MGT6145. 21 Foundations of Project Delivery
Spring 2023
Location: Frisco Center

PROFESSOR INFORMATION:
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COURSE INFORMATION:
MGT6145. 21 Foundations of Project Delivery
Level: Graduate
Beginning Date of Session: Saturday, March 9, 2024
Ending Date of Session: Thursday, May 16, 2024
The first class meeting is **March 9, 2024**, in **Room F1 (Frisco Center)**

All Monday-Thursday lecture classes begin promptly at 6:30 p.m.
All Saturday lecture classes begin promptly at 8:30 a.m.

COURSE PREREQUISITES:
None

TEXTBOOK(S) AND REQUIRED MATERIALS:
Title: Project Management Institute (PMI) – Student Membership
Note: See the PMI Student Membership webpage at https://www.pmi.org/membership/student for more information and to purchase your membership

Title: Project Management Fundamentals.
Author: Shelly Morris
Publisher: Seneca College. Licensed under CC 4.0.
Year Published: 2021
Edition: 1st
ISBN: Licensed under CC 4.0.
Availability: https://pressbooks.senecacollege.ca/projectmanagementfundamentals

Amberton University has an agreement with eCampus.com to provide a full-service online bookstore to students. The Amberton University Virtual Bookstore is accessible through the University's website, www.Amberton.edu. There is also a bookstore link in the Student Portal.

The AU Virtual Bookstore provides an easy to use interface, online buyback of books, and same day shipment of most titles with an average delivery time of 2-3 days depending on the student's location. Textbook options include new, used, rental, and electronic media as available.

Since no books are sold on campus, students should plan accordingly and purchase their books in advance of the first day of class, allowing time for shipping. Be certain you are enrolled in the course before purchasing your book(s). All textbook information (Title, Author, ISBN, etc.) is available in course syllabi so students can shop competitively. Most textbooks can be purchased from many different textbook vendors. Some textbooks may only be available on the University's Virtual Bookstore. Students should be careful to obtain the exact resource(s) required for the course.

APA Requirement
APA (American Psychological Association) style is most commonly used to cite sources within the social sciences. This resource, revised according to the 7th edition, offers examples for the general format of APA research papers, in-text citations, endnotes/footnotes, and the reference page. For more information, please consult the Publication Manual of the American Psychological Association, (7th ed.). All coursework at Amberton University will comply with the standards contained in the APA Publication Manual.

 COURSE COMPETENCIES:
The following represents the course competencies for this class. Competencies are equivalent for all lecture and distance learning courses. Following each competency is the assignment used to gain mastery of this area of study.

This course provides the student with an opportunity to acquire practical knowledge of project approaches, models, and artifacts for effective and efficient project value delivery. In this course, students demonstrate the ability to integrate and utilize project management knowledge through the selection and completion of case studies, discussion forums, and presentations. Students apply project management skills of developing and presenting project justification, development approach, requirements management, delivery models, and other project management artifacts that describe projects as value delivery systems.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

1. Understanding universal ethical principles as applicable in the application of Project Management in society.
2. Defining how projects deliver value for business and society.
3. Integrating project management principles as foundational guidelines for project strategy, decision making, and problem solving.
4. Discussing strategic planning in projects, programs, and project portfolios.
5. Tailoring project models, methods, and artifacts.
6. Defining project scope and planning project delivery and deliverables.
7. Integrating project development approach and value delivery life cycles (predictive, adaptive, and hybrid).
8. Planning for stakeholder communication and information distribution.
9. Applying the processes, tools, and techniques necessary to complete project work.
10. Discussing the importance of systematically observing and measuring project performance.
11. Developing and presenting effective measurement progress and performance of projects.
12. Discussing the importance and integration of team culture, performance, and leadership.
13. Creating a valid and reliable method for addressing project management uncertainty and complexity.

