



## **TMGT 352 01W (25443) Principles of Cost Engineering**

COURSE SYLLABUS: SPRING 2024

### **INSTRUCTOR INFORMATION**

**Instructor:** Gerald Patrick Carter

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**Office Hours:** Tuesday & Thursday: 9:00-11:30 a.m. or by appointment

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**Preferred Form of Communication:** E-mail

**Communication Response Time:** 24-48 hours

### **COURSE INFORMATION**

**Course Format:** Online

**Course Duration:** 1/10/2024 – 5/10/2024

Materials – Textbooks, Readings, Supplementary Readings

#### **Textbook(s) Required**

**Skills & Knowledge of Cost Engineering**, 6th Edition Revised 2015; Edited by Dr. Makarand Hastak, PE CCP; AACE International (Association for the Advancement of Cost Engineering), 1265 Suncrest Towne Centre Drive, Morgantown WV 26505-1876; ISBN: 978-1518707278

#### **Software Required**

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MS Office (Word, Excel, Powerpoint, Schedule); ProjectLibre Schedule can be used as a substitute for MS Schedule.

## Optional Texts and/or Materials

### **Suggested Readings**

The course textbook has a list of “Recommended Readings” at the end of each chapter. These readings have application to the content of the course.

### **Reference Sources**

- [www.atmae.org](http://www.atmae.org)
- [www.plagiarism.org](http://www.plagiarism.org)
- [www.tamu-commerce.edu/studentlife/guidebook.pdf](http://www.tamu-commerce.edu/studentlife/guidebook.pdf)
- **Publication Manual of the American Psychological Association (APA)**  
7th Edition\*  
ISBN10: 10:1-4338-3273-9  
ISBN13: 978-1-4338-3273-4  
2020

\*Click [here](#) for website that summarizes the changes between the 6th and 7th editions

## Course Description

This course is designed to provide students with the knowledge and skills of **cost engineering**. Cost engineering includes the application of scientific principles and techniques to problems of business and program planning, cost estimating, economic and financial analysis, program and project management, planning and scheduling, cost and schedule performance measurement, and change control. At the conclusion of the course, students will be able to understand the specified terminology, calculation methods, decision processes, and concepts related to cost engineering. Students will be expected to conduct extensive readings, research, and writings conducive with a junior-level undergraduate course. **Prerequisite: ACCT 221 or ACCT 2301.**

## Student Learning Outcomes

*Student Learning Outcomes* define what you should know and be able to do as a result of your participation in this course of study. All of the activities that constitute this course are designed toward the accomplishment and mastery of that goal.

**Student Learning Outcome #1:** The learner will demonstrate through written class assignments the ability to read course materials and textbook, analytically comprehend the content, and organize and summarize the major points to others in an effective and concise manner consistent with a junior-level university student.

**Student Learning Outcome #2:** The learner will demonstrate through written class assignments the ability to research course-related literature and understand and

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compose comprehensive and concise definitions/descriptions of specific terminology and management principles, theories, and practices directly related to *cost engineering*.

***Student Learning Outcome #3:*** The learner will demonstrate through a series of quizzes and examinations a comprehensive understanding of terminology, principals, and theories directly related to *cost engineering*.

***Student Learning Outcome #4:*** The learner will demonstrate through class participation and required writings a working knowledge of and an advanced understanding of the disciplines that constitute *cost engineering*.

***Student Learning Outcome #5:*** The learner will demonstrate through discussion boards and written assignments the ability to effectively apply the principles and practices of *cost engineering* to a real-world enterprise.

## **COURSE REQUIREMENTS**

### **Minimal Technical Skills Needed**

The student is required to have a basic knowledge of and operational proficiency with the MyLeo Online (referred to elsewhere as D2L Brightspace) learning management system as well as the software required for this course (see “Technology Requirements”). The student should also have a good working knowledge in the use of Microsoft Office Tools (Word, Excel, Project, Schedule).

### **Instructional Methods**

***This class will be conducted in an environment similar to what one would expect to find in a well-operated business.*** It should be the objective of each of us to carry ourselves in a professional, business-like manner. In the context of this class, that means taking responsibility for one’s assignments, producing ***quality*** work, submitting it ***on time***, communicating clearly, and acting in a civil manner.

