

### COURSE INFORMATION

Course title:	Project Management in Delivering Business Solutions		
Course code:	BAIT 510	Credits:	1.5
Session, term, period:	2022W2 P3	Class location:	David Lam 125
Section(s):	MM1	Class times:	Tue/Thu 10:00-12:00 PT
Course duration:	Jan 03 to Feb 03, 2023	Pre-requisites:	N/A
Division:	AIS	Co-requisites:	N/A
Program:	MM		

### INSTRUCTOR INFORMATION

Dr. Erika Wong      Email: [erika.wong@sauder.ubc.ca](mailto:erika.wong@sauder.ubc.ca)  
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Virtual Office Hours:      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.

This course is an introduction to project management and is intended to provide students with the basic understanding of how organizations plan and execute projects. Based on the project management practices defined by the Project Management Institute (PMI), the course will provide an overview of the project management methodology and the tools and techniques through which projects are selected, planned, executed, monitored and controlled, and then brought to a close.

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).

### COURSE FORMAT

The main goal of this course is to acquaint students with frameworks, tools and techniques for successfully managing a project. The course delivery will consist of asynchronous pre-class material, synchronous in-class activities, and asynchronous post-class assignments. Pre-class notes and video recordings for each class will be posted on the course website. Students are required to review the pre-class material before we apply these concepts in-class. Our classes may 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

Students who successfully complete the course and all assigned activities will have the capability to plan a smaller scale project and understand how the same principles and practices would be applied to larger scale projects. Students will have the knowledge and skills to:

- create a project charter to initiate a project
- clearly define measurable project objectives
- identify and engage project stakeholders
- define project scope
- develop a project schedule and budget
- identify and assess project risks
- assess project outcomes and prepare a project closing report
- identify lessons learned from a project for use in future projects

### ASSESSMENTS

#### Summary

Component	Weight
Polls	10%
Exercises	5%
Online Quizzes	40%
Project Management Simulation	10%
Lessons Learned from Project Management Simulation	10%
Project Plan	25%
<b>Total</b>	<b>100%</b>

#### Details of Assessments

Specific instructions will be posted on Canvas in addition to the below overview.

#### POLLS (10%)

Each class will start with several check-in questions to test your class preparation. There may be additional polls throughout the class. These questions will be answered via **iClicker Cloud** – even if you are NOT present in class, you can submit your answers **remotely!** Students will receive 1 point for participation and 1 point for correct answer (where applicable). **Missing iClicker Polls without Academic Concession will result in zero grade!**

#### EXERCISES (5%)

During class, students will be placed into small breakout groups to complete various **exercises**. These exercises can also be done individually. All exercises must be submitted on **Canvas** by **8pm PT** on the class day. **Missing Canvas Exercises without Academic Concession will result in zero 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 12hrs on Friday each week, from **8am to 8pm PT**. Each quiz will contain 10 multiple-choice questions and be timed for 20min. These quizzes are not cumulative, each quiz only includes course material covered during the assigned week. Reviewing the pre-class material and paying attention in-class will 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 Simulation 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.

There are seven PM Simulation Scenarios (A-G). The initial Scenario A, with easily achievable targets and even weighting between objectives, will be discussed in-class. 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 each scenario 30 times before they close at the end of the exam period. **Missing any Scenario will result in zero grade for that scenario!**

### LESSONS LEARNED (10%)

For this assignment, you are to 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.

Submit Lessons Learned in **PDF** file format via **Canvas Assignments**. Files will be submitted to **Turnitin** to test for content similarities. Check Canvas Assignments for full details and specific deadlines! **Late submissions are NOT accepted and will receive zero grade!**

### PROJECT PLAN (25%)

You will work in a self-formed **group of up to 4 members** on this assignment! During the course, we will cover various project management tools and techniques. This group assignment asks you to consider how you can apply these tools and techniques in your projects.

