



School of Medicine
Oregon Health & Science University
Division of Management

MGT 519 Healthcare Project Management

Fall 2014 Syllabus

Course Description	<p>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.</p>
Credit Hours	<p>4 quarter credits</p>
Faculty Information	<p>Ori Wolman Adjunct Professor Division of Management, School of Medicine, OHSU Senior Program manager, Intel Corp. Email: wolmano@ohsu.edu</p> <p>Expected response time: typically within 24-48 hours.</p> <p>Office hours are available upon request.</p>
General Course Meeting Information	<p>This course meets online Monday, September 29 through Friday, December 12, 2014.</p> <p>We will meet in person twice: Friday, October 3, 2014 from 4:00pm to 9:00pm in BICC-124 Friday, November 21, 2014 from 4:00pm to 9:00pm in BICC-124</p> <p>The remainder of the coursework is offered online through Sakai.</p>
Required Texts	<p>Verzuh, E. (2011). <i>The Fast Forward MBA in Project Management</i>, 4th Edition. John Wiley & Sons. ISBN #: 978-1-118-07377-3. MSRP \$24.95</p> <p>Harvard Articles The following articles and cases are available from Harvard Business School. The cost is</p>

about \$40, and the pack can be purchased here starting September 1:
<https://cb.hbsp.harvard.edu/cbmp/access/28002186>

Those of you with access to an HRB online subscription can find these articles electronically.

Title	Author
Dealing with the project's "Fuzzy Front End",	Loren Gary
How to Fail in Project Management (without really trying)	Jeffrey K. Pinto and Om P Kharbanda
Why Good Projects Fail Anyway	Nadim F. Matta and Ronald N. Ashkenas
Saving Money, Saving Lives	Jon Meliones
One More Time-How Do You Motivate Employees	Frederick Herzberg
The Discipline of Teams	Jon R. Katzenbach and Douglas K. Smith
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,
Leading Change: Why Transformation Efforts Fail	John P. Kotter
Management Half-Truth and Nonsense: How to Practice Evidence-Based Management	Jeffrey Pfeffer and Robert I. Sutton
Make Projects the School for Leaders	H. Kent Bowen; Kim B. Clark; Charles A. Holloway; Steven C. Wheelwright

Pricing for textbooks may vary by retailer. Additional information about pricing, electronic options (e.g., Kindle), rentals, and used copies is available through your favorite online vendor.

Additional materials will be available in Sakai as part of the Course Materials. Students are encouraged to keep copies of readings and links that they may want to use in the future as the materials will no longer be available once the course is complete.

Course Outcomes

Upon successful completion of this course, students will:

- Understand the basics of project management and how, when, and where project management techniques tools apply to health care research, improvement or delivery projects.
- Ability define and plan a project in a way that helps it successfully achieve its objectives within cost, time and resource constraints.
- Ability to monitor the progress of a project and take corrective action when necessary.
- 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.

- During the course students are encouraged to use Microsoft project for homework assignments, during the first week of class all students will be granted access to a Microsoft web site (DreamSpark) that provides free MS software for students.

Attendance Requirements Attendance at the face-to-face sessions is required as is participation in the online component of the course. Students are expected to be present and participate in discussions in a professional and respectful manner. Failure to attend or participate in class may adversely affect your final grade. See the gradebook for details.

Grading Policy Grades are based on the following criteria:

A	95-100%	B-	80-82%	D+	67-69%
A-	90-94%	C+	77-79%	D	63-67%
B+	87-89%	C	73-76%	D-	60-62%
B	83-86%	C-	70-72%	F	Below 60%

Grades will be based on scores from Forum posts and participation, team project, and individual assignments. The point breakdown is as follows:

- 30% Contribution to forum discussions and case analysis
- 40% Team project
- 30% Individual homework assignments and quizzes

Graduate credit will be granted for a class grade of C or better, however a class grade below B is cause for serious concern.

Grades are due to the Registrar's Office December 26, 2014. Students will find official grades posted in [ISIS](#) by Friday, January 2, 2015 within two weeks of the completion of the term. If at this time you do not see your grades in ISIS, please contact the Division at 503-346-0375.

Forums Every student is expected to post his/her initial response to all questions in the forums by end of day Tuesday and then replay to at least 2 of your class mates by End of Friday. I will read your responses and will ask follow-up questions.

Submissions In most cases assignments should be submitted by 11:55pm on the date noted in Sakai's submission section.

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.

To comply with the fair use doctrine of the US copyright law, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.

**Syllabus
Changes &
Retention**

This syllabus is not to be considered a contract between the student and the School of Medicine. 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. *HOWEVER PLEASE NOTE: the course outline posted on Sakai will have the most up to date information.*

**Student
Access**

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 Student Access at (503) 494-0082 or e-mail at studentaccess@ohsu.edu to discuss your needs.

You can also find more information [here](#). 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.

**Inclement
Weather
Policy**

When the weather forecaster is calling for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. If classes are canceled or delayed, residents and students who have patient care responsibilities must meet those obligations. See this [website](#) for details. For more information specific to the Division, please visit our [website](#).

**Academic
Honesty**

Course participants are expected to maintain academic honesty in their course work. Participants should refrain from seeking past published solutions to any assignments. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. More information can be found online [here](#).

In an effort to uphold the principles and practice of academic honesty, faculty members at OHSU may use originality checking systems such as *Turnitin* to compare a student's submitted work against multiple sources. More information about Turnitin and plagiarism can be found online through [OHSU's Teaching & Learning Center](#).

Use of Sakai

This course will have an online component, which can be accessed through Sakai, OHSU's online course management system. For any technical questions or if you need help logging in, please contact the Sakai Help Desk.

Hours:

Sakai Help Desk
Mon – Fri, 8 am – 10 pm
weekends 12 pm – 5 pm

Contact Information:

(Local) 503-494-7074
(Toll-free) 877-972-5249
email sakai@ohsu.edu

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Topic Outline

Below is a rough list of weekly topics, subject to change as the class progresses:

- Week 1 – Overview of project management in health-care
Face to face meeting #1 - Charters, WBS, networks, and Gantt charts
- Week 2 – Creating a good project definition
- Week 3 – How to create a solid plan
- Week 4 – Managing risks
- Week 5 – Balancing a project and making tradeoffs
- Week 6 – Execution and control
- Week 7 – Project teams and communication
- Week 8 – Handling change; dealing with conflict, and managing by walking around
Face-to-face meeting #2 - Team project presentations, project closeout, retrospective, root cause analysis.
- Week 9 – Closing out a project and learning lessons from it
- Week 10 – Class wrap-up