

AMBERTON UNIVERSITY
e-COURSE SYLLABUS

MGT4503.E1 Project Uncertainty & Value Delivery
Spring 2025

PROFESSOR INFORMATION:

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COURSE INFORMATION:

MGT4503.E1 Project Uncertainty & Value Delivery
Level: Undergraduate
Beginning Date of Session: Saturday, March 15, 2025
Ending Date of Session: Thursday, May 22, 2025

Student access available to the Student Portal: Saturday, March 15.

Students enrolled in distance learning courses are not assessed any additional fees for security or identity verification.

COURSE PREREQUISITES:

None

TEXTBOOK(S) AND REQUIRED MATERIALS:

Title: A Guide to the Project Management Body of Knowledge: PMBOK (®) Guide
Author: Project Management Institute
Publisher: Project Management Institute
Year Published: 2021
Edition: 7th
ISBN: 13: 9781628256642

NOTE: this course requires Project Management Institute (PMI) Student membership (currently \$32), which includes full student access to the above publication, as well as additional reference materials used within this class. See the PMI Student Membership webpage at <https://www.pmi.org/membership/student> to enroll.

Title: Project Manager's Spotlight on Risk Management
Author: Kim Heldman
Publisher: Jossey-Bass
Year Published: 2005
Edition: 1st
ISBN: 13: 9780782144116
Price: Available at <http://amberton.ecampus.com>

OPTIONAL

Title: Publication Manual of the American Psychological Association
Author: American Psychological Association
Publisher: American Psychological Association
Year Published: 2020
Edition: 7th
ISBN: 13: 9781433832161
Price: Available at <http://amberton.ecampus.com>

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 the 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.

The course presents risk and time management concepts as processes to improve the likelihood of a project's successful and timely completion. The student will learn quantitative and qualitative techniques to assess project risk, how to mitigate and control risk and how to more effectively communicate the cost savings benefits of risk management to project sponsors and project team members. In addition, the student will learn about techniques to estimate, schedule and control project activities using PERT, CPM and other methods. The course adds new concepts and methods to those learned in previous project management courses, and integrates and expands the risk and time management processes using case studies, exercises and real world experiences. Class material will include, but not be limited to, topics emphasized by the Practice Management Institute and its certification exam.

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

1. Discussing ethical decision making and moral leadership in the project uncertainty and delivery domains.
2. Defining and discussing the uncertainty and delivery management processes.
3. Distinguishing among and identifying various types of uncertainty.
4. Understanding uncertainty management techniques.
5. Discussing, quantifying, and prioritizing uncertainty affecting the likely outcomes of a project.
6. Understanding methods and tools to manage project uncertainty, ambiguity, complexity, and volatility.
7. Discussing techniques to implement and monitor an outgoing schedule control process for the purpose of responding to unplanned changes.
8. Understanding methods for performance measurement within the delivery domain including adaptive, predictive, and hybrid models.
9. Understanding key approaches to manage key project outcomes.
10. Understanding and developing project estimation tools and techniques.
11. Understanding and developing project delivery tools and techniques.

COURSE POLICIES:

DO NOT plagiarize in any way. Any student that plagiarizes, regardless of intent, will receive a zero for the assignment. Academic honesty is highly valued at Amberton University. A student must always submit work that represents his or her original words or ideas. Review the section herein that discusses Academic Honesty/Plagiarism.

- Plagiarism can be described as, but is not limited to the following examples:

- Having a tutor or friend complete a portion of your assignments
- Having a reviewer make extensive revisions to an assignment
- Copying work submitted by another student to a public class meeting
- Using information from online information services without proper citation
- Using any source of information without proper citation
- Assignments are due by 11:59 PM CST on specified due date
- Late assignments are not accepted unless pre-approved. With approval, the late assignment will be penalized with a 10% grade reduction for each day late
- Quizzes, Mid-Term and Final Exam must be completed & submitted by the specified due date
- Assignments must be submitted through Moodle Course Management System and Professor must be able to open each assignment in order for it to be considered on time.
- When submitting an assignment as an attachment to an email or an attachment to a Moodle assignment, please include your name, MGT4503.E1, and the assignment number in the subject line of the email as well as on the first page or title page of the assignment. File attachments may be submitted in Word 2003, Word 2007, Word 2010, or Word 2016 for this course.
- There are no options for extra-credit or make-up work in this course.
- Assignments must be submitted through Moodle Course Management System and Professor Boyette must be able to open each assignment in order for it to be considered on time.
- Assignments will typically be available at one (1) minute after midnight on the first day the assignment is open on Moodle; and will close at one (1) minute (23:59) until midnight on the last day the assignment is open on Moodle.
- Turnitin scores greater than 15% will not be accepted.

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 OUTLINE AND CALENDAR:

Week	Topic	Assignment	Competencies Covered	Due Date
Week 1	Welcome and Introductions Course Expectations Acknowledgement History, Origins and Benefits of Project Management	Readings/Video <ul style="list-style-type: none"> • PMI - The Standard for Project Management 7th edition: Chapters 1 & 2 • PMI - A Guide to the Project Management Body of Knowledge 	NA	Saturday of Week 1 @ 11:59 PM USCT

		<p>(PMBOK Guide) 7th edition</p> <ul style="list-style-type: none"> • Video - Introduction to PM: What's So Great About Project Management? • Video - Introduction to Project Management • Notes: Course Expectations & Academic Honesty Acknowledgement <p>Assignment</p> <ul style="list-style-type: none"> • Start Here: Course Expectations & Academic Honesty Acknowledgement • PMI - Publications via Student Membership • Welcome and Introductions 		
Week 2	Ethical Decision-Making and Moral Leadership in Project Management	<p>Readings/Video</p> <ul style="list-style-type: none"> • PMI - The Standard for Project Management 7th edition: Chapter 3 • File: PMI Code of Ethics and Professional Conduct • Webinar: Shades of Gray 	1	Saturday of Week 2 @ 11:59 PM USCT

		<p>in Project Management Ethics</p> <ul style="list-style-type: none"> • Article: The meaning and importance of culture for project success • Article: The Leaser's Choice – Five Steps to Ethical Decision Making • Video - American Society of Civil Engineers (ASCE) "Space Shuttle Challenger Disaster: Ethics Case Study" <p>Assignment</p> <ul style="list-style-type: none"> • Week 3 Discussion: Ethical Principles of Project Management 		
Week 3	<p>Project Uncertainty Management Processes</p> <p>Identifying Various Types of Uncertainty (risk). Uncertainty (risk) management techniques.</p> <p>Quantifying and Prioritizing Project Uncertainty (risk)</p>	<p>Readings/Video</p> <ul style="list-style-type: none"> • PMI - PMBOK Guide 7th edition: Section 2.8 • PMI - PMBOK Guide 6th edition: Sections 11.0-11,4 • Text - Project Manager's Spotlight on Risk Management Chapters 1, 2, 5 • Video - What is Project Risk 	2, 3, 4, 5, 6	Saturday of Week 3 @ 11:59 PM USCT

		<p>Management</p> <ul style="list-style-type: none"> • Video - Project Risk and Uncertainty in PMBOK Guide 7th Edition • Video - Project Risk Management Overview PMBOK Video Course • Video - Plan Risk Management PMBOK Video Course • Video - Identify Project Risks PMBOK Video Course • Video - Project Risk Analysis PMBOK Video Course <p>Assignment</p> <ul style="list-style-type: none"> • Week 3: Discussion Essay - Risk Management Tools & Techniques • Quiz 1 		
Week 4	<p>Project Uncertainty & Delivery Management Processes.</p> <p>Methods and Tools to Manage Project Uncertainty (risks), Ambiguity, Complexity, and Volatility</p>	<p>Reading</p> <ul style="list-style-type: none"> • PMI - PMBOK Guide 7th edition: Sections 2.7, 3.5.7, 3.5.8 • PMI - PMBOK Guide 6th edition: Sections 11.5-11.7 • Text - Project 	2, 3, 4, 5, 6	Saturday of Week 4 @ 11:59 PM USCT