COURSE POLICIES:
Students are expected to complete and submit written assignments on the assigned due date. Any assignment submitted late (**regardless of circumstances**) will be assessed a 10% penalty and a 10% penalty for each additional week the assignment is late. For example, if an assignment is submitted 1 week late, a 20% late penalty will be applied to the grade earned. Exceptions will be considered case-by-case only in the event of unexpected catastrophic events. Specific assignment due dates and other requirements are listed in the assignment details. There are no extra-credit assignments.

Student's Responsibilities
This syllabus contains information, policies, and procedures for a specific course. By enrolling, the student agrees to read, understand, and abide by the policies, rules, regulations, and ethical standards of Amberton University as contained in the current university catalog and schedule of classes.

Attendance Policy:
Regular and punctual class attendance and engagement is expected at Amberton University. In case of an absence, it is the student's responsibility to contact the professor as soon as possible. If a student intends on withdrawing from a course, it is the student's responsibility to follow the university's policy on formally withdrawing from a course. **Ceasing to attend classes does not constitute an official withdrawal.**

Attendance in a lecture course is defined as punctual arrival to, and engagement in, a full lecture session. A Student in a lecture course missing more than 20% (two class periods for weekday classes or one class period for Saturday classes) of the class meetings may be assigned a grade of an "F" or withdrawn at the discretion of Amberton University.

Attendance in a distance learning course is defined as active participation in the weekly online class sessions. "Active participation" can be defined as: submitting an academic assignment, taking an exam, engaging in an interactive tutorial, participating in an online discussion forum (or chat session), or initiating (or responding to) a communication with a faculty member about an academic assignment or the subject matter of the course. A student not meeting these requirements may be assigned a grade of an "F" or withdrawn at the discretion of Amberton University.

Plagiarism Policy
Plagiarism is the presentation of someone else's work as though it were your own. If you use another person's words, ideas, or information; or if you use material from an outside source – whether a book, magazine, newspaper, business publication, broadcast, speech, or electronic media – you must acknowledge that source. Plagiarism is a violation of the University's code of student ethical conduct and is one that is taken seriously. Amberton University operates on an honor system; therefore, honesty and integrity are essential characteristics of all who are associated with the institution. All Amberton students are expected to abide by the honor system and maintain academic integrity in all their work. Amberton University and its instructors monitor student work for plagiarism and reserve the right to submit such work to technology-based plagiarism detection services and applications at any time.

Self-plagiarism means reusing work that you have already published or submitted for a class. It can involve:
- Resubmitting an entire paper
- Copying or paraphrasing passages from your previous work

Self-plagiarism misleads your readers by presenting previous work as completely new and original. Students may not submit the same paper in substance in two or more classes without prior written permission of the instructors involved.

Amberton University students who use Artificial Intelligence (AI) generated content must adhere to the following policies:

Originality: Students must avoid presenting AI generated content as their own original work. It is essential to acknowledge the involvement of AI in the content creation process in order to maintain academic and ethical standards.
Paraphrasing: When using AI generated content, students must rephrase and/or modify the generated text. Paraphrased AI generated content should also be properly cited.
Acknowledgement: When using AI generated content in any assignment, proper credit must be given to the AI system that generated the content. https://apastyle.apa.org/blog/how-to-cite-chatgpt

Students agree that by taking this course, all required assignments may be subject to submission for a textual similarity review to Turnitin.com for the detection of plagiarism and self-plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism in future papers. Use of Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com website.

Turnitin is a writing improvement and plagiarism prevention tool which uses special algorithms, to compare text-based student submissions to the Turnitin database and other online sources. Turnitin produces a detailed **similarity report** that can be customized and viewed by instructors and students.

Turnitin "Draft Coach" is a Google based add-on to Turnitin which supports students in developing high-quality academic writing; and serves as an integrity coach. Draft Coach helps address errors and improve the quality of student's writing by highlighting grammar mistakes, identifying incorrectly cited sources, and scanning for similarity across several databases. By providing formative feedback on how to address citation issues,

incorrect grammar, and matches with the Turnitin database, Draft Coach provides explanations to help students become more confident writers, capable of producing higher quality work both in academics and in the workplace.

