Certificate in Business Analysis
Certificate in Project Management
**Advanced Professional Certificate in
  Behavioural Insights**
Associate Certificate in Agile Leadership
Associate Certificate in Change Management
**Associate Certificate in Data and Marketing
  Analytics**

Student Handbook

UBC SAUDER
SCHOOL OF BUSINESS

Continuing Business Studies

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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 online instructor to provide guidance and feedback throughout the courses	Each course is six weeks. Program can be completed in 9-12 months.	Six to ten hours a week per course

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

Program	Course Fees	Total Tuition and Fees
Regular Program	$995 - $1,250	$7,785

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.

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Business Analysis Certificate Requirements

The UBC Certificate in Business Analysis consists of seven required courses in the program, delivered online with an online instructor. Before or after taking your first course, you are required to submit a Program Declaration form.

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 Business Analysis

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.

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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.
40 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/36 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/36 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/36 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/36 PDUs

Change Management Fundamentals
Identify business concerns through requirements gathering and analysis, and propose and model effective solutions with measurable reportable outcomes.
38 CDUs/38 PDUs

Agile Business Analysis
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.
40 CDUs/36 PDUs

Business Analysis curriculum is subject to change

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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 Bootcamp (In-Class Blended or Online Virtual)	Part-time Online (a-la-carte)
Location	UBC Robson or Online Virtual	Online
Number of Courses	Four modules plus Team Project delivered in a cohort	Five
Total Program Duration	Three and a half months	Six to nine months
Schedule	Saturdays: 9 am - 5 pm (In-Class Blended) or 9 am - 1 pm (Online Virtual) Occasional rescheduling may occur	Online courses are self-study with an instructor to provide guidance and feedback throughout the courses • Six to eight weeks per course
Hours of Study	Eight to ten hours per week	• Six to ten hours per week

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Project Management Course Tuition and Fees

Program	Course Fees	Total Tuition and Fees
Part-time Bootcamp	Total Fee $6,995 • $2,000 deposit required at time of acceptance • $4,995 due one week prior to start of classes	$6,995
Part-time Online	$1,250 - $1,995 per course	$6,995

Tuition and fees are subject to change. Bootcamp - deposit is due 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.

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Project Management Certificate Requirements

Project Management Part-time Bootcamp
The UBC Certificate in Project Management Part-time Bootcamp is comprised of four 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.

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.

UBC Sauder Continuing Business Studies is a PMI® Authorized Training Partner.

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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 Bootcamp
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 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.

Structured Project Management
Using a worked example to illustrate project management in practice, this module demonstrates how project management is used to organize people, processes, resources, and logistics.

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

Agile Project Management
Providing a process framework that can engage and energize teams, this module reviews the role of the project manager as it relates to agile projects and the practices highly agile teams use to satisfy client needs.

Project Management curriculum is subject to change

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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.
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

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Advanced Professional Certificate in Behavioural Insights Program Overview

Behavioural Insights (BI) uses decision science (psychology and economics) to help people make better decisions that promote health, wellness, and happiness. By accounting for the ways that people make decisions and behave in the real world, BI improves programs, policies, and products in ways that encourage positive changes in consumers, citizens, and employees. This rigorous BI practitioner training is designed to provide working professionals with the knowledge and skills to design and evaluate BI solutions in their workplace.

Behavioural Insights Program Details

This program uses a part-time, blended-format that combines 4 months of coursework with a capstone project to be completed over 5 months.

Program	Behavioural Insights
Location	Online, Virtual, UBC Main campus, and Robson Square
Number of Courses	Twelve modules plus Team Project delivered in a cohort
Total Program Duration	4 months coursework & 5-month project (9 months total)
Schedule	Part-time, evening and weekends
Hours of Study	Approximately ten hours per week

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Behavioural Insights Tuition

Program	Course Fees	Total Tuition and Fees
Program	Total Fee $5,995 • $400 (non-refundable) deposit required at time of acceptance • $5,595 due one week prior to start of classes	$5,995

Tuition and fees are subject to change. Deposit is due at time of acceptance with the balance due one week before classes start

Behavioural Insights Certificate Requirements

The Advanced Professional Certificate in Behavioural Insights employs a formal admissions process designed to support a high quality educational experience that meets the needs and expectations of students.