		<p>Manager's Spotlight on Risk Management Chapters 3, 6, 7</p> <ul style="list-style-type: none"> • Video - Plan Risk Responses PMBOK Video Course • Video - Implement Risk Responses PMBOK Video Course • Video – Strategies for Threats vs. Opportunities <p>Assignment</p> <ul style="list-style-type: none"> • Week 4: Discussion Essay - Successful Project Uncertainty Management 		
Week 5	Project Uncertainty and Risk Management - Presentation	<p>Readings/Video</p> <ul style="list-style-type: none"> • See Weeks 1-4 • Video - How to Make a Video in PowerPoint - ppt to video <p>Assignment</p> <ul style="list-style-type: none"> • Project Uncertainty and Risk Management Presentation 	1, 2 , 3, 4, 5, 6	Saturday of Week 5 @ 11:59 PM USCT
Week 6	Project Delivery Schedule Techniques - Predictive (traditional) Approach	<p>Readings/Video</p> <ul style="list-style-type: none"> • PMI - PMBOK Guide 7th edition: Chapter 4 • PMI - PMBOK 	9, 11	Saturday of Week 6 @ 11:59 PM USCT

		<p>Guide 6th edition: Sections 6.0-6.3; Part 2 Sections 3.6-3.10</p> <ul style="list-style-type: none"> • Article: Case Study - Planning and Scheduling Activities • Video - Project Schedule Management Overview PMBOK • Video Course Video - Plan Schedule Management PMBOK Video Course • Video - Define Activities PMBOK Video Course • Video - Sequence Activities PMBOK Video Course <p>Assignment</p> <ul style="list-style-type: none"> • Week 6: Discussion Essay - Project Schedule Management • Quiz 2 		
Week 7	Project Delivery Schedule Techniques - Predictive (Traditional) Approach (continued)	<p>Readings/Video</p> <ul style="list-style-type: none"> • PMI - PMBOK Guide 7th edition: Chapter 4 • PMI - PMBOK Guide 6th edition: Sections 6.4- 	7, 8, 9, 10, 11	Saturday of Week 7 @ 11:59 PM USCT

6,6; Part 2
Sections 3.6 -
3.10

- Article: Estimate Activity Durations - a Step Away from Creating Project Schedule
- Article: Estimating Activity Durations: Definition, Methods, Practical Uses
- Article: How to Monitor Project Schedule Performance
- Article: Schedule Performance Index (SPI) & Cost Performance Index (CPI)
- Video - Estimate Activity Durations | PMBOK Video Course
- Video - Develop Schedule | PMBOK Video Course
- Video - Control Schedule | PMBOK Video Course

Assignment

- Week 7: Discussion Essay - Project Schedule

		Development		
Week 8	Project Delivery Strategies – Adaptive & Hybrid	<p>Readings/Video</p> <ul style="list-style-type: none"> • PMI - PMBOK Guide 7th edition: Sections 2.3, 2.6, 2.7, Chapters 3, 4 • Article: Hybrid Project Management • Article: Adaptive Project Management • Webinar - Planning and Scheduling in an Agile Framework • Presentation - Hybrid Projects – What does it Mean? A review of Hybrid frameworks • PMI Blog: Hybrid is Not the New Agile! <p>Assignment</p> <ul style="list-style-type: none"> • Week 8: Discussion Essay - Adaptive & Hybrid Project Delivery Approaches 	5, 6, 8, 9, 11	Saturday of Week 8 @ 11:59 PM USCT
Week 9	Project Delivery Models - Predictive, Adaptive, Hybrid	<p>Readings/Video</p> <ul style="list-style-type: none"> • See Weeks 6-9 Video - How to Make a Video in PowerPoint - ppt to video <p>Assignment</p> <ul style="list-style-type: none"> • Week 9 	7, 8, 9, 10, 11	Saturday of Week 9 @ 11:59 PM USCT

