**AMBERTON UNIVERSITY**
**SYLLABUS FOR LECTURE/CLASSROOM COURSE**

**MGT6151.21 Project Value Delivery Strategy & Planning**
**Winter 2027**
**Location: Frisco Center**

**PROFESSOR INFORMATION:**
Name: Ron C. Darnell, Ph.D.
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**COURSE INFORMATION:**
MGT6151.21 Project Value Delivery Strategy & Planning
Level: Graduate
Beginning Date of Session: Saturday, December 5, 2026
Ending Date of Session: Thursday, February 25, 2027
The first class meeting is **Saturday, December 12th**, 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.

**Winter Holiday Break:**
**Saturday, December 19, 2026, through Friday, January 1, 2027**
**(Classes resume on Saturday, January 2, 2027.)**

**COURSE PREREQUISITES:**
None

**TEXTBOOK(S) AND REQUIRED MATERIALS:**
Required: Project Management Institute (PMI) Membership
Note: This course relies on publications from PMI. You must purchase a PMI Membership (student or regular) to access PMI resources.

See PMI Membership Information:
Student Membership - https://www.pmi.org/membership/student
Regular Membership - https://www.pmi.org/membership

After activating your PMI membership, obtain electronic access to the following required PMI publications:

Required PMI Resources (download): PMBOK® Guide - Eighth Edition (2025); The Standard for Artificial Intelligence in Portfolio, Program and Project Management (2026).

Additional PMI standards, guides, case studies, articles, and resources may be assigned throughout the course.

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:**

This course focuses on the project management principles, strategies, and planning techniques necessary for successful value delivery in enterprise projects. Students evaluate project models, methods and artifacts as applied to adaptive, predictive, and hybrid project approaches. Project management strategy and planning techniques are applied to appropriate project life cycles. Topics include projects as systems for value delivery, project management principles, and project life cycle selection and tailoring.

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

1. Defending ethical principles as applicable in the performance of project management in organizations and society.
2. Discussing integration of project management principles, project strategy and planning.
3. Defining projects as systems for value delivery in business and society.
4. Distinguishing among project value delivery strategies (Adaptive, Predictive, Hybrid).
5. Evaluating common project models, methods, and artifacts used in project strategy, planning, and delivery.
6. Evaluating project life cycle tailoring for project value delivery optimization.
7. Selecting the project development approach and life-cycle model.
8. Applying the project planning performance domain.
9. Discussing project budget development and funding requirements.
10. Facilitating stakeholder communication and engagement.
11. Evaluating for project uncertainty and complexity.
12. Defining project work, metrics, and value delivery.
13. Evaluating the importance of project team culture, development, and leadership.
14. Utilizing artificial intelligence (AI) tools to enhance project delivery strategy and planning.

***ACQUIRED SKILLS:***

1. Defining projects as systems for value delivery in business and society.
2. Distinguishing among project value delivery strategies (Adaptive, Predictive, Hybrid).
3. Evaluating project life cycle tailoring for value delivery optimization.
4. Selecting the project development approach and life-cycle model.
5. Applying the project planning performance domain.
6. Facilitating stakeholder communication and engagement.
7. Evaluating for project uncertainty and complexity.
8. Defining project work, metrics, and value delivery.
9. Evaluating the importance of project team culture, development, and leadership.
10. Utilizing AI tools to enhance project delivery strategy and planning.

**COURSE POLICIES:**
Students are expected to complete and submit written assignments on the assigned due date. Any assignment submitted late (regardless of circumstances) may 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.

Classroom activities will include instructor-led presentations and discussions, analysis of project management concepts and case studies, individual and collaborative problem-solving activities, group discussions, and practical application exercises. Students will apply project management principles, methods, and tools to realistic project scenarios, including the use of artificial intelligence (AI) to support project strategy, planning, analysis, and decision making.

Students will also participate in discussions and presentations addressing project development approaches, planning, stakeholder engagement, scheduling, budgeting, risk, value delivery, and responsible AI use. Course activities may include individual and group assignments, written analyses, research, case studies, and an executive presentation integrating major course concepts.

**COURSE OUTLINE AND CALENDAR:**

| Week | Topics | Activities/Assignments | Competencies Covered | Due Dates |
|---|---|---|---|---|
| **Week 1** | **Project Management Foundations, Ethics, and Responsible AI**<br><br>Ethics and professional conduct; project management principles; responsible leadership; responsible AI; human accountability. | • Course Expectations and Academic Honesty Acknowledgment<br>• PMI Publications/Membership Verification<br>• Class Meeting (Zoom)<br>• Welcome and Introductions<br>• Discussion: Ethical Principles, Responsible Leadership, and AI in Project Management | 1, 14 | Zoom Meeting: Saturday, December 5, 2026, 8:30 AM CT<br><br>Acknowledgments: Sunday 11:59 PM CT<br><br>Discussion initial post: Thursday,11:59 PM CT; replies: |