COURSE DELIVERY METHODOLOGY:
This course is offered as a Lecture/Classroom course. This course requires that students meet at a designated time in the classroom.

There will be in-class and online discussions, reading assignments, and presentations of student work. In addition to classroom activities, this course also utilizes Amberton's Moodle course/learning management system for assignments and grade book management.

COURSE OUTLINE AND CALENDAR:

Week	Topic	Assignment	Competencies Covered	Due Date
Week 1: March 9, 2024 – March 17, 2024	Welcome and Introductions Course Expectations Understanding universal ethical principles as applicable in applying Project Management in society. Introduction to the PMBOK® Guide (7th edition) and The Standard for Project Management	Readings: Text: Project Management Fundamentals: Overview and Preface Text: Project Management Fundamentals: Chapter 1 – Introduction Text: The Standard for Project Management (7th edition): Chapter 1 Text: PMBOK® Guide (7th edition): Chapter 1, Appendix 5 Text: Process Groups: A Practice Guide: Chapters 1, 3 Project Ethics Article/Video/Case Study	1	
		Week 1 – Class Meeting: Room F1 @ Frisco Center Campus		*6:30 – 9:30 PM USCT Monday of Week 1*
		Course Expectations Acknowledgement		*Due Sunday of Week 1*
		Forum Activity - Welcome & Introductions		*Initial response due Thursday of Week 1, response to others due*

				Sunday of Week 1
		Forum Activity - Ethical Principles of Project Management in Society.		*Initial response due Thursday of Week 1, response to others due Sunday of Week 1 of Week 2*
Week 2: March 18, 2024 – March 24, 2024	Defining how projects deliver value for business and society. Integrating project management principles as foundational guidelines for project strategy, decision-making, and problem-solving.	Readings: Text: Project Management Fundamentals: Chapter 2 - Project Selection Text: Project Management Fundamentals: Chapter 4 - Project Initiation Text: The Standard for Project Management 7th Edition: Chapters 2 & 3 Text: PMBOK® Guide (7th edition): Sections 2.1, 2.3, 2.4, 4.6 Text: Process Groups: A Practice Guide: Chapter 2, Section 4.1 Project Management Articles/Video/Case Study/Webinar	2	
		Week 2 – Class Meeting: Room F1 @ Frisco Center Campus		*6:30 – 9:30 PM USCT Monday of Week 2*
		Forum Activity - Key Concepts & Principles of Project Delivery		*Initial response due Thursday of Week 2, response to others due Sunday of Week 2*
		Week 2 - Knowledge Check Quiz		*Due Saturday of Week 2*

Week 3: March 25, 2024 – March 31, 2024	Strategic planning in projects, programs, and project portfolios. Planning Integration Planning for stakeholder communication and information distribution. Planning Project Scope	Readings: Text: Project Management Fundamentals: Chapter 5 - Planning, Sections 5.0, 5.1, 5.3 Text: PMBOK® Guide (7th edition): Chapter 3 Text: Process Groups: A Practice Guide: Sections 1.9, 3.4, 4.2, 5.1-5.5 Project Management Articles/Video/Case Study/Webinar	4, 8	
		Week 3 – Class Meeting: Room F1 @ Frisco Center Campus		*6:30 – 9:30 PM USCT Monday of Week 3*
		Week 3 Forum Activity - Planning in Traditional, Adaptive, & Hybrid Project Environments		*Initial response due Thursday of Week 3, response to others due Sunday of Week 3*
		Week 3 - Knowledge Check Quiz		*Due Sunday of Week 3*
Week 4: April 1, 2024 – April 7, 2024	Tailoring Project Models, Methods, and Artifacts. Planning the Schedule Planning Cost Planning Procurements & Procurement Management	Readings: Text: Project Management Fundamentals: Chapter 5 - Planning, Sections 5.3, 5.4, 5.5. 5.7 Text: PMBOK® Guide (7th edition): Chapters 3 & 4 Text: Process Groups: A Practice Guide: Sections 5.6-5.10; 5.11-5.13; 5.23 Project Management Articles/Video/Case Study/Webinar	4, 5	

