

MEMORANDUM FOR STUDENTS ENROLLED IN CMGT 4375 Construction Administration and Economics

SUBJECT: CMGT 4375 Administrative Instructions

**Course Specific Policies**

Class Meets: Mon/Wed 2:30 -3:55. (Unless otherwise specified)  
Mondays and Wed (In Class/ Face to Face F2F)  
Fridays (online)

**Room: RBN 2012**

Office Hours: Mon & Wed 10:30 AM – 2:00 PM. For alternate hours, please See office door. Hours may change.

Instructor: Dr. Gilbert Abel  
Office: Ratliff Building South (**RBS**) 1036  
Office Phone: (903) 565-5890  
Email: gabel@uttyler.edu

If you will miss a scheduled class, you are still responsible for the material. My office hours will be announced in class and are on my office door, RBS 1036. If you want to contact me by email, I try to respond the day I receive it or within the next working day.

1. **Welcome to CMGT 4375 – Construction Administration and Economics.** This course will give you an understanding of financial management and economics from a construction perspective. Topics covered include project planning, cost controls, and construction related financial documents including schedule of values, labor and operations cost reports, income statements, balance sheets and construction budgets. Emphasis is placed on the development of techniques required to ethically and effectively monitor the financial aspects of a construction project. Prerequisite: FINA 3311. A tentative course schedule and introduction to instructor are provided in Attachments 1 and 2. Specific course objectives are provided in Attachment 3.
2. **Attendance:** This is a Hybrid course. You are expected to attend all scheduled class meetings and view all lectures posted on Canvas. Canvas tracks when you view posted lectures, and this will be part of your participation grade. Class time will be used for demonstrations, project meetings, and class discussions. It is your responsibility to sign the attendance roster each class period which will also be part of the participation grade.  
  
If you know that you will miss a class email me a note to that effect prior to the class. If your absence is unexpected, email me as soon as feasible. If you miss a scheduled class, you are still responsible for the material.
3. **Extra Help:** PLEASE DO NOT WAIT UNTIL THE LAST MINUTE. If you are having trouble with this class, please come by my office during office hours, before/after class, or by appointment. I am also available by email at: [gabel@uttyler.edu](mailto:gabel@uttyler.edu).
4. **Class Room Procedures:**  
  
Bring study notes, note-taking material, and calculator to every class. Class preparation is your individual responsibility.
5. **Course Materials:**

- a. I will post all course materials on Canvas. Canvas enrollment should be automatic with course registration, but ensure that you can access the class Canvas page.
- b. All assignments will be posted on Canvas. It is your responsibility to check the site for changes and addendums.
- c. Optional Textbook: *Managing Performance in Construction*, Leonhard E. Bernold, Simaan M AbouRizk, 2010, ISBN-978-0-470-17164-6.

6. **Exams and Grading:**

- a. Grade Breakout and Cutoffs:

Course Points

Assignments / Quizzes	400 (20%)
Project	500 (25%)
Professional Practice	200 (10%)
Midterm Exams (3 @ 200 each)	600 (30%)
Final Exam	<u>300 (15%)</u>
	<u>2,000 (100)</u>

University Guidelines for Grading will be used to determine your letter grade.

If you earn a cumulative average of less than 65% on all exams or if you fail to earn at least 50% on the final exam; you may fail the course, **regardless of your course grade.**

- b. All grades will be posted on Canvas. It is your responsibility to monitor your grades to determine if you are achieving the grade you desire.
- c. Mid-term Exams and Final Exam:
  - 1) The dates for all exams are included in the course schedule. Official reasons for missing an exam are outlined in the UT Student Handbook. You are required to take a make-up Exam, regardless of your reason for missing the scheduled Exam. Report any conflict to me as soon as possible prior to the Exam.
  - 2) The mid-term and final exams are closed book. You may use a calculator and one 8.5" x 11" page of hand written notes on your exams.
- d. Calculator Policy
  - 1) Only NCEES approved calculators will be permitted during tests and your test will be collected and your grade will be a zero if you are using a non-approved calculator.
  - 2) The approved calculators include the following: (Please check the NCEES website for a complete listing, [www.ncees.org/exams/calculator-policy/](http://www.ncees.org/exams/calculator-policy/))
  - 3) Examples include but are not limited to:
    - Hewlett Packard – HP 33s, HP 35s, and no others
    - Casio – All FX 115 models
    - Texas Instruments – All TI 30X or TI-36X models.
  - 4) If you are unsure about your calculator, it is your responsibility to check with the instructor for approval.
- e. Cell Phones: Please remember to turn off sound to phones prior to class.
- f. Collection of Student Work: Throughout the semester I will collect student work (best, average, and worst) for the accreditation course and outcomes notebooks. Selected materials will be scanned and use for this purpose. I will not draw attention as to what level of work you accomplished.

