UBC Certificate in Business Analysis
UBC Certificate in Project Management
UBC Associate Certificate in Agile Leadership
UBC Associate Certificate in Change Management

Student Handbook
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This program handbook is current as of August 2019 (version 2.4).
Note that future editions of this program handbook will contain changes to program requirements and policies that supersede those outlined in this handbook, except where participants are notified otherwise. In addition, this program will have ongoing changes that are not necessarily included in the program handbook.
Contents

UBC Certificate In Business Analysis Program Overview ................................................................. 1
Business Analysis Program Program Details ..................................................................................... 1
Business Analysis Course Tuition and Fees ....................................................................................... 1
Business Analysis Certificate Requirements ..................................................................................... 2
   Regular Program Required Courses ......................................................................................... 2
Business Analysis Curriculum ........................................................................................................... 3
UBC Certificate In Project Management Program Overview .......................................................... 4
Project Management Program Details ............................................................................................. 4
Project Management Course Tuition and Fees .................................................................................. 5
Project Management Certificate Requirements ................................................................................ 6
   Project Management Part-time Blended Program ........................................................................ 6
   Project Management Part-time Online Program .......................................................................... 6
Project Management Curriculum ....................................................................................................... 7
   Project Management Part-time Blended Program ........................................................................ 7
   Project Management Part-time Online Program .......................................................................... 8
UBC Associate Certificate In Agile Leadership Program Overview .................................................. 9
Agile Leadership Program Details ...................................................................................................... 9
Agile Leadership Course Tuition and Fees ......................................................................................... 9
Agile Leadership Associate Certificate Requirements ....................................................................... 9
   Required Courses ....................................................................................................................... 9
   Electives Courses ........................................................................................................................ 9
Agile Leadership Curriculum ............................................................................................................. 10
   Required Courses ..................................................................................................................... 10
   Electives Courses ...................................................................................................................... 10
UBC Associate Certificate In Change Management Program Overview ........................................... 12
Change Management Program Details ............................................................................................. 12
Change Management Course Tuition and Fees ............................................................................... 12
Change Management Associate Certificate Requirements .............................................................. 12
   Required Courses ..................................................................................................................... 12
   Electives Courses ...................................................................................................................... 12
Change Management Curriculum ..................................................................................................... 13
   Required Courses ..................................................................................................................... 13
   Electives Courses ...................................................................................................................... 13
Assessment ........................................................................................................................................ 15
Academic Success ............................................................................................................................. 16
   Know Your Rights & Responsibilities ..................................................................................... 16
   Academic Integrity ................................................................................................................... 16
   Professional Conduct ............................................................................................................. 16
   Intellectual Property ............................................................................................................... 16
UBC Certificate in Business Analysis Program Overview

The UBC Certificate in Business Analysis is a part-time, online program aligned with the International Institute of Business Analysis™ (IIBA®) in their Guide to the Business Analysis Body of Knowledge® (BABOK® Guide), the Agile Extension to the BABOK Guide and the Project Management Institute (PMI®), Project Management Body of Knowledge (PMBOK® Guide).

Business Analysis Program Program Details
Program Duration and Hours of Study

<table>
<thead>
<tr>
<th>Program</th>
<th>Number of Required Courses</th>
<th>Location &amp; Schedule</th>
<th>Duration</th>
<th>Recommended Hours of Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Program</td>
<td>Seven</td>
<td>Online - All courses are self-study with an instructor or tutor to provide guidance and feedback throughout the courses</td>
<td>Each course is six weeks. Program can be completed in one year.</td>
<td>Six to ten hours a week per course</td>
</tr>
<tr>
<td>Fast-Track Program</td>
<td>Under redesign</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Business Analysis Course Tuition and Fees
Course fees are paid on a course-by-course basis as outlined below:

<table>
<thead>
<tr>
<th>Program</th>
<th>Course Fees</th>
<th>Program Declaration Fee</th>
<th>Total Tuition and Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Program</td>
<td>$995 - $1,250</td>
<td>$200 non-refundable</td>
<td>$7,985</td>
</tr>
<tr>
<td>Fast-Track Program</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tuition and fees are subject to change. Tuition is due at the time of course registration and may be paid by Visa or MasterCard. Textbooks and software are not included in the tuition.
Business Analysis Certificate Requirements

The UBC Certificate in Business Analysis consists of seven required courses in the Regular program and three courses in the Fast-Track program, delivered online with an online instructor or facilitator. Before or after taking your first course, you are required to submit a Program Declaration form along with a non-refundable fee of $200. Visa or MasterCard is accepted.

