

The University of Texas at Tyler
Department of Construction Management

CMGT 4375
4375 Construction Administration and Economics

Course Syllabus (Fall 2022)

Date: September 7, 2022. This version supersedes all earlier versions.

Time & Venue	Class Meeting Time/Dates/ Room Lecture Room: HEC 0C203 Lab: none Date: Monday / Wednesday Time: 2:30 PM – 3:55 PM
Instructor	Professor Contact info: Instructor: Dr. Kenan Hazirbaba Office #: HEC A219 Office Hours: M/W/F 10 am – 12 pm Email: khazirbaba@uttyler.edu
Teaching Assistant	None
Course Website	See UT Tyler’s Canvas website. Canvas will be used to manage the course material for the semester. There you will find announcements, homework assignments, solutions, handouts, lesson videos, and other material pertaining to the class. Please check there regularly.
Course Objective	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.

	<p>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.</p> <p>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.</p> <p>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.</p> <p>Class Room Procedures: Bring study notes, note-taking material, and calculator to every class. Class preparation is your individual responsibility.</p> <p>Course Materials:</p> <ul style="list-style-type: none"> 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: <i>Managing Performance in Construction</i>, Leonhard E. Bernold, Simaan M AbouRizk, 2010, ISBN-978-0-470-17164-6.
Course Outcomes	<p>In this course, you will learn to:</p> <p style="text-align: center;">CMGT 4375 Course Objectives:</p> <ol style="list-style-type: none"> 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.

	<p>6. Use performance management as a cost control measure.</p> <p>7. Develop techniques required to ethically and effectively monitor the financial aspects of a construction project.</p>														
Prerequisite	1. Prerequisite FINA 3311														
Required Text	<p>Course Book:</p> <p>1. Optional Textbook: Managing Performance in Construction, Leonhard E. Bernold, Simaan M AbouRizk, 2010, ISBN-978-0-470-17164-6.</p>														
Grading	<p>Exams and Grading:</p> <p>Grade Breakout and Cutoffs: <u>Course Points</u></p> <table style="margin-left: 40px;"> <tr> <td>19 Assignments</td> <td style="text-align: right;">460 (19%)</td> </tr> <tr> <td>Quizzes</td> <td style="text-align: right;">261 (11%)</td> </tr> <tr> <td>Project</td> <td style="text-align: right;">539 (23%)</td> </tr> <tr> <td>Professional Practice</td> <td style="text-align: right;">200 (8%)</td> </tr> <tr> <td>Midterm Exams (3 @ 200 each)</td> <td style="text-align: right;">600 (25%)</td> </tr> <tr> <td>Final Exam</td> <td style="text-align: right;"><u>300 (13%)</u></td> </tr> <tr> <td></td> <td style="text-align: right;">2,360 (100)</td> </tr> </table> <p>University Guidelines for Grading will be used to determine your letter grade.</p> <p>If you earn a cumulative average of less than 65% on all exams <u>or</u> if you fail to earn at least 50% on the final exam; you may fail the course, <u>regardless of your course grade.</u></p> <p>Grade Breakdown:</p> <p>A = 90 – 100 B = 80 – 89 C = 70 – 79 D = 60 – 69 F = 59 or below</p> <p>Note:</p> <p>You may fail this course, if you earn less than 65% on all Exams or if you fail to earn at least 50% on the Final exam, <u>regardless of your course grade.</u></p>	19 Assignments	460 (19%)	Quizzes	261 (11%)	Project	539 (23%)	Professional Practice	200 (8%)	Midterm Exams (3 @ 200 each)	600 (25%)	Final Exam	<u>300 (13%)</u>		2,360 (100)
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Professional Practice	Professional Practice Grade - During this semester, a portion of your grade in this course (approximately 10%) will be derived from what I consider professional practice expectations.														