***As you are aware, this is a junior-level course.*** This fact alone dictates a different learning environment than what you may have experienced in other classes and will require, in some cases, a new approach to the learning process on your part. You will be expected to develop your reading, research, and writing skills to a level that you may never have experienced previously. This will require personal dedication and a desire to advance your education. Additionally, as an online class, your time management skills will be put to the test as you try to balance other courses, career, family, leisure time, and other obligations along with your responsibilities to this course. Do not fall behind in this class. ***Being busy is not an excuse for turning in assignments late!***

***The educational philosophy of this course.*** The student is the center of the learning process; therefore, you are expected to assume the responsibility for your learning—to the degree that learning is achieved. Much of the learning achieved in this class will

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come as a result of student discussions. In this environment, the instructor will serve largely as a guide and facilitator for the student learning experience. You are expected to approach learning with purpose, commitment, dedication, seriousness, and an attitude of discovery. Accordingly, you must be self-driven by reading carefully all materials provided by the instructor, completing all course assignments in accordance with the instructions and specifications provided by the instructor, complying with assignment deadlines, and working within the assignment/course evaluation criteria.

As the student you are to be an active learner, fully engaged in all facets of the course and its content. You will be expected to proof and assess the quality of your work **before** it has been presented to your instructor. It is critical to your success for you to comply with the writing and formatting guides associated with this course of study and for you to have a high level of understanding of these documents. Before you turn any work into the instructor, it is your responsibility to compare your written material with the requirements/specifications of the writing and formatting guides provided for this course of study and to ensure to the instructor that you have fully complied with all requirements of the assignments.

### **Student Responsibilities or Tips for Success in the Course**

This course will require you to read, conduct extensive research, and write at a level appropriate for a junior-level student. It is assumed that you can read and write at this level coming into the course.

- You will be expected to read and comprehend the course syllabus, e-mails, and announcements.
- You will be expected to manage your time effectively and efficiently throughout the semester.
- ***You will be expected to meet all deadlines and due dates. Assignments turned in late will be subject to a ten percent (10%) score reduction for each day they are late. After five (5) days, assignments will receive a grade of zero (0). This policy will be enforced strictly!***
- You will be expected to participate fully in the course by checking announcements and e-mails and responding to e-mails when requested. This should be a daily habit!
- You will be expected to employ a formal business writing style and format in all of your written correspondence (including e-mails).
- You will be expected to practice civility in your verbal interactions with the instructor, staff, and other students.
- You will be expected to devote at least twelve (12) clock hours to this course each week of the semester.
- E-mail will be our primary means of communication. Consequently, you will be expected to log into D2L Brightspace often to check for correspondence from your instructor.

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## Tips for Success in the Course

*This course of study uses online learning and collaboration tools; therefore, I am providing you the following tips for success:*

**Do Not Presume.** Many students assume that online courses require less work and time and are generally “easier” than traditional face-to-face university courses. In reality, online courses are designed to be just as rigorous, detailed, and demanding as their face-to-face course counterparts. Be prepared to devote a minimum of twelve (12) clock hours a week for this course including required online assignments.

**Study and Pay Attention to the Course Student Learning Outcomes.** Every course has established learning outcomes that are expected of the student. These are crafted carefully and serve as the foundation upon which a well-designed course is built. Every aspect of the academic course (including readings, research, assignments, and projects) flow from the course student learning outcomes. Understanding these will provide a better understanding of what is expected of you, the student, in all aspects of the course.

**Communication in the Course.** The majority, if not all of the communication in an online course will be by written word; therefore, be prepared talk by typing. There will be discussion boards, written assignments, etc. E-mail will be the common mode of communication in this type of course. This is different than the typical face-to-face course where verbal communication is prevalent. Be prepared to read and write a “great amount.”

**Participation in an Online Class.** You will be required to participate in the discussion boards (see below). Always respond to discussion board questions with substantive, well-researched remarks. An example of a bad posting would be a very short, non-value-added response such as, “I agree with the previous post.” An acceptable response would be multi-sentenced, thoroughly researched by you, and generates additional thoughts that relate directly to the lesson’s subject matter. Use this opportunity to interact and to have a meaningful conversation with your classmates!

**Taking quizzes/exams in mathematically-intensive classes.** Be sure to have a scratch pad and calculator available when you take the quizzes/exams. You will need these to diagram the more complex questions and perform calculations in the time-controlled environment of these tests.

**Be Proactive and Take Responsibility for Your Grade.** If you have course-related questions or do not understand an assignment, it is **your** responsibility to contact your instructor (presumably through university e-mail). Do not wait until your grade is in jeopardy to act. Your instructor is there to **guide** you through the course. However, your questions should be serious, well-written, positive, and to the point.

**Establish a Regular Schedule.** It is a good habit to work on your course every day. Your course requires you to spend at least twelve (12) hours per week reading,

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researching, and/or writing. It is not wise or effective to wait until the assignment or project is due to begin—your grade will suffer. Time management, planning ahead, and organization are the keys to success in any academic course.

