

**Construction Management Department
California State University, Chico**

**CMGT 455W – Cost Management
Course Syllabus**

A. Prerequisites

CMGT 450 – Construction Estimating

B. Meeting Time & Location

| | | | |
|-------------|-----------|-------------------|--------|
| CMGT 455-01 | Mon & Wed | 1:00 PM – 2:50 PM | Online |
| CMGT 455-03 | Mon & Wed | 3:00 PM – 4:50 PM | Online |

C. Instructor

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| Rich Holman | rholman@csuchico.edu |
| Office Hours: | Tuesday - 1:00 PM – 4:00 PM – or by appointment |
| Office Location: | O'Connell 330 |
| Office Phone: | (530) 519-7424 (Cell) |

D. Catalog Description:

Construction cost monitoring and analysis instruments that are developed from the project estimate. These include budgets, billing instruments, and scheduling data. Also included will be the development of overhead allocation systems.

ADDITIONAL COURSE INFORMATION:

The accurate recording and monitoring of costs is essential to the determination of whether costs are running higher or lower than estimated. The most astute contractor can do nothing about excess costs when the job is finished. If they can identify cost overruns when they occur during the project, the contractor may be able to prevent financial disaster.

CMGT 455 Construction Cost Management is designed to provide students with opportunities to develop and understand construction cost monitoring and analysis instruments developed from the project estimate. Instruments used include, but are not limited to, cost control and production monitoring systems, billing instruments, and scheduling data.

The course is presented and organized in such a way that it emphasizes the practical aspects of construction cost management and provides techniques and systems used to manage a construction company's revenues and expenses.

E. Course Learning Outcomes (CLO):

Upon successful completion of this course, the student will:

1. Understand the components of the main types of project controls. **[Assess: ACCE-SLO #16]**
2. Incorporate cost control elements into functioning control systems, illustrating their benefit to the successful management of construction projects.
3. Utilize spreadsheet software to translate the Project Estimate into an effective cost control budget and cost control document.

4. Understand construction accounting operations and the basic elements of cost control. **[Assess/Reinforce: ACCE-SLO #14]**
5. Utilize spreadsheet software to translate the Project Budget to a project unit cost schedule of values for effective project progress billing functions.
6. Understand how Quality Assurance and Quality Control are linked to the overall health of a construction project and how they are different. Reinforce the relationship between good quality and project performance. **[Assess: ACCE-SLO #15]**
7. Develop various instruments of communication and data collection/storage used throughout the construction cost management process including but not limited to: Budgets, Scopes of Work, Time Cards/Daily Logs, Subcontracts, Schedule of Values (Unit Price and Lump Sum), Forecasts, Project Breakdowns, and Project Summaries. **[Reinforce: ACCE-SLO #1]**

Student Learning Outcomes (SLO):

The American Council for Construction Education (ACCE) prescribes 20 Student Learning Outcomes (SLO) as Educational Objectives for an undergraduate degree program in Construction Management. For a list of these 20 SLOs visit the Chico State Department of Construction Managements website: www.csuchico.edu/cm and the SLO link under ACCE Accreditation drop down menu.

The following SLOs are supported by this course in the form of I=Introduction, R=Reinforced, or DA- Direct Assessment:

- SLO 1 – Create written communications appropriate to the construction discipline (R).
- SLO 14 - Understand construction accounting and cost control (R/DA).
- SLO 15 - Understand construction quality assurance and control (DA).
- SLO 16 - Understand construction project control processes (DA).

ACCE Direct Assessment Mapping:

| <u>SLO</u> | <u>CLO</u> | <u>Assessment Type</u> | <u>Target</u> |
|------------|------------|------------------------|-----------------------------|
| 1 | 7 | ACTIVITY 10 | 85% will earn 73% or better |
| 14 | 4 | ACTIVITY 9 | 85% will earn 73% or better |
| 15 | 6 | QA/QC/TQM PAPER | 85% will earn 73% or better |
| 16 | 1 | ACTIVITY 3 | 85% will earn 73% or better |

F. Course Resource Materials Requirements

There is no required formal textbook.

Required selected reading, recommended references and websites including but not limited to construction dictionaries, glossaries, spreadsheet formats, contract forms, and regulatory information sources will be provided.