To be granted the UBC Certificate in Business Analysis, you must complete the following seven required courses and achieve a minimum grade of 60% in each course. All coursework must be completed within two years.

Regular Program Required Courses
The following sequence is recommended:

- Business Analysis Fundamentals - this is a required course for all Business Analysis courses
- Business Analysis Planning and Project Management
- Business Analysis Effective Communication
- Business Analysis Requirements Lifecycle Management
- Business Analysis Leadership and Teamwork
- Change Management Fundamentals
- Agile Product Ownership

You must make a formal application to graduate by submitting the Graduation Request form. Your Certificate will be mailed to you at the address provided on the form.
Business Analysis Curriculum

All courses encompass lectures, case studies, white papers, videos, online group discussions, along with independent study and research. UBC Sauder's online instructors or facilitators provide one-to-one and group guidance to ensure you get the most of your learning experience.

Business Analysis Fundamentals
Develop your understanding of the role and function of the business analyst and the ability to identify business processes to improve workflow in waterfall and Agile methodologies.
36 CDUs/36 PDUs

Business Analysis Planning and Project Management
Organize and manage resources so as to meet project objectives within defined scope, quality, time, and cost constraints.
Co-requisite: Business Analysis Fundamentals
40 CDUs/48 PDUs

Business Analysis Effective Communication
Develop writing skills that meet communication best practices in the context of the business analyst role.
Co-requisite: Business Analysis Fundamentals
40 CDUs/48 PDUs

Business Analysis Requirements Lifecycle Management
Develop a systematic approach to business analysis starting with defining a clear problem statement and applying best practice methodologies for analyzing and evaluating requirements to ensure success.
Co-requisite: Business Analysis Fundamentals
40 CDUs/48 PDUs

Business Analysis Leadership and Teamwork
Examine organizational behaviour and understand what it takes to be a leader in the business analyst role focusing on coaching and cross-functional team building.
Co-requisite: Business Analysis Fundamentals
40 CDUs/48 PDUs

Change Management Fundamentals
Identify business concerns through requirements gathering and analysis, and propose and model effective solutions with measurable reportable outcomes.
36 CDUs/36 PDUs

Agile Product Ownership
Acquire the skills to work with an Agile software development team to deliver stakeholder value. This course looks at the product owner’s responsibilities in the five levels of planning.
36 CDUs/36 PDUs

Business Analysis curriculum is subject to change
UBC Certificate in Project Management Program Overview

The UBC Certificate in Project Management is designed to address the needs of experience project managers facing new challenges and novice managers leading their first project. The curriculum is based on industry standards set by the esteemed Project Management Institute (PMI)® with an emphasis on actionable knowledge and practical skills taught by experienced business professionals.

Project Management Program Details

UBC Sauder Continuing Business Studies offers two delivery formats to develop your project management knowledge and skills that best suits your schedule and learning style.

