Fermanian School of Business

LDR/BUS 6068 Risk, Cost and Program Analysis

3-Units

FA 26 Q2 Online 8-Week

Meeting days: Asynchronous	**Instructor title and name:** Matt Boyne
Meeting times: None	**Phone:** 760-715-8071
Meeting location: Online	**E-mail:** mboyne@pointloma.edu
Final Exam: Online Week of 12/17	**Office location and hours:** MV Mondays and Wednesdays 2:00-5:00
Additional info: Zoom Hours Available	**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).

COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3-unit class delivered over 8-weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

Required Resources

1. Please download a free software program, ProjectLibreLinks to an external site.. For Mac users https://sourceforge.net/projects/projectlibre/files/ProjectLibre/1.9.3/projectlibre-1.9.3.dmg/downloadLinks to an external site.
2. Pinto, J.K. (2019). *Project management: Achieving competitive advantage (5th ed.).*Links to an external site. New York. Pearson.
3. Bucki, L.A. (2017). ProjectLibre: Practice projectLinks to an external site.. 1X1 Media LLC.
4. Flyvbjerg, B., & Gardner, D. (2023). *How big things get done : the surprising factors that determine the fate of every project, from home renovations to space exploration and everything in between* (1st ed.).
5. https://www.wsj.com/subscribe/student?APCc9OU1=APCc9OU1&Cp5dKJWb=Cp5dKJWb&Pg9aWOPT=Pg9aWOPT&cid=WSJ_RD_ALL_ACQ_NA&n2IKsaD9=n2IKsaD9&trackingCode=aaqzoaosLinks to an external site. WSJ Student Subscription.
6. Please get a LEGO set; any type is fine. We'll use the LEGO as a way to put together a project plan. Yes, there is a whole field on this subject called LEGO Serious Play.

   https://seriousplaybusiness.com/project-management-and-planning-with-lego-serious-playLinks to an external site.

   Example Models:

   https://www.amazon.com/clp/B0DJ1B7ZDQLinks to an external site.

Recommended Resource

1. A student membership at the Project Management InstituteLinks to an external site. is a great opportunity. At the low price, this is an excellent entry into the profession of project management. The membership is optional.

ASSESSMENT AND GRADING

Assignment Category	*Description*	*Points*
Discussions	**Class Participation and Discussion**	**200 points**
Assignments	**Weekly homework assignments**	**500 points**
Mid Term	**Take Home Week 4**	**100 Points**
Simulation	**WK3 MIT Simulation**	**100 points**
Final	**Comprehensive final exam in Week 8**	**100 points**
	Total:	**1000 points**

Sample grade scale:

A= (930-1,000 pts) 93-100%

A-= (900-929 pts) 90-92%

B+= (870-899 pts) 87-89%

B= (830-869 pts) 83-86%

B-= (800-829 pts) 80-82%

C+= (770-799 pts) 77-79%

C= (730-769 pts) 73-76%

C-= (700-729 pts) 70-72%

D+= (670-699 pts) 67-69%

D= (630-669 pts) 63-66%

D-= (600-629 pts) 60-62%

F= (0-599 pts) 0-59%

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. 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 *

Mission Valley:

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our Graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain who is available during class break times across the week. If you have questions for or a desire to meet or share any prayer requests with the onsite chaplain, you may email Dr. Sylvia Cortez Masyuk at scortezm@pointloma.edu.

In addition, on the MV campus there is a prayer chapel on the third floor. It is open for use as a space set apart for quiet reflection and prayer.

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) have experienced other forms of discrimination, you can find more information on reporting and resources at www.pointloma.edu/nondiscrimination.

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 at pointloma.edu/Title-IX. 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 at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix or as shown in the PLNU Spiritual Care section of this syllabus.

If you (or someone you know) have experienced other forms of discrimination or bias, you can find more information on reporting and resources at www.pointloma.edu/bias

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**

STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or

her physical location. Refer to the map on State Authorization to view which states allow distance education outside of California.

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.

COURSE MODALITY DEFINITIONS

1. Online Courses: These are courses with class meetings where all instruction and interaction is fully online.
    a. Synchronous Courses: At least one class meeting takes place at a designated time.
    b. Asynchronous Courses: All class meetings are asynchronous.
2. Hybrid Courses: These are courses with class meetings that take place both in the classroom and online synchronously and/or asynchronously.
3. In-Person Courses: These are courses that meet in person with the instructor and students in a physical classroom setting. With approval by the area dean, this may include up to 25% of qualified class interactions through a Learning Management System (such as Canvas).

PLNU ATTENDANCE AND PARTICIPATION POLICY

Online Asynchronous Attendance/Participation Definition

Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

USE OF TECHNOLOGY

In order to be successful in the online or hybrid environment, you'll need to meet the minimum technology and system requirements; please refer to the *Technology and System Requirements* information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use. Please note that any course with online proctored exams requires a computer with a camera (tablets are not compatible) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

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

Week	Date	Topic	Readings	In Class	Assessment
1	October 26	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

2	November 3	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
3	November 10	Project Planning	Chapter 5 and 6 Pinto Chapter 4 Big Things	Project Libre Lab-Network and Gantt Task Duration Estimation Discussions	MIT Simulation Homework
4	November 17	Project Execution	Chapter 7 and 8 Chapter 5 Big Things	Lab-Resources Schedule Planning Discussions	Midterm
5	November 24 Fully Online with Zoom Lecture - Thanksgiving	Project Monitoring	Chapters 9 and 10 Pinto Chapter 6 Big Things	Lab Levelling Resources Risk Management Discussions	Big Things Chapters 3-5 And Case Study 8.1
6	December 1	Project Control	Chapters 11 and 12 Pinto Project 7 – Big Things	Lab Earned Value Management Discussions	Big Things Chapters 6 and 7 And Case Study 10.2
7	December 18	Agile Projects	Chapters 13 and 14 Pinto Project 8 Big Things	Lab Scrum Discussions	Case Studies 13.1 and 13.3 in Pinto

8	December 15	Final Exam	Review and Notes	Review and Notes	Final Exam