G. Course Requirements

Conduct

Students are adults and will be treated and respected as such. Students are to conduct themselves properly in a mature manner, showing courtesy and respect for fellow students and the instructor. Disruptive or annoying behavior, outbursts, unbecoming language, or personal visiting during class time will be grounds for disciplinary action. Discipline problems will not be tolerated.

Honesty in the Classroom

Ethical standards established by the university will be strictly upheld (see the University Catalog)

Electronic Devices

The use of any electronic devices is not permitted unless otherwise noted. Please turn off all devices prior to the start of class.

Tobacco Products

The use of any type of tobacco product (smokeless, chewable or otherwise) is not permitted in any building at CSU, Chico.

Withdrawal from Class

Please refer to the Academic Calendar Deadlines as published in the University Catalog.

Professional Work

As a student looking towards beginning a rewarding career within the construction industry, it is expected that your completed work will be professional in presentation. Consider this course as practice in presenting professional quality industry work to your future employer or client.

H. Instructional Methods**Course Textbook and Resource Materials**

There is no required textbook. Read all course resource reading assignment(s) for lecture and labs as assigned and refer to any referenced course resources prior to the lectures that pertain to the assignment.

Presentation of Course Material

The class will be presented as a series of class lectures, discussions and activities. Lectures will be aided by the use of PowerPoint presentations (when appropriate), quizzes, and individual assignments.

I. Assignments**Writing**

As part of the Writing Intensive designation of this course, students are expected to illustrate their proficiency in written communication. Writing assignments will be assigned with a clearly defined due date and time.

Individual Assignments

Throughout the semester there will be individual assignments given. The assignments may take the form of an opinion paper, research paper, or other mechanism to illustrate a student's particular knowledge on a subject.

Activity Assignments

Activity assignments will be handed out in a hard copy format and posted on the Blackboard Learn Portal for the course when appropriate.

Student collaboration and peer teaching is encouraged during labs. However, the activity assignments are to be student's individual work. Collaborate to gain a better understanding, but do your own work. Students turning in duplicate assignments will receive no credit for their work. Students will not leave early upon completion of their assignments unless granted permission. Students instead are expected to assist and collaborate with other students.

J. Assessments

Quizzes

Throughout the semester there will be quizzes given. Additional quizzes will be given at the instructor's discretion. The point value for the quizzes will vary.

Individual Assignments

As noted, there will be individual assignments given. Additional assignments may be required and introduced at the instructor's discretion. The point value for the assignments will vary.

Exams

There will be one midterm exam given during the semester to test your knowledge of the instruction covered. Make-up exams will be given only for students who must miss the exams due to a serious and compelling reason as outlined by THE UNIVERSITY CATALOG.

K. Grading/Evaluation:

| | |
|----------------------|-----|
| Midterm: | 25% |
| Activities: | 40% |
| Writing and Quizzes: | 10% |
| Final Exam: | 25% |

Grades are generally assigned by the following distribution, although the professor reserves the right to modify the distribution.

| | | |
|----|---|--------------------------|
| A | = | 94 -100% (Exceptional) |
| A | = | 90 – 93% (Excellent) |
| B+ | = | 87 – 89% (Very Good) |
| B | = | 83 – 86% (Good) |
| B- | = | 80 – 82% (Adequate) |
| C+ | = | 77 – 79% (Above Ave) |
| C | = | 73 – 76% (Average) |
| C- | = | 70 – 72% (Below Average) |
| D | = | 60 – 69% (Inadequate) |
| F | = | < 60% (Failing) |

No curve will be used. Student grades will be reflective of their efforts, participation and achievements. All projects are due on the assigned due date.

Late assignments will not be accepted.

L. Topical Outline

The course work calendar will be posted on Blackboard Learn. The calendar serves as a tentative guide for planned classroom and lab activities, and exams. Be prepared. Read weekly course resource reading assignment(s) for lectures and labs as assigned and/or refer to any referenced course resources prior to the lectures pertaining to the assignment.

M. University Policies and Campus Resources

Disruptive Behavior

Students are required to adhere to the behavior standards articulated in the Campus Policies and Code of Student Conduct, and to refrain from disrupting classes and other academic settings.