<table>
<thead>
<tr>
<th>Program</th>
<th>Part-time Blended (In-Class &amp; Online)</th>
<th>Part-time Online</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>UBC Robson &amp; online</td>
<td>Online</td>
</tr>
<tr>
<td>Number of Courses</td>
<td>Five modules delivered in a cohort</td>
<td>Five</td>
</tr>
<tr>
<td>Total Program Duration</td>
<td>Three and a half months</td>
<td>Nine to ten months</td>
</tr>
<tr>
<td>Schedule</td>
<td>Saturdays: 9 am - 5 pm</td>
<td>Online courses are self-study with an instructor to provide guidance and feedback throughout the courses</td>
</tr>
<tr>
<td></td>
<td>Occasional rescheduling may occur</td>
<td>• Six to eight weeks per course</td>
</tr>
<tr>
<td>Hours of Study</td>
<td>Eight to ten hours per week</td>
<td>• Six to ten hours per week</td>
</tr>
</tbody>
</table>
## Project Management Course Tuition and Fees

<table>
<thead>
<tr>
<th>Program</th>
<th>Course Fees</th>
<th>Program Declaration</th>
<th>Total Tuition and Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Part-time Blended</strong></td>
<td>Total Fee $6,995</td>
<td>Not applicable</td>
<td>$6,995</td>
</tr>
<tr>
<td></td>
<td>• $2,000 deposit required at time of acceptance</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• $4,995 due one week prior to start of classes</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Part-time Online</strong></td>
<td>$1,250 - $1,995 per course</td>
<td>$200 non-refundable</td>
<td>$6,995</td>
</tr>
</tbody>
</table>

Tuition and fees are subject to change. Blended program - deposit is at time of acceptance with the balance due one week before classes start. For all other courses, tuition is due at the time of registration and may be paid by Visa or MasterCard. Textbooks are not included in the tuition.
Project Management Certificate Requirements

Project Management Part-time Blended Program
The UBC Certificate in Project Management Part-time Blended Program is comprised of five modules including a Team Project.

The program can be completed within three and a half months.

To be granted the UBC Certificate in Project Management, you must attend 90% of scheduled classes and achieve a minimum of 60% in all required graded assignments.

You must make a formal application to graduate by submitting the Graduation Request form. Your Certificate will be mailed to you at the address provided on the form.

Project Management Part-time Online Program
The UBC Certificate in Project Management Part-time Online Program is comprised of five required courses delivered online with an online instructor or facilitator. Before or after taking your first course, you are required to submit a Program Declaration form along with a non-refundable fee of $200. Visa or MasterCard is accepted.

To be granted the UBC Certificate in Project Management, you must complete the following five courses and achieve a minimum grade of 60% in each course. All coursework must be completed within two years.

You must make a formal application to graduate by submitting the Graduation Request form. Your Certificate will be mailed to you at the address provided on the form.

Required Courses
- Project Management Fundamentals
- Structured Project Management
- Leading from the Middle
- Agile Project Management
- Applied Project Management

All courses noted above with the exception of Applied Project Management qualify for 36 PDUs. Applied Project Management delivers 48 PDUs.
**Project Management Curriculum**

The program offers an in-depth understanding of project management and assists participants to develop practical skills by learning current practices and tools.

**Project Management Part-time Blended Program**

**150 PDUs**

**Team Project**
The Team Project runs concurrently with the other modules and provides you with the opportunity to work in teams as you put your learning into practice. A 360-degree evaluation forms part of the module assessment process allowing for valuable performance feedback from fellow students.

**Project Initiation**
Gain an understanding of key project management terminology and concepts setting the context for the remainder of the program. Key areas covered include team performance dynamics and the role of project manager as leader, the management stakeholder relationships to influence expectations and optimize support, and the development of a project charter.

**Project Planning**
Learn the essential aspects of project planning including scope planning, project scheduling, budgeting, internal communications planning, and quality and risk management.

**Project Execution, Monitoring, and Control**
Learn practices to keep projects on track including procurement management, resources management and project controls. You will also explore aspects of Agile Project Delivery, an iterative project management methodology that focuses on customer value and team interaction over tasks and adapting to real-time issues over rigid adherence to a plan.

**Project Closing**
Closing is a critical stage of the project management cycle. In this module, you will gain an understanding of administrative, contract and financial closing processes, project reporting, the application of lessons learned and transitioning to sustainment.

