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**BAIT 510: Project Management in Delivering Business Solutions**  
*Professional Master of Business Administration (PMBA)*  
**Course Outline**

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**COURSE INFORMATION**

<b>Division:</b>	AIS	<b>Term/Period:</b>	Winter 2018
<b>Instructor:</b>	Dr. Zorana Svedic	<b>Email:</b>	<a href="mailto:zorana.svedic@sauder.ubc.ca">zorana.svedic@sauder.ubc.ca</a>
		<b>Office hours:</b>	By appointment
<b>Section number:</b>	BAIT 510 301	<b>Class meeting times:</b>	Sat 8:30-16:00 Jan 26, Feb 9, Mar 2
<b>Course duration:</b>	Jan 26, 2019 to Mar 24, 2019	<b>Classroom location:</b>	HA 132
<b>Pre-requisites:</b>	None	<b>Credit value:</b>	1.5
<b>Course website:</b>	All course materials will be posted on Canvas: <a href="https://canvas.ubc.ca/courses/18112">https://canvas.ubc.ca/courses/18112</a> Please note that you need a CWL account to access the course site. If you do not know your CWL, check: <a href="http://www.it.ubc.ca/cwl/homelink.shtml">http://www.it.ubc.ca/cwl/homelink.shtml</a> .		

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**BRIEF COURSE DESCRIPTION**

We live in a world where change is inevitable. In order to survive, organizations need to develop innovative products and services, improve existing offerings and operations, and/or transform how they do business. Regardless of the industry, projects are considered as the means to achieve innovations, improvements and transformation.

Today, projects are indispensable for organizational results in government, for-profit, and non-profit organizations. As projects dominate our workplaces, managerial skills, techniques, and tools to manage projects efficiently and effectively have become a necessity.

In this course, we take a broad view of project management and utilize various knowledge areas outlined in the Project Management Institute's PMBOK as a structure for the class (i.e. project stakeholders, scope, time, cost, human resources, communications, and risk management).

To enrich the course material beyond the PMBOK, we employ other academic resources, including required open textbook "Project Management" by Adrienne Watt, and highly recommended text "Project Management: Achieving Competitive Advantage" by Jeffrey K. Pinto.

NOTE: Although this course draws from the PMBOK – participation in this course does not yield PMI professional development units.

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**COURSE GOALS & LEARNING OBJECTIVES**

The main goal of this course is to acquaint students with frameworks, tools and techniques for successfully planning and managing a project. The course will outline why projects can fail to deliver anticipated results and how to avoid those pitfalls. In addition, students will have an opportunity to practice and apply these techniques via online project management simulation.

At the end, students will be able to assess what project management practices are needed for their projects and apply project management tools and techniques into their projects. Project management knowledge that students will acquire is general and applicable to all projects of all sizes and shapes. Therefore, the course is useful to those who will manage projects in any context.

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**COURSE MATERIALS & REQUIREMENTS**

Textbook: **Project Management**, (2014), by Adrienne Watt, BCcampus Open Textbook

Available free online: <https://opentextbc.ca/projectmanagement/>

*You can read this book online, or download in multiple formats (PDF, Kindle, e-pub, mobi)*

PMBOK: **A Guide to the Project Management Body of Knowledge (PMBOK® Guide)**, 5<sup>th</sup> & 6<sup>th</sup> Editions

By Project Management Institute (2013 & 2017)

Available free online, via UBC Library website

**Project Management Simulation: Scope, Resources, Schedule V2**, Harvard Business School Publishing

In this single-player simulation, students take on the role of a senior project manager and manage a team tasked with developing a new product for an electronics manufacturing company.

Coursepack available online (US \$15): <https://hbsp.harvard.edu/import/587184>

Recommended:

**Project Management: Achieving Competitive Advantage**, 3<sup>rd</sup> Ed (2013) or 4<sup>th</sup> Ed (2016), by Jeffrey K. Pinto

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**ASSESSMENT SUMMARY**

Active Learning	30%
In-Class Quizzes	30%
Project Management Simulation	10%
Final Reflection Paper	<u>30%</u>
<b>TOTAL</b>	<b>100%</b>

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**ASSESSMENTS**

**Active Learning (30%)**

Every student is expected to attend all classes in full as specified by RHL Graduate School Attendance & Tardiness Policy. Attendance will be monitored. In addition, students are expected to participate in the class exercises and class discussions. In order to achieve top marks for in-class participation, a student must: (i) attend the class regularly, (ii) participate in the class discussions (by asking questions or making comments), and (iii) contribute positively to the learning environment and be respectful of other students.

Attendance alone does not guarantee full participation marks. Quality of contributions matters more than quantity. You must be in class to complete and receive credit for the activities. No make-up classes, activities or assignments will be offered.

**In-Class Quizzes (30%)**

There will be three quizzes throughout the course, each worth 10%. Quizzes will be held at the end of each class to test how much you learned that day. Reviewing the class notes and assigned readings before class and paying attention in class will greatly increase your chance of getting higher score. You must be in class to complete these quizzes. **Missing quiz without Academic Concession will result in zero (0) grade.**

**Project Management Simulation (10%)**

The Project Management Simulation offers students a hands-on opportunity to explore the complexities of managing projects through rapid experimentation. By setting and changing project parameters and observing effects on project outcomes, students will discover how scope, resources, and schedule – together with team dynamics and project organization – combine to produce project success or failure.