	<p>4% 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.</p> <p>4% 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.</p> <p>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, ITE, IEEE, ASME, SAE, etc.</p>
Exams	<p>There are 2 scheduled for this course.</p> <p>The exams are TENTATIVELY scheduled for:</p> <ul style="list-style-type: none"> • Exam 1: 200 points • Exam 2: 200 points • Exam 3: 200 points • Final Exam: 300 points <p>Exams dates may be moved up or pushed back depending on the progress of the lectures. You can use a calculator and instructor-approved reference material. Solutions to exams will NOT be posted. No make-up exams will be given except for medical or other similar hardships where advanced arrangements are made with the instructor; or in case of non-selective medical emergencies with appropriate physician's note or documentation. Other than circumstances described above, failure to take the exam at the scheduled time will constitute a grade of zero on the exam.</p>
General Exam Rules & Cheat Sheet	<p>Exams will be administered online using Canvas. You will be allotted a predetermined amount of time to take the exam.</p> <p>The Exam is not group work and if any student is caught cheating, both will be given an "F" for the exam. Again, the exams are self-examinations of the strength and knowledge of the individual student at a given point in the semester.</p>
Calculators	<p>A basic calculator is required for this course.</p>
Field Trip	<p>There are no field trips scheduled for this course.</p>

Final Project	<p>A project will be given. All students are to work on them individually using class design parameters set in the course.</p> <p>The final project test your ability to work as a team as well as your ability to use the techniques discussed in the course to provide an accurate takeoff and binder.</p>
Topical Presentation	At the end of the 14-15 week, each student will present a slide show as a team in front of the class.
Homework / Review Questions	Homework problems will be assigned out of the textbook. The Chapter review questions will be assigned at the completion of a topic and will be due in class on the day stated in the course schedule. Homework will be uploaded to Canvas as a PDF.
Late Homework/ Assignment Policy	<p>Late Submissions. It is a basic principle of professionalism that “Professionals are not late.”</p> <p>Absolutely No credit for late assignments. Assignments must still be submitted.</p>
Final Day to Withdraw	The final day to withdraw from the course without penalty is November 4th.
Census Dates	The university requires that instructors report the attendance to the Registrar’s Office at various points in the semester. Therefore, on September 2nd. I will report the attendance for the class.
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,

	<p>University affiliates, contractors, and visitors.</p> <p>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.</p> <p>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.</p>
<p>Grade Replacement / Forgiveness and Census Date Policies</p>	<p>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. 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.</p> <p>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.</p> <p>The Census Date is the deadline for many forms and enrollment actions of which students need to be aware. These include:</p> <ul style="list-style-type: none"> • 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
<p>State-Mandated Course Drop Policy</p>	<p>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</p>

	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 <u>New Student</u> 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 a non-administered 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

	<p>credit.</p> <p>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.</p> <p>iv. All written work that is submitted will be subject to review by plagiarism software.</p>
UT Tyler Resources for Students	<ul style="list-style-type: none"> • UT Tyler Writing Center (903.565.5995), writingcenter@uttyler.edu • UT Tyler Tutoring Center (903.565.5964), 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 (903.566.7254)
Information for Classrooms and Laboratories	<p>Students are <i>strongly encouraged</i> to wear face masks covering their nose and mouth in public settings (including classrooms and laboratories). The UT Tyler community of Patriots views adoption of these practices consistent with its Honor Code and a sign of good citizenship and respectful care of fellow classmates, faculty, and staff.</p> <p>Students who are feeling ill or experiencing symptoms such as sneezing, coughing, or a higher than normal temperature should stay at home and notify their faculty. Students needing additional accommodations may contact the Office of Student Accessibility and Resources at University Center 3150, or call (903) 566-7079 or email saroffice@uttyler.edu.</p>
Recording of Class Sessions	<p>Class sessions may be recorded by the instructor for use by students enrolled in this course. Recordings that contain personally identifiable information or other information subject to FERPA shall not be shared with individuals not enrolled in this course unless appropriate consent is obtained from all relevant students. Class recordings are reserved only for the use of students enrolled in the course and only for educational purposes. Course recordings should not be shared outside of the course in any form without express permission.</p>
COVID Precautions	<p><i>It is important to take the necessary precautions to ensure a healthy and successful year. UT Tyler continues to urge you to protect yourselves against the flu, COVID and any new threats that may be developing. Be diligent about preventive measures such as washing hands, covering sneezes/coughs, social distancing and vaccinations, which have proven to be successful in slowing the spread of viruses. Encourage those who don't</i></p>

feel well to stay home, and if they show symptoms, ask them to get tested for the flu or COVID. Self-isolation is important to reduce exposure ([CDC quarantine/isolation guidelines](#)). Please work with your faculty members to maintain coursework and please consult [existing campus resources](#) for support.