7. **Assignments:** Assignments will typically be assigned on a daily basis. Students are encouraged to *discuss* their homework solutions with one another, but each student must submit their own, **independent** work. Due dates are clearly posted on Canvas. Most assignments will be turned in on Canvas which time/date stamps your work.

**Assignment Format:** The student is expected to present professional, neat, organized, high-quality assignments. An assignment should be something you are proud of and not something hastily “slapped together”. Assignments that are unreadable will be marked wrong. As a contractor, your goal is to make a clear, logical, and professional presentation of your work, which is both accurate and correct. As such both your presentation and the accuracy of your work are important, and both will be graded. This means you should check grammar and spelling before submission. It is critical that you show all your work and leave “footprints” so that it can be easily followed. This means that equation numbers, figures, or other tools used should be clearly identified.

a. Problem Sets:

- 1) All paper Submittals should have a cover sheet with your name, course number, Asgn # or Project #, and Title of work.
- 2) **Use professional looking paper only or full-page printouts from Mathcad, Excel, etc.** You may neatly tape or glue short computer printouts onto the submittal at the appropriate place in the logical flow of the problem. Clearly present **a brief problem statement and a sketch** with your solution. Clearly and concisely explain each step. For narratives of more than a line or two, use your word processor or the text capability if you are using MathCAD or Excel. If you are writing out a paragraph or more, you must type it.
- 3) Late Submissions. It is a basic principle of professionalism that **“Professionals are not late.”** A “COORDINATED LATE” submission occurs when you will miss the deadline for a graded homework assignment and you contact me in advance. Notification immediately before the submission will not suffice. Deductions to your assignment grade for late submissions will be given as follows:
  - i. 0-24 hours late                      a deduction of 25% of the earned grade
  - ii. 24-48 hours late                      a deduction of 50% of the earned grade
  - iii. More than 48 hours late      No credit. **Assignments must still be submitted.**

Obviously, there are circumstances that can occur that make a timely submission impossible and I will work with you when and if they occur.

- 4) All homework in this course must be properly documented. Information from the course textbooks (equations and outlines of procedures), class notes, or me is considered immediately available to all students and need not be acknowledged or documented. **YOU ARE REQUIRED TO ACKNOWLEDGE AND DOCUMENT ALL OTHER ASSISTANCE AND REFERENCES USED.** Documentation will be accomplished in accordance with any manual for writing, footnote or endnote, for papers, but for written homework, just place the documentation right at the point you received help using who and what assistance.
  - b. Assigned readings: Doing the assigned reading by the “due date” will help you to understand the material presented during the instruction and will fill in gaps for things we do not cover (***I will not cover everything***). It will also make you more familiar with terms and concepts to be covered. Reading the assignment prior to attending class will enhance your ability to learn!
7. **Extra credit:** There is none. Students who keep up with their assignments, and prepare for the exams will do well in this class.

8. **Professional Practice.**

Professional Practice Grade - During this semester, a portion of your grade in this course (10%) will be derived from what I consider professional practice expectations.

5% or 100 points will be allocated to your attendance. (days attended / total possible of in class days). Attendance will be taken on canvas so you can see it and monitor it.

5% or 100 points will be allocated to your Participation in one of many UT Tyler Student associations. You must show proof of this affiliation by uploading this proof to the Professional Practice canvas assignment page.

Proof includes, but not limited to proof of attendance in a meeting, proof of participation. This can be a club, association, or a temporary fundraiser to support the students in the department. IE: CMSA, ASCE, Honors Society, Student Leadership Association, etc.

**Academic Misconduct:** Plagiarism of homework and cheating on examinations will be interpreted as academic misconduct and will not be tolerated. Please refer to the University of Texas at Tyler current Undergraduate Catalog for academic policies and Manual of Policies and Procedures for Student Affairs (MOPPS, Chapter 8) regarding academic integrity, cheating and plagiarism. Academic dishonesty will not be tolerated. Ignorance of the rules and policies provides no protection from the consequences.