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Project Management curriculum is subject to change
Project Management Part-time Online Program

Project Management Fundamentals
Learn the anatomy of a project, the role of the project manager, and the factors, which lead to success. Gain an understanding of the different approaches used depending on the size of the project, its complexity, and its risk.
36 PDUs

Structured Project Management
Using a worked example to illustrate project management in practice, this course demonstrates how project management is used to organize people, processes, resources, and logistics.
Co-requisite: Project Management Fundamentals
36 PDUs

Leading from the Middle
Based on original research carried out by our Project Management instructional faculty, this course looks at how leaders think, how they interact with their teams and how they gain the support of their stakeholders.
36 PDUs

Agile Project Management
Providing a process framework that can engage and energize teams, this course reviews the role of the project manager as it relates to agile projects and the practices highly agile teams use to satisfy client needs.
Co-requisite: Project Management Fundamentals and Structured Project Management
36 PDUs

Applied Project Management
This capstone course draws together the project technical and soft skills learned from the 4 previous courses.
Co-requisite: All 4 preceding online project management courses.
48 PDUs

Project Management curriculum is subject to change
UBC Associate Certificate in Agile Leadership Program Overview

The UBC Associate Certificate in Agile Leadership teaches you to develop, lead, and support agile teams in a wide variety of projects and industries.

Agile Leadership Program Details

<table>
<thead>
<tr>
<th>Number of Required Courses</th>
<th>Location</th>
<th>Schedule</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four</td>
<td>UBC Robson</td>
<td>Delivered over two weekdays or weekends; 9 am- 5 pm</td>
<td>Can be completed within three to four months</td>
</tr>
</tbody>
</table>

Agile Leadership Course Tuition and Fees

Course fees are paid on a course-by-course basis as outlined below:

<table>
<thead>
<tr>
<th>Course Fees</th>
<th>Program Declaration Fee</th>
<th>Total Tuition and Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>$995 - $1,495</td>
<td>$200 non-refundable</td>
<td>From $4,490</td>
</tr>
</tbody>
</table>

Tuition and fees are subject to change. Tuition is due at the time of course registration and may be paid by Visa or MasterCard. Textbooks are not included in the tuition.

Agile Leadership Associate Certificate Requirements

The UBC Associate Certificate in Agile Leadership is comprised of four courses delivered at UBC Robson. Before or after taking your first course, you are required to submit a Program Declaration form along with a non-refundable fee of $200. Visa or MasterCard is accepted.

Required Courses

The following sequence is recommended:
- Agile Delivery Methods
- Agile Leadership

Electives Courses

Choose Two
- Agile Product Ownership
- Certified ScrumMaster
- Introduction to Kanban
- Managing Agile Delivery
- Introduction to DevOps
- Introduction to Continuous Delivery
To be granted the UBC Associate Certificate in Agile Leadership, you must successfully complete two required and two elective courses and achieve a minimum of 60% in each course and a “pass” standing on portions of the program that are graded “pass/fail”. All course work must be completed within two years.

You must make a formal application to graduate by submitting the [Graduation Request form](#). Your Associate Certificate will be mailed to you at the address provided on the Form.

### Agile Leadership Curriculum

All courses encompass lectures, interactive discussions, presentations, guest speakers, and networking along with independent study.

#### Required Courses

**Agile Delivery Methods**
This course provides an introduction to the Lean and Agile principles on which iterative and incremental development is based. You will learn how agile frameworks such as Scrum and Kanban differ from the traditional product development lifecycle and determine which approaches work in different circumstances.

**Agile Leadership**
Agile methodologies such as Scrum or Kanban are built around self-organizing and self-directed teams. This course introduces the role of the catalytic leader in managing agile teams. Recommended requisite: Agile Delivery Methods

#### Electives Courses
Choose Two

**Agile Product Ownership**
Acquire the skills to work with an agile software development team to deliver stakeholder value. This course looks at the Product Owner’s responsibilities in the five levels of planning.

**Certified ScrumMaster**
Using the Scrum Lego® City simulation, this course provides an intensive, highly interactive introduction to the principles and practices of the Agile and the Scrum framework.

