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Meeting days: Mondays	Instructor title and name: Matt Boyne
Meeting times: 5:30-8:15	Phone: 760-715-8071
Meeting location: Mission Valley 314	E-mail: mboyne@pointloma.edu
Final Exam: December 15, 2026	Office location and hours: MV Mondays and Wednesdays 2:00-5:00
Additional info:	Additional info: Main Campus FSB 130 Tu and Th 9:00-11:00 and Wednesdays 10:45-1:30

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission

Character – Professionalism – Excellence – Relationships – Commitment - Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

COURSE DESCRIPTION

This course presents the art and science of project risk as well as continuity management and cost management. Managing the risk of a project as it relates to a three-part systematic process of identifying, analyzing, and responding is examined through case studies. Students learn the process of cost management, early cost estimation, detailed cost estimation, and cost control using the earned value method. Students study the issues of project procurement management and the different types of contracts. Students will understand the PMI® program management processes and use tools that automate and enforce processes for managing scope changes, risk, quality, issues, schedules, resources, releases, and costs.

COURSE LEARNING OUTCOMES

The student who successfully completes this course will be able to:

1. Exhibit and understanding of various project methodologies, including waterfall, Scrum and integration of design thinking (PLO 1).
2. Evaluate risk in projects and apply qualitative and quantitative methods to reduce risk (PLO 3 & C1).
3. Evaluate project control performance using earned value management cost procedures (PLO 3).
4. Determine project portfolio assessments for prioritization and management (PLO 3).
5. Present ideas through effective written and verbal communication (PLO 6).
6. Collaborate effectively in a team to analyze project risk (PLO 7).

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. Pinto, J.K. (2019). [*Project management: Achieving competitive advantage \(5th ed.\)*](#). New York. Pearson.
2. Bucki, L.A. (2017). [ProjectLibre: Practice project](#) 1X1 Media LLC.
3. Flyvbjerg, B., & Gardner, D. (2023). [How Big Things Get Done](#). New York: Random House.
4. Please download a free software program, [ProjectLibre](#)

ASSESSMENT AND GRADING

			<u>Sample grade scale:</u> A= (930-1,000 pts) 93-100% C= (730-769 pts) 73-76% A-= (900-929 pts) 90-92% C-= (700-729 pts) 70-72% B+= (870-899 pts) 87-89% D+= (670-699 pts) 67-69% B= (830-869 pts) 83-86% D= (630-669 pts) 63-66% B-= (800-829 pts) 80-82% D-= (600-629 pts) 60-62% C+= (770-799 pts) 77-79% F= (0-599 pts) 0-59%
<i>Assignment Category</i>	<i>Description</i>	<i>Points</i>	
Big Things Analysis	Case Work	200 Points	
Project Assignments	Weekly homework assignments (9-15)	600 points	
Simulation	WK4 MIT Simulation	100 points	
Final	Comprehensive final exam in Week 16	100 points	
	Total:	1000 points	

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Table 2 Point Distribution and Grade Scale

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned under extremely unusual circumstances.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g., ChatGPT, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc.) in this course for reference, proofing and background. Do not use AI for creation.. Any work that utilizes AI-based tools must be clearly identified as such, including the specific tool(s) used. Please use the following sources to guide your citations when using AI.

[APA Style: How to Cite ChatGPT](#)

SPIRITUAL CARE

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our Graduate and Accelerated Undergraduate students to encounter God and grow in their Christian faith. We have onsite chaplains at our different campuses who may be available during class break times across the week. If you have questions or a desire to meet or share any prayer requests with our chaplains, you can find them at the [Chaplain's Page](#) via myPLNU.

In addition, the Mission Valley and Balboa campuses have a prayer chapel for use as a space set apart for quiet reflection and prayer.

STUDENT SUCCESS

The Center for Student Success supports our Graduate and Professional Studies students throughout their academic journey. We provide student services such as academic advising and planning, resource workshops, and connect students to career services, writing support, tutorial services, and wellness resources. The Center itself is located on the first floor of the Mission Valley Campus. If you have any questions about how to access resources at PLNU, please start by reaching out to the Center for Student Success [by email](#) or by phone at 619-563-2850. Please visit [myPLNU Student Success](#) for more details.

LANGUAGE AND BELONGING

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars, we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice-free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

If you (or someone you know) has experienced other forms of discrimination, you can find more information on reporting and resources via the [Nondiscrimination and Anti-harassment Policy](#)

SEXUAL MISCONDUCT AND DISCRIMINATION*

In support of a safe learning environment, if you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that accommodations and resources are available through the [Title IX Office](#). Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are required to disclose information about such misconduct to the [Title IX Office](#).

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact [Counseling Services](#) or [consult the list of campus pastors](#).

If you (or someone you know) has experienced other forms of discrimination or bias, you can find more information on reporting and resources via the [Nondiscrimination and Anti-harassment Policy](#).

GPS ACADEMIC RESOURCES

PLNU offers the following free academic resources virtually for Graduate Professional Studies (GPS) Students. Visit myPLNU through the links below for more information.