## GRADING

Final grades in this course will be based on the following scale:

A = 90%-100%

B = 80%-89%

C = 70%-79%

D = 60%-69%

F = 59% or Below

Total points corresponding to the final letter grades

A = 675-750 points

B = 600-674points

C = 525-599 points

D = 450-524 points

F = 000-449 points

Grades are assessed based on responses to homework, assignments, quizzes, exams, and discussion boards as shown below:

|                        |                   |
|------------------------|-------------------|
| Homework (5):          | 140 Points        |
| Quizzes (11):          | 110 Points        |
| Assignments (2):       | 200 Points        |
| Discussion Boards (2): | 50 Points         |
| Midterm Exam:          | 100 Points        |
| <u>Final Exam:</u>     | <u>150 Points</u> |
| Total Points:          | 750 Points        |

There is also an optional 50-point bonus assignment in week 15 of the semester.

### Maximizing Your Grade

In this class, you are preparing yourself to be a respected professional in a real world environment. Consequently, you should take advantage of this opportunity and conduct yourself in a manner consistent with that as would be expected by business managers and executives.

The assignments for this course of study are provided in this class syllabus. ***You are responsible for turning in your assignments on-time. In the real world, your boss would not be sending you reminders to get your work done on time and neither***

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***will !! If you have questions about any of the assignments, it is your responsibility to bring those questions to me in a timely manner. Special allowances will not be made for mismanagement of time!***

In the business world, ***attention to detail*** is critical. In this day of texting shortcuts and slang, you may not have placed a great deal of importance on spelling, grammar, or arithmetic calculation accuracy. But you can bet your boss will! These are the details that indicate a dedication to high professional standards and separate you from others who lack these disciplines. Consequently my grading rubric for written assignments contains five specific attributes: Consequently my grading rubric for written assignments contains five specific attributes: ❶ sources, ❷ content completeness and accuracy, ❸ APA formatting, ❹ mechanics (spelling and grammar), and ❺ length.

No extra credit, additional work to improve a grade, or the re-doing of an assignment or examination will be permitted in this course.

## **Assessments**

### **ASSIGNMENTS, QUIZZES, and EXAMS**

**Unless otherwise directed by the Instructor, all work in this course is to be completed individually, without collaboration with others. Refer to the section in this course syllabus on plagiarism. Each student in this course of study agrees to accept and abide by the Academic Honesty Policy (see “Academic Integrity”).**

### **IMPORTANT NOTICE**

It is assumed that as a student in this course you know how to read at a high level, conduct word searches, and write (author) original papers/assignments on a given topic that fully comply with APA formatting guidelines. This course of study is not designed to provide you instruction on how to conduct research and/or write papers, respond to assignments, etc. Therefore, if you feel you do not have this level of knowledge and skill required in this course of study, you will need to discuss this matter immediately with your academic advisor to determine if you should remain in this course of study or what other action(s) you might wish to explore.

### **Turning In Written Course Assignments**

- Assignments are to be turned in to your instructor via the associated D2L Brightspace assignment folder.
- **Submit your assignments only once. The first one submitted will be the one graded.**

### **Course Assignments Guides & Instructions**

#### **General Guide & Instructions for Completing Course Writing Assignments**

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As you read the textbook and conduct outside readings and literature searches, familiarize yourself with the requirements in the following assignments. Also, as you read, take notes of materials/key points that you may wish to include in your assignment response. Be sure to maintain the title, author, location, etc. of the sources of your research. After you have read and thoroughly researched your source materials, review the assignment again and begin to organize your thoughts as to the most effective, complete, and yet concise way to organize your response while keeping the reader in mind. Write a draft first, then read, think, and make necessary revisions. Repeat this process as many times as you need in order to produce your best work. Be careful of formatting, word usage, spelling, and grammar and **be sure to cite all of your sources**. Discussion boards are not considered written assignments.

Additionally, I will be looking for evidence in your response that you read the textbook, conducted appropriate and extensive outside readings, and that you understood and were able to analyze the information you read for the benefit of your reader. Use of extensive quotations without providing a proper paraphrase of the material does not indicate an appropriate level of personal understanding. Give much attention to paper organization and write to your intended audience and at a level they can understand. Use the Publication Manual of the American Psychological Association (APA) for all style and writing questions not addressed specifically in this course syllabus.

Familiarize yourself with the questions and/or the intent of the assignment. As you read the textbook and research sources, take notes of points that you may wish to include in your assignment responses. Begin to organize your thoughts as to the **most effective, complete and concise response** to the assignment. Write a draft first, then read, think, and make necessary revisions. Repeat this process as many times as you need in order to produce your best response. As a test of the degree to which you have been successful in satisfying the communication challenge, you may choose to have someone outside of the class read your paper and provide feedback.

