NECESSARY TO ACHIEVE PROJECT OBJECTIVES. ACCURATE COST ESTIMATION IS VITAL FOR PLANNING, BUDGETING, AND CONTROLLING PROJECT EXPENDITURES THROUGHOUT THE PROJECT LIFECYCLE. IT SERVES AS A FOUNDATION FOR DECISION-MAKING, RISK MANAGEMENT, AND STAKEHOLDER COMMUNICATION, ENSURING THAT THE PROJECT REMAINS FINANCIALLY VIABLE AND ALIGNED WITH ORGANIZATIONAL GOALS.

THE ROLE OF COST ESTIMATION IN PROJECT SUCCESS

COST ESTIMATION PLAYS A PIVOTAL ROLE IN DETERMINING WHETHER A PROJECT CAN BE COMPLETED WITHIN ITS ALLOCATED BUDGET. IT INFLUENCES PROJECT SCHEDULING, RESOURCE ALLOCATION, AND SCOPE MANAGEMENT BY PROVIDING A CLEAR FINANCIAL FRAMEWORK. AN UNDERESTIMATED PROJECT COST CAN LEAD TO BUDGET OVERRUNS, RESOURCE SHORTAGES, AND COMPROMISED QUALITY, WHILE OVERESTIMATION MAY RESULT IN UNNECESSARY BUDGET ALLOCATION AND INEFFICIENT USE OF RESOURCES. THEREFORE, A RELIABLE PROJECT COST ESTIMATE IN PROJECT MANAGEMENT IMPROVES THE LIKELIHOOD OF DELIVERING PROJECTS ON TIME AND WITHIN BUDGET.

TYPES OF COST ESTIMATES

PROJECT COST ESTIMATES VARY DEPENDING ON THE PROJECT PHASE AND LEVEL OF DETAIL REQUIRED. COMMON TYPES INCLUDE:

- **PRELIMINARY ESTIMATES:** ROUGH APPROXIMATIONS USED DURING INITIAL PROJECT PHASES TO ASSESS FEASIBILITY.
- **DETAILED ESTIMATES:** COMPREHENSIVE CALCULATIONS BASED ON THOROUGH ANALYSIS AND DEFINED PROJECT SCOPE.

- **DEFINITIVE ESTIMATES:** HIGHLY ACCURATE ESTIMATES PREPARED NEAR PROJECT EXECUTION, OFTEN WITH A PRECISION OF $\pm 5\%$ TO 10% .

METHODS AND TECHNIQUES FOR PROJECT COST ESTIMATION

SEVERAL METHODS AND TECHNIQUES ARE USED TO GENERATE PROJECT COST ESTIMATES, EACH SUITABLE FOR DIFFERENT PROJECT TYPES AND STAGES. SELECTING THE APPROPRIATE METHOD ENHANCES ESTIMATE ACCURACY AND RELIABILITY.

ANALOGOUS ESTIMATING

THIS TECHNIQUE USES HISTORICAL DATA FROM SIMILAR PAST PROJECTS AS A BASIS FOR ESTIMATING COSTS. IT IS QUICK AND COST-EFFECTIVE BUT MAY LACK PRECISION IF PROJECT DIFFERENCES ARE SIGNIFICANT. ANALOGOUS ESTIMATING IS OFTEN APPLIED DURING EARLY PROJECT PHASES FOR PRELIMINARY BUDGETING.

PARAMETRIC ESTIMATING

PARAMETRIC ESTIMATING RELIES ON STATISTICAL RELATIONSHIPS BETWEEN PROJECT VARIABLES AND COST. COST DRIVERS SUCH AS COST PER SQUARE FOOT OR PER UNIT ARE USED TO CALCULATE ESTIMATES. THIS METHOD OFFERS IMPROVED ACCURACY OVER ANALOGOUS ESTIMATING, ESPECIALLY WHEN RELIABLE DATA IS AVAILABLE.

BOTTOM-UP ESTIMATING

BOTTOM-UP ESTIMATING INVOLVES BREAKING DOWN THE PROJECT INTO SMALLER COMPONENTS OR WORK PACKAGES AND ESTIMATING COSTS FOR EACH. THESE INDIVIDUAL ESTIMATES ARE THEN AGGREGATED TO PRODUCE THE TOTAL PROJECT COST ESTIMATE. IT IS HIGHLY DETAILED AND ACCURATE BUT TIME-CONSUMING AND RESOURCE-INTENSIVE.

