

AMBERTON UNIVERSITY
e-COURSE SYLLABUS

**MGT4503.E1 Project Risk & Schedule Management
Spring 2021**

PROFESSOR INFORMATION:

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COURSE INFORMATION:

MGT4503.E1 Project Risk & Schedule Management
Level: Undergraduate
Beginning Date of Session: Saturday, March, 13, 2021
Ending Date of Session: Thursday, May 20, 2021

Student access available to the Student Portal: Saturday, March 13, 2021.

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: Project Manager's Spotlight on Risk Management
Author: Kim Heldman
Publisher: Jossey-Bass
Year Published: 2007
Edition: 1st
ISBN: 13: 978-0782150650
Price: Available at <http://amberton.ecampus.com>

Title: A Guide to the Project Management Body of Knowledge: PMBOK(®) Guide
Author: Project Management Institute
Publisher: Project Management Institute
Year Published: 2017
Edition: 6th
ISBN: 13: 9781628251845
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. Defining and discussing the risk management and time management processes.
2. Distinguishing among and identifying various types of risk.
3. Understanding risk management techniques.
4. Discussing, quantifying and prioritizing risks affecting the likely outcomes of a project.
5. Selecting risk analysis tools in project management.
6. Understanding how to plan and implement basic risk mitigation strategies.
7. Understanding how to implement and monitor risk response and control strategies.
8. Developing responsibility matrices, workaround strategies and other alternative responses to changes in risk during the life of the project.
9. Defining project activities within the work breakdown structure (WBS).
10. Understanding techniques to develop project network diagrams and activity update lists.
11. Understanding tools to develop and analyze activity duration estimates.
12. Preparing activity schedules using CPM, GERT, PERT and simulation methods.
13. Discussing the relative advantages of GANTT (bar) charts, milestone charts and time-scaled network diagrams.
14. Discussing techniques to implement and monitor an ongoing schedule control process in order to respond to unplanned changes.
15. Understanding methods for and the importance of performance measurement and reporting.
16. Understanding the importance of team communication, interaction and agreement in successful project time and risk management efforts.

COURSE POLICIES:

- **Assignments are due by 11:59 PM CST on specified due date**
- **Late assignments are not accepted. Unless pre-approved, 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.

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. 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 dropped at the discretion of Amberton University.

Plagiarism Policy

Plagiarism is using another person's work as your own. Plagiarism is a violation of the University's code of student ethical conduct and is one that is taken seriously. Amberton University operated on an honor system, and honesty and integrity are essential characteristics of all who are associated with the institution. All Amberton University students are expected to abide by the honor system and maintain academic integrity in all of their work. Amberton University and its instructors monitor student work for plagiarism and reserve the right to submit such work to technology-based anti-plagiarism services and applications at any time.

COURSE OUTLINE AND CALENDAR:

Week	Topic	Assignment	Competencies Covered	Due Date
1	<ul style="list-style-type: none"> ▪ Welcome to Class ▪ Meet & Greet Class Conference Call ▪ Project Management Overview 	<p>Readings:</p> <ul style="list-style-type: none"> ▪ PMBOK® Guide (6th edition): Chapters 1, 2, 3, 4 ▪ Project Management Article/Case Study 1 ▪ Project Management Foundations – video <p>Assignments:</p> <ul style="list-style-type: none"> ▪ Read and 		<ul style="list-style-type: none"> ▪ Class Conference Call Meet & Greet <ul style="list-style-type: none"> ○ Occurs on 03/17 @ 7:00 PM CST ▪ Week 1 – Discussion Welcome & Introductions <ul style="list-style-type: none"> ○ Initial posts due 03/17, replies due 03/19

		<p>become familiar with the course expectations, syllabus and materials</p> <ul style="list-style-type: none"> ▪ View Project Management Foundations - video ▪ Class Conference Call Meet & Greet ▪ Submit Course expectations acknowledgement ▪ Week 1 – Discussion Welcome & Introductions 		<ul style="list-style-type: none"> ▪ Submit Course expectations acknowledgement <ul style="list-style-type: none"> ○ Due 03/19
2	<ul style="list-style-type: none"> ▪ Defining and discussing the risk management and time management processes. ▪ Distinguishing among and identifying various types of risk. ▪ Understanding risk management techniques 	<p>Readings:</p> <ul style="list-style-type: none"> ▪ PMBOK® Guide (6th edition): Sections 11.1, 11.2 ▪ Project Management Article/Case Study 2 - Risks, Risk Management Processes, and Risk Management Techniques <p>Assignments:</p> <ul style="list-style-type: none"> ▪ Week 2: Discussion – Risks, Risk Management Processes, and Risk Management Techniques 	1,2,3	<ul style="list-style-type: none"> ▪ Week 2: Discussion – Risks, Risk Management Processes, and Risk Management Techniques <ul style="list-style-type: none"> ○ Initial posts due 03/24, replies due 03/26
3	<ul style="list-style-type: none"> ▪ Discussing, quantifying and prioritizing risks affecting the likely outcomes of a project. ▪ Selecting risk 	<p>Readings:</p> <ul style="list-style-type: none"> ▪ PMBOK® Guide (6th edition): Sections 11.3, 11.4 ▪ Project 	4,5,6,7	<ul style="list-style-type: none"> ▪ Quiz 1 <ul style="list-style-type: none"> ○ Due 04/02 ▪ Week 3: Discussion – Risk Analysis & Risk Mitigation Strategies <ul style="list-style-type: none"> ○ Initial posts