Admissions to the program is based on a combination of academic qualifications, work experience, and interest in the field. Prior study or experience in behavioural insights, while helpful, is not mandatory.

Criteria – Minimum Requirements

Academic Achievement – Four year undergraduate degree, or enrolled in their final semester of an undergraduate degree, and 11th-grade math skills

Work Experience – Work experience is an asset, but not required

English Language Proficiency – Strong written and spoken English skills. Applicants who completed an undergraduate degree in a language other than English may be required to submit official test results as follows:

- International English Language Testing System (IELTS) minimum overall band score: 6.5 with no individual score less than 6.0
- Test of English as a Foreign Language (TOEFL) overall score: 90 with a minimum score of 22 in reading and listening, 21 in writing and speaking

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Behavioural Insights Curriculum

Comprised of 12 modules, the Advanced Professional Certificate in Behavioural Insights program is designed to advance your career by training you to use the science of Behavioural Insights (BI) to make evidence-based decisions. Theory and practice are integrated through a combination of learning and project modules.

The program is strategically designed by a nationwide standards council and delivered by leading BI experts in order to provide immediate professional impact. The rigorous BI practitioner training equips students with the knowledge and skills required to design and evaluate BI solutions in the workplace.

- **Pre-requisite:** Online module delivered over 2 weeks to provide an overview of behavioural insights and evaluation
- **Coursework:** 8 modules delivered over the course of 4 months, offered in a blended format combining online and in-class instruction.
- **Capstone Project:** The project consists of 4 modules completed over the course of 5 months, beginning with the research proposal and ending with the final report. Project milestones and online coaching support are provided along the way.

Behavioural Insights curriculum is subject to change

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Associate Certificate In Agile Leadership Program Overview

The 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 Or Online Virtual	Virtual or Face to Face classes, mostly two days (9 am- 5 pm), with online readings, quizzes and assignments delivered over 3 weeks.	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	Total Tuition and Fees
$995 - $1,495	From $4,290

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 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.

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

Electives Courses
Choose Two
- Agile Product Ownership

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- Certified ScrumMaster
- Introduction to Kanban
- Managing Agile Delivery
- DevOps: Introduction to Continuous Delivery

To be granted the 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.

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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.

Dev Ops: 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

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Associate Certificate In Change Management Program Overview

The 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 or Online Virtual	Delivered over three weeks (weekday evenings or weekends; 9 am - 5 pm)	Can be completed within four to six months

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

Course Fees	Total Tuition and Fees
$995 - $1,600	From $3,980

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 Associate Certificate in Change Management is comprised of four courses delivered at UBC Robson or Online Virtual. Before or after taking your first course, you are required to submit a [Program Declaration form.](#)

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

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To be granted the 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, case studies, interactive discussions, presentations, and networking along with independent study and research.

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

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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

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Associate Certificate In Data and Marketing Analytics Program Overview

The Associate Certificate in Data and Marketing Analytics teaches you how you can drive better marketing and business results.

Data and Marketing Analytics Program Details

Number of Required Courses	Location	Schedule	Duration
Four	In-class/blended at UBC Robson or Online Virtual	Delivered over three weeks with three face-to-face or virtual class sessions mainly Saturdays (9 am - 1pm) plus virtual group coaching sessions.	Can be completed within four to six months

Data and Marketing Analytics Course Tuition and Fees
Course fees are paid on a course-by-course basis as outlined below:

Course Fees	Total Tuition and Fees
$995	$3,980

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.