THREE-POINT ESTIMATING

THIS APPROACH CONSIDERS THREE SCENARIOS FOR EACH COST ELEMENT: OPTIMISTIC, MOST LIKELY, AND PESSIMISTIC. THESE VALUES ARE COMBINED, OFTEN USING A WEIGHTED AVERAGE, TO CALCULATE A RISK-ADJUSTED COST ESTIMATE. THREE-POINT ESTIMATING HELPS INCORPORATE UNCERTAINTY AND IMPROVE ESTIMATE REALISM.

EXPERT JUDGMENT

CONSULTING SUBJECT MATTER EXPERTS AND EXPERIENCED PROJECT MANAGERS PROVIDES INSIGHTS AND VALIDATION FOR COST ESTIMATES. EXPERT JUDGMENT IS FREQUENTLY USED IN CONJUNCTION WITH OTHER ESTIMATION METHODS TO REFINE RESULTS AND ENSURE ACCURACY.

KEY COMPONENTS OF A PROJECT COST ESTIMATE

A COMPREHENSIVE PROJECT COST ESTIMATE IN PROJECT MANAGEMENT COVERS ALL NECESSARY EXPENSES THAT CONTRIBUTE TO PROJECT COMPLETION. UNDERSTANDING THESE COMPONENTS ENSURES NO CRITICAL COSTS ARE OVERLOOKED.

DIRECT COSTS

DIRECT COSTS ARE EXPENSES DIRECTLY ATTRIBUTABLE TO PROJECT ACTIVITIES. THEY INCLUDE:

- LABOR COSTS FOR PROJECT TEAM MEMBERS
- MATERIALS AND SUPPLIES
- EQUIPMENT AND TOOLS
- SUBCONTRACTOR AND VENDOR FEES

INDIRECT COSTS

INDIRECT COSTS, SOMETIMES CALLED OVERHEADS, ARE EXPENSES NOT DIRECTLY LINKED TO A SPECIFIC TASK BUT NECESSARY FOR PROJECT SUPPORT. EXAMPLES INCLUDE:

- ADMINISTRATIVE EXPENSES
- FACILITY COSTS
- UTILITIES AND COMMUNICATION
- PROJECT MANAGEMENT AND SUPERVISION

CONTINGENCY RESERVES

CONTINGENCY RESERVES ACCOUNT FOR UNFORESEEN RISKS AND UNCERTAINTIES THAT MAY AFFECT PROJECT COSTS. THESE ARE BUDGETED AMOUNTS SET ASIDE TO MANAGE POTENTIAL COST OVERRUNS AND CHANGES IN SCOPE.

MANAGEMENT RESERVES

MANAGEMENT RESERVES ARE FUNDS ALLOCATED FOR UNKNOWN UNKNOWNNS, REPRESENTING HIGH-LEVEL RISK ALLOWANCES SEPARATE FROM CONTINGENCY RESERVES. THESE RESERVES ARE CONTROLLED BY SENIOR MANAGEMENT AND USED AT THEIR DISCRETION.

TOOLS AND SOFTWARE FOR COST ESTIMATION

MODERN PROJECT MANAGEMENT LEVERAGES SPECIALIZED TOOLS AND SOFTWARE TO FACILITATE ACCURATE AND EFFICIENT COST ESTIMATION. THESE SOLUTIONS HELP AUTOMATE CALCULATIONS, TRACK EXPENSES, AND ANALYZE COST DATA.

SPREADSHEET SOFTWARE

SPREADSHEET APPLICATIONS LIKE MICROSOFT EXCEL REMAIN POPULAR FOR COST ESTIMATION DUE TO THEIR FLEXIBILITY AND ACCESSIBILITY. CUSTOMIZABLE TEMPLATES ALLOW PROJECT MANAGERS TO BUILD DETAILED COST MODELS AND PERFORM SCENARIO ANALYSES.

PROJECT MANAGEMENT SOFTWARE

COMPREHENSIVE PROJECT MANAGEMENT PLATFORMS SUCH AS MICROSOFT PROJECT, PRIMAVERA P6, AND OTHERS INTEGRATE COST ESTIMATION FEATURES WITH SCHEDULING AND RESOURCE MANAGEMENT. THESE TOOLS ENABLE REAL-TIME COST TRACKING AND REPORTING.

COST ESTIMATION SOFTWARE

DEDICATED COST ESTIMATION SOFTWARE, INCLUDING TOOLS LIKE COSTX OR ESTIMATOR 360, PROVIDE INDUSTRY-SPECIFIC FUNCTIONALITIES FOR CONSTRUCTION, ENGINEERING, AND MANUFACTURING PROJECTS. THEY OFTEN INCLUDE DATABASES, COST LIBRARIES, AND ADVANCED ANALYTICS.