The PM Simulations will be auto-scored on four criteria: project scope, project schedule, project resources, and team process. However, in none of the scenarios you can get perfect scores, so the goal is to do the best you can with what you are given.

Students will run initial PM simulation scenario in-class, with easily achievable targets and even weighting between objectives. As a homework, students will continue to run additional PM Simulation scenarios with varied goals and challenges. The primary objectives are to execute a project plan successfully and deliver a competitive product on time and on budget. You can repeat these scenarios as many times as you wish before they close.

**Final Reflection Paper (30%)**

During the course, we will cover various project management tools and techniques. This final assignment asks you to take a moment to reflect on what you have learned about project management and how you can apply these tools and techniques in your future projects. My goal is to get you to distill down the key lessons from the course and reflect on the impact of these on you as a learner.

Include a summary of the most valuable **Lessons Learned** from the project management simulation, pertaining to things that you did well or could have done better. Write about one or two issues, processes, or situations that had an impact on the project. Now that you have hindsight, describe what worked and what did not.

**Format:** Maximum **two pages** for the reflection (single-spaced, standard font size, normal margins). In addition, include the title page with course number, assignment title, date, your name and student number. Submit the final paper in **PDF** format, by the **deadline stated on Canvas Assignments**.

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**SCHEDULE**

**NOTE:** Schedule is **TENTATIVE** as it might change during the class. Check latest version of the Course Outline.

Class#	CLASS TOPICS	READINGS	ASSIGNMENTS
Class 1 Jan 26	Intro to Project Management	Text ch. 3, 4 PMBOK ch. 1, 2	Course Contract
	Project Initiation & Planning	Text ch. 7, 8 PMBOK ch. 3	
	Scope Management (WBS)	Text ch. 9 PMBOK ch. 5	
	Scheduling (Time)	Text ch. 10 PMBOK ch. 6	Quiz 1
Class 2 Feb 9	Scheduling (Cost)	Text ch. 12 PMBOK ch. 7	
	Scheduling (Critical Path)	Text ch. 11 (1/2)	
	Resource Management	Text ch. 11 (2/2) PMBOK ch. 9	Quiz 2
Class 3 Mar 2	Communications Management	Text ch. 15 PMBOK ch. 10	
	Risk Management	Text ch. 16 PMBOK ch. 11	
	Project Execution & Closure	Text ch. 17, 18 PMBOK ch. 4, 13	Quiz 3
	Project Management Simulation: Scope, Resources, Schedule V2	HBP	Self-Evaluation Course Evaluation
Exam Period Mar 24	Final Reflection Paper		

\* PMBOK is to be used as a reference – you do not need to read this material in detail

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**COURSE AND INSTITUTIONAL POLICIES**

**Attendance:** As per RHL policy on Professionalism, Attendance and Behaviour, students are expected to attend 100% of their scheduled classes. Students missing more than 20% of scheduled classes for reasons other than illness will be withdrawn from the course. Withdrawals, depending on timing, could result in a “W” or an “F” standing on a student’s transcript. Students must notify their instructors at the earliest opportunity if they are expected to miss a class due to illness. A medical note from a licensed, local doctor is required if more than 20% of scheduled classes for a course are missed due to illness. Students are required to notify the Student Experience Manager if they are absent from two or more classes due to illness.

**Tardiness:** As per RHL policy on Professionalism, Attendance and Behaviour, students are expected to arrive for classes and activities on time and fully prepared. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving halfway through a scheduled class, or later, will be treated as absent for that class.

**Electronic Devices:** As per RHL policy on Professionalism, Attendance and Behaviour, laptops and other electronic devices (cellphones, tablets, personal technology, etc.) are not permitted in class unless required by the instructor for specific in-class activities or exercises. Cellphones and other personal electronic devices must be turned off during class and placed away from the desktop. Students who fail to abide by the RHL “lids down” policy will be asked to leave the room for the remainder of the class. Research has shown that multi-tasking on laptops in class has negative implications for the learning environment, including reducing student academic performance and the performance of those sitting around them.

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**ACADEMIC INTEGRITY**

All UBC students are expected to behave as honest and responsible members of an academic community. Failure to follow appropriate policies, principles, rules and guidelines with respect to academic honesty at UBC may result in disciplinary action.

It is the student’s responsibility to review and uphold applicable standards of academic honesty. Instances of academic misconduct, such as cheating, plagiarism, resubmitting the same assignment, impersonating a candidate, or falsifying documents, will be strongly dealt with according to UBC’s procedures for Academic Misconduct. In addition to UBC’s Academic Misconduct procedures, students are responsible for reviewing and abiding by RHL’s policy on Academic Integrity.

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**STANDARD REFERENCE STYLE**

The Robert H. Lee Graduate School uses American Psychological Association (APA) reference style as a standard. Please use this style to cite sources in your work unless directed to use a different style.

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**LATE ASSIGNMENTS**

Late submissions will **NOT** be accepted and will receive a **zero** grade.

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**OTHER INFORMATION**

**Please also note that this is a tentative syllabus. Please check course site regularly for the updates.**