"Disruptive behavior" means conduct that materially and substantially interferes with or obstructs the teaching or learning process in the context of a classroom or educational setting. Disruptive behavior includes conduct that distracts or intimidates others in a manner that interferes with instructional activities, fails to adhere to an instructor's appropriate classroom rules or instructions, or interferes with the normal operations of the University. Disruption in the classroom may include:

- Persistent speaking without permission.
- Side conversations.
- Excessive talking.
- Engaging in activities not related to the class, or other overt inattentiveness including but not limited to sleeping, talking to others, doing work for another class, checking e-mail, and exploring the Internet.
- Ringing cell phones or using a cell phone.
- Using mobile devices or laptop computers in the classroom for non-course related purposes.
- Eating/drinking in class without permission.
- Monopolizing class discussion and refusing to defer to instructor, or listen to others; persisting when the instructor has indicated that the student's remarks are off topic and it is time to move on.
- Chronically entering late/leaving early, moving about the classroom when not appropriate for the classroom activity.
- Filming, photographing, or taping the class without the instructor's prior permission.
- Disputing authority or arguing with faculty and other students.
- Yelling, arguing, swearing, bullying, or other harassing or intimidating behavior.
- Inappropriate, disrespectful, or uncivil responses to the comments, opinions, presentations, etc. of others in the classroom.
- Physically or verbally abusive conduct.
- Failure to adhere to the instructor's rules or instructions.
- Vulgar or obscene language, slurs or other forms of intimidation.
- Threats of any kind.
- Improper use of equipment, materials or resources.
- Destruction of property.
- Coming to class under the influence of alcohol or another controlled substance.
- Bringing individuals to class who are not enrolled, including infants/children.
- Any behavior that puts the health or safety of the instructor or other students in the classroom in jeopardy.

Academic integrity

Students are expected to be familiar with the University's Academic Integrity Policy and the University's policy on academic honesty. I take this issue very seriously, and will not tolerate any form of dishonesty such as plagiarism or cheating. Your own commitment to learning, as evidenced by your enrollment at California State University, Chico, and the University's Academic Integrity Policy requires you to be honest in all your academic course work. Faculty members are required to report all infractions to the Office of Student Judicial Affairs. The policy on academic integrity and other resources related to student conduct can be found at: <http://www.csuchico.edu/prs/EMs/2004/04-036.shtml>

Campus Policy in Compliance with the American Disabilities Act

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Students with disabilities requesting accommodations must register with the ARC Office (Accessibility Resource Center) <http://www.csuchico.edu/prs/EMs/2005/05-019.shtml> to establish a record of their disability.

Special accommodations for exams require ample notice to the testing office and must be submitted to the instructor well in advance of the exam date.

Student Computing

Computer labs for student use are available <http://www.csuchico.edu/prs/EMs/2007/07-001.shtml> located on the 1st floor of the Merriam Library Rm 116 and 450, Tehama Hall Rm.131 and the BMU Rm 301.

Student Services

Student services are designed to assist students in the development of their full academic potential and to motivate them to become self-directed learners. Students can find support for services such as skills assessment, individual or group tutorials, subject advising, learning assistance, summer academic preparation and basic skills development. Student services information can be found at: <http://rce.csuchico.edu/alci/student-services>

Disability Services

Any student who feels s/he may need an accommodation based on the impact of a disability should contact me privately to discuss your specific needs. Please also contact the Accessibility Resource Center office to coordinate reasonable accommodations for students with documented disabilities. Accessibility Resource Center online: <http://www.csuchico.edu/arc/instructors/support-services.shtml>.

Student Learning Center

The mission of the Student Learning Center (SLC) is to provide services that will assist CSU, Chico students to become independent learners. The SLC prepares and supports students in their college course work by offering a variety of programs and resources to meet student needs. The SLC facilitates the academic transition and retention of students from high schools and community colleges by providing study strategy information, content subject tutoring, and supplemental instruction. The SLC is online at <http://www.csuchico.edu/slc/>. The University Writing Center has been combined with the Student Learning Center.

N. Other

Title IX: Confidentiality and Mandatory Reporting

As a Chico State instructor, one of my responsibilities is to help create a safe learning environment for Chico State students. It is my goal that you feel able to share information related to your life experiences in classroom discussions, in your written work, and in our one-on-one meetings. I will seek to keep information you share private to the greatest extent possible. **However, I am required to share information regarding sexual misconduct with the University.**

Students may speak to someone confidentially by contacting the Counseling and Wellness Center (898-6345) or Safe Place (898-3030). Information about campus reporting obligations and other Title IX related resources are available here: <http://www.csuchico.edu/title-ix>.

The instructor reserves the right to make modifications to this syllabus.