**Introduction to Kanban**
One of the most popular Agile methodologies; Kanban is a universal process visualization and improvement framework. Anyone interested in continually improving how to get work done using Kanban practices will benefit from applying Kanban practices.

**Managing Agile Delivery**
A transparent and powerful way of delivering technical products and services, Agile is increasingly being used to advantage in other sectors. Learn how to track the progress of agile teams, what tools to use for oversight, and how to maintain team agility while meeting business goals. Note: Agile Delivery Methods is recommended prior to taking this course.

**Introduction to DevOps**
If you are thinking of adopting a DevOps transformation or are interested in learning how DevOps can improve your organization’s adaptability, you will benefit from this three-day introductory course.

**Introduction to Continuous Delivery**
Continuous delivery is the ability to release software early and often with confidence that updates are stable. This course examines the role and implementation in the software development life cycle.

**Note:** Agile Delivery Methods is recommended as a foundation course for all of the other Agile Leadership program courses.

Agile Leadership curriculum is subject to change
UBC Associate Certificate In Change Management Program

Overview

The UBC Associate Certificate in Change Management teaches you the people side of change to build solutions that are practical and deliver meaningful and sustained results.

Change Management Program Details

<table>
<thead>
<tr>
<th>Number of Required Courses</th>
<th>Location</th>
<th>Schedule</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four</td>
<td>In-class/blended at UBC Robson</td>
<td>Delivered over three weeks (weekday evenings or weekends; 9 am - 5 pm)</td>
<td>Can be completed within four to six months</td>
</tr>
</tbody>
</table>

Change Management Course Tuition and Fees

Course fees are paid on a course-by-course basis as outlined below:

<table>
<thead>
<tr>
<th>Course Fees</th>
<th>Program Declaration Fee</th>
<th>Total Tuition and Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>$995 - $1,600</td>
<td>$200 non-refundable</td>
<td>From $3,980</td>
</tr>
</tbody>
</table>

Tuition and fees are subject to change. Tuition is due at the time of course registration and may be paid by Visa or MasterCard. Textbooks are not included in the tuition.

Change Management Associate Certificate Requirements

The UBC Associate Certificate in Change Management is comprised of four courses delivered at UBC Robson. Before or after taking your first course, you are required to submit a Program Declaration form along with a non-refundable fee of $200. Visa or MasterCard is accepted.

Required Courses

The following sequence is recommended:
- Change Management Fundamentals
- Change Management Assessing and Planning
- Change Management Implementing and Evaluating

Electives Courses

Choose One
- Change Management: Fostering Culture and Capability
- Agile Delivery Methods
- Business Architecture for Organizational Change
To be granted the UBC Associate Certificate in Change Management, you must successfully complete three required and one of three elective courses and achieve a minimum of 60% in each course and a “pass” standing on portions of the program that are graded “pass/fail”. All course work must be completed within two years.

You must make a formal application to graduate by submitting the Graduation Request form. Your Associate Certificate will be mailed to you at the address provided on the Form.

Change Management Curriculum

All courses encompass lectures, interactive discussions, presentations, guest speakers, and networking along with independent study.

Required Courses

Change Management Fundamentals
Aligned with the ACMP’s Standard for Change Management®, this course examines the tools and techniques used to manage change and looks at the impact change management has on an organization.

Change Management Assessing and Planning
Learn to support your organization through development of a comprehensive change management plan or strategy - from identifying sponsors to demonstrating value of change through the business case.
Co-requisite: Change Management Fundamentals

Change Management Implementing and Evaluating
This course focuses on implementing the strategy and successfully supporting the organization and stakeholders during the change initiative.
Co-requisites: Change Management Fundamentals and Change Management Assessing and Planning

Electives Courses
Choose One

Change Management: Fostering Culture and Capability
Explore ways to strengthen an organization’s day-to-day culture for long-term adaptability to unplanned events or incidents.
Co-requisite: Change Management Fundamentals

Agile Delivery Methods
This course provides an introduction to the Lean and Agile principles on which iterative and incremental development is based. You will learn how agile frameworks such as Scrum and Kanban differ from the traditional product development lifecycle and determine which approaches work in different circumstances.
Business Architecture for Organizational Change
Learn about Business Architecture, and how to build information, capability and process architecture models, and apply these models to help accelerate and optimize your change projects and breakthrough digital technologies.