### Grading Rubric for Written Assignments

| Rubric Categories<br>100 Total Points | Excellent<br>20 points                                                                                                                                                    | Highly Proficient<br>19 to 14 points                                                                                                                               | Proficient<br>13 to 9 points                                                                                                                                      | Novice<br>8 to 3 points                                                                                                                                                                        | Needs Improvement<br>2 to 0 points                                                                                                                     |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sources                               | Three or more current sources of which at least 2 are peer-review journal articles* or scholarly books. Properly referenced with in-text citations. Properly paraphrased. | Three current sources of which only 1 was peer-reviewed*. A few references are not properly documented with in-text citations. Paraphrase needs minor improvement. | Two current sources and only 1 or none are peer-reviewed*. Some references are not properly documented with in-text citations. Paraphrase needs some improvement. | Less than two current sources; some are current and only 1 or none are peer-reviewed*. Many references are not properly documented with in-text citations. Paraphrase needs major improvement. | No sources are credible or peer-reviewed*. Most references are not properly documented with in-text citations. Paraphrase borders on or is plagiarism. |

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|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Content Completeness and Accuracy | Paper demonstrates that the author fully understands and has applied concepts learned in their research. Ties together information from all sources. Paper flows smoothly from one issue to the next. Author's writing demonstrates a professional tone and writing is clear to the reader. | Paper demonstrates that the author understands and has applied most of the concepts. Information from all sources needs minor improvements. Most of the paragraph writing flows. Author's writing demonstrates a progress toward professional tone but could be somewhat clearer. | Paper demonstrates that the author understands and has applied some of the concepts. Information from all sources needs some improvements. Some of the paragraph writing flows. Author's writing demonstrates a progress toward professional tone but could be much clearer. | Paper demonstrates that the author has a poor understanding of the concepts. Information from all sources needs major improvements. Many of the paragraphs do not flow from one issue to the next. Author's writing demonstrates weak writing skills for a graduate-level student. | Paper too incoherent for the reader to gain any information about the research.                 |
| APA Formatting                    | Written in third person. Error free. Correctly constructed APA citations (in-text and after-text references) and APA formatting.                                                                                                                                                            | No more than 2 errors                                                                                                                                                                                                                                                             | No more than 3 errors                                                                                                                                                                                                                                                        | No more than 4 errors                                                                                                                                                                                                                                                              | 5+ errors                                                                                       |
| Mechanics                         | No spelling &/or grammar mistakes                                                                                                                                                                                                                                                           | Minor spelling &/or grammar mistakes                                                                                                                                                                                                                                              | Several spelling &/or grammar mistakes                                                                                                                                                                                                                                       | Major noticeable spelling &/or grammar mistakes                                                                                                                                                                                                                                    | Unacceptable number of errors                                                                   |
| Length                            | Paper satisfies the number of words/pages than the number specified in the instructions                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                    | Paper has <b>more</b> or <b>fewer</b> words/pages than the number specified in the instructions |

\*A peer-reviewed article is one that has been carefully reviewed by a board of other scholars in the same field of study as the author. Google Scholar and our University Library Services are excellent sources of peer-reviewed materials. Review the [TAMU-C Library pages](#) for instructions on how to search TAMU-C Library databases.

### Guide & Instructions for Completing Pre-assignment: Acceptance of Academic Honesty Policy

DUE: See Course Calendar on D2L.

Download Undergraduate Academic Dishonesty policy ([Undergraduate Academic Dishonesty 13.99.99.R0.03](#)) and the Course Syllabus. Take the Preliminary Quiz indicating that you understand and agree to the policy and have read and understand this Course Syllabus.

### Guide & Instructions for Completing Assignment 1: Topical Research Paper

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DUE: See Course Calendar on D2L.

VALUE: 100 Points

- Develop and write an original paper that addresses one of the following topics:

**Topic #1.** The matrix organization structure has been the general form companies use to execute projects for the past 30 years. Briefly describe the **matrix organization** and explain why it provides obstacles to modern project management.

**Topic #2.** What are major components of an **effective scope definition control** program on a project? Note, this is to occur during the feasibility and/or design study phase. Some companies call this phase “front-end loading.”

