

COURSE INFORMATION

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|------------------------|-----------------------------------------------------|-----------------|----------------------------------------------------|
| Course title: | Project Management in Delivering Business Solutions | | |
| Course code: | BAIT 510 | Credits: | 1.5 |
| Session, term, period: | 2020S1 | Class location: | Online |
| Section(s): | DD1/DD2 | Class times: | DD1 Tue/Thu 10:00-12:00 DD2 Tue/Thu 08:00-10:00 |
| Course duration: | Jun 09 to Jul 18, 2020 | Pre-requisites: | N/A |
| Division: | AIS | Co-requisites: | N/A |
| Program: | MM DD | | |

INSTRUCTOR INFORMATION

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|-------------|------------------------------------------------------------------------------|------------------|-----------------------|
| Instructor: | Dr. Zorana Svedic | | |
| Phone: | 604.822.9678 (N/A) | Office location: | HA 668 (N/A) |
| Email: | zorana.svedic@sauder.ubc.ca | Office hours: | Online by appointment |

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, resources, communications, quality, and risk management).

NOTE: Although this course draws from the PMBOK – participation in this course does not yield PMI Professional Development Units.

COURSE FORMAT

The main goal of this course is to acquaint students with frameworks, tools and techniques for successfully managing a project. The online course delivery will consist of asynchronous pre-class material, synchronous live-class activities, and post-class assignments. Pre-class notes and recordings for each session will be posted on the course website. Students are required to review the pre-class material before we apply these concepts in live-class. Online live-class sessions will start with a short recap of pre-class material, followed by various individual and group activities. In addition, students will have an opportunity to practice and apply project management skills via online project management simulation.

LEARNING OBJECTIVES

By the end of this course, 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 in all sizes and shapes. Therefore, the course is useful to those who will manage projects in any context.

ASSESSMENTS

Summary

| Component | Weight |
|-------------------------------|-------------|
| Active Learning | 30% |
| Online Quizzes | 40% |
| Project Management Simulation | 10% |
| Final Paper | 20% |
| Total | 100% |

Details of Assessments

ACTIVE LEARNING (30%)

A graduate-level business course is most successful when there is active, thoughtful participation by each and every member. Every student is expected to attend all online live-classes in full as specified by RHL Graduate School Attendance & Tardiness Policy. Attendance will be monitored. This term, our classes will be delivered live via **Collaborate Ultra** tool on Canvas.

Pre-class material will be posted on course website about a week before each live-class. Students should review the pre-class material in detail prior to scheduled live-class sessions, and have pen & paper ready so you can keep notes and complete activities during the live sessions!

Attending and contributing to **live-class** sessions will be counted towards your participation. These live sessions will track individual contribution using various Collaborate Ultra tools, such as verbal comments via Mic, written answers via Chat, and quick answers via Poll. Some live-classes may contain activities that need to be completed individually in real-time and submitted via **Canvas Quizzes**. Our live-classes will also include Breakout Group work, where students will be randomly assigned to a group on Collaborate Ultra and moved into their virtual room to collaborate on various activities. Breakout Groups will submit their work in real-time via **Canvas Assignments** and may be asked to present their work during the live-class.

Finally, some classes may require additional **post-class** homework to be completed either individually or with your breakout group members and submitted via **Canvas Assignments** by 11 pm following the live-class.

All of these activities will account for **30%** of your course grade.

ONLINE QUIZZES (40%)

There will be five weekly quizzes throughout the term, to be completed online via **Canvas Quizzes**. Each quiz will be available for 12 hrs on Friday each week, from 8 am to 8 pm. Each quiz will contain 10 multiple choice questions and be timed for 15 min. These quizzes are not cumulative, each quiz only includes course material covered during assigned week. Reviewing the pre-class material and paying attention during live-class will greatly increase your chance of getting higher score. **Missing quiz without Academic Concession will result in zero 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.

The initial PM Simulation Scenario A, with easily achievable targets and even weighting between objectives, will be discussed in live-class 6. 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 at the end of exam period.

FINAL PAPER (20%)

Instead of final exam, you will submit a paper describing your own **Reflections** on the **course**. 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.

You will also 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 several issues, processes, or situations that had an impact on the project. Now that you have hindsight, describe what worked and what did not.

