

AMBERTON UNIVERSITY
e-COURSE SYLLABUS

MGT4503.E1 Project Risk, Uncertainty & Value Delivery
Fall 2026

PROFESSOR INFORMATION:

Professor: Dartanian Boyette, PMP
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COURSE INFORMATION:

MGT4503.E1 Project Risk, Uncertainty & Value Delivery
Level: Undergraduate
Beginning Date of Session: Saturday, September 12, 2026
Ending Date of Session: Thursday, November 19, 2026

Student access available to the Student Portal: Saturday, September 12, 2026.

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

PREREQUISITES:

None

TEXTBOOK(S) AND REQUIRED MATERIALS:

Title: Project Management Body Of Knowledge
Author: Project Management Institute
Publisher: Project Management Institute
Year Published: 2026
Edition: Eighth
ISBN: 10:1628258292 or 13: 978-1628258295

NOTE: All PMI publications are available in PDF format with a PMI Student membership. See the PMI Student Membership webpage at <https://www.pmi.org/membership/student> for more information

Price: Available at <http://amberton.ecampus.com>

Title: Project Manager's Spotlight on Risk Management
Author: Kim Heldman
Publisher: Jossey-Bass
Year Published: 2005
Edition: First
ISBN: 13: 9781433832161
Price: Available at <http://amberton.ecampus.com>

Students should verify enrollment in course before purchasing textbooks. Textbook information and ordering options are available through the Amberton Virtual Bookstore. 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.

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 course presents the core components within the project uncertainty and delivery domains. Topics include managing uncertainty, risk, and change, as well as the delivery of project value. The course adds new concepts and methods to those learned in previous project management courses and integrates and expands the topics of project uncertainty and value delivery using case studies, exercises, and real-world experiences.

The course focuses on key aspects of managing uncertainty, risk, and change in project management, as well as delivering value through successful project execution. Furthermore, the course builds on previous project management knowledge by adding advanced concepts and methods related to uncertainty management, risk management, and value delivery. The course examines navigating the inherent challenges in projects while ensuring they create value for stakeholders and organizations.

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

1. Discussing ethical decision-making and moral leadership in project risk, uncertainty, and value delivery.
2. Defining and discussing risk, uncertainty management, and value delivery processes.
3. Distinguishing among and identifying various types of uncertainty.
4. Understanding uncertainty management techniques.
5. Discussing, assessing, and prioritizing uncertainty affecting the likely outcomes of a project.
6. Understanding methods and tools to manage project risk, uncertainty, ambiguity, complexity, and volatility.
7. Discussing techniques to implement and monitor an ongoing schedule control process for the purpose of responding to unplanned changes.
8. Understanding methods for performance measurement within value delivery, including predictive, adaptive, and hybrid development approaches.
9. Understanding key approaches to manage project outcomes and value delivery.
10. Understanding and developing project estimation tools and techniques.
11. Understanding and developing project delivery models, methods, and artifacts.
12. Gaining a basic understanding of artificial intelligence (AI) in project management and exploring different tools and their applications for enhanced project outcomes and decision-making.

ACQUIRED SKILLS

1. Executive Presentations Development:
 - a. Uncertainty and Risk Management
 - b. Project Delivery Models
2. Ethical Decision Making
3. Schedule Management
4. Earned Value Analysis

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 be not be accepted**

STUDENTS' 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 • PMI - The Standard for Project Management 8th edition: Chapters 1 & 2 • PMI - A Guide to the Project Management Body of Knowledge (PMBOK Guide) 8th edition – Chapter 1 (Introduction) • Video - Introduction to PM: What's So Great About Project Management? • Video - Introduction to Project Management • Notes: Course Expectations & Academic Honesty Acknowledgement	NA	Saturday of Week 1 @ 11:59 PM USCT

		Assignment - 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	Readings/Video ○ PMBOK® Guide 8th Ed.: Section 2.5 (Project Management Roles), 3.1 (The Project Management Mindset), The Standard for Project Management: Section 3.6 (Be An Accountable Leader) • File: PMI Code of Ethics and Professional Conduct • Webinar: Shades of Gray in Project Management Ethics • 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" Assignment - Week 3 Discussion: Ethical Principles of Project Management	1	Saturday of Week 2 @ 11:59 PM USCT

Week 3	Project Uncertainty Management Processes Identifying Various Types of Uncertainty (risk). Uncertainty (risk) management techniques. Quantifying and Prioritizing Project Uncertainty (risk)	Readings/Video - PMI - PMBOK Guide 8th edition: Section 2.7 (Risk Performance Domain) - Text - Project Manager's Spotlight on Risk Management Chapters 1, 2, 5 - Video - What is Project Risk Management - Video - Project Risk and Uncertainty - 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 Assignment - Week 3: Discussion Essay - Risk Management Tools & Techniques - Quiz 1	2, 3, 4, 5, 6	Saturday of Week 3 @ 11:59 PM USCT
Week 4	Project Uncertainty & Delivery Management Processes. Methods and Tools to Manage Project Uncertainty (risks), Ambiguity, Complexity, and Volatility	Reading PMI - PMBOK Guide 8th edition: The Standard for Project Management – Section 2.2 (Project Environment), 2.4 (Functions Associated With Projects) and 3.4 (Focus on Value) and 6.5 (Embed Quality Into Processes and Deliverables)	2, 3, 4, 5, 6	Saturday of Week 4 @ 11:59 PM USCT

