

**PSPM 5200-701**

**Project Schedule, Cost and Budget Control**

**Dr. Casey Lowe, PMP**

**General Information**

Class: Project Schedule, Cost, and Budget Control

Term: Spring 2014

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**Class Description**

Introduces students to a variety of project scheduling and cost control techniques that are vital for a project to meet its schedule and cost goals and objectives. Concentrates on the variety of scheduling techniques (Gantt Chart, Critical Path Method, and Program Evaluation Review Technique) that can be used to guide and monitor project performance. Activities that are critical in preparing a realistic schedule are explored, discussed, and practiced. Students are then introduced to a variety of budgeting, cost estimating, and cost control techniques.

**Required Text**

*Fundamentals of Project Management,* Joseph Heagney, 4th Edition, AMACOM

*A Guide to the Project Management Body of Knowledge (PMBOK),* Fifth Edition; PMI

**Learning Outcomes**

At the conclusion of this course students will be able to identify, and apply a variety of scheduling, cost, and budget techniques that will immediately be of value in projects that they are responsible for in their organizations. Apply cost estimating and control techniques and earned value management techniques in a project environment. Specifically, students will be able to:

· Write a Work Breakdown Structure

· Identify risk mitigation strategies

· Calculate earned value

· Apply scope change control methods

**Evaluation Procedures**

Grading is based on the mid-term exam (30%), Final Exam (30%), Practical Exercises (30%), and participation in the live discussions (10%). Points are allocated for each according to the table below:

|  |  |
| --- | --- |
| **Category** | **Points Available** |
| Mid-Term Exam | 300 |
| Final Exam | 300 |
| Practical Exercises | 300 |
| Live Discussions | 100 |

Final grades will be determined as follows:

|  |  |  |
| --- | --- | --- |
| **Grade** | **%** | **Total Points** |
| A | 90% - 100% | A+ = 987-1000  A = 936-986  A- = 900-935 |
| B | 80% - 89% | B+ = 877-899  B = 836-886  B- = 800-835 |
| C | 70% - 79% | C+ = 787-799  C = 736-786  C- = 700-735 |
| D | 60% - 69% | D+ = 687-699  D = 636-686  D- = 600-635 |
| F | Below 60% | 599 Points & below |

**Course Schedule**

This course consists of a mix of experiences that will allow students to learn then demonstrate understanding. It includes Live Discussions, Recorded Lectures, Practical Exercises, and exams. Given the online nature of this course students should work at their own pace but seek to complete the activities in each session the same week as that shown on the course schedule.

However, live discussions must be attended on the date and time shown. The phone number and passcode to join will be distributed via U.Va e-mail prior to each session. Practical exercises and both exams should be completed within one week of the date shown.

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| --- | --- | --- | --- | --- |
| **Session** | **Date\*** | **Activity** | **Topics** | **Readings** |
| 1 | 1/27  7PM ET | Live Discussion | Introduction and PCTS Constratints | Heagney Ch. 1 |
| 2 | 2/3 | Recorded Lecture | Project Planning: The Birth of a Schedule | PMBOK Ch. 4.2; Heagney Ch. 3 |
| 3 | 2/10 | Recorded Lecture | Work Breakdown Structure (WBS) | PMBOK Ch. 5.4; Heagney Ch. 6 |
| 4 | 2/17 | Recorded Lecture | From WBS to Schedule Featuring the Critical Path Method (CPM) | PMBOK Ch. 6; Heagney Ch. 7 |
| 5 | 2/24 | Practical Exercise #1 | Scheduling in an Changing Environment | Heagney Ch. 8 |
| 6 | 3/3  7PM ET | Live Discussion | Applying Scheduling Techniques | N/A |
| 7 | 3/10 | Mid-Term Exam | Demonstrate Understanding of Material From Sessions 1-6 | Review Readings for Sessions 1-6 |
| 8 | 3/17 | Recorded Lecture | Controlling Project Costs | PMBOK Ch. 7.4; Heagney Ch. 9 |
| 9 | 3/24 | Recorded Lecture | Protecting the Project with Change Control | PMBOK Ch. 4.5; Heagney Ch. 10 |
| 10 | 3/31 | Recorded Lecture | Using Earned Value to Track Schedule, Cost, and Budget | PMBOK Ch. 7.4.2;  Heagney Ch. 11 |
| 11 | 4/7 | Recorded Lecture | Analyzing and Reporting on Earned Value |
| 12 | 4/14 | Practical Exercise #2 | Managing Project Team Costs | PMBOK Ch. 9.1; Heagney Ch. 12 |
| 13 | 4/21 | Live Discussion  7PM ET | Applying Cost and Budget Techniques | N/A |
| 14 | 4/28 | Recorded Lecture | The Future of Project Management | N/A |
| 15 | 5/5 | Final Exam | Demonstrate Understanding of Material From Sessions 8-13 | Review Readings from Sessions 8-13 |