CLOUD-BASED SOLUTIONS

CLOUD-BASED PROJECT MANAGEMENT TOOLS OFFER COLLABORATIVE ENVIRONMENTS WHERE STAKEHOLDERS CAN ACCESS AND UPDATE COST ESTIMATES IN REAL TIME. THIS ENHANCES TRANSPARENCY AND FACILITATES COMMUNICATION AMONG PROJECT TEAMS.

CHALLENGES IN PROJECT COST ESTIMATION AND HOW TO ADDRESS THEM

DESPITE BEST EFFORTS, PROJECT COST ESTIMATION FACES SEVERAL CHALLENGES THAT CAN IMPACT ACCURACY AND RELIABILITY. IDENTIFYING AND MITIGATING THESE CHALLENGES IS ESSENTIAL FOR EFFECTIVE PROJECT CONTROL.

INCOMPLETE OR INACCURATE DATA

LACK OF DETAILED PROJECT INFORMATION OR HISTORICAL DATA CAN LEAD TO UNRELIABLE ESTIMATES. ADDRESSING THIS REQUIRES THOROUGH PROJECT SCOPE DEFINITION AND DATA GATHERING BEFORE ESTIMATION.

CHANGING PROJECT SCOPE

SCOPE CREEP OR CHANGES IN PROJECT REQUIREMENTS OFTEN RESULT IN COST INCREASES. IMPLEMENTING STRICT CHANGE CONTROL PROCESSES HELPS MANAGE SCOPE AND UPDATE COST ESTIMATES ACCORDINGLY.

UNFORESEEN RISKS

UNEXPECTED EVENTS SUCH AS MATERIAL PRICE FLUCTUATIONS OR RESOURCE AVAILABILITY CAN AFFECT COSTS. INCORPORATING CONTINGENCY AND MANAGEMENT RESERVES MITIGATES THE IMPACT OF THESE UNCERTAINTIES.

BIAS AND OPTIMISM

ESTIMATORS MAY UNINTENTIONALLY UNDERESTIMATE COSTS DUE TO OPTIMISM BIAS OR PRESSURE TO MEET BUDGETS. USING OBJECTIVE DATA, PEER REVIEWS, AND MULTIPLE ESTIMATION METHODS CAN COUNTERACT THIS TENDENCY.

BEST PRACTICES FOR ACCURATE COST ESTIMATION

EMPLOYING BEST PRACTICES ENHANCES THE ACCURACY AND USEFULNESS OF PROJECT COST ESTIMATES. THESE PRACTICES

PROVIDE A STRUCTURED APPROACH TO ESTIMATION AND ENSURE COMPREHENSIVE COVERAGE OF COST FACTORS.

1. **DEFINE CLEAR PROJECT SCOPE:** A WELL-DEFINED SCOPE MINIMIZES AMBIGUITIES AND HELPS IDENTIFY ALL NECESSARY COST ELEMENTS.
2. **USE MULTIPLE ESTIMATION METHODS:** COMBINING TECHNIQUES SUCH AS BOTTOM-UP AND PARAMETRIC ESTIMATING IMPROVES RELIABILITY.
3. **GATHER HISTORICAL DATA:** LEVERAGING PAST PROJECT DATA SUPPORTS MORE INFORMED ESTIMATES AND BENCHMARKING.
4. **INCLUDE CONTINGENCY RESERVES:** ALLOCATING FUNDS FOR RISKS AND UNCERTAINTIES ENSURES BUDGET FLEXIBILITY.
5. **ENGAGE SUBJECT MATTER EXPERTS:** EXPERT INPUT PROVIDES VALUABLE INSIGHTS AND VALIDATES ASSUMPTIONS.
6. **REGULARLY REVIEW AND UPDATE ESTIMATES:** CONTINUOUS MONITORING AND REVISION ACCOMMODATE CHANGES AND NEW INFORMATION.
7. **DOCUMENT ASSUMPTIONS AND METHODOLOGIES:** TRANSPARENCY IN ESTIMATION PROCESSES FACILITATES UNDERSTANDING AND FUTURE REFERENCE.

FREQUENTLY ASKED QUESTIONS

WHAT IS A PROJECT COST ESTIMATE IN PROJECT MANAGEMENT?

A PROJECT COST ESTIMATE IS AN APPROXIMATION OF THE EXPENSES REQUIRED TO COMPLETE A PROJECT, INCLUDING RESOURCES, LABOR, MATERIALS, EQUIPMENT, AND OVERHEADS.

WHY IS ACCURATE PROJECT COST ESTIMATION IMPORTANT?

