



ADAR 3220: Applied Project Analytics Syllabus

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Fall, 2025

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Office Hours: by appointment

Office: FRLD 353 .

Class Time: Tue-Thu 11:00 am - 12:20 pm

Class Room: FRLD 400

Course Description

This course will cover the key basic concepts from a range of disciplines including finance, managerial and financial accounting, and project accounting. The concepts will cover discounted cash flows, net present value, cost of capital, sensitivity analyses, risk (expected monetary value, decision tree analysis,) account statements, balance sheets, ratio analysis, liability and asset identification, cost management, project monitoring, earned value management, and cost recognition approaches. The course objective is to provide students with an understanding of tools, techniques, and practices in business to strengthen their project managing skills. The course will help students to develop skills in business research and strategy, portfolio and project alignment,

and equip them with fundamental knowledge required for entrepreneurship.

Prerequisites

Prerequisite(s): None Co-requisite(s): None

Course Learning Outcomes

At the end of the course, you should:

1. Identify elements of basic financial & accounting statements & documents
2. Articulate the relationship between risk and project monitoring and control
3. Demonstrate strategies to conduct business research and assess operational efficiency
4. Develop and evaluate a balanced score card approach to company's financial health and sustainability
5. Apply ethical business practices to a global & dynamic business landscape

Required Courseware & Materials

In order to promote accessibility and affordability, all the textbooks referred here are not required to purchase. We will be using curated content and the following are an excellent source for studying.

- **M: Finance** (with McGraw-Hill Connect) by Maria Cornett, Troy Adair and John Nofsinger. Published by McGraw-Hill.
- **Accounting: What the Numbers Mean** by David Marshal, Daniel Viele and Wayne McManus. Publisher: McGraw-Hill.
- **Canvas** (<https://unt.instructure.com/login/ldap>): The lecture notes, quizzes, all of the exams and other material will be posted on Canvas so please make sure you keep up and check Canvas often.
- **Microsoft Excel**, installed in computer labs and available to download (Office 365) at <https://aits.unt.edu/support/office365apps>.
IF YOU ARE LESS FAMILIAR WITH EXCEL:
Any Excel Primer – Any Excel reference that covers basic excel functions material. Also, check LinkedIn Learning (you have an account as a UNT student) for short courses on excel. Any youtube video about spreadsheet basics should work as well.

Course General Guidelines

Acceptable Student Behavior:

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to remove inappropriate comments and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.unt.edu/csrr

Code of Student Conduct

All persons shall adhere to the Code of Student Conduct regarding academic dishonesty, including acts of cheating and plagiarism. See 18.1.16 Student Standards of Academic Integrity.

"Cheating. The use of unauthorized assistance in an academic exercise, including but not limited to:

- use of any unauthorized assistance to take exams, tests, quizzes or other assessments
- dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems or carrying out other assignments
- acquisition, without permission, of tests, notes or other academic materials belonging to a faculty or staff member of the University
- due submission of a paper or project, or re-submission of a paper or project to a different class without express permission from the instructor
- any other act designed to give a student an unfair advantage on an academic assignment.

Plagiarism

Use of another's thoughts or words without proper attribution in any academic exercise, regardless of the student's intent, including but not limited to:

- the knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgement or citation.
- the knowing or negligent unacknowledged use of materials prepared by another person or by an agency engaged in selling term papers or other academic materials." (Policies of the University of North Texas, 2012, Section 18.1.16, pg. 3-4).

Rules for citing quotes and ideas can be found in the Publication Manual of the American Psychological Association, 6th edition. Please note: Intentionality is not an issue with regard to plagiarism. Even if a student plagiarizes without intending to do so, it is still considered plagiarism and will result in the appropriate consequences. Students are urged to review the parameters and provisions of plagiarism to avoid any potential plagiarism issues.

Punishments for cheating or plagiarism range from a grade of **ZERO** points on the assignment in question to failure of the course. You can find additional information on the University policy regarding plagiarism and academic dishonesty at [UNT Student Academic integrity](#)

AI statement

I do not discourage the use of such AI resources to inform yourself about the field, to understand the contributions that AI can make, and to help your learning. However, keep the following three principles in mind: (1) An AI cannot pass this course; (2) AI contributions must be attributed and edited for accuracy; (3) The use of AI resources must be open and documented. Therefore, if you use generative AI, you must provide a brief explanation of how it was used. This explanation should include the name of the AI tool, a concise description of its contribution, and references if applicable.

