

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

Student Handbook

Contact Information

UBC Sauder Continuing Business Studies
UBC Sauder School of Business
The University of British Columbia
UBC Robson Square
C650 - 800 Robson Street
Vancouver, BC Canada V6Z 3B7

Registration and Student Services

Tel: 604-822-1420

Fax: 604-822-2220

Email: cbstudies@sauder.ubc.ca Web: sauder.ubc.ca/cbs-btm

This program handbook is current as of January 2019 (version 2.1).

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
Fast-Track 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 Hybrid Program	6
Project Management Part-time Online Program	7
Project Management Curriculum	8
Project Management Part-time Hybrid Program	8
Project Management Part-time Online Program	11
UBC Associate Certificate In Agile Leadership Program Overview	12
Agile Leadership Program Details	12
Agile Leadership Course Tuition and Fees	12
Agile Leadership Associate Certificate Requirements	12
Required Courses	12
Electives Courses	12
Agile Leadership Curriculum	13
Required Courses	13
Electives Courses	13
UBC Associate Certificate In Change Management Program Overview	15
Change Management Program Details	15
Change Management Course Tuition and Fees	15
Change Management Associate Certificate Requirements	15
Required Courses	15
Electives Courses	15
Change Management Curriculum	16
Required Courses	16
Electives Courses	16
Assessment	17
Academic Success	18
Know Your Rights & Responsibilities	18
Academic Integrity	18
Professional Conduct	18

Intellectual Property	18
Disability	18
English Language Requirements	18
Computer Requirements	19
Use of Information Technology	19
Online Participation Guidelines	19
Team Work and Peer Evaluations for Project Management Programs	19
For Project Management Part-Time Hybrid program only	19
Course Cancellations.....	19
Course Load	20
Course Exemption.....	20
Course Transfers	20
Course Withdrawals excluding Project Management Part-time Hybrid Core	20
Project Management Part-time Hybrid Core Withdrawal	20
Program Withdrawals excluding Project Management Part-time Hybrid Program Withdrawals	20
Program Withdrawal from Project Management Part-time Hybrid	20
Academic Appeals.....	20
Program Extensions	20

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

Program	Number of Required Courses	Location & Schedule	Duration	Recommended Hours of Study
Regular Program	Seven	Online - All courses are self-study with an instructor or tutor to provide guidance and feedback throughout the courses	Each course is six weeks. Program can be completed in one year.	Six to ten hours a week per course
Fast-Track Program	Three Bundles of two to three courses each	Online - All courses are self-study with an instructor or tutor to provide guidance and feedback throughout the courses	Each course is four weeks. Program can be completed just under nine months	10 to 15 hours a weeks per course

Business Analysis Course Tuition and Fees

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

Program	Course Fees	Program Declaration Fee	Total Tuition and Fees
Regular Program	\$995 - \$1,250	\$200 non-refundable	\$8,185
Fast-Track Program	\$2,250 - \$2,916	\$200 non-refundable	\$7,611

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

Fast-Track Program Required Courses

Business Analysis Fast-Track 1

- Business Analysis Fundamentals
- Business Analysis Requirements Lifecycle Management
- Change Management Fundamentals

Business Analysis Fast-Track 2

- Business Analysis Planning and Project Management
- Business Analysis Effective Communication

Business Analysis Fast-Track 3

- Business Analysis Leadership and Teamwork
- 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.

Program	Part-time Hybrid (In-Class & Online)				Part-time Online
	Core Program + Choice of Specialization <ul style="list-style-type: none"> • Agile Leadership (AL) • Business Analysis (BA) - Regular or Fast-Track options • Change Management (CM) 				
Location	Core Program - UBC Robson Specializations AL - UBC Robson BA - Online CM - UBC Robson				Online
Number of Courses	Core Four modules delivered in a cohort	AL Four	BA Three	CM Four	Regular & Fast-Track Six
Total Program Duration	Core Three months	AL Six to seven months	BA Regular Track <ul style="list-style-type: none"> • Six to seven months Fast-Track <ul style="list-style-type: none"> • Three months 	CM Six to eight months	Regular Program <ul style="list-style-type: none"> • Total nine to ten months Fast-Track Program <ul style="list-style-type: none"> • Total six to eight months
Schedule	Core Wednesdays: 6:15 pm - 9:15 pm and Saturdays: 9 am - 4 pm Occasional rescheduling may occur Specializations AL - Two weekdays or weekends per course; 9 am - 5 pm BA - Regular or Fast-Track – self-paced online CM - Three weeks with 14 instructor-led hours per course				Online courses are self-study with an instructor to provide guidance and feedback throughout the courses Regular Program <ul style="list-style-type: none"> • Three to six weeks per course Fast-Track Program <ul style="list-style-type: none"> • Four weeks per course
Hours of Study	Core - eight to ten hours per week Specializations AL - No additional hours required BA <ul style="list-style-type: none"> • Regular: Six to ten hours per week per course • Fast-Track: 10 to 15 hours per week per course 				Regular Program <ul style="list-style-type: none"> • Six to eight hours per week Fast-Track Program <ul style="list-style-type: none"> • 10 to 15 hours per week