ACCURATE COST ESTIMATION HELPS IN BUDGETING, RESOURCE ALLOCATION, RISK MANAGEMENT, AND ENSURES THE PROJECT IS COMPLETED WITHIN FINANCIAL CONSTRAINTS, THEREBY INCREASING THE CHANCES OF PROJECT SUCCESS.

WHAT ARE THE COMMON METHODS USED FOR PROJECT COST ESTIMATION?

COMMON METHODS INCLUDE ANALOGOUS ESTIMATING, PARAMETRIC ESTIMATING, BOTTOM-UP ESTIMATING, THREE-POINT ESTIMATING, AND EXPERT JUDGMENT.

HOW DOES BOTTOM-UP ESTIMATING WORK IN PROJECT COST ESTIMATION?

BOTTOM-UP ESTIMATING INVOLVES BREAKING DOWN THE PROJECT INTO SMALLER COMPONENTS OR WORK PACKAGES, ESTIMATING THE COST OF EACH, AND THEN AGGREGATING THESE TO GET THE TOTAL PROJECT COST ESTIMATE.

WHAT FACTORS CAN AFFECT THE ACCURACY OF A PROJECT COST ESTIMATE?

FACTORS INCLUDE SCOPE CHANGES, INCOMPLETE REQUIREMENTS, MARKET PRICE FLUCTUATIONS, RESOURCE AVAILABILITY, AND UNFORESEEN RISKS OR CONTINGENCIES.

HOW CAN PROJECT MANAGERS IMPROVE THE RELIABILITY OF COST ESTIMATES?

BY USING HISTORICAL DATA, INVOLVING EXPERTS, APPLYING APPROPRIATE ESTIMATION TECHNIQUES, REGULARLY UPDATING

ESTIMATES, AND INCLUDING CONTINGENCY RESERVES FOR UNCERTAINTIES.

WHAT IS THE DIFFERENCE BETWEEN COST ESTIMATION AND BUDGETING?

COST ESTIMATION IS THE PROCESS OF PREDICTING THE COSTS NEEDED FOR PROJECT ACTIVITIES, WHILE BUDGETING INVOLVES ALLOCATING FUNDS BASED ON THE COST ESTIMATES TO MANAGE AND CONTROL PROJECT EXPENSES.

WHAT ROLE DOES SOFTWARE PLAY IN PROJECT COST ESTIMATION?

PROJECT MANAGEMENT SOFTWARE CAN AUTOMATE CALCULATIONS, MAINTAIN HISTORICAL DATA, FACILITATE COLLABORATION, AND PROVIDE REAL-TIME COST TRACKING TO ENHANCE THE ACCURACY AND EFFICIENCY OF COST ESTIMATION.

HOW DO RISKS IMPACT PROJECT COST ESTIMATES?

RISKS CAN LEAD TO COST OVERRUNS IF UNPLANNED EVENTS OCCUR; THEREFORE, RISK ANALYSIS AND CONTINGENCY ALLOWANCES ARE INCORPORATED INTO COST ESTIMATES TO MITIGATE POTENTIAL FINANCIAL IMPACTS.

ADDITIONAL RESOURCES

1. *PROJECT COST ESTIMATING: A PRACTICAL GUIDE TO BUDGETING AND CONTROLLING COSTS*

THIS BOOK OFFERS A COMPREHENSIVE APPROACH TO PROJECT COST ESTIMATING, FOCUSING ON PRACTICAL TECHNIQUES FOR BUDGETING AND COST CONTROL. IT COVERS VARIOUS ESTIMATING METHODS, INCLUDING ANALOGOUS, PARAMETRIC, AND BOTTOM-UP ESTIMATING, AND EMPHASIZES ACCURACY AND RISK MANAGEMENT. PROJECT MANAGERS WILL FIND REAL-WORLD EXAMPLES AND CASE STUDIES THAT ILLUSTRATE BEST PRACTICES IN COST ESTIMATION.

2. *COST ESTIMATION AND PROJECT CONTROL FOR ENGINEERING AND CONSTRUCTION*

DESIGNED FOR ENGINEERS AND CONSTRUCTION MANAGERS, THIS BOOK DELVES INTO THE PRINCIPLES OF COST ESTIMATION AND PROJECT CONTROL WITHIN LARGE-SCALE PROJECTS. IT ADDRESSES COST FORECASTING, SCHEDULING, AND RESOURCE ALLOCATION, INTEGRATING THESE ASPECTS TO IMPROVE PROJECT OUTCOMES. THE TEXT ALSO EXPLORES SOFTWARE TOOLS AND TECHNOLOGIES THAT AID IN PRECISE COST ESTIMATION.

