

STUDENT WARNING: This course syllabus is from a previous semester archive and serves only as a preparatory reference. Please use this syllabus as a reference only until the professor opens the classroom and you have access to the updated course syllabus. Please do NOT purchase any books or start any work based on this syllabus; this syllabus may NOT be the one that your individual instructor uses for a course that has not yet started. If you need to verify course textbooks, please refer to the online course description through your student portal. This syllabus is proprietary material of APUS.

Syllabus

Course Summary

Course : BUSN667 **Title :** Advanced Business Project Cost Controls

Length of Course : 8wks **Faculty:**

Prerequisites : N/A **Credit Hours :** 3

Description

Course Description:

According to the Project Management Institute, cost is one of the key performance indicators for projects. Involved in controlling costs are processes centered around planning, estimating, budgeting, financing, funding and managing costs so that the project can be completed within the approved budget. This course examines cost control from three distinct perspectives - time, cost and quality - and emphasizes the measurement of costs through the project plan and schedule.

Course learning objectives are focused on controlling and measuring business project costs.

Course Scope:

Wilson (2014) advises that before a special project can be authorized, management within the organization needs to know how much the project will cost, how much of the organization's resources will be required, what are the expected deliverables or benefit to the organization, and how long the project will take to complete. Because it is usually easier to identify how a project deliverable will benefit the organization, it can be difficult to ascertain how much the project will cost, how long it will take, and how many and what types of resources will be required to complete the project objective. At this point, project management tools and techniques can be utilized to define cost and schedule requirements. Either functional or project managers can achieve control over a project as long as they understand what control is designed to do for activities within a project. Control of the project is one of the most important roles project managers can have with oversight of project activities. One might say that anyone can observe project activities and report on status, but real management of a project has an element of control such that actively adjusting activities results in improvements to cost or schedule. The focus in this course will be on controlling cost through project plans that are built to save time and cost and produce quality results.

Reference:

Wilson, R. (2014). A Comprehensive Guide to Project Management Schedule and Cost Control: Methods and Models for Managing the Project Lifecycle. In A Comprehensive Guide to Project Management Schedule and Cost Control: Methods and Models for Managing the Project Lifecycle (1st ed.). Pearson.

Objectives

A successful student will fulfill the following learning objectives:

CO1: Examine schedule analysis components, including activity definition and sequencing, resource estimating, activity duration estimating, and schedule development.

CO2: Study project cost analysis, including cost estimating and budget development.

CO3: Review project monitoring and controls, including schedule and cost monitoring and control.

CO4: Plan and conduct quality management, quality assurance and quality control.

CO5: Examine the basics of Earned Value (EV), including EV metrics and the EV Management System (EVMS).

CO6: Examine Work Breakdown Structure, organization, schedule & budget, tracking performance and reporting variances.

CO7: Examine project change criteria and implementations.

CO8: Survey emerging practices, including earned schedule and critical chain project management.

Outline

Week 1: Introduction

Learning Objectives

CO1: Examine schedule analysis components, including activity definition and sequencing, resource estimating, activity duration estimating, and schedule development.

Readings

Wilson (2014), Introduction and Parts 1 & 2

(Note: There is many readings assigned in Week 1. These readings are crucial to level-setting student knowledge on the integrated nature of project management cost controls and are foundational for understanding and course success.)

Assignments

Introduction Discussion, due day 7

The Project Management Triangle Discussion, due day 7

Week 2: Descriptive Statistics

Learning Objectives

CO2: Study project cost analysis, including cost estimating and budget development.

Readings

Wilson (2014), Part 3

Assignments

Week 2 Discussion Week, due day 4

Assignment: Week Two

[Week 3: Probability](#)

Learning Objectives

CO3: Review project monitoring and controls, including schedule and cost monitoring and control.

Reading

Wilson (2014), Part 4

Assignments

Week 3 Discussion, due day 4

[Week 4: Sampling Distribution/Confidence Interval](#)

Learning Objectives

CO4: Plan and conduct quality management, quality assurance and quality control.

Reading

Wilson (2015), Part III

Assignments

Week 4 discussion, due day 4

Assignment Week Four, due day 7

[Week 5: Hypothesis Testing](#)

Learning Objectives

CO5: Examine the basics of Earned Value (EV), including EV metrics and the EV Management System (EVMS).

Reading

Budd, Part II

Assignments

Week 5 Discussion, due day 4

Week 6: Correlation and Linear Regression Analysis I

Learning Objectives

CO6: Examine Work Breakdown Structure, organization, schedule & budget, tracking performance and reporting variances.

Readings

Budd, Parts III & IV

Assignments

Week 6 Discussion, due day 4

Assignment Week Six, due day 7

Week 7: Correlation and Linear Regression Analysis II

Learning Objectives

CO7: Examine project change criteria and implementations.

Readings

Budd, Parts V & VI

Assignments

Week 7 Discussion, due day 4

Week 8: Analysis of Variance

Learning Objectives

CO8: Survey emerging practices, including earned schedule and critical chain project management.

Readings

Budd, Part VII

Assignments

Week 8 Discussion, due day 4

Assignment Week 8

Evaluation

Name	Grade %
Discussions (8)	30.00%
Assignments (3)	45.00%
Final Assignment (1)	25.00%

Materials

The course is taught with Online Educational Resources (OER)

Course Guidelines

Citation and Reference Style

Students will follow APA format as the sole citation and reference style used in written assignments submitted as part of coursework to the School of Business. Please note that no formal citation style is required on discussion assignments in the School of Business—only attribution of sources (please see details regarding discussion communication below).

