

**AMBERTON UNIVERSITY**  
**e-COURSE SYLLABUS**

**MGT6153.E1 Project Risk, Cost, Schedule-Estimation & Control  
SUMMER 2020**

**PROFESSOR INFORMATION:**

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**COURSE INFORMATION:**

MGT6153.E1 Project Risk, Cost, Schedule-Estimation & Control  
Level: Graduate  
Beginning Date of Session: Saturday, June 13, 2020  
Ending Date of Session: **Thursday**, August 20, 2020 (Last Class Day)  
**Student access available to the Student Portal: Saturday, June 13, 2020**

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

**COURSE PREREQUISITES:**

MGT6151

**TEXTBOOK(S) AND REQUIRED MATERIALS:**

Title: Project Management: Achieving a Competitive Advantage  
Author: Jeffrey Pinto  
Publisher: Pearson  
Year Published: 2019  
Edition: 5th  
ISBN: 10: 1292269146 or 13:9781292269146  
Price: Available at <http://amberton.ecampus.com>

Title: Project Management Body of Knowledge (PMBOK)  
Author: Project Management Institute  
Publisher: Project Management Institute  
Year Published: 2017  
Edition: 6th  
ISBN: 10: 1628251845 or 13:9780134730714  
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](http://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 6<sup>th</sup> edition, second printing of the APA manual, 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*, (6<sup>th</sup> ed., 2<sup>nd</sup> printing). All coursework at Amberton University will comply with the standards contained in the APA Publication Manual.

**COURSE COMPETENCIES:**

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

This course addresses the concepts, theories, procedures, and methods of risk, cost, and schedule estimation and control relevant to projects and project management. Students in this course identify and evaluate influential research in the areas of project risk, cost, and schedule estimating and control. This course covers the methods of developing project estimates during the planning stages and monitoring and controlling the relationships between project risk, cost, time, quality, and reliability of estimates, throughout the project lifecycle.

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

1. Understanding risk management approaches used in projects.
2. Discussing recommended risk, cost, and schedule management practices during project planning and execution.
3. Understanding qualitative risk analysis techniques and demonstrating the ability to apply common approaches.
4. Understanding quantitative risk analysis techniques and demonstrating the ability to apply common approaches.
5. Discussing risk, cost, and schedule estimation and control topics in recent literature.
6. Identifying and discussing project risk management frameworks and infrastructure.
7. Understanding the importance and purpose of risk, cost, and schedule reporting.
8. Demonstrating knowledge of various methods of risk, cost, and schedule estimation and forecasting techniques.
9. Discussing probabilistic estimation theory, simulation, analytic models, and approaches.
10. Understanding the value of using probabilistic models for analyzing problems involving uncertainty in the project domain.
11. Understanding procedures used in managing project resources to optimize the project parameters of risk, cost, and schedule.
12. Understanding advanced concepts and techniques needed to monitor and control project risk, cost, and schedule parameters.
13. Understanding the limitations of risk, cost, and schedule theory and practices in real-life projects.
14. Understanding the numerics of project risk, cost, and schedule management.
15. Discussing project management decision making tools, how they are used, and their limitations.

**COURSE POLICIES:**

Quizzes are due end-of-day (11:59 PM CST) on the Saturday of the quiz offering and will close after that period. Discussion Posts: an original student post is to be completed by the Wednesday of the week assigned, end-of-day (11:59 PM CST). At least TWO (2) replies to fellow students are due the Saturday of the week assigned, end-of-day (11:59 PM CST). See Syllabus schedule and online Moodle instructions for specific detail on Discussion assignments. Assignments will be accepted up to 3 (three) days late with 10% penalty for each day late. No submissions will be accepted after this period unless notified prior to and provided an approved reason (emergency, Doctor's excuse, etc.).

**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:**

Amberton University expects regular and punctual class attendance by all students. For both lecture and online courses, attendance and participation are extremely important in order for students to receive a quality education. 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 Amberton's policy on formally withdrawing from a course. Ceasing to attend or participate in classes does not constitute an official withdrawal. All withdrawals must be submitted by the student; but the university administration may submit a withdrawal under special circumstances.