		• Text - Project Manager's Spotlight on Risk Management Chapters 3, 6, 7 • Video - Plan Risk Responses PMBOK Video Course • Video - Implement Risk Responses PMBOK Video Course • Video – Strategies for Threats vs. Opportunities Assignment • Week 4: Discussion Essay -Successful Project Uncertainty Management		
Week 5	Project Uncertainty and Risk Management - Presentation	Readings/Video • See Weeks 1-4 • Video - How to Make a Video in PowerPoint - ppt to video Assignment • 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	Readings/Video • PMI - PMBOK Guide 8th edition ○ Chapter 2 (Project Management Performance Domains) – Section 2.3 (Schedule Performance Domain) ○ The Standard for Project Management Chapter 4 – Section 4.1	9, 11	Saturday of Week 6 @ 11:59 PM USCT

		(Project Phases), 4.2 (Project Development Approaches) - 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 Assignment - Week 6: Discussion Essay - Project Schedule Management - Quiz 2		
Week 7	Project Delivery Schedule Techniques - Predictive (Traditional) Approach (continued)	Readings/Video - PMI - PMBOK Guide 8th edition: Chapter 2 (Project Management Performance Domains) – Section 2.3 (Schedule Performance Domain) - 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	7, 8, 9, 10, 11	Saturday of Week 7 @ 11:59 PM USCT

		- 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	Readings/Video - PMI - PMBOK Guide 8th edition: - The Standard for Project Management – Section 4.1 (Project Phases) and 4.2 (Project Development Approaches) - 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!	5, 6, 8, 9, 11	Saturday of Week 8 @ 11:59 PM USCT

		Assignment Week 8: Discussion Essay - Adaptive & Hybrid Project Delivery Approaches		
Week 9	Project Delivery Models - Predictive, Adaptive, Hybrid	Readings/Video - See Weeks 6-9 Video - How to Make a Video in PowerPoint - ppt to video Assignment - Week 9 Discussion Essay - Project Delivery Models Predictive, Adaptive, Hybrid - Executive Presentation - Quiz 3	7, 8, 9, 10, 11	Saturday of Week 9 @ 11:59 PM USCT
Week 10	Course Retrospective	Readings/Video - None Assignment - End of Course Retrospective - Course Summation - AI Review	NA	Last Day of Class, Thursday, 11/ @ 11:59 PM USCT

GRADING CRITERIA:

Assignment	% of Grade
Weekly Discussions	60%
Executive Presentations	40%
Total	100%

Undergraduate

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

GRADE NOTIFICATION AND INSTRUCTOR FEEDBACK:

Students should review instructor feedback provided through Moodle or Amberton CampusWeb Portal. Final grades are processed approximately one week after the session and may be viewed through the student portal. Grades will not be released by phone or through unsecured channels. 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 granted only at the professor's discretion for emergencies or illness.

Students have 30 days from the end of the session to complete the course requirements. If the conditions are not met within this 30-day window, the "I" automatically converts to an "F".

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 delivered through Moodle. Students are expected to have reliable internet access, basic computer skills, the ability to upload/download files, use Amberton email, and submit assignments in the required format. Students needing assistance should use the Amberton SSO support/ticket process.

HOW TO ACCESS YOUR COURSE:**SINGLE SIGN-ON (SSO) INSTRUCTIONS FOR AMBERTON UNIVERSITY:**

Students should access Amberton systems through the Single Sign-On portal at <https://sso.amberton.edu>. After logging in, students can access Moodle, Amberton email, CampusWeb, and other assigned applications. Students who need help accessing SSO should submit a support request through the SSO support option or contact support@amberton.edu.

MOODLE TUTORIAL:

Upon successful log in and access to the Moodle learning platform, there is a Student Moodle Tutorial course available, to learn about the basics of Moodle. Simply click on the link for the Student Moodle Tutorial 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:

Students are expected to use their Amberton email account and Moodle for course communications. Students must use their official university email account for all university related communication and should check their Amberton emails regularly for course and university notices.

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 must be submitted through the appropriate Moodle assignment link unless otherwise directed by the instructor. Students are responsible for submitting files in the format required by the instructor.

INSTRUCTOR/COURSE EVALUATION:

Students will have the opportunity to complete an anonymous course and instructor evaluation near the end of the session. Instructions and dates will be provided through Moodle and/or Amberton email.

RESEARCH RESOURCES:

The Amberton Library provides access to full-text articles, peer-reviewed databases, and research tools, with options like Interlibrary Loan (ILL) and TexShare for items outside its collection. For research assistance, students can connect with library staff during operating hours via email (library@amberton.edu), phone (972-279-6511 ext. 185), "How-to" videos, live online chat, or in person at the Garland campus. The online library is available through Single Sign On (SSO).

MICROSOFT OFFICE 365 EDUCATION:

Amberton University students may access Microsoft 365 Education resources as provided by the university.

GOOGLE WORKSPACE FOR EDUCATION:

Amberton students are assigned a Google Workspace for Education account, including Amberton Gmail, Google Drive, Google Docs, Sheets, and Slides. Students should use their Amberton Google account for course-related work when required.