Project Management Course Tuition and Fees

Program	Course Fees	Program Declaration	Total Tuition and Fees
Part-time Hybrid <ul style="list-style-type: none"> • Core 	Total Core Fee \$6,995 <ul style="list-style-type: none"> • \$2,000 deposit required at time of acceptance • \$4,995 due one week prior to start of classes 	Not applicable	
<ul style="list-style-type: none"> • Agile Leadership Specialization 	\$995 - \$1,495		Core + Agile Leadership From \$10,180
<ul style="list-style-type: none"> • Business Analysis Specialization <ul style="list-style-type: none"> ▪ Regular Track ▪ Fast-Track 	\$995 - \$1,250 \$2,916		Core + Business Analysis Regular Track \$9,316 Core + Business Analysis Fast-Track \$9,316
<ul style="list-style-type: none"> • Change Management 	\$995		Core + Change Management \$9,982
Part-time Online <ul style="list-style-type: none"> • Regular Program • Fast-Track Program 	\$1,250 - \$2,000 \$2,000 - \$3,375	\$200 \$200	Regular Program \$ 8,450 Fast-Track Program \$7,825

Tuition and fees are subject to change. Hybrid 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 Hybrid Program

The UBC Certificate in Project Management Part-time Hybrid Program consists of a Core program comprised of four modules including a Team Project and specialization courses in Agile Leadership, Business Analysis or Change Management. The Change Management specialization is new and requirements will be available shortly.

The following courses must be completed within two years:

Core Program + Choice of Agile Leadership, Business Analysis, or Change Management Specialization

Agile Leadership Specialization	Business Analysis Specialization	Change Management Specialization
Any four of the following electives	Regular Track - three courses Fast-Track Program - three accelerated courses	Four required courses
Agile Product Ownership	Regular Track	Change Management Fundamentals
Certified ScrumMaster	Business Analysis Fundamentals	Change Management Assessing and Planning
Agile Leadership	Business Analysis Requirements Lifecycle Management	Change Management Implementation and Evaluation
Introduction to Kanban	Change Management Fundamentals	Change Management Capacity Building
Managing Agile Delivery	Fast-Track - same three courses noted above completed in one term	

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 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.

Project Management Part-time Online Program

The UBC Certificate in Project Management Part-time Online Program is comprised of six 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 six 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.

Regular Program Required Courses

- Project Management Fundamentals
- Project Initiation and Planning
- Project Execution, Monitoring, Controlling and Closing
- Essential Skills in the Project Environment
- Teamwork in the Project Environment
- Applied Project Management

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

Fast-Track Program Required Courses

Project Management Fast-Track 1

- Project Management Fundamentals
 - Project Initiation and Planning
 - Project Execution, Monitoring, Controlling and Closing
- 108 PDUs

Project Management Fast-Track 2

- Essential Skills in the Project Environment
 - Teamwork in the Project Environment
- 72 PDUs

Applied Project Management
48 PDU's

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 Hybrid Program

Core

98 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, quality and risk management.

Project Execution, Monitoring, and Control

Learn practices to keep projects on track including procurement management, human 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.

Microsoft Project

Project management involves the generation, monitoring, and manipulation of a significant amount of information. You will learn to use Microsoft® Project to apply planning and controlling processes to your work.

Specializations

Upon completion of the Core program you are required to select an area of specialization in Agile Leadership, Business Analysis, or Change Management.

Agile Leadership Specialization

Agile Leaders envision the future and lead people towards it. Courses in this specialization provide techniques to help you embrace change, create a vision, communicate effectively, and guide your team to faster, better results.

To meet the Agile Leadership Specialization requirements, students are required to complete any of the following four courses:

Agile Product Ownership

Learn to work with an Agile software development team to deliver stakeholder value.

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.

Agile Leadership

Agile methodologies such as Scrum or Kanban are built around self-organizing and directed teams. This course introduces the role of the catalytic leader in managing Agile teams.