Develop a well-crafted **Project Plan** listing objectives you want to meet. You are welcome to use whatever documents and templates you feel are appropriate for your project. Sample templates are provided on Canvas to aid in the development of your project plan. The templates are only a guide and should be altered as required.

Submit Project Plan in **PDF** file format via **Canvas Assignments**. Use **APA Citation Style** where needed. Files will be submitted to **Turnitin** to test for content similarities. Check Canvas Assignments for full details and specific deadlines! **Late submissions are NOT accepted and will receive zero grade!**

### LEARNING MATERIALS

**Course Website:** Class notes, video lessons and other course materials are posted on Canvas. Students are responsible for reviewing all class-prep material **before class** and should arrive to class prepared to discuss the topics covered and answer questions.

**Project Management Simulation: Scope, Resources, Schedule V3**, Harvard Business School Publishing

In this single-player simulation, students take the role of a software project manager at Quaich Networks, a wireless mobile phone and data service provider. They are tasked with assembling and directing a software development team to develop a new and reconfigurable billing system.

Coursepack **BAIT 510 MM 2022** available online (US \$15)

**iClicker Student (formerly iClicker Reef) class response system.** You need to set up your free iClicker account and link it to our course via **iClicker Sync** menu on Canvas. You can participate **during live class** using [iClicker Student](#) website or mobile app. See this guide for details: <https://lthub.ubc.ca/guides/iclicker-cloud-student-guide/>

**Laptop/Tablet:** Bring your internet enabled mobile device to each class for completing activities and submitting exercise files on Canvas.

### *Additional materials recommended but not required*

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

By Project Management Institute (2017)

Available free [online](#) via UBC Library

NOTE: PMBOK is used as a reference for this course content

PMBOK is required for CAMP/PMP Exams

**Project Management Essentials**, 2<sup>nd</sup> 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

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

Contain certification exam practice questions

### NO DISTRIBUTION OF RECORDINGS

There is no distribution of recordings of class. Classes are designed as and are intended to be in-person. Your attendance is expected. If you are unable to attend, the policy regarding missed classes described in this syllabus applies. It is your responsibility to ensure that you have the materials you need for missed classes. It is strongly recommended that you make arrangements at the start of the semester for materials in case you miss class. For instance, you may wish to exchange contact information with a classmate who can provide you with notes in the event you miss class. If you believe you are an exceptional case that merits special consideration, please promptly reach out to your instructor to advise them of your circumstances.

### COURSE-SPECIFIC POLICIES AND RESOURCES

#### *Missed or Late Assignments, and Regrading of Assessments*

- The course policy default is that there will be no make-up work provided, and no extensions to deadlines.
- Assignments are due in the manner specified (either in this outline or otherwise in the relevant assignment outline) by the specified due date (**Pacific Time and UBC server time**). **LATE assignments will score zero grade; this is a firm policy!**
- **Equipment and/or media failure** will NOT be accepted as an excuse for late submissions.
- Students are personally responsible for maintaining **BACKUPS** of their assignment files. The inability to submit an assignment because of a lost file will NOT be accepted.
- In circumstances that merit an Academic Concession (for example: major illness, family bereavement), students should notify the instructor and obtain an **Academic Concession from the UGO**. In these circumstances, an accommodation may be granted: see “*Academic Concessions*” below for details.
- 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-grade request with your marked work. If you request a re-grade, 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-grading or discussion.

#### *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](#). 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](#).

If you miss in-class activities (iClicker polls and/or Canvas exercises), you do NOT need academic concession. We will drop lowest 2 assessments from each category to accommodate missing classes. Please remember that even if you are NOT present in-class, you should submit poll answers remotely via iClicker Cloud, as well as, you should submit your exercises remotely via Canvas Assignments!

- If you miss an **Assignment** or **Quiz**, you must request academic concession through the Sauder RHL.

If a student has an Academic Concession from the Sauder RHL:

- The student may be excused for in-class activities. Excused activities are not calculated as part of a student's total grade.
- The due date for an individual assignment may be deferred by, at most five days (contingent on and proportionate to the duration of the granted concession).
- The student's group will proceed with the group assignments on the regular timeline. However, notwithstanding the foregoing, the concession will be taken into account to the extent it impacts an individual's ability to proportionally contribute.