- If you use the Internet as a source of your information, ensure it comes from a reliable source. Wikipedia is **not** considered, generally, to be a reliable source of accurate historical factoids.
- The paper is to be a minimum of 125-150 words in length, not including your reference section. You are not to include a title page, abstract, or table of contents. However, your paper must include a reference section for your citations. This section does not count towards the required paper length.
- Use proper APA headings as necessary to assist your reader.
- **Assignment Submission Instructions:** Paper is to be submitted through the associated D2L Brightspace assignment folder. The file name must follow this format: 01W-Your Last Name-Assignment 1.
- Your paper is to be written in Times New Roman, 12 point font.
- **Margins:** One (1”) inch margins left, right and bottom and a two (2”) inch margin at top of page (an exception to APA).
- **Line Spacing:** Single-spaced between all text lines of the paper and a single line between paragraphs (an exception to APA).
- On **all** pages of the paper, place your full name (last name first), CWID, course number and section, and the date submitted in the upper left-hand corner of the page. Use 10 point font.

Example: Doe, John-12345678

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- **Pagination:** On all pages of the paper, place page numbers in the upper right-hand corner of the page. Use 10 point font.

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Examples: 1 of 10 or Page 1 of 10

- Summary Title: On the first line of page 1, centered and bold in 12 point font, place the research paper title. The title is to be: **ASSIGNMENT 1: TOPICAL RESEARCH PAPER**
- Short bulleted lists are acceptable as they make it easier for the reader to process information. However, they should not serve as a replacement for narrative! Follow APA guidelines for developing bulleted lists.

## **Guide & Instructions for Completing Assignment 2: Application of Cost Engineering**

DUE: See Course Calendar on D2L.

VALUE: 100 Points

### ***Background***

Cost is a major business driver in many industries. Typically there tends to be a lack of understanding about the process to estimate, manage, and control costs across the lifecycle of a product. As you have explored through the chapters read so far in your textbook, the function of cost engineering is an integrative approach that encompasses a diverse range of cost-related aspects of engineering and program management. These aspects, which include cost estimating, cost analysis and assessment, design-to-cost, schedule analysis/planning and risk assessment, all give the cost engineer the ability to predict or assess cost, minimize the risk and impact of overspends against budgets, and ensure that there is an appropriate balance between technical aspects and related costs.

### ***Description***

Your task for this assignment is to demonstrate the principles of **cost engineering** within an industry or company of your choice. Suggested questions to address may include but are not limited to:

- Why is cost control critical to this industry/company?
- How is cost engineering integrated into the structure of the organization?
- What are the current issues and shortcomings that are directly related to cost and how can the principles of cost engineering be applied to resolve these issues?

### ***Instructions***

- Several examples should be given to demonstrate the principles employed.

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- If you use the Internet as a source of your information, ensure it comes from a reliable source. Wikipedia is **not** considered, generally, to be a reliable source of accurate historical factoids.
- The paper is to be 125-150 words in length. You are not to include a title page, abstract, or table of contents. However, your paper must include a reference section for your citations. This section does not count towards the required paper length.
- Use proper APA headings as necessary to assist your reader.
- **Assignment Submission Instructions:** Paper is to be submitted through the associated D2L Brightspace assignment folder. The file name must follow this format: 01W-Your Last Name-Assignment 1.
- Your paper is to be written in Times New Roman, 12 point font.
- **Margins:** One (1") inch margins left, right and bottom and a two (2") inch margin at top of page (an exception to APA).
- **Line Spacing:** Single-spaced between all text lines of the paper and a single line between paragraphs (an exception to APA).
- On **all** pages of the paper, place your full name (last name first), CWID, course number and section, and the date submitted in the upper left-hand corner of the page. Use 10 point font.

Example: Doe, John-12345678

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- **Pagination:** On all pages of the paper, place page numbers in the upper right-hand corner of the page. Use 10 point font.

Examples: 1 of 10 or Page 1 of 10

- **Summary Title:** On the first line of page 1, centered and bold in 12 point font, place the research paper title. The title is to be: **ASSIGNMENT 2: COST ENGINEERING RESEARCH PAPER**
- Short bulleted lists are acceptable as they make it easier for the reader to process information. However, they should not serve as a replacement for narrative! Follow APA guidelines for developing bulleted lists.

*The syllabus/schedule are subject to change.*

## **Guide & Instructions for Completing Discussion Boards (Case Scenarios 1 & 2)**

DUE: see "Course Calendar"

VALUE: 20 Points Each

Two (2) discussion boards are scheduled during the semester. Each board will be related to a case study provided by the instructor. To receive full credit for the assignment, you must complete a post of no less than 40 words, in your own words, on the topic. These posts are to be completed by Tuesday at midnight of the week due. You must also develop two substantive replies to the posts of other students (due by the following Sunday at midnight). Responses such as "I agree" or "that's right" are not substantive. Each discussion board is worth 25 points (15 points for a post, 5 points each for two replies) for a total of 50 points for the two boards.