## **UNIVERSITY POLICIES AND ADDITIONAL INFORMATION THAT MUST APPEAR IN EACH COURSE SYLLABUS**

### **UT Tyler Honor Code**

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

### **Students Rights and Responsibilities**

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <http://www.uttyler.edu/wellness/rightsresponsibilities.php>

### **Campus Carry**

We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>

### **UT Tyler a Tobacco-Free University**

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors.

Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products.

There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit [www.uttyler.edu/tobacco-free](http://www.uttyler.edu/tobacco-free).

### **Grade Replacement/Forgiveness and Census Date Policies**

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. (For Fall, the Census Date is Sept. 12.) Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date (Sept. 12th) is the deadline for many forms and enrollment actions of which students need to be aware. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a “W” grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid

### **State-Mandated Course Drop Policy**

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

### **Disability/Accessibility Services**

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler> and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director of Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices>, the SAR office located in the University Center, # 3150 or call 903.566.7079.

### **Student Absence due to Religious Observance**

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

### **Student Absence for University-Sponsored Events and Activities**

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

### **Social Security and FERPA Statement**

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

### **Emergency Exits and Evacuation**

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor’s directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

### **Student Standards of Academic Conduct**

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

- i. “Cheating” includes, but is not limited to:
  - copying from another student’s test paper;
  - using, during a test, materials not authorized by the person giving the test;
  - failure to comply with instructions given by the person administering the test;

- possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed “crib notes”. The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
  - using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
  - collaborating with or seeking aid from another student during a test or other assignment without authority;
  - discussing the contents of an examination with another student who will take the examination;
  - divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
  - substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
  - paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
  - falsifying research data, laboratory reports, and/or other academic work offered for credit;
  - taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
  - misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially.
- ii. “Plagiarism” includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another’s work and the submission of it as one’s own academic work offered for credit.
- iii. “Collusion” includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.
- iv. All written work that is submitted will be subject to review by plagiarism software.

#### **UT Tyler Resources for Students**

- [UT Tyler Writing Center](https://www.uttyler.edu/writingcenter) (903.565.5995), [writingcenter@uttyler.edu](mailto:writingcenter@uttyler.edu)
- [UT Tyler Tutoring Center](https://www.uttyler.edu/tutoring) (903.565.5964), [tutoring@uttyler.edu](mailto:tutoring@uttyler.edu)
- The Mathematics Learning Center, RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- [UT Tyler Counseling Center](https://www.uttyler.edu/counseling) (903.566.7254)

#### **Covid-19 Requirements:**

Been exposed to COVID?

If you, or someone you know, has been exposed to or tests positive for COVID-19 and had recent contact with the campus community, please make a report via the COVID-19 hotline, 903.565.5999. This will allow campus officials to act quickly to prevent a possible spread on campus.

If there has been no recent contact with the campus community, please report using the COVID-19 reporting form. (go to [www.uttyler.edu](https://www.uttyler.edu)) in search type : “Covid Requirements”

July 6, 2020

In an attempt to comply with Governor Abbott's most recent executive order, I am requiring all students, faculty, staff and visitors to wear face coverings in University buildings, classrooms/labs, meeting spaces, athletic and recreational events and other areas where multiple people are gathered. Face coverings are not required when alone in an office or in assigned residence hall rooms.

Accommodations will be available for individuals with religious, medical or other concerns. These accommodations will be processed through the Office of Human Resources for employees and the Office of Student Accessibility and Resources for students.

Student athletes who are planning to practice for their sport should check with the Athletics Department for specific details on best practices for good hygiene (e.g. frequently washing hands).