**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:**

(Outline the course with topics and learning activities required to gain knowledge of course competencies, include number of assignments required, etc.)

The course outline is the critical component of the course. It is in the outline that topics and learning resources are brought together. Aside from a personal lecture (not available to e-Course students) the course outline should sufficiently inform the student of all the information (type, source, and important due dates) that will be learned in the course. Do not include the actual assignments and exercises within the syllabus, but do include important due dates, activities scheduled, as well as, examination dates.)

Week	Topic	Assignment	Competencies Covered	Due Date
Week 1: Sat. June 13 – Sat. June 20	--Welcome & Introductions --Course Acknowledgement	Discussion Postings		Sat June 20, 2020 (NOTE Discussion Post requirements including original posts due Wed end of day, and final two student replies due Sat end of day.
Week 2: Sun. June 21 – Sat June 27	Project Estimation	Article/Video Review & Discussion	5,9	Sat June 27 end of day
Week 3: Sun. June 28 – Friday July 3 (CLOSED SATURDAY FOR JULY 4 HOLIDAY)	Literature Review	Topic Selection Assignment  Quiz #1	5	Friday, July 3 end of day
Week 4: Sun. July 5 – Sat. July 11	Project Scheduling	Article/Video Review & Discussion		Sat. July 11 end of day
Week 5: Sun. July 12 – Sat July 18	Earned Value Management (EVM)	Article/Video Review & Discussion		Sat. July 18 end of day
Week 6: Sun July 19 – Sat. July 25	Literature Review	Annotated Bibliography Assignment		Sat. July 25 end of day

		Quiz #2		
Week 7: Sun. July 26 – Sat. Aug. 1	Risk Management	Tools & Techniques Discussion		Sat. Aug 1 end of day
Week 8: Sun. Aug. 2 – Sat Aug. 8	Literature Review	Final Paper Due		Sat Aug 8 end of day
Week 9: Sun. Aug. 9 – Sat. Aug 15	Budgeting	Article/Video Review & Discussion  Quiz #3		Sat Aug 15 end of day
Week 10: Sun. Aug. 16 – THURSDAY Aug. 20 (LAST CLASS DAY)	Course Retrospective & Lessons Learned	Discussion Posts		Thurs Aug 20 – Last Class Day

### **GRADING CRITERIA:**

Discussion Posts with Replies: 30% of Final Grade

Quizzes: 40% of Final Grade

Literature Review Assignment (Topic Selection, Annotate Bibliography & Final Paper): 30% of Final Grade

### Graduate

92 – 100 A

82 – 91 B

72 – 81 C

62 – 71 D

Below 62 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:

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, 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](mailto: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](mailto: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](http://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](mailto: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](http://www.amberton.edu/current-students/library/index.html)

Project Management Fundamentals with Broad Applications In its Fourth Edition , Project Management: Achieving Competitive Advantage takes a contemporary, decisive, and business-oriented approach to teaching and learning project management. Blending current theory, contemporary case studies, and hands-on practice and research, Project Management offers students a full range of perspectives of the project management process. Project management has become a critical component of successful business operations in worldwide organizations.

1.1 What is a project. A process refers to ongoing, day-to-day activities in which an organization engages while producing goods or services. Processes use existing systems, properties, and capabilities in a continuous, fairly repetitive manner. Projects, on the other hand, take place outside the normal, process-oriented world of the firm. A project is a unique venture with a beginning and end, conducted by people to meet established goals within parameters of cost, schedule, and qu