Introduction to Kanban

Gain an understanding of one of the most popular Agile methodologies; Kanban is a universal process visualization and improvement framework. This interactive course is geared to anyone interested in continually improving how you get work done using Kanban

Managing Agile Delivery

Agile provides a transparent and powerful way of delivering technical products and services.

Business Analysis Specialization

The Business Analysis specialization provides a foundation in the use of key business analysis tools for planning, problem solving, and critical thinking. The curriculum is aligned with the International Institute of Business Analysis (IIBA®) body of knowledge (BABOK®)

To meet the Business Analysis Specialization requirements, students are required to complete the following three courses either by way of the Regular or Fast-Track Program.

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.

Business Analysis Requirements Lifecycle Management

Develop a systematic approach to business analysis starting with defining a clear problem statement and apply best practice methodologies for analyzing and evaluating requirements to ensure success.

Co-requisite: Business Analysis Fundamentals

Change Management Fundamentals

Examine the tools and techniques used to develop and manage the change process and looks at the impact change management has on an organization.

Change Management Specialization

With a focus on the people side of business, Change Management delivers the tools and competencies required to build solutions that are practical in nature, while providing meaningful and sustained results. The curriculum is aligned with the ACMP Standard for Change Management®.

To meet the Change Management Specialization requirements, students are required to complete the following four courses.

Change Management Fundamentals

Examine the tools and techniques used to develop and manage the change process 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.

Change Management Implementation and Evaluation

This course focuses on implementing the strategy and successfully supporting the organization and stakeholders during the change initiative.

Change Management Capacity Building

Explore ways to strengthen an organization's day-to-day culture for long term adaptability to unplanned events or incidents.

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

Project Initiation and Planning

Learn tools and techniques to set a project on the right course including planning, scheduling, budgeting, risk, human resources, quality management, and communications. Microsoft® Project is introduced as a scheduling and budgeting tool.

Co-requisite: Project Management Fundamentals

36 PDUs

Project Execution, Monitoring, Controlling and Closing

Examine the tools and techniques required to lead projects to a successful conclusion including controlling workflow, tracking and reporting, managing scope changes, and handling challenges.

Co-requisite: Project Management Fundamentals and Project Initiation and Planning

36 PDUs

Essential Skills in the Project Environment

Learn to interact effectively with your team and stakeholders. Identify your strengths and weaknesses and create a self-development plan.

Co-requisite: Project Management Fundamentals

36 PDUs

Teamwork in the Project Environment

Learn how to build healthy teams by focusing on the role of personality types and their effect on group dynamics.

Co-requisite: Project Management Fundamentals

36 PDUs

Applied Project Management

This capstone course draws together the project technical and soft skills learned from the 5 previous courses.

Co-requisite: All 5 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

Number of Required Courses	Location	Schedule	Duration
Four	UBC Robson	Delivered over two weekdays or weekends; 9 am- 5 pm	Can be completed within three to four months

Agile Leadership Course Tuition and Fees

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

Course Fees	Program Declaration Fee	Total Tuition and Fees
\$995 - \$1,495	\$200 non-refundable	From \$4,435

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 prerequisite: 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

Number of Required Courses	Location	Schedule	Duration
Four	In-class/blended at UBC Robson	Delivered over three weeks (weekday evenings or weekends; 9 am - 5 pm)	Can be completed within six to eight months

Change Management Course Tuition and Fees

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

Course Fees	Program Declaration Fee	Total Tuition and Fees
\$995 - \$1,600	\$200 non-refundable	From \$4,180

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 Implementation and Evaluation

Electives Courses

Choose One

- Change Management Capacity Building
- Agile Leadership
- 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 Implementation and Evaluation

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 Capacity Building

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 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.

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:

Percentage	Letter Grade
90-100%	A +
85-89	A
80-84	A -
76-79	B +
72-75	B
68-71	B -
64-67	C +
60-63	C
55-59	C -
50-54	D
0-49	F

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. 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.

English Language Test	Minimum Score
Canadian Academic English Language	Overall score: 70
ILETS (International English Language Testing System) Academic	Overall score of 6.5 with no part less than 6.0
TOEFL (Test of English as a Foreign Language)	Overall score: 90 • Reading and Listening: 22 each • Writing and Speaking: 21 each

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 tutor 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 hybrid and part-time online – include a team project. Teamwork encompasses the duration of the Part-time Hybrid 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 Hybrid 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 Hybrid Core

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.

Project Management Part-time Hybrid Core Withdrawal

Written notice stating the reason for the withdrawal is required and can be provided at any time during the core. Tuition fees are non-refundable.

Program Withdrawals excluding Project Management Part-time Hybrid 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 Hybrid

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.