	<p>analysis tools in project management.</p> <ul style="list-style-type: none"> Understanding how to plan and implement basic risk mitigation strategies. 	<p>Management Article/Case Study 3 - Risk Analysis & Risk Mitigation Strategies</p> <p>Assignments:</p> <ul style="list-style-type: none"> Quiz 1 Week 3: Discussion – Risk Analysis & Risk Mitigation Strategies 		<p>due 03/31, replies due 04/02</p>
4	<ul style="list-style-type: none"> Understanding how to implement and monitor risk response and control strategies. Developing responsibility matrices, workaround strategies and other alternative responses to changes in risk during the life of the project. 	<p>Readings:</p> <ul style="list-style-type: none"> PMBOK® Guide (6th edition): Sections 11.5, 11.6 Project Management Article/Case Study 4 - Risk Response Planning, Implementation, & Control <p>Assignments:</p> <ul style="list-style-type: none"> Week 4: Discussion – Risk Response Planning, Implementation, & Control 	8	<ul style="list-style-type: none"> Week 4: Discussion – Risk Response Planning, Implementation, & Control <ul style="list-style-type: none"> Initial post due 04/07, replies due 04/09
5	<ul style="list-style-type: none"> Midterm Exam 	<p>Readings:</p> <ul style="list-style-type: none"> PMBOK® Guide (6th edition): Chapters 1, 2, 3, 4, & 11 <p>Assignments:</p> <ul style="list-style-type: none"> Midterm Exam 	1,2,3,4,5,6,7,8	<ul style="list-style-type: none"> Midterm Exam (due 04/16)
6	<ul style="list-style-type: none"> Defining project activities within the work breakdown structure (WBS). Understanding techniques to develop project network diagrams and activity update lists. 	<p>Readings:</p> <ul style="list-style-type: none"> PMBOK® Guide (6th edition): Sections 5. 2, 6.1, 6.2, 6.3 Project Manager's Spotlight on Risk Management: Chapters 1, 2 Project Management 	1,9,10	<ul style="list-style-type: none"> Week 6: Discussion - Planning, Identifying, Defining, & Sequencing Schedule Activities <ul style="list-style-type: none"> Initial post due 04/21, replies due 04/23

		<p>Article/Case Study 5 – Planning, Identifying, Defining, & Sequencing Schedule Activities</p> <p>Assignments:</p> <ul style="list-style-type: none"> ▪ Week 6: Discussion - Planning, Identifying, Defining, & Sequencing Schedule Activities ▪ Initial post due 10/23, replies due 10/25 		
7	<ul style="list-style-type: none"> ▪ Understanding tools to develop and analyze activity duration estimates. ▪ Preparing activity schedules using CPM, GERT, PERT and simulation methods. 	<p>Readings:</p> <ul style="list-style-type: none"> ▪ PMBOK® Guide (6th edition): Sections 6.4 ▪ Project Manager's Spotlight on Risk Management: Chapter 5 ▪ Project Management Article/Case Study 6 – Estimating Activity Durations & Schedule Simulation Techniques ▪ Monte Carlo Simulation – Estimating Technique <p>Assignments:</p> <ul style="list-style-type: none"> ▪ Quiz 2 ▪ Week 7: Discussion – Estimating Activity Durations & Schedule Simulation Techniques 	11, 12	<ul style="list-style-type: none"> ▪ Quiz 2 <ul style="list-style-type: none"> ○ Due on 04/30 ▪ Week 7: Discussion – Estimating Activity Durations & Schedule Simulation Techniques <ul style="list-style-type: none"> ○ Initial post due 04/28, replies due 04/30
8	<ul style="list-style-type: none"> ▪ Discussing the relative advantages of GANTT (bar) charts, milestone 	<p>Readings:</p> <ul style="list-style-type: none"> ▪ PMBOK® Guide (6th edition): Sections 6.5, 6.6 	13, 14	<ul style="list-style-type: none"> ▪ Term Project: Risk Management Plan or Project Schedule <ul style="list-style-type: none"> ○ Due on 05/07