Tutoring

[Tutor.com](#) offers online homework help and learning resources by connecting students to certified tutors for one-on-one help. AMU and APU students are eligible for 10 free hours of tutoring provided by APUS. Tutors are available 24/7 unless otherwise noted. Tutor.com also has a Skill Center Resource Library offering educational resources, worksheets, videos, websites and career help. Accessing these resources does not count against tutoring hours and is also available 24/7. Please visit the APUS Library and search for 'Tutor' to create an account.

Late Assignments

[Student Deadlines](#)

Turnitin

Faculty may require assignments be submitted to Turnitin.com. Turnitin.com will analyze an assignment submission and report a similarity score. Your assignment submission is automatically processed through the assignments area of the course when you submit your work.

Academic Dishonesty

Academic Dishonesty incorporates more than plagiarism, which is using the work of others without citation. Academic dishonesty includes any use of content purchased or retrieved from web services such as CourseHero.com or Scribd. Additionally, allowing your work to be placed on such webservices is academic dishonesty, as it is enabling the dishonesty of

others. The copy and pasting of content from any web page, without citation as a direct quote, is academic dishonesty. When in doubt, do not copy/paste, and always cite.

Submission Guidelines

Some assignments may have very specific requirements for formatting (such as font, margins, etc.) and submission file type (such as .docx, .pdf, etc.). See the assignment instructions for details. In general, standard file types such as those associated with Microsoft Office are preferred, unless otherwise specified. It is the student's responsibility to ensure the all submitted work can be accessed and opened by the instructor.

Disclaimer Statement

Course content may vary from the outline to meet the needs of a particular group or class.

Communicating on the Discussion

Discussions are the heart of the interaction in this course. The more engaged and lively the exchanges, the more interesting and fun the course will be. Only substantive comments will receive credit. Although there is a final posting day/time after which the instructor will grade and provide feedback, it is not sufficient to wait until the last day to contribute your comments/questions on the discussion. The purpose of the discussions is to actively participate in an on-going discussion about the assigned content. "Substantive" means comments that contribute something new and important to the discussion. Thus, a message that simply says "I agree" is not substantive. A substantive comment contributes a new idea or perspective, a good follow-up question to a point made, offers a response to a question, provides an example or illustration of a key point, points out an inconsistency in an argument, etc. As a class, if we run into conflicting viewpoints, we must respect each individual's own opinion. Hateful and hurtful comments towards other individuals, students, groups, peoples, and/or societies will not be tolerated. Students must post a response to the weekly discussions prompt and post the required number of replies to other students – refer to the grading rubric and/or discussion instructions for specific expectations on number of replies and word count requirements. The main response to the discussion needs to be provided mid-week – refer to the grading rubric and/or discussion instructions for specific expectations. Late main response posts to a discussion will not be accepted without prior instructor approval. Replies must be posted in the week due and replies after the end of the each week will not be graded.

Quizzes and Exams

Quizzes and exams may consist of true/false, multiple choice, and short essay questions. Each quiz/exam is accessible only once. Once a quiz/exam is accessed, you will not be able to access it again if you disconnect. Therefore, allocate time to complete your quiz. Weekly quizzes must be submitted by midnight Eastern Time, Day 7 of the assigned week. Late quizzes or exams will not be accepted without prior instructor approval.

Communications

Student Communication

To reach the instructor, please communicate through the MyClassroom email function accessible from the Classlist of the Course Tools menu, where the instructor and students email addresses are listed, or via the Office 365 tool on the Course homepage.

- In emails to instructors, it's important to note the specific course in which you are enrolled. The name of the course is at the top center of all pages.
- Students and instructors communicate in Discussion posts and other learning activities.

- All interactions should follow APUS guidelines, as noted in the Student Handbook, and maintain a professional, courteous tone.
- Students should review writing for spelling and grammar.
- Tips on Using the Office 365 Email Tool

Instructor Communication

The instructor will post announcements on communications preferences involving email and Instant Messaging and any changes in the class schedule or activities.

- Instructors will periodically post information on the expectations of students and will provide feedback on assignments, Discussion posts, quizzes, and exams.
- Instructors will generally acknowledge student communications within 24 hours and respond within 48 hours, except in unusual circumstances (e.g., illness).
- The APUS standard for grading of all assessments (assignments, Discussions, quizzes, exams) is five days or fewer from the due date.
- Final course grades are submitted by faculty no later than seven days after the end date of the course or the end of the extension period.

University Policies

Consult the [Student Handbook](#) for processes and policies at APUS. Notable policies:

- [Drop/Withdrawal Policy](#)
- [Extension Requests](#)
- [Academic Probation](#)
- [Appeals](#)
- [Academic Dishonesty / Plagiarism](#)
- [Disability Accommodations](#)
- [Student Deadlines](#)
- [Video Conference Policy](#)

Mission

The [mission of American Public University System](#) is to provide high quality higher education with emphasis on educating the nation's military and public service communities by offering respected, relevant, accessible, affordable, and student-focused online programs that prepare students for service and leadership in a diverse, global society

Minimum Technology Requirements

- Please consult the catalog for the minimum hardware and software required for [undergraduate](#) and [graduate](#) courses.
- Although students are encouraged to use the [Pulse mobile app](#) with any course, please note that not all course work can be completed via a mobile device.

Disclaimers

- Please note that course content – and, thus, the syllabus – may change between when a student registers for a course and when the course starts.
- Course content may vary from the syllabus' schedule to meet the needs of a particular group.