#### *Academic Accommodations -- Centre for Accessibility*

The [Centre for Accessibility](#) (CfA) facilitates disability-related accommodations and programming initiatives designed to remove barriers for students with disabilities and ongoing medical conditions. If you are registered with the CfA and are eligible for exam accommodations, it is your responsibility to book your exam writing with the CfA using its [exam reservation system](#): for midterm exams or quizzes, at least 7 days in advance; and final exams, 7 days before the start of the formal exam period.

#### *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 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 class 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? Being 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 discussions 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.

### **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.

*COVID-19 Policies for Attendance & Academic Concessions:*

If a student feels unwell, they should stay home and send a courtesy email to each impacted instructor and cc their program manager. The student should also submit an [Academic Concession Request & Declaration Form](#).

If a student suspects possible COVID-19 infection, they should use the BC Ministry of Health's [self-assessment tool](#), to help determine whether further assessment or testing for COVID-19 is recommended.

*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*

Devices such as laptops, tablets, and cell phones are not permitted to be used in class unless directed by the instructor for in-class activities. Students who do not follow the School's policy in this regard may be required to leave the room for the remainder of the class, so that they do not distract others. Research shows that students' use of laptops in class has negative implications for the learning environment, including reducing their own grades and the grades of those sitting around them.

*Citation Style*

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

**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.

### **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.

### **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	CLASS PREP	ASSESSMENTS
Class 1 TUE 1/03	<b>Intro to Project Management</b>	Introduction Project Management Project Life Cycle	<b>Honour Pledge</b> <b>Practice Quiz</b>
Class 2 THU 1/05	<b>Project Initiation &amp; Planning</b>	Project Selection - Screening Models Project Selection - Financial Models Project Initiation Project Planning	<b>Quiz 1: Classes 1-2</b> <b>(FRI 8am-8pm)</b>
Class 3 TUE 1/10	<b>Scope Management</b>	Project Scope Management WBS & WBS Dictionary	<b>Team Charter</b>
Class 4 THU 1/12	<b>Schedule Management</b>	Project Schedule Management Project Network Diagrams	<b>PP: Scope</b> <b>Quiz 2: Classes 3-4</b> <b>(FRI 8am-8pm)</b>
Class 5 TUE 1/17	<b>Cost Management</b>	Project Cost Management Estimating Effort Estimating Duration	<b>PP: WBS</b>
Class 6 THU 1/19	<b>Critical Path Method</b> <b>PM Simulation Scenario A</b>	CPM Forward Pass CPM Backward Pass PM Simulation V3	<b>PP: Budget</b> <b>Quiz 3: Classes 5-6</b> <b>(FRI 8am-8pm)</b>
Class 7 TUE 1/24	<b>Resource Management</b>	Project Resource Planning The Project Team	<b>PP: Schedule</b>
Class 8 THU 1/26	<b>Risk Management</b>	Project Risk Management Project Risk Assessment Project Risk Response	<b>PP: Resources</b> <b>Quiz 4: Classes 7-8</b> <b>(FRI 8am-8pm)</b>
Class 9 TUE 1/31	<b>Quality &amp; Communications Management</b>	Project Quality Management Project Communications Management Project Communications	<b>PP: Risk</b>
Class 10 THU 2/02	<b>Project Monitoring &amp; Control, Execution, and Closure</b>	Project Monitoring & Control Earned Value Management Project Execution & Closure	<b>PP: Communications</b> <b>Quiz 5: Classes 9-10</b> <b>(FRI 8am-8pm)</b> <b>Project Plan</b> <b>(SUN 2/05 8pm)</b>
Exam Period	<b>PM Simulation Scenarios (A,B,C,D,E,F,G)</b> <b>PM Simulation Lessons Learned</b>		