UBC SAUDER
SCHOOL OF BUSINESS

ROBERT H. LEE
GRADUATE SCHOOL

BAIT 510: Project Management
Syllabus

COURSE INFORMATION

Course title:	Project Management in Delivering Business Solutions		
Course code:	BAIT 510	Credits:	1.5
Session, term, period:	2020W2 P3	Class location:	Online
Section(s):	MM1	Class times:	Tue/Thu 10:00-12:00 PST
Course duration:	Feb 23 to Mar 25 2021	Pre-requisites:	N/A
Division:	AIS	Co-requisites:	N/A
Program:	MM		

INSTRUCTOR INFORMATION

Instructor:	Dr. Zorana Svedic		
Phone:	N/A	Virtual Office:	Zorana's Zoom Room
Email:	zorana.svedic@sauder.ubc.ca	Office hours:	Sign-Up

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 <u>useful</u> to <u>those who will manage projects in any context</u>.

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 **Zoom** online meeting platform.

Pre-class material will be posted on the course website at least a week before each live-class. There is no reading material for this course, instead you are asked to watch the recorded lessons and review posted class notes. 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 Zoom tools, such as verbal comments via Mic and written answers via Chat. Each live-class will start with a few iClicker Polls to test your preparation, and may include additional activity polls thought the class. Our live-classes will also include Breakout work, where students will be randomly assigned to a group on Zoom and moved into their virtual room to collaborate on various activities. Each member of the Breakout group will submit the copy of their group work in real-time via Canvas 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 by 8 pm following the live-class.

All of these activities will account for **30%** of your course grade: iClicker polls (10%) + Breakout exercises (10%) + Zoom class attendance and participation (10%).

NOTE: Please ensure that you have signed-up on Zoom and provided your Zoom email and name to the teaching team. Your name and video must be displayed in Zoom at all times; **NO name/video, NO credit!**

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 22 hrs on Friday each week, from 1 am to 11 pm PST. 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)

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Format: One document only in **PDF** format, 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. Speakers and a microphone. A headset with microphone/headphones is highly recommended. A webcam or HD webcam. An internet connection, broadband wired or wireless.

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/58085

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 MM 2020** available online (US $15):
https://hbsp.harvard.edu/import/799363

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 <u>one week</u> 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.

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

- **Preparation**. Guidance on how to prepare for each class will be posted to the course website. It is each student's responsibility to understand what is required and to complete the necessary readings or other preparation that is directed.

- **Punctuality**. Punctuality for Zoom classes is extremely important. Late attendance will drop your participation grade. Students who arrive late (or leave early) disturb all others. You should not leave the Zoom meeting during the scheduled class time, unless there is a pressing reason to do so. Attendance does not earn you participation grades, but is a pre-requisite to being able to earn participation marks.

- **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 and minimizing any distractions. Students are expected to contribute during class and breakout rooms in order to enrich the learning experience for everyone. However, individual students should not monopolize or dominate discussions, precluding or intimidating others from contributing. When someone is talking, it is expected that everyone will listen.

- **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.

Electronic Devices

During online lectures, students are not permitted to use any electronic devices other than the primary one used for attending the online lecture (e.g. laptop or desktop). Only Zoom should be open during the online lecture unless an instructor advises the use of another program/website for an in-class activity. Feedback from students indicates that personal devices are the number one distraction from effective learning and participation in the online learning environment.

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.

Respect for Equity, Diversity, and Inclusion

The UBC Sauder School of Business strives to promote an intellectual community that is enhanced by diversity along various dimensions including status as a First Nation, Metis, Inuit, or Indigenous person, race, ethnicity, gender identity, sexual orientation, religion, political beliefs, social class, and/or disability. It is critical that students from diverse backgrounds and perspectives be valued in and well-served by their

courses. Furthermore, the diversity that students bring to the classroom should be viewed as a resource, benefit, and source of strength for your learning experience. It is expected that all students and members of our community conduct themselves with empathy and respect for others.
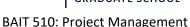
Academic Integrity

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.