		Week 4 – Class Meeting: Room F1 @ Frisco Center Campus		*6:30 – 9:30 PM USCT Monday of Week 4*
		Week 4 Forum Activity - Schedule & Cost Development and Estimating		*Initial response due Thursday of Week 4, response to others due Sunday of Week 4*
		Week 4 - Knowledge Check Quiz		*Due Sunday of Week 4*
Week 5: April 8, 2024 – April 14, 2024	Defining project scope and planning project delivery and deliverables. Planning project resources Planning Quality Planning Risk	Readings: Text: Project Management Fundamentals: Chapter 5 - Planning, Sections 5.3, 5.6, 5.8 PMBOK® Guide (7th edition): Section 2.4 Process Groups: A Practice Guide: Sections 5.14; 5.15-5.16; 5.18-5.23 Project Management Articles/Video/Case Study/Webinar	6	
		Week 5 – Class Meeting: Room F1 @ Frisco Center Campus		*6:30 – 9:30 PM USCT Monday of Week 5*
		Week 5 Forum Activity - Project Quality, Resource, and Risk Management Planning		*Initial response due Thursday of Week 5, response to others due Sunday of Week 5*
		Week 5 - Knowledge Check Quiz		*Due Sunday of Week 5*
Week 6: April 15, 2024 – April 21, 2024	Integrating project development approach and value delivery life cycles (predictive, adaptive, and hybrid). Project Work Performance	Readings: Text: Project Management Fundamentals: Chapter 6 - Project Execution, Sections 6.0, 6.2	7	

	Stakeholder Management Executing Communications Management	Text: PMBOK® Guide (7th edition): Sections 2.5 & 2.6 Text: Process Groups: A Practice Guide: Sections 6.1, 6.2, 6.10 Project Management Articles/Video/Case Study/Webinar		
		Week 6: Discussion – Integrating Project Development Approach & Value Delivery Life Cycles		*Initial post due Thursday of Week 6 replies due Sunday of Week 6*
		Week 6 – Class Collaboration Zoom Meeting		*6:30 PM USCT Monday of Week 6*
		Week 6 - Knowledge Check Quiz		*Due Sunday of Week 6*
Week 7: April 22, 2024 – April 28, 2024	Applying the processes, tools, and techniques necessary to complete project work. Integration of team culture, performance, and leadership. Executing Quality Management Executing Procurement Management	Readings: Text: Project Management Fundamentals: Chapter 6 - Project Execution, Sections 6.0, 6.1, 6.3 Text: Project Management Fundamentals: Chapter 3 - Project Organization Structures and Organizational Culture Text: PMBOK® Guide (7th edition): Sections 2.5 & 2.6 Text: Process Groups: A Practice Guide: Sections 3.3; 6.3; 6.4-6.6; 6.9 Project Management Articles/Video/Case Study/Webinar	7, 9	
		Week 7 – Class Meeting: Room F1 @ Frisco Center Campus		*6:30 – 9:30 PM USCT Monday of Week 7*