- [The GPS Writing Center](#) offers:
 - **Zoom Writers Workshops** offered each quad on a variety of helpful topics
 - **One-to-one appointments** with the Writing Coach
 - **Microlearning YouTube Video Library** for helpful tips anytime
 - [Research Help Guide](#) to help you start your research

- The physical office is located on the third floor of the [Mission Valley Regional Center](#) off the student lounge
- [Academic Writing Resources Course](#): Found on your Canvas Dashboard, this course is non-credit with 24/7 access, no time limits, and self-paced content. [Watch a quick video run-through](#) and take time now to explore!
- [Grammarly](#): Students have unlimited FREE access to Grammarly for Education, a trusted tool designed to help enhance writing skills by providing real-time feedback, identifying areas for improvement, and providing suggestions. Grammarly's Generative AI is NOT available with our student accounts.
- [Tutoring](#): Students have access to 24/7 live or scheduled subject tutoring through Tutor.com, including a Paper Drop-Off Service with feedback within 12 hours.

We are here to support you! Contact us anytime: GPSWritingCenter@pointloma.edu

PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU RECORDING NOTIFICATION

In order to enhance the learning experience, please be advised that this course may be recorded by the professor for educational purposes, and access to these recordings will be limited to enrolled students and authorized personnel.

Note that all recordings are subject to copyright protection. Any unauthorized distribution or publication of these recordings without written approval from the University (refer to the Dean) is strictly prohibited.

PLNU ACADEMIC BEHAVIOR POLICY

Both faculty and students at Point Loma Nazarene University have the right to expect a safe and ordered environment for learning. Students are expected to take the initiative to learn and conduct themselves in a mature and civil manner in the classroom environment. Any student behavior that is disruptive or threatening is a serious affront to Point Loma Nazarene University as a learning community. Students who fail to adhere to these behavioral standards may be subject to disciplinary action, including removal from class or further university sanctions. For a full definition of disruptive behavior, response procedures, and the appeal process, please consult the [Academic Behavior Policy](#) in the [University Catalog](#).

PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting

information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. For all student appeals, faculty and students should follow the procedures outlined in the University Catalog. See [Graduate Academic and General Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

During the first week of class, you will be asked to submit an Academic Honesty Verification Statement. Submitting the statement is a requirement of this course. By submitting the Academic Honesty Verification Statement, you will be verifying all assignments completed in this course were completed by you. Carefully review the Academic Honesty Statement below.

Statement: "In submitting this form, I am verifying all the assignments in this course will be completed by me and will be my own work."

PLNU ACADEMIC ACCOMMODATIONS POLICY

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities in accordance with the Americans with Disabilities Act (ADA). Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2533). Once a student's eligibility for an accommodation has been determined, the EAC will work with the student to create an Accommodation Plan (AP) that outlines allowed accommodations. Professors are able to view a student's approved accommodations through Accommodate.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course. Accommodations are not retroactive so clarifying with the professor at the outset is one of the best ways to promote positive academic outcomes.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC. Students cannot assume that because they had accommodations in the past, their eligibility at PLNU is automatic. All determinations at PLNU must go through the EAC process. This is to protect the privacy of students with disabilities who may not want to disclose this information and are not asking for any accommodations.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are

minimal requirements.

If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an "F" grade.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

Refer to [Academic Policies](#) for additional detail.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

COURSE SCHEDULE AND ASSIGNMENTS

Weeks	Date	Topic	Readings	In Class	Assessment
1 and 2	8/31 and 9/7	Introduction and Project Initiation	Chapters 1 and 2 Pinto Chapters 1 and 2 Big Things	Project Libre Lab-Introduction Project Initiation Discussions	Case Study 1.3 and Case Study 2.2
3 and 4	9/14 and 9/21	Project Planning	Chapter 3 and 4 Pinto Chapter 3 Big Things	Project Libre Lab Project Planning Work Break Down Discussions	Laguardia and UPS analysis And Case Study 4.2 MIT Simulation Homework (100 Points)
5 and 6	9/28 and 10/5	Project Planning	Chapter 5 and 6 Pinto	Project Libre Lab-Network and Gantt	Big Things Paper (100 Points)

			Chapter 4 Big Things	Task Duration Estimation Discussions	
7 and 8	10/12 and 10/19	Project Execution	Chapter 7 and 8 Chapter 5 Big Things	Lab-Resources Schedule Planning Discussions	Big Things Paper (100 Points)
9 and 10	10/26 and 11/2	Project Monitoring	Chapters 9 and 10 Pinto Chapter 6 Big Things	Lab Levelling Resources Risk Management Discussions	WBS and Network (200 Points)
11 and 12	11/9 and 11/16	Project Control	Chapters 11 and 12 Pinto Project 7 – Big Things	Lab Earned Value Management Discussions	Gantt and Resources (200 Points)
13 and 14	11/23 (No Class) and 12/1	Agile Projects	Chapters 13 and 14 Pinto Project 8 Big Things	Lab Scrum Discussions	Budget and EVM (200 Points)
15 and 16	12/8 and 12/15	Final Exam	Review and Notes	Review and Notes	Final Exam (100 Points)