

# MGT 519 Healthcare Project Management

## Fall 2016 Syllabus

**Course Description** This course focuses on the skills and tools needed to manage and develop a healthcare program/project, with detailed emphasis on program/project planning, design, scheduling, and resource management, including human resources, capital equipment, and software infrastructure. Students gain an understanding of the basic tools of project management and how, when, and where those tools may apply to healthcare improvement or development projects. Upon completion of the course students will be able to establish a project plan that will permit the successful meeting of the objectives within the cost, time and available resource constraints.

**Credit Hours** 4 credits

**Faculty Information** Ori Wolman  
Adjunct Instructor Division of Management, School of Medicine, OHSU  
Senior Technical Program manager, Amazon  
Email: [wolmano@ohsu.edu](mailto:wolmano@ohsu.edu)

Expected response time: typically within 24-48 hours. Office hours are available upon request.

**General Course Meeting Information** This course meets online Monday, September 26 – Friday, December 9, 2016

We will meet in person twice:

Friday, October 7, 2016	4pm-9pm	BICC-124
Friday, December 2, 2016	4pm-9pm	BICC-124

The remainder of the coursework is offered online through Sakai.

**Required Texts** Verzuh, E. (2011). *The Fast Forward MBA in Project Management*, 4<sup>th</sup> Edition. John Wiley & Sons. ISBN #: 978-1-118-07377-3. MSRP \$24.95

### **Harvard Articles**

The following articles and cases are available from Harvard Business School. The cost is about \$40 and the pack can be purchased here starting September 26:

<https://cb.hbsp.harvard.edu/cbmp/context/coursepacks/51253672>

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

<b>Title</b>	<b>Author</b>
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, Seok-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 Objectives

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 healthcare 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.
- 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.

## Alignment with Program Learning Goals and Objectives

This course is a foundation course in the Graduate Certificate and Master of Science in Healthcare Management curricula and while this course contains aspects of all of the program's learning goals, it focuses on the following:

### LG2: Strategic Decisions

- **LO1:** Identify and define problems with consideration of uncertainties and risks.
- **LO2:** Critically evaluate information.
- **LO3:** Make decisions and evidence-based recommendations that improve outcomes.

#### **LG4: Communication, Audience Engagement**

- **LO1:** Demonstrate a thorough consideration and understanding of context, purpose and audience in the communication.
- **LO2:** Present a central message that is clear, concise and convincing.
- **LO3:** Skillfully present complex information that is readily understood by a broad range of stakeholders.

#### **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 Grading Policy (below) for details.

#### **Weekly Workflow**

##### **Forums**

Every student is expected to post his/her initial response to all questions in the forums by 11:55pm Tuesday and then replay to at least 2 of your classmates by 11:55pm Friday. I will read your responses and ask follow-up questions.

##### **Submissions**

Assignments must be submitted by 11:55pm on the date noted in Sakai's submission section.

##### **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
- Week 2 – Creating a good project definition  
Face to face meeting #1 - Charters, WBS, networks, and Gantt charts
- 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 Leadership and Project Teams
- Week 8 – Communication
- Week 9 – Closeout: Strategic Alignment and Project Selection  
Face-to-face meeting #2 - Team project presentations, project closeout, retrospective, root cause analysis.
- Week 10 – Handling Change and Conflict Driving to Completion

#### **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 23, 2016. Students will find official grades posted in [SISweb](#) by Friday, January 6, 2017 within two weeks of the completion of the term. If at this time you do not see your grades in SISweb, 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 Division of Management. 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. **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](mailto: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.

**Commitment to  
Equity and  
Inclusion**

Oregon Health & Science University is committed to creating and fostering a learning and working environment based on open communication and mutual respect. If you encounter sexual harassment, sexual misconduct, sexual assault, or discrimination based on race, color, religion, age, national origin or ancestry, veteran or military status, sex, marital status, pregnancy or parenting status, sexual orientation, gender identity, disability or any other protected status please contact the Affirmative Action and Equal Opportunity Department at 503-494-5148 or [aaeo@ohsu.edu](mailto:aaeo@ohsu.edu).

Inquiries about Title IX compliance or sex/gender discrimination and harassment may be directed to the **OHSU Title IX Coordinator** at 503-494-0258 or [titleix@ohsu.edu](mailto:titleix@ohsu.edu).

**Inclement  
Weather Policy**

When the weather forecast calls for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. 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. Submission of previously published solutions or answers (sections or in total) as

one's own work will not receive credit. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. Phrases, sentences or paragraphs from other sources, including the participant's own previous writings may only be used with explicit attribution and citation of source.

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. OHSU's Sakai software is supported by the Sakai Help Desk. The Help Desk offers technical and user support seven days a week: Monday through Friday from 8 a.m. to 9 p.m. Pacific Time and weekends and holidays from noon until 5 p.m. Pacific Time. You can contact the Help Desk using their [web-based form](#), or via e-mail at [sakai@ohsu.edu](mailto:sakai@ohsu.edu), or by phone at 1-877-972-5249.

Please remember, 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.