**Points on discussion board assignments are the easiest points to score in this class. However, failing to participate fully in these activities can often make the difference in the final letter grade achieved in this class!**

**Discussion board participations are the easiest points you will ever earn! Make sure that you take advantage of the opportunity!**

## **Guide & Instructions for Completing Homework 4**

DUE: See Course Calendar on D2L.

VALUE: 40 Points

- Develop and write an original paper on how the elements of cost and cost elements play a role in the TCM Process and cost engineering. For example, Chapters 10 and 11 describe how various activities and tools of cost engineering come together in process product and discrete product manufacturing applications. The book provides some clarity but the goal of this assignment is to ensure your level of understanding of the individual elements as well as how the elements are applied together. As such, I will be looking for at least two short examples of application.
- If you use the Internet as a source of your information, ensure it comes from a reliable source. Wikipedia is **not** considered, generally, to be a reliable source of accurate historical factoids.
- The paper is to be 125 words. You are not to include a title page, abstract, or table of contents. Your textbook is the only reference for this assignment.
- Use proper APA headings as necessary to assist your reader.

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- **Assignment Submission Instructions:** Paper is to be submitted through the associated D2L Brightspace assignment folder. The file name must follow this format: 01W-Your Last Name-Homework 4.
- Your paper is to be written in Times New Roman, 12 point font.
- **Margins:** One (1") inch margins left, right and bottom and a two (2") inch margin at top of page (an exception to APA).
- **Line Spacing:** Single-spaced between all text lines of the paper and a single line between paragraphs (an exception to APA).
- On **all** pages of the paper, place your full name (last name first), CWID, course number and section, and the date submitted in the upper left-hand corner of the page. Use 10 point font.

Example: Doe, John-12345678

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- **Pagination:** On all pages of the paper, place page numbers in the upper right-hand corner of the page. Use 10 point font.

Examples: 1 of 10 or Page 1 of 10

- **Summary Title:** On the first line of page 1, centered and bold in 12 point font, place the research paper title. The title is to be: HOMEWORK 4: TCM PROCESS
- Short bulleted lists are acceptable as they make it easier for the reader to process information. However, they should not serve as a replacement for narrative! Follow APA guidelines for developing bulleted lists.

## **Guide & Instructions for Completing Quizzes and Exams**

DUE: See "Course Calendar"

VALUE: Mid-term Exam: 100 Points; Final Exam: 150 Points

The textbook chapters that relate to the mid-term are 1-15; the chapters related to the final exam are 16-31.

Each quiz consists of multiple choice questions. The mid-term and final exams are combinations of multiple choice and true/false questions. All exams and quizzes are timed.

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# TECHNOLOGY REQUIREMENTS

## LMS

All course sections offered by Texas A&M University-Commerce have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

[https://documentation.brightspace.com/EN/brightspace/requirements/all/browser\\_support.htm](https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm)

Zoom Video Conferencing Tool

[https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom\\_Account.aspx?source=universalmenu](https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu)

## ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or [helpdesk@tamuc.edu](mailto:helpdesk@tamuc.edu).

**Note:** Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

## COMMUNICATION AND SUPPORT

If you have any questions or are having difficulties with the course material, please contact your Instructor.

### Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>

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## **Assistance Through *The Writing Center***

The Writing Center at Texas A&M University is committed to assisting student writers at all levels. The Writing Center is located on-campus in the David A. Talbot Hall of Languages Building, Room 103. The hours of operation are Monday through Thursday from 9:00 a.m. until 4:00 p.m. and on Friday from 9:00 a.m. until 1:00 p.m. There is also an Online Writing Lab, accessed by sending an e-mail to: [writing.tamuc@gmail.com](mailto:writing.tamuc@gmail.com)

### **Interaction with Instructor Statement**

- Correspondence with your instructor in this course will be done via e-mail.
- All e-mails to your instructor must be written clearly in a formal business format.
- E-mails must be written to reflect your professionalism: complete sentences, correctly spelled words, correct punctuation, grammar, etc.
- Virtual Office Hours: Virtual office hours are noted on page 1 of this course syllabus. I check also my e-mail inbox regularly and try to reply to all messages within 24 hours.

## **COURSE AND UNIVERSITY PROCEDURES/POLICIES**

### **Course Specific Procedures/Policies**

This class will operate according to the following policies to ensure fairness and equal treatment to all students:

- Work, vacation, travel, and sickness/accident/death outside your immediate family do **NOT** constitute approved excuse for failing to complete assignments and/or meeting course deadlines and due dates.
- If you find it necessary to miss a deadline/due date and you believe you have a valid reason that meets university guidelines and course policy, notify the instructor immediately in writing!
- Grading policies and requirements identified in this course syllabus are non-negotiable and will be adhered to in this course of study with all students held to an identical and equal standard.
- If you do not agree with any requirement herein, believe any requirement to be “unfair” or “unreasonable,” or believe that less should be expected of you than your classmates in order to earn a comparable course grade, you should **WITHDRAW IMMEDIATELY** from this course and re-evaluate your dedication to the principle of academic integrity and success!
- Grades earned in this course will be based on a numerical value and the final course grade will be recorded/posted as a letter grade (see “Grading Scale”).