@inproceedings{Pinto2006ProjectMA, title={Project Management: Achieving Competitive Advantage}, author={J. Pinto}, year={2006} }. J. Pinto. Published 2006. Engineering. Chapter 1: Introduction: Why Project Management? Chapter 2: The Organizational Context: Strategy, Structure, and Culture Chapter 3: Project Selection and Portfolio Management Chapter 4: Leadership and the Project Manager Chapter 5: Scope Management Chapter 6: Project Team Building, Conflict, and Negotiation Chapter 7: Risk Management Chapter 8: Cost Estimation and Budgeting Chapter 9: Project Scheduling: Networks, Duration Esti full download link: project management: achieving competitive advantage, 4e (pinto) full download link: chapter introduction: why project management.Â LO: 1.1: Understand why project management is becoming such a powerful and popular practice in business. Classification: Application AACSB: Application of Knowledge. 2) Low inflation is a trigger for improved project management skills because: A) Rampant cost increases must be passed along to the consumer. B) Internal process improvement is accomplished via project management. C) Lower inflation means narrower product launch windows. D) Global markets are a prerequisite for low inflation. Answer: B Diff: 1 Section: 1.2 Why Are Projects Important? Development Projects that are Transforming Africa 1 President Obama Signs the Program Management Improvement and Accountability Act 8 Londonâ€™s Crossrail: Europeâ€™s Largest Construction Project MegaTech, Inc. 30 The IT Department at Hamelin Hospital 30 Disneyâ€™s Expedition Everest 31 â€œThrowing Good Money after Badâ€: the BBCâ€™s Digital Media Initiative 32.Â and Critical Chain 386 Resource Management 420 Project Evaluation and Control 452 Project Closeout and Termination 496. Appendix A The Cumulative Standard Normal Distribution 528 Appendix B Tutorial for MS Project 2016 529 Appendix C Project Plan Template 539 Glossary 543 Company Index 553 Name Index 555 Subject Index 559. Project Management Fundamentals with Broad Applications In its Fourth Edition , Project Management: Achieving Competitive Advantage takes a contemporary, decisive, and business-oriented approach to teaching and learning project management. Blending current theory, contemporary case studies, and hands-on practice and research, Project Management offers students a full range of perspectives of the project management process.

Pearson, 2016. 542 p. ISBN: 978-0-13-379807-4. In its Fourth Edition, Project Management: Achieving Competitive Advantage takes a contemporary, decisive, and business-oriented approach to teaching and learning project management. Blending current theory, contemporary case studies, and hands-on practice and research, Project Management offers students a full range of perspectives of the project management process. Brief Contents Introduction: Why Project Management? The Organizational Context: Strategy, Structure, and Culture Project Selection and Portfolio Management Leadership and the Pro... Chapter 4 Leadership and the Project Manager. 4.1 True/False Questions. 20) One way an organization can develop a core of project management professionals is to administer personality tests and match people attuned to project work to projects. Answer: FALSE. Diff: 3. Section: 4.6 Project Management Professionalism. Skill: Definition. AACSB Tag: Reflective. Download Now. SaveSave Project Management Achieving Competitive Advantage For Later. 0%(1)0% found this document useful (1 vote). 643 views37 pages. Project Management Achieving Competitive Advantage, 4th Edition by Jeffrey K. Pinto (1). Uploaded by. vimal rajoo. Description A project might be to create a product, the details of which have been specified by the client. The client has the responsibility for justifying the product. 15. What is management? Management can be defined as all activities and tasks undertaken by one or more Persons for the purpose of planning and controlling the activities of others in order to achieve objectives or complete an activity that could not be achieved by others acting independently. There is a newer edition of this item: Project Management: Achieving Competitive Advantage, Global Edition \$54.95 (26) In Stock. Read more Read less. click to open popover. In order to navigate out of this carousel please use your heading shortcut key to navigate to the next or previous heading. Back. Project Management: Achieving Competitive Advantage, Global Edition. Jeffrey K. Pinto. 4.4 out of 5 stars 26. Paperback. \$54.95. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition. Project Management 4.5 out of 5 stars 2,570. #1 Best Seller in Business Project Management. Paperback. \$62.96. Description INSTANT DOWNLOAD WITH ANSWERS Project Management Achieving Competitive Advantage 3rd Edition by Jeffrey K. Pinto Test Bank. Project Management: Achieving Competitive Advantage, 3e (Pinto) Chapter 6 Project Team Building, Conflict, and Negotiation. 6.1 True/False Questions. 1) Team building and conflict management skills are two of the most important people skills that project managers can cultivate. Answer: TRUE Diff: 1 Section: 6.0 Introduction. Skill: Factual AACSB Tag: Multicultural. 2) The first step in assembling a project team is to talk to potential