	<p>charts and time-scaled network diagrams.</p> <ul style="list-style-type: none"> ▪ Discussing techniques to implement and monitor an ongoing schedule control process in order to respond to unplanned changes. 	<ul style="list-style-type: none"> ▪ Project Manager's Spotlight on Risk Management: Chapter 4 ▪ PM Article/Case Study 7 - Project Performance and Change Management <p>Assignments:</p> <ul style="list-style-type: none"> ▪ Term Project: Risk Management Plan or Project Schedule ▪ Week 8: Discussion - Project Performance and Change Management 		<ul style="list-style-type: none"> ▪ Week 8: Discussion - Project Performance and Change Management <ul style="list-style-type: none"> ○ Initial posts due 05/05, replies due 05/07
9	<ul style="list-style-type: none"> ▪ Understanding methods for and the importance of performance measurement and reporting. ▪ Understanding the importance of team communication, interaction and agreement in successful project time and risk management efforts. 	<p>Readings:</p> <ul style="list-style-type: none"> ▪ PMBOK® Guide (6th edition): Sections 6.6, 7.4 ▪ Project Manager's Spotlight on Risk Management: Chapters 3, 6 ▪ PM Article/Case Study 7 - Schedule Performance Management, Communications & Reporting ▪ Schedule Performance Index (SPI) & Cost Performance Index (CPI) <p>Assignments:</p> <ul style="list-style-type: none"> ▪ Week 9: Discussion - Schedule Performance Management, Communications & Reporting 	15	<ul style="list-style-type: none"> ▪ Week 9: Discussion - Schedule Performance Management, Communications & Reporting <ul style="list-style-type: none"> ○ Initial posts due 05/12, replies due 05/14
10	<ul style="list-style-type: none"> ▪ Final Exam 	<p>Readings:</p> <ul style="list-style-type: none"> ▪ None <p>Assignments:</p> <ul style="list-style-type: none"> ▪ Final Exam ▪ Class Conference 	10, 11, 12, 13,14,15	<ul style="list-style-type: none"> ▪ Final Exam <ul style="list-style-type: none"> ○ Due 05/20 ▪ Class Conference Call Course Wrap-Up <ul style="list-style-type: none"> ○ 05/19 @ 7:30

		Call Course Wrap-Up		PM CST NOTE: 05/20 is the last day of class and semester
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GRADING CRITERIA:

Assignment	% of Grade
Weekly Discussions	30%
Term Project	10%
Quizzes	10%
Midterm Exam	25%
Final Exam	25%
Total	100%

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 mailed approximately one week after the last day of the session to the student's address of record. Amberton University staff will not post or 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:

- Access to the Internet
- General knowledge in:

- Internet browser settings and configuration
- e-mail and file attachments
- Uploading and downloading files
- Using a word processing package
- 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, Research Tutorials and Electronic Instructor Folders (FTP).

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.

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.

ACADEMIC HONESTY/PLAGIARISM:

Plagiarism is the presentation of someone else's information as though it were your own. If you use another person's words, ideas or information, or if you use material from a source – whether a book, magazine, newspaper, business publication, broadcast, speech, or electronic media – you must acknowledge the source. Failure to do so violates Amberton University's ethics policy.

RESEARCH RESOURCES:

The student is encouraged to use the Amberton Electronic Library as a research resource for this course. The Electronic Library provides access to full-text and abstract articles as well as links to a variety of remote research tools. Students can search Amberton Library Resource Center holdings through the on-line public access circulation system. The physical library contains a specialized collection of research materials specifically chosen to support the degrees and courses offered at Amberton. Interlibrary loan and document delivery services are available. The TexShare Card offers borrowing privileges in libraries all across the state of Texas. Students with research questions or questions about Library services are encouraged to visit the Library or email their questions to library@Amberton.edu.

RESEARCH TUTORIALS:

Online research resources are available through "Research Tools Database", accessible through the Student Portal. (For additional assistance, students may access the "Research Tutorials" link located in the General Tools area on the Student Portal.) Access the Portal by clicking "Student Portal" from the University's website. You must know your Amberton ID to access the Portal.

Library Live Chat Feature

The website allows for a live chat feature with librarians on the library pages. This service allows students to connect with librarians on questions regarding resource assistance, searching data bases and access to library services. www.amberton.edu/current-students/library/index.html