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- Numerical scores that determine the final course grade will not be rounded-up.

**NOTICE:** If you are not willing to devote the time and effort necessary for the successful completion of this course or if you do not have the prerequisite knowledge/skills to successfully complete this course, you need to discuss this matter with your academic advisor immediately.

**Civility is the rule at all times!**

### **Syllabus Change Policy**

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

## **University Specific Procedures**

### **Student Conduct**

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum:

<https://www.britannica.com/topic/netiquette>

### **TAMUC Attendance**

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedures 13.99.99.R0.01](#)

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

### **Academic Integrity**

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

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### [Undergraduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf>

### [Graduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/academics/graduateschool/faculty/GraduateStudentAcademicDishonestyFormold.pdf>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

## **Students with Disabilities-- ADA Statement**

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

### **Office of Student Disability Resources and Services**

Texas A&M University-Commerce

Velma K. Waters Library Rm 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: [studentdisabilityservices@tamuc.edu](mailto:studentdisabilityservices@tamuc.edu)

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

## **Nondiscrimination Notice**

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

## **Campus Concealed Carry Statement**

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal

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Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

### **A&M-Commerce Supports Students' Mental Health**

The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit [www.tamuc.edu/counsel](http://www.tamuc.edu/counsel)

### **AI use policy [May 25, 2023]**

**Texas A&M University-Commerce acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.**

**Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).**

**Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If**

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no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

**13.99.99.R0.03 Undergraduate Academic Dishonesty**

**13.99.99.R0.10 Graduate Student Academic Dishonesty**

### Department or Accrediting Agency Required Content

## COURSE OUTLINE / CALENDAR

| Week | Beginning Monday, ... | Class Activities/Assignments                                                                                                                                                                                                                                                                                                           | Points                                             | Notes                                                         |
|------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------------|
|      |                       | <b>Quizzes are due by 11:59 pm (CT), on Sunday of the week assigned.</b>                                                                                                                                                                                                                                                               | <b>Total = 700 pts</b>                             | <b>Weekly "Check-ins" required</b>                            |
| 1    | January 8             | Review course syllabus thoroughly. Download and read the "Acceptance of Academic Honesty Policy." Familiarize yourself with the courseware and follow the initial instructions provided in the online course. Take Preliminary Quiz. Post personal introduction to Student Lounge. Acquire copy of text and begin reading assignments. | <b>Preliminary Quiz: 10 Points</b>                 | <b>January 10—First Day of Class<br/>January 15 – MLK Day</b> |
| 2    | January 15            | Chapter 1—Cost Elements<br>Chapter 2—Pricing & Costing<br>Chapter 3—Materials<br><b>HOMEWORK 1 (due Sunday, 11:59 pm)</b><br><b>QUIZ 1 (due Sunday, 11:59 pm)</b>                                                                                                                                                                      | <b>HOMEWORK 1: 20 pts</b><br><b>QUIZ 1: 10 pts</b> | Section 1, Cost                                               |
| 3    | January 22            | Chapter 4—Labor<br>Chapter 5—Engineering Role/Project Success<br>Chapter 6—Machinery, Equipment, and Tools<br><b>HOMEWORK 2 (due Sunday 11:59 pm)</b><br><b>QUIZ 2 (due Sunday, 11:59 pm)</b>                                                                                                                                          | <b>HOMEWORK 2: 20 pts</b><br><b>QUIZ 2: 10 pts</b> |                                                               |
| 4    | January 29            | Chapter 7—Economic Costs<br>Chapter 8—Activity-Based Cost Management                                                                                                                                                                                                                                                                   | <b>HOMEWORK 3: 20 pts</b>                          |                                                               |