Course Schedule:

CMGT 4375 – Construction Administration and Economics – Fall 2022							F2F MON / WED	
Les. #		Date	Topic	Asgn #	Homework	Resources	2:30 pm - 3:55 pm	
Week 1							Due Date	Due Time
1	Mon-F2F	22-Aug	Introduction; Future of Construction Video	Q*	Introduction Future of Construction Quiz		24-Aug	3:55 PM
				1	Intro wiki - Class Introductions		31-Aug	3:55 PM
2	Wed-F2F	24-Aug	Excel work shop income statement OneDrive signups	2	Excel Income Statement Questions		24-Aug	End of Class
3	Fri-Online	26-Aug	Construction Projects History Video	Q	Construction Projects History Quiz		31-Aug	3:55 PM
				PA1/Q	PA1 Questions Quiz	(PA1) Drop Box Drawings & specs Questions	2-Sep	3:55 PM
Week 2								
4								
5	MoN-F2F	29-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		7-Sep	3:55 PM
6	Wed-F2F	31-Aug	Project Delivery Systems Video	Q	Project Delivery System Quiz		7-Sep	3:55 PM
				3	Bid room Wiki	Asgn 3 Bid Documents	7-Sep	3:55 PM
Week 3								
7		5-Sep	LABOR DAY CSI Master Format	Q	CSI Master Format Quiz		7-Sep	3:55 PM

		Mon- (NO CLASS)				Estimate Progr. Rpt	7- Sep	3:55 PM	
					PA3	Estimate	CSI PDF Files	14- Sep	3:55 PM
	8	Wed-F2F	7- Sep	Estimate Progress Report		In Class Presentation / Problem Completed Estimate Due Sept 19	7- Sep	Begin of Class	
	9	Fri- Online	9- Sep	Cost Codes Video	Q	Cost Codes Quiz	14- Sep	3:55 PM	
					PA4	Project 4 Cost Codes	14- Sep	3:55 PM	
Week 4									
	10	Mon-F2F	12- Sep	Top Down Framework for Managing Projects Video	Q	Top Down Framework Quiz	14- Sep	3:55 PM	
					4	Asgn 4 Production Rate Problem	14- Sep	3:55 PM	
	11	Wed-F2F	14- Sep	Prevailing wadge, Direct and Indirect costs	PA5	WBS & OBS	21- Sep	3:55 PM	
	12	Fri- Online	16- Sep	Team Projects	PA6	Overhead	21- Sep	3:55 PM	
					PA7	Recap Sheet	21- Sep	3:55 PM	
Week 5									
	13	Mon-F2F	19- Sep	Cash Disbursement Forecasts Video	Q	Cash Disbursement Forecasts Quiz	30- Sep	3:55 PM	
	14	Wed-F2F	21- Sep	Midterm Exam #1			22- Sep	End of Class	
	15	Fri- Online	23- Sep	Modeling the Construction Input Supply Chain	Q	Modeling the Construction Input Supply Chain Quiz	28- Sep	3:55 PM	
Week 6									
	16	Mon-F2F	26- Sep	Earned Value Management System	5	Asgn 5 – Time Cost Envelopes	28- Sep	3:55 PM	
	17	Wed-F2F	28- Sep	Work in Computer Lab	PA8	PA8 Project Schedule; Schedule of Costs	5- Oct	3:55 PM	
						Combined estimates, overhead and Recap sheets/ Progress payments PQ	5- Oct	3:55 PM	