		Week 7 Forum Activity - Project Work & Value Delivery Performance in Traditional, Adaptive, & Hybrid Project Environments		*Initial response due Thursday of Week 7, response to others due Sunday of Week 7*
		Week 7 - Knowledge Check Quiz		*Due Sunday of Week 7*
Week 8: April 29, 2024 – May 5, 2024	The importance of systematically observing and measuring project performance. Monitoring and Controlling Scope Monitoring and Controlling project schedules Monitoring and Controlling Cost Monitoring and Controlling Procurements	Readings: Text: Project Management Fundamentals: Chapter 7 - Monitoring and Controlling Text: PMBOK® Guide (7th edition): Section 2.7 Text: Process Groups: A Practice Guide: Sections 7.1; 7.4--7.6; 7.11 Project Management Articles/Video/Case Study/Webinar	10	
		Week 8 – Class Meeting: Room F1 @ Frisco Center Campus		*6:30 – 9:30 PM USCT Monday of Week 8*
		Week 8 Forum Activity - The Importance of Systematically Observing and Measuring Project Performance		*Initial response due Thursday of Week 8, response to others due Sunday of Week 8*
		Week 8 - Knowledge Check Quiz		*Due Sunday of Week 8*
Week 9: May 6, 2024 – May 12, 2024	Developing and presenting effective measurement progress and performance of projects. Valid and reliable methods for addressing project management	Readings: Text: Project Management Fundamentals: Chapter 7 - Monitoring and Controlling Text: Process Groups: A Practice Guide:	11, 13	

		uncertainty and complexity.	Sections 7.8-7.10, Chapter 8 Project Management Articles/Video/Case Study/Webinar		
		Week 9 Forum Activity - Monitoring and Controlling Value Delivery in Traditional, Adaptive, & Hybrid Project Environments			*Initial response due Thursday of Week 9, responses due Sunday of Week 9*
		Week 9 - Knowledge Check Quiz			*Due Sunday of Week 9*
		Knowledge Check – Quiz 9			*Due Sunday of Week 9*
Week 10: May 13, 2024 – (Thursday) May 16, 2024	Course Retrospective	Readings PMBOK® Guide (6th edition): Part 1 Section 4.7; Part 2 Chapter 6	1, 3, 16		
		Week 10 – Class Meeting: Room F1 @ Frisco Center Campus			*6:30 – 9:30 PM USCT Monday of Week 10*
		Week 10 Forum Activity - Importance of Retrospective Reflection on Projects			*Due Thursday of Week 10 (**Last Day of the Session.**)*
		Week 10 Forum Activity - Course Retrospective			*Due Thursday of Week 10 (**Last Day of the Session.**)*
Graduation May 24, 2024					

GRADING CRITERIA:

Assignment	% of Grade
Class Attendance / Collaboration	10%
Discussions	45%
Knowledge Check Quizzes	45%
Total	100%

Graduate
92 – 100   A

82 – 91	B
72 – 81	C
62 – 71	D
Below 62	F

GRADE NOTIFICATION AND INSTRUCTOR FEEDBACK:
Each assignment/exam submitted will be reviewed, graded, and returned to the student in a timely manner, along with appropriate commentary.

Final grades are processed approximately one week after the last day of the session and may be located in the My Grades section of the online registration portal as well as being emailed to the student's Amberton University email. Amberton University staff will not release grades over the phone. University instructors will not leave a message with comments or grades in any type of media that is not secure.

For questions regarding grades after the semester has ended, students should use their email account and contact the instructor at the faculty email address as provided above in *Professor Information* area.

Incomplete Grades
An "I" (incomplete grade) is given at the discretion of the professor and may be given only when an emergency or illness prevents the student from completing course requirements. Should an "I" be granted, the student has 30 days from the end of the session to complete the conditions of the incomplete. An "I" which is not properly removed within 30 days following the session enrolled will become an "F" grade.

How to Withdraw From a Course
To be official, the class withdrawal must be in writing and signed by the student requesting the withdrawal; no withdrawal is accepted verbally. Please review the "Schedule of Classes" for procedures for class changes or withdrawals and the refund policy and schedule.

COURSE COMMUNICATIONS:
This course is offered as a lecture course; however, several technological options are available to faculty and students that can enhance communication both during the session and after the session has ended. The **Student Portal** is the gateway to email, Remote Research and General Tools. The Student Portal may be accessed through a link on the University's website, http://www.Amberton.edu, or at http://apps.Amberton.edu.

After selecting the "Student Portal" link, you will be prompted for a Username and Password. Use your assigned **username and password** (AUID) as described below:

Username = your capitalized firstname **initial**+lastname+last 3 digits of your SSN.