**U.Va. Policies**

**SCPS Grading Policies:** Courses carrying a School of Continuing and Professional Studies subject area use the following grading system:  A+, A, A-; B+, B, B-; C+, C, C-; D+, D, D-; F.  S (satisfactory) and U (unsatisfactory) are used for some course offerings. For noncredit courses, the grade notation is N (no credit). Students who audit courses receive the designation AU (audit). The symbol W is used when a student officially drops a course before its completion or if the student withdraws from an academic program of the University. Please visit [SCPS Grades](http://www.scps.virginia.edu/audience/students/grades)

**University Email Policies:** Students are expected to check their official U.Va. email addresses on a frequent and consistent basis to remain informed of University communications, as certain communications may be time sensitive. Students who fail to check their email on a regular basis are responsible for any resulting consequences.

**University of Virginia Honor System:** All work should be pledged in the spirit of the Honor System at the University of Virginia.The instructor will indicate which assignments and activities are to be done individually and which permit collaboration. The following pledge should be written out at the end of all quizzes, examinations, individual assignments and papers: “I pledge that I have neither given nor received help a on this examination (quiz, assignment, etc.)”. The pledge must be signed by the student. For more information please visit [Honor System](http://records.ureg.virginia.edu/content.php?catoid=28&navoid=747)

**Special Needs:** It is the policy of the University of Virginia to accommodate students with disabilities in accordance with federal and state laws. Any SCPS student with a disability who needs accommodation (e.g., in arrangements for seating, extended time for examinations, or note-taking, etc.),should contact the Student Disability Access Center (SDAC) and provide them with appropriate medical or psychological documentation of his/her condition. Once accommodations are approved, it is the student’s responsibility to follow up with the instructor about logistics and implementation of accommodations. Accommodations for test taking should be arranged at least 14 business days in advance of the date of the test(s). Students with disabilities are encouraged to contact the SDAC*:* 434-243-5180/Voice, 434-465-6579/Video Phone, 434-243-5188/Fax. Further policies and statements available[: U.Va. Department of Student Health](http://www.virginia.edu/studenthealth/sdac.html#types)

For further policies and statements about student rights and responsibilities, please see [U.Va Website](http://www.scps.virginia.edu/audience/students) (<http://www.scps.virginia.edu/audience/students>)

**Technical Information**

**Technical Specifications: Computer Hardware:**

* Computer with basic audio/video output equipment
* Internet access (broadband recommended)
* Microsoft Word

**Technical Support Contacts:**

* Login/Password: [scpshelpdesk@virginia.edu](mailto:scpshelpdesk@virginia.edu)
* UVaCollab: [collab-support@virginia.edu](mailto:collab-support@virginia.edu)
* BbCollaborate (Elluminate) Support: [scpshelpdesk@virginia.edu](mailto:scpshelpdesk@virginia.edu) or <http://support.blackboardcollaborate.com>