Final Paper is a TWO-PART **individual** assignment consisting of the following:

- **Cover Page:** include course number, assignment title, date, your name and student number
- **Course Reflection part:** 1000 words (+/- 100 words) – include the word count
- **Simulation Lessons Learned part:** 1000 words (+/- 100 words) – include the word count
- **References Page:** optional (use **APA Citation Style** for all sources)

Format: One document only in **PDF** format, Single Line Spacing, Normal Margins (i.e., 1"), standard Font type and size (e.g., Calibri, Arial, Helvetica; 11 point)

Grading: The paper will be graded based upon the depth of coverage and your effective communication of key lessons that you learned in this course. Each **part** will be marked out of **10 points** using the following scale: Below Expectations (5-6 pts), Meet Expectations (7-8 pts), and Exceed Expectations (9-10 pts)

Submission: Final Paper PDF file is due online, on the day scheduled for the **final exam** via **Canvas Assignments**. Check Canvas Assignments for exact deadline! **Late submissions will NOT be accepted, and will receive zero grade!**

LEARNING MATERIALS

Computer/Tablet: Internet enabled device with audio and video capabilities. A headset with microphone/headphones is highly recommended. Webcam (optional). Supported internet browser. See *Collaborate Ultra* support website for more details:
https://help.blackboard.com/Collaborate/Ultra/Participant/Get_Started

Course website: Our primary means of electronic communication will be via Canvas course site. All course materials and instructions will be posted there:
<https://canvas.ubc.ca/courses/49686>

PMBOK: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) 6th Edition

By Project Management Institute (2017)

Available free online, via UBC Library website:

<https://ebookcentral.proquest.com/lib/ubc/detail.action?docID=5180849>

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 **BAIT 510 MMDD 2020** available online (US \$15):

<https://hbsp.harvard.edu/import/723046>

Additional materials recommended but not required:

Project Management Essentials, 2nd Edition

By Kathryn Wells & Timothy Kloppenborg (2018)

Concise and user-friendly eBook available free [online](#) via UBC Library

The Fast Forward MBA in Project Management

By Eric Verzuh (2016)

Comprehensive guide to real-world projects available free [online](#) via UBC Library

PMP Exam Prep: search for various eBooks available free online via UBC Library

Contain certification exam practice questions

COURSE-SPECIFIC POLICIES AND RESOURCES

Missed or late assignments, and regrading of assessments

ALL assignments must be submitted on Canvas by the deadline! Contact instructor immediately if you are having any problems with the Canvas submission process.

Late submissions will NOT be accepted, and will receive zero grade!

In the event that you feel something was missed in the grading of your work (be it mathematical error or other), please write a brief summary of what you feel needs further attention and submit this re-read request with your marked work. If you request a re-read, it will be read from scratch and your grade may go up or down. Each grade component is considered final one week after given to the class and will no longer be open for re-reading or discussion. I do not accept personal lobbying efforts on behalf of grades other than in writing. I am happy to discuss your work with you for educational purposes, but keep in mind that once we discuss the work the grade is considered final if you have not already had the work re-read.

Academic Concessions

If extenuating circumstances arise, please contact the RHL Graduate School program office as early as reasonably possible, and submit an [Academic Concession Request & Declaration Form](https://webforms.sauder.ubc.ca/academic-concession-rhlee) <https://webforms.sauder.ubc.ca/academic-concession-rhlee>. If an academic concession is granted during the course, the student will be provided options by RHL, or by the instructor in consultation with RHL, per [UBC's policy on Academic Concession](#).

Other Course Policies and Resources

- **Professionalism.** Professionalism is required both in business and in the classroom. What does it mean in a learning environment? Accessing online class on time and being prepared for the topic at hand. Listening to and respecting others (instructors and peers). Giving 100% of your attention to the course. Not distracting others with private conversations or off-topic behaviour. Students are expected to contribute during class discussions and breakout activities in order to enrich the learning experience for everyone. However, individual students should not monopolize or dominate discussions, precluding or intimidating others from contributing.
- **Online Classes.** When attending live-class session, keep your microphone on mute and “raise hand” if you want to comment. Use the chat to post questions or submit answers. Have pen and paper ready for note-taking during the live-class.