Data and Marketing Analytics Associate Certificate Requirements
The Associate Certificate in Data and Marketing Analytics 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.

Required Courses
The following sequence is recommended:
- Data and Marketing Analytics Fundamentals
- Customer Analytics
- Data Visualization and Storytelling

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Electives Courses
Choose One
- Marketing Intelligence & Performance Optimization
- Agile Marketing
- Mobile and Social Media Analytics

To be granted the Associate Certificate in Data and Marketing Analytics, 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.

Data and Marketing Analytics Curriculum

All courses encompass lectures, videos. interactive activities, group discussions, presentations, and networking along with online exercises and activities.

Required Courses

Data and Marketing Analytics Fundamentals
This course examines the tools, techniques, and strategies to analyze and manage data within an organization's marketing and customer-related functions. It looks at the evolution, impact, and importance of data-driven decision-making in today's organizations, as well as the changing role of marketers, customer service managers, and business / product leaders in how they use data to work with internal and external stakeholders.

Customer Analytics
This course examines the tools, techniques, and strategies required to collect, manage, and analyze customer data. Specifically, participants will look at the role of data in understanding, driving, and improving customer acquisition, customer support, and customer retention. Leveraging a variety of customer touchpoints, the course will look at customer segmentation based on customer needs, customer life cycle, and customer experience. Once completed, participants will be able to use customer analytics to better understand their customers' behaviors and to make effective and profitable customer decisions. Co-requisite: Data and Marketing Analytics Fundamentals

Data Visualization and Storytelling
Today's organizations have the ability to collect data across a wide variety of channels and activities. However, communicating critical take-aways to stakeholders and creating actionable insights and decisions is becoming increasingly difficult in this sea of data. In this course, participants will learn how to communicate and sell marketing strategies, activities and results using a combination of visual

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thinking, storytelling, dashboards, and data visualizations. Using industry-standard tools, participants will identify the appropriate charts, graphs, and visual elements required for effective data visualization and communication across a diverse range of audiences. Co-requisites: Data and Marketing Analytics Fundamentals and Customer Analytics

Electives Courses
Choose One
Marketing Intelligence & Performance Optimization
Marketing intelligence (MI) combines marketing and customer analytics, data mining, data visualization, data tools and infrastructure, and best practices to help organizations make better data-driven decisions. Using MI, organizations can optimize their marketing and customer performance by maintaining a competitive advantage and achieving organizational goals and objectives. Building on the data and marketing analytics concepts and frameworks from the first three courses, participants in this course will focus on continuous improvement opportunities to optimize marketing and customer initiatives. This will require looking at an organization's entire data ecosystem – internally and externally. Co-requisite: Data and Marketing Analytics Fundamentals

Agile Marketing
This course reviews four cornerstones that define an Agile marketing project: iterative and incremental delivery, empirical process control, self-organized teams and information radiators. Participants will have the opportunity to experience different elements of an Agile marketing project, from iterative and incremental delivery to empirical control of the progress of work on a project, in a highly interactive workshop environment. Co-requisite: Data and Marketing Analytics Fundamentals

Mobile and Social Media Analytics
Discover how mobile and social media analytics can drive higher profits, improve the customer experience, and create measurable value to your organization. Drawing extensively from case studies and practical applications, explore the key concepts, techniques and practices of mobile and social media analytics, and how you can successfully promote the use of mobile and social media analytics within your organization. Co-requisite: Data and Marketing Analytics Fundamentals

Data and Marketing Analytics curriculum is subject to change

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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

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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 Sauder Continuing Business 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

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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 bootcamp and part-time online – include a team project. Teamwork encompasses the duration of the Part-time Bootcamp 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 Bootcamp only

A 360-degree evaluation is used in the in-class blended (or online virtual) 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

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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 Bootcamp
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 Bootcamp
Written notice stating the reason for the withdrawal is required and can be provided at any time during the program.

Program Withdrawals from Project Management Part-Time Bootcamp
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.

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