> * Use your name exactly as it is listed on the University's records, including any suffixes or hyphenations, such as Jr, Sr, or II, as a part of your username.

> For example: James Jones, Jr.   SSN: 123-45-6789
> Username: JJonesJr789

Password = your Amberton University ID# (AUID) **including the dashes**

> For example: 04-999-999

Once your login has been validated, you may select from a variety of menu options, including online course materials, email access, Remote Research, General Tools, all Syllabi, and Research Tutorials.

Email Communication
Each student enrolled is assigned an Amberton email account, which gives the student access to the Amberton email system (my.Amberton.edu). This email account is provided by Google Apps for Education.

Students are encouraged to check their email regularly for University news, notices, and to communicate with instructors.

The student's assigned email address would be Username@my.Amberton.edu

   Example: LJones-Smith789@my.Amberton.edu

The student Username is determined by:

   firstname initial+lastname+last 3 digits of student ssn.

   For example: Linda Jones-Smith SSN: 123-45-6789
   Email Address = LJones-Smith789@my.Amberton.edu

Students will be prompted for a Username and Password when accessing their email account. Use the Username portion of the email address as the username (Example: LJones-Smith789) and your Amberton ID# (including the dashes) as the password.

If you already have a Google Gmail account, you might be prompted to add this account to your current settings. Click 'Yes' and you will be logged into your my.Amberton.edu email account. It will be a separate email account from your personal Gmail account.

If you need assistance with your email account, please visit https://support.google.com/mail

(**Lecture Faculty utilizing the Moodle system must use the below paragraph, otherwise delete this section entirely**.)
The Amberton University Moodle Website
 Students enrolled in this course will also be using the Moodle Learning Platform, with access available through the Student Portal or by going to: http://moodle.Amberton.edu

 For those utilizing Moodle for the first time, the **username and password** for the Moodle Learning Platform will be emailed to the student's email account prior to the start of the course. For those returning to Moodle who do not remember their username and password, click on the link "*Forgotten your username or password*" available on the Moodle log in page (http://moodle.Amberton.edu). Otherwise use the same username and password as previous session.

 Moodle Tutorial:
 Upon successful log in and access to the Moodle learning platform, there is a *Student Moodle Tutorials* course available, to learn about the basics of Moodle. Simply click on the link for the *Student Moodle Tutorials* and read through the various learning topics: Navigating; Communicating; Assignments & Exams; Grades; and Student Resources.

INSTRUCTOR/COURSE EVALUATION:
Each session, all Amberton students are requested to evaluate their courses. The evaluation process is an important one and provides students with an anonymous and confidential way to give meaningful feedback to the University. Summary information and comments are provided to faculty after the close of the session. Students' identities are not disclosed.

Students will be notified through the Amberton email system of the Course Evaluation procedures. Usually, the evaluations take place in class during week 9 of the session. Please take advantage of this opportunity and participate in the evaluation process.

RESEARCH RESOURCES:
The Library provides access to full-text, and peer reviewed articles, and digital research tools. Students can search Library holdings through the online catalog and databases search engines available on the Library website or browse the physical library space and holdings located at the Garland campus.

Research items not contained in the Amberton Library collection can be located through interlibrary Loan (ILL) or through the TexShare program with the help of the Library staff. Students with questions about available services, resources, or research, may contact the Library via email at Library@amberton.edu.

RESEARCH ACCESS:
Databases can only be accessed by authorized users, and students at Amberton must enter their Amberton ID credentials-same as Moodle login-to gain access when off-campus. Use an Amberton website, such as the University site (Amberton.edu) or the library site (Library.amberton.edu) to find links to databased and digital books. Online resources are available all day, every day.

Library Live Chat Feature
Library staff are available to assist students with research problems or questions during Library hours through a live online chat feature, telephone, email, "How-to" videos, or in person. The library telephone is (972-279-6511 ext. 185. You can email questions to library@amberton.edu or visit the library in person on the Garland campus for assistance.