POLICIES APPLICABLE TO COURSES IN THE ROBERT H. LEE GRADUATE SCHOOL

Attendance

Excepting extenuating circumstances, students are expected to attend 100% of their scheduled class hours. Absent students limit their own academic potential, and that of their classmates, and cause unnecessary disruption to the learning environment. Students missing more than 20% of the total scheduled class hours for a course (including classes held during the add/drop period) without having

received an academic concession will be withdrawn from that course. Withdrawals, depending on timing, could result in a “W” or an “F” standing on the transcript.

Punctuality

Students are expected to arrive for classes and activities on time and fully prepared to engage. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving later than halfway through a scheduled class will be treated as absent for that class.

Citation Style

Please use the American Psychological Association (APA) reference style to cite your sources.

Details of the above policies and other RHL Policies are available at:

<http://www.calendar.ubc.ca/vancouver/index.cfm?tree=12,199,506,1625>

UNIVERSITY POLICIES AND RESOURCES

UBC provides resources to support student learning and to maintain healthy lifestyles but recognizes that sometimes crises arise and so there are additional resources to access including those for survivors of sexual violence. UBC values respect for the person and ideas of all members of the academic community. Harassment and discrimination are not tolerated nor is suppression of academic freedom. UBC provides appropriate accommodation for students with disabilities and for religious observances. UBC values academic honesty and students are expected to acknowledge the ideas generated by others and to uphold the highest academic standards in all of their actions. Details of the policies and how to access support are available on the UBC Senate website at <https://senate.ubc.ca/policies-resources-support-student-success>.

Academic Integrity

The academic enterprise is founded on honesty, civility, and integrity. As members of this enterprise, all students are expected to know, understand, and follow the codes of conduct regarding academic integrity. At the most basic level, this means submitting only original work done by you and acknowledging all sources of information or ideas and attributing them to others as required. This also means you should not cheat, copy, or mislead others about what is your work. Violations of academic integrity (i.e., misconduct) lead to the breakdown of the academic enterprise, and therefore serious consequences arise and harsh sanctions are imposed. For example, incidences of plagiarism or cheating may result in a mark of zero on the assignment or exam and more serious consequences may apply if the matter is referred to the President’s Advisory Committee on Student Discipline. Careful records are kept in order to monitor and prevent recurrences.

COPYRIGHT

All materials of this course (course handouts, lecture slides, assessments, course readings, etc.) are the intellectual property of the instructor or licensed to be used in this course by the copyright owner. Redistribution of these materials by any means without permission of the copyright holder(s) constitutes a breach of copyright and may lead to academic discipline. Audio or video recording of classes are not permitted without the prior approval of the Instructor.

ACKNOWLEDGEMENT

UBC’s Point Grey Campus is located on the traditional, ancestral, and unceded territory of the xwməθkwəyəm (Musqueam) people, who for millennia have passed on their culture, history, and traditions from one generation to the next on this site.

COURSE SCHEDULE

(Subject to change with class consultation)

| CLASS # | CLASS TOPICS | READINGS * | ASSIGNMENTS |
|----------------|------------------------------------------------------|-----------------|-------------------------------------------------------|
| Class 1 : 6/9 | Intro to Project Management | PMBOK ch. 1, 2 | Course Contract |
| Class 2 : 6/11 | Project Initiation & Planning | PMBOK ch. 3 | Quiz 1: classes 1-2 (FRI) |
| Class 3 : 6/16 | Scope Management | PMBOK ch. 5 | |
| Class 4 : 6/18 | Schedule Management | PMBOK ch. 6 | Quiz 2: classes 3-4 (FRI) |
| Class 5 : 6/23 | Cost Management | PMBOK ch. 7 | |
| Class 6 : 6/25 | Critical Path Method | | PM Simulation Scenario A Quiz 3: classes 5-6 (FRI) |
| Class 7 : 6/30 | Resource Management | PMBOK ch. 9 | |
| Class 8 : 7/2 | Risk Management | PMBOK ch. 11 | Quiz 4: classes 7-8 (FRI) |
| Class 9 : 7/7 | Quality Management Communications Management | PMBOK ch. 8, 10 | |
| Class 10 : 7/9 | Project Execution, Control & Closure | PMBOK ch. 4, 13 | Quiz 5: classes 9-10 (FRI) |
| Exam Period | PM Simulation Scenarios (A,B,C,D,E,F) Final Paper | | Course Evaluation Self-Evaluation |

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