3. *PROJECT MANAGEMENT: COST, TIME, AND QUALITY, TWO BEST GUESSES AND A PHENOMENON*

THIS BOOK EXAMINES THE INTERRELATIONSHIP BETWEEN COST, TIME, AND QUALITY IN PROJECT MANAGEMENT, WITH A SPECIAL FOCUS ON COST ESTIMATION CHALLENGES. IT PROVIDES INSIGHTS INTO PROBABILISTIC ESTIMATING TECHNIQUES AND THE MANAGEMENT OF UNCERTAINTIES. READERS GAIN AN UNDERSTANDING OF BALANCING COMPETING PROJECT CONSTRAINTS TO ACHIEVE SUCCESSFUL DELIVERY.

4. *ESTIMATING CONSTRUCTION COSTS*

A CLASSIC IN THE CONSTRUCTION INDUSTRY, THIS BOOK PROVIDES DETAILED GUIDANCE ON PREPARING ACCURATE COST ESTIMATES FOR CONSTRUCTION PROJECTS. IT COVERS TOPICS SUCH AS LABOR, MATERIALS, EQUIPMENT COSTS, AND OVERHEAD, ALONG WITH TIPS FOR BIDDING AND CONTRACT MANAGEMENT. THE UPDATED EDITIONS INCLUDE MODERN COST DATABASES AND DIGITAL ESTIMATING TOOLS.

5. *PROJECT COST MANAGEMENT: FUNDAMENTAL PRINCIPLES AND PRACTICE*

THIS BOOK EMPHASIZES THE FOUNDATIONAL PRINCIPLES OF PROJECT COST MANAGEMENT, INCLUDING COST ESTIMATING, BUDGETING, AND COST CONTROL PROCESSES. IT DISCUSSES TECHNIQUES FOR INTEGRATING COST MANAGEMENT WITH OVERALL PROJECT PLANNING AND RISK MANAGEMENT. PRACTICAL EXAMPLES HELP PROJECT MANAGERS APPLY THESE CONCEPTS ACROSS VARIOUS INDUSTRIES.

6. *SOFTWARE COST ESTIMATION AND SIZING METHODS: ISSUES AND GUIDELINES*

FOCUSING ON SOFTWARE PROJECTS, THIS BOOK ADDRESSES THE UNIQUE CHALLENGES OF ESTIMATING COSTS IN SOFTWARE DEVELOPMENT. IT EXPLORES SIZING METHODS SUCH AS FUNCTION POINTS AND LINES OF CODE, AS WELL AS ESTIMATION MODELS LIKE COCOMO. THE BOOK ALSO HIGHLIGHTS COMMON PITFALLS AND PROVIDES GUIDELINES FOR IMPROVING ESTIMATION ACCURACY.

7. *PROJECT ESTIMATING AND COST MANAGEMENT*

THIS COMPREHENSIVE GUIDE COVERS ALL ASPECTS OF PROJECT ESTIMATING AND COST MANAGEMENT, FROM INITIAL ESTIMATES TO FINAL COST CONTROL. IT INCLUDES METHODOLOGIES FOR CREATING DETAILED ESTIMATES AND MANAGING COST VARIANCES THROUGHOUT PROJECT EXECUTION. REAL-LIFE CASE STUDIES DEMONSTRATE HOW EFFECTIVE COST MANAGEMENT CONTRIBUTES TO PROJECT SUCCESS.

8. *EARNED VALUE PROJECT MANAGEMENT*

WHILE BROADLY FOCUSED ON PROJECT PERFORMANCE MEASUREMENT, THIS BOOK PROVIDES VALUABLE INSIGHTS INTO INTEGRATING COST ESTIMATION WITH EARNED VALUE MANAGEMENT (EVM). IT EXPLAINS HOW TO USE EVM TECHNIQUES TO MONITOR PROJECT COSTS AND SCHEDULE PERFORMANCE IN REAL TIME. PROJECT MANAGERS LEARN TO FORECAST PROJECT COMPLETION COSTS MORE ACCURATELY USING EARNED VALUE DATA.

9. *ADVANCED TECHNIQUES IN PROJECT COST ESTIMATING*

THIS BOOK EXPLORES SOPHISTICATED METHODS AND TOOLS FOR ENHANCING THE ACCURACY OF PROJECT COST ESTIMATES, INCLUDING MONTE CARLO SIMULATIONS, RISK ANALYSIS, AND AI-BASED TECHNIQUES. IT IS GEARED TOWARD EXPERIENCED PROJECT MANAGERS SEEKING TO REFINE THEIR ESTIMATING SKILLS WITH ADVANCED ANALYTICS. THE TEXT ALSO DISCUSSES THE FUTURE TRENDS IN COST ESTIMATION TECHNOLOGY.

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