Academic Freedom and Students Studying from Outside Canada

During this pandemic, the shift to online learning has greatly altered teaching and studying at UBC, including changes to health and safety considerations. Keep in mind that some UBC courses might cover topics that are censored or considered illegal by non-Canadian governments. This may include, but is not limited to, human rights, representative government, defamation, obscenity, gender or sexuality, and historical or current geopolitical controversies. If you are a student living abroad, you will be subject to the laws of your local jurisdiction, and your local authorities might limit your access to course material or take punitive action against you. UBC is strongly committed to academic freedom, but has no control over foreign authorities (please visit http://www.calendar.ubc.ca/vancouver/index.cfm?tree=3,33,86,0 for an articulation of the values of the University conveyed in the Senate Statement on Academic Freedom). Thus, we recognize that students will have legitimate reason to exercise caution in studying certain subjects. If you have concerns regarding your personal situation, consider postponing taking a course with manifest risks, until you are back on campus or reach out to your academic advisor to find substitute courses. For further information and support, please visit: http://academic.ubc.ca/support-resources/freedom-expression

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 and could be subject to legal action. Any lecture recordings are for the sole use of the instructor and students enrolled in the class. In no case may the lecture recording or part of the recording be used by students for any other purpose, either personal or commercial. Further, audio or video recording of classes are not permitted without the prior consent of the instructor. Students may not share class Zoom links or invite others who are not registered to view sessions.

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ONLINE TEACHING TOOL & REQUIREMENTS

This course will be taught using Zoom for synchronous classes and office hours.

For this course, you are required to use a Zoom account during synchronous classes and office hours. If you do not have a Zoom account, you can create one here: https://zoom.us/signup. Note: creating a Zoom account requires that you provide a first name, last name, and email address to Zoom. For privacy purposes, you may consent to using your existing email address and your real name. Alternatively, if you prefer, you may sign up using an alternative email address and an anonymized name that does not identify you (i.e. Jane Doe, jane.doe@email.com). If you have trouble creating an account, or accessing a Zoom session, please contact CLCHelp@sauder.ubc.ca. You will be required to provide the email address associated with your Zoom account in a Canvas quiz for identification purposes.
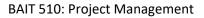
To help replicate the classroom experience, make sessions more dynamic and hold each person accountable, both students and instructors are required to have their cameras on during Zoom sessions. Students who require an accommodation with regard to the "camera on" requirement must contact their instructors in advance of the first class to discuss options. As professional graduate students, students are expected to conduct themselves professionally by joining sessions on time, muting mics when not speaking, refraining from using any other technology when in-session, attending in business casual dress (at a minimum), and participating from a quiet environment. Content from synchronous sessions will be selectively recorded per instructor discretion and made available to students on Canvas for a maximum duration of the course length. This is done to allow students the opportunity to return to lecture content to solidify learnings.

NOTE: Zoom regularly updates its software to fix bugs that can cause meeting failures. Zoom recommends updating to the latest version of the Zoom Client for your device prior to connecting to any meeting. Please follow the instructions available at https://support.zoom.us/hc/en-us/articles/201362233-Upgrade-update-to-the-latest-version/ to learn how to check for Zoom updates. We recommend checking at least weekly!

ACKNOWLEDGEMENT

UBC's Point Grey Campus is located on the traditional, ancestral, and unceded territory of the xwməθkwəy̓əm (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 : 2/23	Intro to Project Management	PMBOK ch. 1, 2	Zoom Info Survey Honour Pledge
Class 2 : 2/25	Project Initiation & Planning	PMBOK ch. 3	Quiz 1: classes 1-2 (FRI)
Class 3 : 3/02	Scope Management	PMBOK ch. 5	
Class 4 : 3/04	Schedule Management	PMBOK ch. 6	Quiz 2: classes 3-4 (FRI)
Class 5 : 3/09	Cost Management	PMBOK ch. 7	
Class 6 : 3/11	Critical Path Method		PM Simulation Scenario A Quiz 3: classes 5-6 (FRI)
Class 7 : 3/16	Resource Management	PMBOK ch. 9	
Class 8 : 3/18	Risk Management	PMBOK ch. 11	Quiz 4: classes 7-8 (FRI)
Class 9 : 3/23	Quality Management Communications Management	PMBOK ch. 8, 10	
Class 10 : 3/25	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