Assessment

This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course:

Grading Structure

1 Midterm	250 pts
1 Final exam	250 pts
10 Assignments	200 pts (20 points each)
1 Semester project	250 pts
Attendance & Participation	50 pts
TOTAL	1,000 points
<i>attendance</i>	Required to be eligible for grade: maximum 3 absences allowed
<i>extra-credit</i>	20 pts for perfect attendance 5 pts for completing syllabus quiz <i>tbd</i> pts for SPOT evaluation

- **Midterm Exam and Final Exam:** There will be one midterm exam and one final exam. Exam questions will be mostly multiple choice, with some short answers and fill in the blanks. The exam will be organized in Canvas and may be held in person or remotely, depending upon the instructor's discretion. Final exam will not be cumulative. See the schedule for due dates.
- **Assignments:** There are a total of 10 assignments. They will be required to be submitted or completed in Canvas. See the schedule for due dates. Please follow the due by deadlines for submissions to receive credit.

- **Semester Project Presentation:** You will be required to write a report and make a presentation in the classroom on a project that you will undertake during the semester. See the schedule for due date. **Note:** The in-class presentations are formal presentations and require a smart casual or professional business attire and behavior.
- **Letter Grades:** If you achieve the following thresholds, you are guaranteed to receive the letter grade listed next to them:

≥ 900	\rightarrow A
≥ 800	\rightarrow B
≥ 700	\rightarrow C
≥ 600	\rightarrow D
< 600	\rightarrow F

University and School Policies and my course learning mindset

- **DIVERSITY & INCLUSION:** As members of the UNT community, we have all made a commitment to be part of an institution that respects and values the identities of the students and employees with whom we interact. UNT does not tolerate identity-based discrimination, harassment, and retaliation so we will work as a class to collaborate in ways that encourage inclusivity. Although disagreements and debates are encouraged, personal attacks are unacceptable. Together, we can ensure a safe and welcoming classroom for all.
- **CAREGIVER RESPONSIBILITIES:** I have great respect for students who are balancing their pursuit of education with the responsibilities of caring for children or other family members. If you run into challenges that require you to miss a class, or if your caregiving responsibilities are interfering with your ability to engage in learning, please contact me. There may be some instances of flexibility we can offer to support your learning.
- **STAY INFORMED:** Access regularly the course material posted on Canvas. If you feel that you are struggling with the material, please contact me.
- **COMPLAINTS:** I value the many perspectives students bring to our classroom. Please work with me to create a classroom culture of open communication, mutual respect, and inclusion. All discussions should be respectful and civil. If you ever feel like this is not the case, please stop by my office and let me know. We are all learning together. If you wish to register a complaint, you should first discuss your complaint with me. If you wish to carry it further, contact the program director and then other instances in the College, but only after first discussing it with your instructor.
- **EXAMS:** Even though exams are stressing, you are perfectly capable of solve them successfully. If you are under extenuating circumstances please reach out to me as soon as possible to receive support. I normally require written requests to fulfill UNT regulations. We can then discuss alternative arrangements.
- **LEARNING SUPPORT:** I'm here for you. My aim is to facilitate your learning process. Please do not hesitate to ask questions to me, (the professor, Dr. Palao). I will answer to

your questions as quick as possible if you email me. Sometimes, similar questions may be raised by some of you, so in those cases I will post an announcement in Canvas to make sure everyone has the information. So, when you ask a generic question, others can benefit from your question. Since we do meet in person in-class questions are critical, because questions are automatically available to everyone in the classroom.

- **WITHDRAWING / DROPPING THE COURSE:** Keep in mind that if you are considering to withdraw the class, make sure you received all the possible support before. If you still feel necessary to do so, please check the academic calendar for properly withdraw before the scheduled last drop day. If you stop attending class, you should execute the drop procedure since failure to do so will result in a grade of "F" which cannot be changed.
- **ACADEMIC INTEGRITY:** This course adheres to the UNT policy on academic integrity. The policy can be found at <https://vpaa.unt.edu/fs/resources/academic/integrity>. Remember that if you engage in academic dishonesty you will receive a failing grade on the test or assignment, or a failing grade in the course. In addition, the case may be reported to the UNT Dean of Students/Academic Integrity Office, which maintains a database of related violations. Students are expected to read <https://policy.unt.edu/policy/06-003> UNT's Student Standards of Academic Integrity with defines academic dishonesty and sets out the consequences of unethical behavior.
- **STUDENTS WITH DISABILITIES:** The New College complies with the Americans with Disabilities Act (ADA) in making reasonable accommodations for qualified students with disability. If you have an established disability you should register with the Office for Disability Accommodation (ODA) and receive further instructions. Please see contact me as soon as possible if you have any questions.
- **DEADLINES:** Dates of drop deadlines, final exams, etc., are published in the university catalog and the schedule of classes. Please be sure you keep informed about these dates.
- **SPOT:** The Student Perceptions of Teaching (SPOT) is a requirement for all organized classes at UNT. This short Web-based survey will be made available to you at the end of the semester/session, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from students, as I work to continually improve my teaching. I consider SPOT to be an important part of your participation in this class.
- **INCOMPLETE GRADE (I):** The grade of "I" is not given except for rare and very unusual emergencies, as per University guidelines. An "I" grade cannot be used to substitute your poor performance in class. Do not let that happen and contact me as soon as possible!
- **CAMPUS CLOSING:** In the event of an official campus closing, please check your UNT e-mail for instructions on how to turn in assignments, how the due dates are modified, etc.

