

MGT 519 Project Management

Fall 2013 Syllabus

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 quarter credits
Faculty Information	Ori Wolman Adjunct Professor Division of Management, School of Medicine, OHSU Senior Program manager, Intel Corp. Email: wolmano@ohsu.edu
General Course Meeting Information	This course meets Monday, September 30 through Friday, December 13, 2013. We will meet in person twice: Friday, October 4, 2013 4 – 9pm CHH 3070 Friday, November 22, 2013 4 – 9pm CDRC 3200 The remainder of the coursework is offered online through Sakai.
Required Texts	NOTE: Please read the following items from the reading list by the first day of class: <ul style="list-style-type: none">• Verzuh text, ch 1-2• How to Fail in Project Management (without really trying) article (8 pages) Verzuh, E. (2011). <i>The Fast Forward MBA in Project Management, 4th Edition</i> . John Wiley & Sons. ISBN #: 978-1-118-07377-3 Harvard Business Review: The following articles and cases are available from Harvard Business School. You can either purchase a coursepack (about \$40) from Harvard (https://cb.hbsp.harvard.edu/cbmp/access/20221519), or you can use OHSU's library facilities to read copies of the articles. (A quick video on finding Harvard articles in the library: http://www.screencast.com/t/1y0cbpeOowT)

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

Other Articles and Cases: The following articles and cases are not available in the Harvard Coursepack. PDF's are posted in the Resources area of this site and are available to you specifically for your use in this course.

- Using Project Management Methodology to Plan and Track Inpatient Care, Darren S. Kaufman, M.D., M.S., *Journal on Quality and Patient Safety*, Volume 31 Number 8, August 2005, p. 463 - 468
- Quality Management Principles (ISO 9000) (<http://www.iso.org/iso/en/iso9000-14000/understand/qmp.html?printable=true>)
- Addressing Variation in Hospital Quality: Is Six Sigma the Answer?, Tanisha Woodard, *The Journal of Healthcare Management*, vol. 50:4, pp 226 – 236, 2005
- Healthcare Technology Project Ownership, Celwyn C. Evans, *IEEE Engineering Management Review*, vol. 34, no. 1, 1Q06, p.p. 44 – 48

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

The learning objectives for the course include

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

During this course

- 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.
- 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.

Course Outline

Here 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

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 homework & quizzes. The point breakdown is as follows:

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

Active participation in on-line discussions and forums will be an important component of the final grade.

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 one week after the end of the term. Students will find official grades posted in [ISIS](#) 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.

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 – 8 pm

Contact Information:

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

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