Change Management curriculum is subject to change
Assessment

Assessment is based on participation, tests, assignments, and projects using the following University’s standards:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100%</td>
<td>A +</td>
</tr>
<tr>
<td>85-89</td>
<td>A</td>
</tr>
<tr>
<td>80-84</td>
<td>A -</td>
</tr>
<tr>
<td>76-79</td>
<td>B +</td>
</tr>
<tr>
<td>72-75</td>
<td>B</td>
</tr>
<tr>
<td>68-71</td>
<td>B -</td>
</tr>
<tr>
<td>64-67</td>
<td>C +</td>
</tr>
<tr>
<td>60-63</td>
<td>C</td>
</tr>
<tr>
<td>55-59</td>
<td>C -</td>
</tr>
<tr>
<td>50-54</td>
<td>D</td>
</tr>
<tr>
<td>0-49</td>
<td>F</td>
</tr>
</tbody>
</table>
**Academic Success**

**Know Your Rights & Responsibilities**
The University of British Columbia [Academic Policies and Regulations](#) govern student conduct. Upon registering, a student has initiated a contract with the University and is bound by this [Declaration](#).

**Academic Integrity**
UBC Sauder Continuing Business Studies is committed to [academic integrity](#) and takes academic misconduct seriously. Penalties for cheating, plagiarizing or other academic misconduct may include dismissal from the program or course with a failing grade and no refund of fees.

**Professional Conduct**
UBC Sauder Continuing Business Studies fosters positive learning environments that respect the diversity of individuals and apply standards in keeping with appropriate conduct in professional workplaces. You are expected to adhere to professional standards of behaviour. In particular, the ability to work respectfully in a team environment and with other students, instructors and staff is essential. UBC Continuing Studies reserves the right to require a student to withdraw from a program at any time for unsatisfactory professional conduct. In such cases there will be no refund of tuition.

**Intellectual Property**
Users must respect the legal protection provided by copyright laws for computer programs and data compilations and for all other works (literary, dramatic, artistic or musical). Also, users must respect the legal protection provided by trademark law and the common law for names, marks, logos, and other representations that serve to distinguish the goods or services of one person from another. Users must respect the rights of others by complying with all University policies regarding intellectual property regardless of medium (i.e., paper or electronic).

**Disability**
Should you require disability-related accommodations for a program, please contact our office six weeks before the course start date or as earliest as possible by phone at 604.822.1420 or by email at [cbstudies@sauder.ubc.ca](mailto:cbstudies@sauder.ubc.ca). Any student with diverse needs requiring additional services or support, please contact the [UBC Access and Diversity](#) office.

**English Language Requirements**
Students are expected to be proficient in English and possess strong written and spoken Business English skills. Non-native English speakers may be required to demonstrate proficiency in English by submitting the results of one of the following language proficiency tests and attend an interview.

<table>
<thead>
<tr>
<th>English Language Test</th>
<th>Minimum Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian Academic English Language</td>
<td>Overall score: 70</td>
</tr>
<tr>
<td>ILETS (International English Language Testing System) Academic</td>
<td>Overall score of 6.5 with no part less than 6.0</td>
</tr>
<tr>
<td>TOEFL (Test of English as a Foreign Language)</td>
<td>Overall score: 90</td>
</tr>
<tr>
<td></td>
<td>• Reading and Listening: 22 each</td>
</tr>
<tr>
<td></td>
<td>• Writing and Speaking: 21 each</td>
</tr>
</tbody>
</table>
Computer Requirements
You are required to have a computer with the latest version of a reputable antivirus software program (e.g., McAfee Virus Scan, Norton Antivirus) installed and with Internet access. You must also have access to a flowcharting type of software like Microsoft Visio®, Microsoft PowerPoint® or SmartDraw to complete some assignments.