Schedule and weekly learning goals

The description and timelines contained in the syllabus are subject to change at Professor's discretion based on the group learning's pace or other events that may impact the current schedule.

It is meant to be a guide and several items are subject to change. Exams may be moved in time & will be announced. I STRONGLY recommend that you adhere to the schedule below. This way, you should progress at a reasonable, sustainable pace. You will also be able to keep up with the deadlines.

Schedule and weekly learning goals

Main Topic	Week	Dates	Sub Topics	Dues Assignments, Cases, & Exams
Course Overview	Week 1	19 Aug	Course Intro & Syllabus	
		21 Aug	L1. What is project analytics? Overview	Syllabus Quiz
Basics of Financial Accounting	Week 2	26 Aug	L.1.1 Accounting Principles GAAP	
		28 Aug	L.1.1 Accounting Principles Recording Business Transactions	Assignment 1
	Week 3	2 Sept	L.1.2 Statements -1 Balance Sheet	
		4 Sept	L.1.2 Statements - 1 Income statement	
	Week 4	9 Sept	L.1.2 Statements - 2 Cashflows	
		11 Sept	L.1.2 Statements - 2 Owners Equity	Assignment 2
	Week 5	16 Sept	L.1.3 Inventories Inventory accounting	
		18 Sept	L.1.3 Inventories Inventory accounting	Assignment 3
	Week 6	23 Sept	L.1.4 Accounting Time Value Amortization	
		25 Sept	L.1.4 Accounting Time Value Depreciation	Assignment 4

Schedule, weekly topics and assignment/exam dues (Cont.)

Main Topic	Week	Dates	Sub Topics	Dues Assignments, Cases, & Exams
Financial Accounting	Week 7	30 Sept	L.1.5 Registering Transactions Quickbooks Setup	
		2 Oct	L.1.5 Registering Transactions Quickbooks Navigation	Assignment 5
	Week 8	7 Oct	<i>Review before midterm</i>	
		9 Oct	MIDTERM (in-class)	
Financial Management & Project Financial Planning	Week 9	14 Oct	L.2.1 Intro to Financial Mngmt Financial Function Business Organization	
		16 Oct	L.2.1 Intro to Financial Mngmt Firm goals Financial Markets & The Firm	Assignment 6
	Week 10	21 Oct	L.2.2 Financial Statements - 1 Liquidity Ratios	
		23 Oct	L.2.2 Financial Statements - 1 Asset Management Ratios	
	Week 11	28 Oct	L.2.3 Financial Analysis - 2 Debt Management Ratios Profitability Ratios	
		30 Oct	L.2.3 Financial Analysis - 2 Market Value Ratios Other Ratios	Assignment 7
	Week 12	4 Nov	L.2.4 Time Value of Money Cash Flow Values Future and Present Value	
		Wed 6 Nov	L.2.4 Time Value of Money Net Present Value Compute Interest Rate	Assignment 8

Schedule, weekly topics and assignment/exam dues (*Cont.*)

Main Topic	Week	Dates	Sub Topics	Dues Assignments, Cases, & Exams
Financial Management & Project Financial Planning	Week 13	11 Nov	L.2.5 Earned Value Management Planned Value (PV) Earned Value (EV) Actual Cost (AC)	
		13 Nov	L.2.5 Earned Value Management Cost Variance (CV) Schedule Variance (SV) Cost Performance Index (CPI) Schedule Performance Index (SPI)	Assignment 9
	Week 14	18 Nov	L.2.6 Project Risk Assessment Capital budgeting decisions Payback analysis	
		20 Nov	L.2.6 Project Risk Assessment Internal Rate of Return Profitability Index	Assignment 10
Wrapping Up	Week 15	25 Nov	FALL BREAK - No Classes!	
		27 Nov	Work on your Project	
	Week 16	2 Dec	Project presentations	
		4 Dec	Project presentations	Project Report
		9 Dec	FINAL EXAM (<i>in-class</i>)	