UT Tyler-branded cloth face masks can be obtained at the following locations at the specified days and times:

8 a.m. - 5 p.m. Monday through Friday  
University Police Station Parking Services Desk  
Robert R. Muntz Library Help Desk

1 - 4 p.m. Monday and Wednesday  
Herrington Patriot Center

1 - 4 p.m. Tuesday and Thursday  
One Stop Service Center: Station 8

**Attachment 1 Tentative Course Schedule**

\*See Attached spreadsheet

F2F\* Face-to-Face (meet in the classroom)

\* all scheduled Quizzes are online



**Attachment 3**  
**CMGT 4375 Course Objectives:**

1. Explain what financial management is and why the financial management of a construction company is different from financial management of most other companies.
2. Develop construction related financial documents for labor and operations cost reports, income statements, balance sheets and construction budgets.
3. Analyze a company's financial statements, including comparing the company's ratios to industrial averages.
4. Use Project Planning to manage the costs and profits of a construction company.
5. Learn how to use the schedule of values to manage a company's cash flows and how to evaluate different sources of funding its cash needs.
6. Use performance management as a cost control measure.
7. Develop techniques required to ethically and effectively monitor the financial aspects of a construction project.

CMGT 4375 – Construction Administration and Economics – Fall 2021							F2F MON / WED	
Les. #	Date	Topic	Asgn #	Homework	Resources	2:30 pm - 3:55 pm		
<b>Week 1</b>							<b>Due Date</b>	<b>Due Time</b>
1	Mon-F2F	23-Aug	Introduction; Future of Construction Video	Q* 1	Introduction Future of Construction Quiz Intro wiki - Class Introductions	25-Aug	3:55 PM	
2	Wed-F2F	25-Aug	Excel work shop income statement OneDrive signups	2	Excel Income Statement Questions	1-Sep	3:55 PM	
3	Fri-Online	27-Aug	Construction Projects History Video	Q PA1/Q	Construction Projects History Quiz PA1 Questions   (PA1) Drop Box Drawings & specs Questions	25-Aug	End of Class	
<b>Week 2</b>							1-Sep	3:55 PM
4						3-Sep	3:55 PM	
5	MoN-F2F	30-Aug	"Competencies that Drive a Company" Team assignments: what makes a good team leader/member; Estimate Example	PA2	PA2 – Preliminary Research Wiki Work Example Estimate in class Discussion of Estimate format, Labor and equipment costs	8-Sep	3:55 PM	
6	Wed-F2F	1-Sep	Project Delivery Systems Video	Q 3	Project Delivery System Quiz Bid room Wiki   Asgn 3 Bid Documents	8-Sep	3:55 PM	
<b>Week 3</b>							8-Sep	3:55 PM
7	Mon-(NO CLASS)	6-Sep	LABOR DAY      CSI Master Format	Q PA3	CSI Master Format Quiz Estimate Progr. Rpt Estimate   CSI PDF Files	8-Sep	3:55 PM	
8	Wed-F2F	8-Sep	Estimate Progress Report		In Class Presentation / Problem Completed Estimate Due Sept 19	8-Sep	3:55 PM	
9	Fri-Online	10-Sep	Cost Codes Video	Q PA4	Cost Codes Quiz Project 4 Cost Codes	15-Sep	3:55 PM	
<b>Week 4</b>							15-Sep	3:55 PM
10	Mon-F2F	13-Sep	Top Down Framework for Managing Projects Video	Q 4	Top Down Framework Quiz Asgn 4 Production Rate Problem	15-Sep	3:55 PM	
11	Wed-F2F	15-Sep	Prevailing wage, Direct and Indirect costs	PA5	WBS & OBS	15-Sep	3:55 PM	
12	Fri-Online	17-Sep	Team Projects	PA6 PA7	Overhead Recap Sheet	22-Sep	3:55 PM	
<b>Week 5</b>							22-Sep	3:55 PM
13	Mon-F2F	20-Sep	Cash Disbursement Forecasts Video	Q	Cash Disbursement Forecasts Quiz	22-Sep	3:55 PM	
14	Wed-F2F	22-Sep	<b>Midterm Exam #1</b>			22-Sep	End of Class	
15	Fri-Online	24-Sep	Modeling the Construction Input Supply Chain	Q	Modeling the Construction Input Supply Chain Quiz	29-Sep	3:55 PM	
<b>Week 6</b>								
16	Mon-F2F	27-Sep	Earned Value Management System	5	Asgn 5 – Time Cost Envelopes	29-Sep	3:55 PM	
17	Wed-F2F	29-Sep	Work in Computer Lab	PA8	PA8 Project Schedule; Schedule of Costs Combined estimates, overhead and Recap sheets/ Progress payments PQ	6-Oct	3:55 PM	
18	Fri-Online	1-Oct	Project Financial Management	Q	Project Financial Management Quiz	6-Oct	3:55 PM	
<b>Week 7</b>							6-Oct	3:55 PM
19	Mon-F2F	4-Oct	Time Value of Money	6	Asgn 6 Time Value of Money	6-Oct	3:55 PM	
20	Wed-F2F	6-Oct	Cash Income Forecasts	PA9	PA9 – Cash Income Forecasts	6-Oct	In Class	
21	Fri-Online	8-Oct	Analyze Financial Statements	7	Asgn 7 Analyze Financial Statements	13-Oct	3:55 PM	
<b>Week 8</b>								
22	Mon-F2F	11-Oct	Deming Videos	8	Asgn 8 Deming Videos Discussion Board	13-Oct	3:55 PM	
23	Wed-F2F	13-Oct	Team Project Presentations in class	PA10	PA10 Team Project Presentations	13-Oct	End of Class	
24	Fri-Online	15-Oct	Project Cost Accounting Labor	9	Asgn 9 Weekly Labor Reports	20-Oct	3:55 PM	
<b>Week 9</b>								
25	Mon-F2F	18-Oct	Equipment Ownership and Productivity	10 11	Asgn 10 Equipment Productivity Asgn 11 Equipment Costs	27-Oct	3:55 PM	
26	Wed-F2F	20-Oct	<b>Midterm Exam #2</b>	12		27-Oct	3:55 PM	
27	Fri-Online	22-Oct	Productivity in Construction Part A	Q	Productivity in Construction Part A Quiz	20-Oct	End of Class	
						27-Oct	3:55 PM	

