Course Description
The course will provide an overview of project management techniques and tools as they apply to health care operations, projects and programs. Special emphasis will be placed on the planning of the project and developing a vision as to how the project fits into the overall business of the health care organization. The ability to communicate the goals and objectives clearly to others and why this is critical will be reviewed. The course will review the basics of a sound action plan that includes identifying the tasks, task relationships, scheduling, risk, and resources including obtaining the commitment from all involved. Teams, team building, problem solving, and leadership as important tools necessary to improve the odds of success will be discussed.

Credit Hours
4 credits

Prerequisites or Concurrent Enrollment Requirements
None

Term, Year, and Location
Spring 2010, location TBD

Faculty Information
Jeff Oltmann
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Principal Consultant, Synergy Professional Services
Office: 503-644-6433
Email: oltmannj@ohsu.edu

General Course Meeting Day and Time
- Hybrid format: online with face-to-face meetings on Saturday, April 10 and Saturday, May 15
- Term begins March 29, 2010

Course Objectives, Competencies, or Outcomes
The learning objectives for the course include
1. Understand the basics of project management and how, when, and where project management techniques tools apply to health care research, improvement or delivery projects.
2. Be able to define and plan a project in a way that helps it successfully achieve its objectives within cost, time and resource constraints.
3. Be able to monitor the progress of a project and take corrective action when necessary.
4. Understand the communication, organizational, and team factors that affect the success of projects.

Participants will work extensively in teams. Team work can be done electronically through Sakai and e-mail, although participants may wish to set up supplementary conference calls or face-to-face meetings on their own. Some individual work will also be assigned.
Here is a rough list of weekly topics, subject to change as the class progresses:

- Week 1 – Overview of project management in healthcare
- Week 2 – Creating a good project definition
- Face to face meeting #1
- Week 3 – How to create a solid plan
- Week 4 – Managing risks
- Week 5 – Balancing a project and making tradeoffs
- Week 6 – Project teams and communication
- Week 7 – Execution and control
- Face-to-face meeting #2
- Week 8 – Handling change; dealing with conflict, and managing by walking around
- Week 9 – Closing out a project and learning lessons from it
- Week 10 – Class wrap-up

**Required Texts or Readings**

**Text:** (widely available, including amazon.com and the OHSU bookstore)


**Articles and Cases:**

Please note: there may be some small changes to this reading list until shortly before the start of the term. In addition, Harvard articles and cases will be available through a course pack. You may choose to purchase the course pack from Harvard, or you can use OHSU’s library facilities to read copies of the articles. Review the latest version of the syllabus in Sakai for any changes and for information on how to access the Harvard course pack.

2. **Dealing with the “Fuzzy Front End”** Loren Gary, HBSP Article Reprint No. U0306C
3. **How to Fail in Project Management (without really trying),** Jeffrey K. Pinto and Om P Kharbanda, Business Horizons, 1996, HBS Publishing
4. **Why Good Projects Fail Anyway,** Nadim F. Matta and Ronald N. Ashkenas, HBR Onpoint Product 4872
5. **Getting Things Done—How to Make a Team Work,** Maurice Hardaker and Bryan K. Ward, HBR
7. **One More Time—How Do You Motivate Employees,** Frederick Herzberg, HBR Classic, September-October 1987
9. **Performance Improvement Capability—Keys to Accelerating Performance Improvement in Hospitals,** Paul S. Adler, Patricia Riley, Seak-Woo Kwon, Ben Lee, and Ram Satrasala, University of California, Berkeley, California Management Review CMR246 2003 can be obtained from HBSP
Grading Criteria, Academic Standards, and Release of Final Grades

- Active participation in online discussions and forums will be an important component of the final grade.
- Final grades will be released to students via the Gradebook in Sakai. They will be posted with the OHSU Registrar on the same day. Student’s cumulative point or percentage grades for the course will be translated to a letter grade using the following correspondence:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Correspondence</th>
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<tbody>
<tr>
<td>Excellent</td>
<td>90+ points</td>
</tr>
<tr>
<td>A-</td>
<td>85-89</td>
</tr>
<tr>
<td>Satisfactory</td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>80-84</td>
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<tr>
<td>B</td>
<td>75--79</td>
</tr>
<tr>
<td>B-</td>
<td>70-74</td>
</tr>
<tr>
<td>Below Graduate Standard</td>
<td></td>
</tr>
<tr>
<td>C+</td>
<td>65-69</td>
</tr>
<tr>
<td>C</td>
<td>60-64</td>
</tr>
<tr>
<td>C-</td>
<td>55-59</td>
</tr>
<tr>
<td>Failure</td>
<td>&lt;55</td>
</tr>
</tbody>
</table>

Course Specific Inclement Weather Procedures

OHSU Inclement Weather Alert Line: 503-494-9021. Be sure to also check your Sakai announcements for inclement weather notices which will be posted by 2pm on Friday and by 7am on Saturday. Carry chains or have studded tires if you drive to Marquam Hill Campus. Public transportation might be the best option. Call 503-494-9021 any time, day or night, for up-to-date information regarding weather and road conditions on OHSU’s campuses.

Copyright Information

Every reasonable effort has been made to protect the copyright requirements of materials used in this course. Class participants are warned not to copy, audio, or videotape in violation of copyright laws. Journal articles will be kept on reserve at the library or online for student access. Copyright law does allow for making one personal copy of each article from the original article. This limit also applies to electronic sources.

Syllabus Changes and Retention

It is recognized that changes may be made as the need arises. Students are responsible for keeping a copy of the course syllabus for their records.

Accommodations

Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning, hearing, vision, psychological) which may need a reasonable accommodation, please contact Sue Orchard, Coordinator for Student Access at 503-494-0082 or e-mail at orchards@ohsu.edu, to discuss your needs. Because accommodations can take time to implement, it is important to have this discussion as soon as possible. All information regarding a student’s disability is kept in accordance with relevant state and federal laws. You may also visit http://www.ohsu.edu/academic/acad/osahome.html to identify your Program Accommodation Liaison (PAL).

Academic Honesty

Students are responsible for their own academic work. Students are expected to have read and practice principles of academic honesty.