| Week | Topics | Activities/Assignments | Competencies Covered | Due Dates |
|---|---|---|---|---|
| | | | | Sunday, 11:59 PM CT |
| **Week 2** | **Project Strategy and Systems for Value Delivery**<br>**Project strategy.**<br><br>Systems for value delivery; governance; strategic alignment; AI strategic value and governance. | • Class Meeting (Classroom)<br>• Discussion: Project Value, Governance, and Strategic Alignment<br>• Knowledge Check | 2, 3, 14 | Class Meeting: Saturday, December 12, 2026, 8:30 AM CT, Room F1, Frisco Center<br><br>Discussion initial post: Thursday, 11:59 PM CT; replies: Sunday<br>Knowledge Check: Sunday, 11:59 PM CT |
| **Week 3** | **Project Development Approaches and Value Delivery Strategies**<br><br>Predictive, adaptive, and hybrid approaches; project life cycles; delivery cadence; development approach selection; AI considerations. | • Class Meeting (Zoom)<br>• Discussion: Selecting the Right Project Development Approach<br>• Knowledge Check | 4, 7, 14 | Zoom Meeting: Saturday, January 2, 2027, 8:30 AM CT<br><br>Discussion initial post: Thursday, 11:59 PM CT; replies: Sunday, 11:59 PM CT<br><br>Knowledge Check: Sunday, 11:59 PM CT |
| **Week 4** | **Project Models, Methods, and Tailoring**<br><br>Models, methods, tools, and artifacts; project selection and initiation; life cycle and project tailoring; AI-assisted analysis**.** | • Class Meeting (Classroom)<br>• Discussion: Tailoring Project Management to Fit the Project<br>• Knowledge Check | 5, 6, 7, 14 | Class Meeting: Saturday, January 9, 2027, 8:30 AM CT, Room F1, Frisco Center<br><br>Discussion initial post: Thursday, 11:59 PM CT; replies: Sunday. 11:59 PM CT<br><br>Knowledge Check: Sunday, 11:59 PM CT |
| **Week 5** | **Project Planning, Scope, and Stakeholder Engagement**<br><br>Integrated planning; requirements and scope; stakeholder | • Class Meeting (Zoom)<br>• Applied Discussion: AI-Assisted Project Planning Package<br>– Project Charter<br>– Stakeholder Register<br>– Project Scope Development Plan | 8, 10, 14 | Zoom Meeting: Saturday, January 16, 2027, 8:30 AM CT<br><br>Planning package/summary: Thursday, Sunday |

| Week | Topics | Activities/Assignments | Competencies Covered | Due Dates |
|---|---|---|---|---|
| | communication and engagement; procurement; AI-supported planning. | – AI Analysis/Validation<br>• Knowledge Check | | 11:59 PM CT<br>Peer review: Sunday, 11:59 PM CT<br><br>Knowledge Check: Sunday, 11:59 PM CT |
| **Week 6** | **Project Work, Schedule, Teams, and Value Delivery**<br><br>Schedule development; resources and teams; leadership and culture; metrics and value delivery; AI-supported forecasting and analysis. | • Class Meeting (Classroom)<br>• Discussion: Scheduling, Team Performance, and AI-Supported Project Analysis<br>• Knowledge Check | 8, 12, 13, 14 | Class Meeting: Saturday, January 23, 2027, 8:30 AM CT, Room F1, Frisco Center<br><br>Discussion initial post: Thursday, 11:59 PM CT; replies: Sunday, 11:59 PM CT<br><br>Knowledge Check: Sunday. 11:59 PM CT |
| **Week 7** | **Project Budget and Funding**<br>**Cost estimation**<br><br>Budget development; funding requirements; financial performance and forecasting; AI-assisted financial analysis. | • Class Meeting (Zoom)<br>• Discussion: Project Budget, Funding, and AI-Assisted Financial Analysis<br>• Knowledge Check | 9, 14 | Zoom Meeting: Saturday, January 30, 2027, 8:30 AM CT<br><br>Discussion initial post: Thursday, 11:59 PM CT; replies: Sunday, 11:59 PM CT<br><br>Knowledge Check: Sunday, 11:59 PM CT |
| **Week 8** | **Project Risk, Uncertainty, Complexity, and Responsible AI**<br><br>Risk and uncertainty; project complexity; risk analysis and response; AI-assisted risk management; ethical and governed AI use. | • Class Meeting (Classroom)<br>• Discussion: Project Risk, Uncertainty, Complexity, and Responsible AI<br>• Knowledge Check | 11, 14 | Class Meeting: Saturday, February 6, 2027, 8:30 AM CT, Room F1, Frisco Center<br><br>Discussion initial post: Thursday, 11:59 PM CT; replies: Sunday, 11:59 PM CT<br><br>Knowledge Check: Sunday, 11:59 PM CT |