Use of Information Technology
You must abide by the UBC Responsible Use of Information Technology guidelines.

Online Participation Guidelines
Our goal is to help foster a positive learning experience. To this end, you are expected to have a “presence” online, and to become part of the learning community by contributing to the online discussion forums and participating in any interactive aspects of the program. In some cases, this contribution is subject to formal assessment; the specific grade attributed to this part of your course is outlined in the course outline. In addition to this graded participation, you can also contribute a presence in your course by paying attention to the following points:
• Log into your course at least once/day to ensure you are receiving updates and messages
• Post a personal profile and keep it updated as the course progresses
• Use good “netiquette” when posting messages online
• Manage your time effectively so that you give yourself time to reflect on postings from your peers
• Use professional language in all of your online correspondence
• Remember that peer-to-peer learning is one of the benefits of online learning; don’t rely on your online instructor to provide all the answers.

Team Work and Peer Evaluations for Project Management Programs
Projects are inherently team-based activities. The ability to work with others in a cooperative and collaborative way is one of the keys to successful project management. To reflect this reality, both program formats – part-time blended and part-time online – include a team project. Teamwork encompasses the duration of the Part-time Blended program and during the Applied Project Management course in the Part-time 100% Online program. To promote effective teamwork and to allow you to develop your skills, team members enter into a “team agreement” that specifies the terms of reference within which the team will function.

For Project Management Part-Time Blended program only
A 360-degree evaluation is used in the face-to-face program to facilitate valuable performance feedback to you and your team members. It is an integral part of the assessment for the team-based assignment.

Course Cancellations
UBC Sauder Continuing Business Studies reserves the right to cancel courses due to insufficient enrolments. Registering early may avoid course cancellations. Full refunds will be issued for cancelled classes using the method of payment provided by the student as follows:
• Refunds will be applied to credit cards used shortly after the decision has been made
• Cheques will be mailed to students who paid by certified cheques or money orders within six to eight weeks of the cancellation
Course Load
You are permitted to choose your own course load but it is recommended that students do not enrol in more than one course each term.

Course Exemption
You may be eligible for a course exemption for Business Analysis Fundamentals if you have previously successfully completed course(s) that cover the majority of the course content. You are required to submit the original course outline for the course that was used at the time you took the course and your transcript. Please contact the Program Leader for the UBC Sauder Continuing Business Studies Exemption Request Form. A maximum of 1 course per program is permitted.

Course Transfers
Course transfers are permitted between courses and sections up to three days prior to the start date, subject to a $50 fee. No transfers or withdrawals are permitted within three days of the class start date.

Course Withdrawals excluding Project Management Part-time Blended Program
Course withdrawals are permitted up to three days prior to the course start date, subject to a $50 withdrawal fee. No withdrawals are permitted within three days of the class start date.

Program Withdrawals excluding Project Management Part-time Blended Program
Withdrawals
Written notice stating the reason for the withdrawal is required and can be provided at any time during the program. The Program Declaration fee is non-refundable.

Program Withdrawal from Project Management Part-time Blended
Written notice stating the reason for the withdrawal is required and can be provided at any time during the program. Tuition fees are non-refundable.

Academic Appeals
The appeal process for students in UBC Sauder Continuing Studies (CBS) courses is as follows:
• Students are to first address concerns with the CBS instructor or online instructor. Appeals not resolved at this level are to be referred to the CBS program director for review.
• Should the appeal remain unresolved, either the CBS director or the student may submit the issue to the UBC Sauder CBS Appeals Committee. The person forwarding the complaint is responsible for submitting any relevant document either electronically to cbstudies@sauder.ubc.ca or by hard copy to:
  CBS Appeals Committee
  UBC Sauder Continuing Business Studies
  C650-800 Robson Street
  Vancouver, BC, V6Z 3B7
• The CBS Appeals Committee will meet to consider the matter and a written decision will be issued within 60 days.

Program Extensions
Under exceptional circumstances, extensions may be granted.