18	Fri-Online	30-Sep	Project Financial Management	Q	Project Financial Management Quiz	5-Oct	3:55 PM
Week 7							
19	Mon-F2F	3-Oct	Time Value of Money	6	Asgn 6 Time Value of Money	5-Oct	3:55 PM
20	Wed-F2F	5-Oct	Cash Income Forecasts	PA9	PA9 – Cash Income Forecasts	5-Oct	In Class
21	Fri-Online	7-Oct	Analyze Financial Statements	7	Asgn 7 Analyze Financial Statements	12-Oct	3:55 PM
Week 8							
22	Mon-F2F	10-Oct	Deming Videos	8	Asgn 8 Deming Videos Discussion Board	12-Oct	3:55 PM
23	Wed-F2F	12-Oct	Team Project Presentations in class	PA10	PA10 Team Project Presentations	12-Oct	End of Class
24	Fri-Online	14-Oct	Project Cost Accounting Labor	9	Asgn 9 Weekly Labor Reports	19-Oct	3:55 PM
Week 9							
25	Mon-F2F	17-Oct	Equipment Ownership and Productivity	10	Asgn 10 Equipment Productivity	26-Oct	3:55 PM
				11	Asgn 11 Equipment Costs	26-Oct	3:55 PM
26	Wed-F2F	19-Oct	Midterm Exam #2	12		19-Oct	End of Class
27	Fri-Online	21-Oct	Productivity in Construction Part A	Q	Productivity in Construction Part A Quiz	26-Oct	3:55 PM
Week 10							
28	Mon-F2F	24-Oct	Productivity in Construction Part B	Q	Productivity in Construction Part B Quiz	26-Oct	3:55 PM
				13	Assign 13 Job Fitness Discussion Board	26-Oct	3:55 PM
29	Wed-F2F	26-Oct	Project Cost Accounting Equipment, Time Study	14	Asgn 14 Time Study	2-Nov	3:55 PM
30	Fri-Online	28-Oct	Performance Management	Q	Performance Management Quiz	2-Nov	3:55 PM
				12	Asgn 12 Weekly Equipment Report	26-Oct	3:55 PM

Week 11								
31	Mon-F2F	31-Oct	Project Weekly Work Quantities	PA11 PA12	PA11 Weekly Work Quantities – Labor PA12 Weekly Work Quantities – Equipment		2-Nov	3:55 PM
32	Wed-F2F	2-Nov	Preliminary Project Reports		In Class Presentation		In class	
33	Fri-Online	4-Nov	Project Cash Flow/ Rate of Return	15	Asgn 15 Rate of Return		9-Nov	3:55 PM
Week 12								
34	Mon-F2F	7-Nov	Role of Technology in Construction	Q	Role of Technology Quiz		9-Nov	3:55 PM
				PA13	Cash Income Forecast		9-Nov	3:55 PM
35	Wed-F2F	8-Nov	How to write a memo	16	Asgn 16 How to write a memo		16-Nov	3:55 PM
36	Fri-Online	11-Nov	Video Conferencing and Mission Statement	17	Asgn 17 Video Conferencing and Mission Statement		16-Nov	3:55 PM
Week 13								
37	Mon-F2F	14-Nov	Equipment Depreciation	18	Asgn 18 Equipment Depreciation		16-Nov	3:55 PM
38	Wed-F2F	16-Nov	Midterm Exam #3				16-Nov	End of Class
39	Fri-Online	18-Nov	A Healthy and Safe Work Environment	Q	Health and Safety Quiz		18-Nov	3:55 PM
Thanksgiving Break Nov 22-26								
Week 14								
40	Mon-F2F	28-Nov	Margin and Markup	19	Asgn 19 Margin and Markup		30-Nov	3:55 PM
41	Wed-F2F	30-Nov	Review for Final Final Project Presentation					
42	Fri-Online	2-Dec	Seven Habits of Highly Effective People	Q	Seven Habits of Highly Effective People Quiz		2-Dec	noon
Week 15								
	Monday	6-Dec	Study day					
	Dec 6-10		Finals Week					
	Wed-F2F	7-Dec	FINAL EXAM 2:45 - 4:45 PM					

				* all scheduled Quizzes are online					
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