		Discussion Essay - Project Delivery Models Predictive, Adaptive, Hybrid - Executive Presentation		
		<ul style="list-style-type: none"> • Quiz 3 		
Week 10	Course Retrospective	Readings/Video <ul style="list-style-type: none"> • None Assignment <ul style="list-style-type: none"> • End of Course Retrospective 	NA	Last Day of Class, Thursday, 11/ @ 11:59 PM USCT

GRADING CRITERIA:

Undergraduate

90 – 100	A
80 – 89	B
70 – 79	C
60 – 69	D
Below 60	F

GRADE NOTIFICATION AND INSTRUCTOR FEEDBACK:

A successful distance learning experience requires a flow of communication between instructor and student throughout the session. Instructor comments are considered essential to the learning process. Therefore, each assignment/exam submitted will be reviewed, graded, and returned to the student in a timely manner along with the appropriate commentary. Students should carefully review all comments.

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 university 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" (online or in-print) for procedures for class changes or withdrawals and the refund policy and schedule.

COURSE DELIVERY METHODOLOGY:

This course is offered as a distance-learning course through the Moodle Learning Platform. Amberton's distance learning courses, called e-Courses, are identical to classroom courses in terms of learning outcomes,

competencies, and instructor expectations. A student choosing to take an e-Course must have the following skills and technical capabilities:

1. Access to the Internet
2. General knowledge in:
 - Internet browser settings and configuration
 - e-mail and file attachments
 - Uploading and downloading files
 - Using a word processing package
3. Ability to conduct on-line research

Students who have not mastered these skills should not enroll for this course but should consider enrolling in MIS2110 Computer Concepts and Internet Technologies for instruction in these areas.

HOW TO ACCESS YOUR COURSE:

Through the Amberton University Student Portal

Students enrolled in distance learning courses using the Moodle Learning Platform may access the course through the Amberton University Student Portal. The site may be accessed through the University's main page (<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 to enter the AU Student Portal:

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 your individual E-Course, email account, Remote Research, General Tools, all Syllabi and Research Tutorials.

If you are accessing the Student Portal from a public or shared computer, close the browser completely when finished, or click on the Logout button. For security purposes, no other person should have access to your Username or Password. If you feel your information has been compromised or if you experience technical difficulties, contact the e-course system administrator at: e-sysop@amberton.edu

If you have lost or do not know your Amberton ID#, please contact the Student Services Office 972/279-6511 or advisor@Amberton.edu for a replacement AUID card. You must know your Amberton ID# to gain access to the course and to send email to your professor.

Through the Amberton University Moodle Website

Students enrolled in distance learning courses using the Moodle Learning Platform may also access the course 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 University 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.

COURSE COMMUNICATIONS:

Students will communicate with faculty through the Moodle Learning Platform or the Amberton University email system.

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 account. 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>

Students are responsible for reviewing the "Communication Guidelines" provided on the individual E-Course for specific instructor requirements.

Upon completion of a session, all communication and course specific information is removed from the Moodle system. If a student needs to maintain a record of communications or assignments, the student is strongly encouraged to print out or download these items to a disk for their own records.

FORMAT AND SUBMISSION OF ASSIGNMENTS:

Assignments are to be submitted to the appropriate assignment Drop Box in the Moodle system. Specific directions and guidelines for submission of assignments are located on-line in the "Communication Guidelines" of the e-course. Due to compatibility issues, Office 2007 files cannot be read by earlier versions of Microsoft Office. Before submitting an exercise file, confirm the file is in the proper format for grading by the instructor.

INSTRUCTOR/COURSE EVALUATION:

Each session, all Amberton students are provided with the opportunity to evaluate their courses and instructors. 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. All information provided is anonymous.

The Instructor/Course Evaluation will be open for completion during week 9 of the session. An evaluation assignment will be placed in week 9 of the Moodle course, along with the instructions on how to complete the evaluation. Prior to week 9, the University will send out an email containing instructions and dates for the evaluation period.

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.