Week 10							
28	Mon-F2F	25-Oct	Productivity in Construction Part B	Q	Productivity in Construction Part B Quiz	27-Oct	3:55 PM
				13	Assign 13 Job Fitness Discussion Board	27-Oct	3:55 PM
29	Wed-F2F	27-Oct	Project Cost Accounting Equipment, Time Study	14	Asgn 14 Time Study	3-Nov	3:55 PM
30	Fri-Online	29-Oct	Performance Management	Q	Performance Management Quiz	3-Nov	3:55 PM
				12	Asgn 12 Weekly Equipment Report	27-Oct	3:55 PM
Week 11							
31	Mon-F2F	1-Nov	Project Weekly Work Quantities	PA11	PA11 Weekly Work Quantities – Labor	3-Nov	3:55 PM
				PA12	PA12 Weekly Work Quantities – Equipment		
32	Wed-F2F	3-Nov	Preliminary Project Reports		In Class Presentation	In class	
33	Fri-Online	5-Nov	Project Cash Flow/ Rate of Return	15	Asgn 15 Rate of Return	10-Nov	3:55 PM
Week 12							
34	Mon-F2F	8-Nov	Role of Technology in Construction	Q	Role of Technology Quiz	10-Nov	3:55 PM
				PA13	Cash Income Forecast	10-Nov	3:55 PM
35	Wed-F2F	10-Nov	How to write a memo	16	Asgn 16 How to write a memo	17-Nov	3:55 PM
36	Fri-Online	12-Nov	Video Conferencing and Mission Statement	17	Asgn 17 Video Conferencing and Mission Statement	17-Nov	3:55 PM
Week 13							
37	Mon-F2F	15-Nov	Equipment Depreciation	18	Asgn 18 Equipment Depreciation	17-Nov	3:55 PM
38	Wed-F2F	17-Nov	<b>Midterm Exam #3</b>			17-Nov	End of Class
39	Fri-Online	19-Nov	A Healthy and Safe Work Environment	Q	Health and Safety Quiz	19-Nov	3:55 PM
Thanksgiving Break Nov 22-26							
Week 14							
40	Mon-F2F	29-Nov	Margin and Markup	19	Asgn 19 Margin and Markup	1-Dec	3:55 PM
41	Wed-F2F	1-Dec	Review for Final				
42	Fri-Online	3-Dec	Seven Habits of Highly Effective People	Q	Seven Habits of Highly Effective People Quiz	3-Dec	noon
Week 15							
	Monday	6-Dec	Study day				
	Dec 9-13		Finals Week				
	Wed-F2F	8-Dec	FINAL EXAM 2:45 - 4:45 PM				

\* all scheduled Quizzes are online