| Week | Topics | Activities/Assignments | Competencies Covered | Due Dates |
|---|---|---|---|---|
| **Week 9** | **Executive Presentation: Project Value Delivery**<br><br>Strategy and Planning Integrate course competencies; develop a value delivery strategy and plan; integrate responsible AI; communicate with executives. | • Class Meeting (Zoom)<br>• Executive Presentation<br>• Executive Summary and Google Drive video link posted in forum | All | Zoom Meeting: Saturday, February 13, 2027, 8:30 AM CT<br><br>Executive Presentation and forum submission: Sunday, 11:59 PM CT |
| **Week 10** | **Course Completion and Reflection**<br><br>Peer review; lessons learned; continuous improvement; project value delivery; AI-supported project management; professional reflection. | • Class Meeting (Classroom)<br>• Peer Review of Executive Presentations<br>• End-of-Course Retrospective | All | Class Meeting: Saturday, February 20, 2027, 8:30 AM CT, Room F1, Frisco Center<br><br>Presentations Peer Review: Thursday (last day of class)<br><br>Retrospective: Thursday (last day of class) |

**GRADING CRITERIA:**

| Assignment | % of Grade |
|---|---|
| Class Meetings (Classroom/Zoom) | 20% |
| Weekly Discussions | 30% |
| Weekly Knowledge Checks | 30% |
| Executive Presentation | 20% |
| **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. Amberton University provides several technology resources that students may use for course communication and University services.

Amberton University uses Single Sign-On (SSO) as the primary access point for University systems, including Amberton Email (Gmail), CampusWeb, Library resources, financial information, Moodle when used by the instructor, and other University applications.

**Access the Amberton SSO Portal**

Go to:
https://sso.amberton.edu

Students should bookmark this page. The SSO portal is the main entrance to Amberton University's online systems.

The SSO Login link may also be accessed through the Amberton University website at https://amberton.edu.

**Activate Your Account**

New students receive an Amberton University welcome email containing an account activation link.

Select the activation link and follow the instructions to activate your Amberton SSO account and configure Two-Factor Authentication (2FA).

Your assigned username and Amberton student email address are included in the welcome email.

Student email addresses use the following format:
username@my.amberton.edu

**Sign In to SSO**

After your account has been activated, go to:
https://sso.amberton.edu

Enter your Amberton username or assigned Amberton account information and the password you established during account activation.

If you forget your password, select “Forgot Password?” on the SSO login page and follow the instructions provided.

**Access Your Amberton Applications**

After signing in, the SSO dashboard will display the applications available to your account. These may include:

Amberton Email (Gmail)
CampusWeb
Financial Records
Library resources
Moodle
Other University applications and services

Select the appropriate application from the SSO dashboard.

**Email Communication**

Each student is assigned an Amberton email address in the following format:
username@my.amberton.edu

Students should access their Amberton email through the University Single Sign-On portal at:
https://sso.amberton.edu

Students are encouraged to check their Amberton email regularly for University notices and course communications.

Students should follow the communication requirements established by the instructor for the individual course.

**The Amberton University Moodle Learning Platform**

Students enrolled in this course will also use the Moodle Learning Platform.

Students should access Moodle through the Amberton SSO portal:
https://sso.amberton.edu

Sign in to SSO and select Moodle from the dashboard.

Students do not need a separate Moodle username or password when accessing Moodle through SSO. Account activation and password recovery should be completed through the Amberton SSO portal rather than through Moodle.

**Moodle Tutorial**

A Student Moodle Tutorials course is available within Moodle to assist students with course navigation, communication, assignments, examinations, grades, and other Moodle functions.

**Technical Support**

If you experience difficulty activating your account, signing into SSO, or accessing an Amberton application, please contact:
support@amberton.edu

**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.

***Microsoft Office 365 Education:***
Amberton University students have access to a license for Office 365 Education, a comprehensive suite of productivity tools. This package includes:
• Microsoft Word for document creation
• Excel for spreadsheets and data analysis
• PowerPoint for presentations
• OneNote for digital note-taking
• Microsoft Teams for collaboration
• Additional classroom tools to enhance your learning experience
To set up your student account and access these resources, please follow the instructions provided in our step-by-step guide: https://amberton.edu/wp-content/uploads/2025/01/Office365_Setup_Students.pdf

***Google Workspace for Education:***
All students are assigned a Gmail account in Google Workspace for Education.

To set up your student account and access these resources, please follow the instructions provided in our step-by-step guide: https://amberton.edu/wp-content/uploads/2025/01/Google_Drive_Students.pdf

Once logged into your student account, you'll have access to a suite of tools designed to enhance your learning experience:

- Google Docs: Create and edit essays, reports, and other written assignments

- Google Slides: Develop engaging presentations for projects and class discussions
- Google Sheets: Perform data analysis, create charts, and manage calculations
- Google Drive: Store, organize, and easily access all your files in the cloud
- Google Calendar: Schedule study sessions, track assignment deadlines, and manage your academic timetable
- Google Keep: Take and organize quick notes during lectures or study sessions
- Google Meet: Attend virtual classes, participate in group study sessions, or meet with teachers
- Google Classroom: Access course materials, submit assignments, and receive feedback from instructors
- Google Forms: Create surveys for research projects or participate in class quizzes
- Google Sites: Build websites or digital portfolios to showcase your work