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|          |                    |                                                                                                                                                                                                                             |                                                                 |                                                               |
|----------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------|
|          |                    | <b>HOMEWORK 3 (due Sunday, 11:59 pm)</b><br><b>QUIZ 3 (due Sunday, 11:59 pm)</b>                                                                                                                                            | <b>QUIZ 3: 10 pts</b>                                           |                                                               |
| 5        | February 5         | Chapter 9—Cost Estimating<br>Chapter 10—Process Product Manufacturing<br>Chapter 11—Discrete Part Manufacturing<br><b>QUIZ 4 (due Sunday, 11:59 pm)</b>                                                                     | <b>QUIZ 4: 10 pts</b>                                           | Section 2, Cost Estimating                                    |
| 6        | February 12        | Chapter 12—Project Planning<br>Chapter 13—Scheduling<br><b>ASSIGNMENT 1 (due Sunday, 11:59 pm)</b><br><b>QUIZ 5 (due Sunday, 11:59 pm)</b>                                                                                  | <b>ASSIGNMENT 1: 100 pts</b><br><b>QUIZ 5: 10 pts</b>           | Section 3, Planning & Scheduling                              |
| 7        | February 19        | Chapter 14—Earned Value Overview<br>Chapter 15—Performance & Productivity Management<br><b>HOMEWORK 4 (due Sunday, 11:59 pm)</b><br><b>QUIZ 6 (due Sunday, 11:59 pm)</b>                                                    | <b>HOMEWORK 4: 40 pts</b><br><b>QUIZ 6: 10 pts</b>              | Section 4, Progress & Cost Control                            |
| <b>8</b> | <b>February 26</b> | <b>Mid-term Exam (due Sunday, 11:59 pm)</b>                                                                                                                                                                                 | <b>Mid-term: 100 pts</b>                                        | <b>Chapters 1-15</b>                                          |
| 9        | March 4            | Chapter 16—Project Management Fundamentals<br>Chapter 17—Project Organization Structure<br>Chapter 18—Project Communications                                                                                                |                                                                 | Section 5, Project Management                                 |
|          | March 11-15        | Spring Break                                                                                                                                                                                                                |                                                                 |                                                               |
| 10       | March 18           | Chapter 19—Project Labor Cost Control<br>Chapter 20—Leadership and Management of Project People<br><b>QUIZ 7 (due Sunday, 11:59 pm)</b>                                                                                     | <b>QUIZ 7: 10 pts</b>                                           |                                                               |
| 11       | March 25           | Chapter 21—Quality Management<br>Chapter 22—Value Engineering<br><b>QUIZ 8 (due Sunday, 11:59 pm)</b>                                                                                                                       | <b>QUIZ 8: 10 pts</b>                                           |                                                               |
| 12       | April 1            | Chapter 23—Contracting for Capital Projects<br>Chapter 24—Strategic Asset Management<br><b>ASSIGNMENT 2 (due Sunday, 11:59 pm)</b>                                                                                          | <b>ASSIGNMENT 2: 100 pts</b>                                    |                                                               |
| 13       | April 8            | Chapter 25—Change Management<br>Chapter 26—Construction Claims & Disputes<br><b>QUIZ 9 (due Sunday, 11:59 pm)</b><br><b>DISCUSSION BOARD #1 (due Sunday)</b>                                                                | <b>QUIZ 9: 10 pts</b><br><b>DISCUSSION BOARD #1: 25 pts</b>     | Section 6 – Economic Analysis, Statistics, Probability & Risk |
| 14       | April 15           | Chapter 27—Finance & Cash Flow Analysis<br>Chapter 28—Practical Investment Decisions<br>Chapter 29—Statistics and Probability<br><b>HOMEWORK 5 (due Sunday 11:59 pm)</b><br><b>DISCUSSION BOARD #2 (due Sunday 11:59PM)</b> | <b>HOMEWORK 5: 40 pts</b><br><b>DISCUSSION BOARD #2: 25 pts</b> |                                                               |
| 15       | April 22           | Chapter 30—Optimization<br>Chapter 31—Risk Management Fundamentals<br>Chapter 32—Risk Management Practical Guide                                                                                                            | <b>QUIZ 10: 10 pts</b><br><b>BONUS ASSIGNMENT: 50 pts</b>       |                                                               |

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|           |                 |                                                                                        |                            |                       |
|-----------|-----------------|----------------------------------------------------------------------------------------|----------------------------|-----------------------|
|           |                 | <b>QUIZ 10 (due Sunday 11:59 pm)</b><br><b>BONUS ASSIGNMENT (due Sunday, 11:59 pm)</b> |                            |                       |
| <b>16</b> | <b>April 29</b> | <b>Dead Week – Study for Final Exams</b>                                               |                            |                       |
| <b>17</b> | <b>May 6</b>    | <b>Final Exam Due (due 05/8/24, 11:59 pm)</b>                                          | <b>Final Exam: 150 pts</b> | <b>Chapters 16-34</b> |
|           |                 |                                                                                        | <b>750 Total Points</b>    |                       |
|           |                 |                                                                                        |                            |                       |

Refer to the University Master Calendar for additional important dates.

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