

PUBH 747 –Summer 2011 (May 10 through July 22, 2011)

Project Management Principles and Practices

Overview

PUBH 747, Project Management Principles and Practices, will present an overview of management principles and practices with an emphasis on project management; it focuses on management and leadership skills that are applicable to team based organizations and to public health projects and programs. The lifecycle of a project, including planning and leadership of a project's team and daily activities are presented in this course with a focus on ways to achieve maximum efficiency by means of the application of continuous quality improvement techniques to team / project processes. The course builds on organizational and general management and leadership principles which are applicable to health and medical care, and which promote efficient project management.

Objectives

The course is divided into four modules: Management Principles, Organizational Principles, Total Quality Management/Continuous Quality Improvement and Project Management. The learning objectives for each module are as follows:

Management Principles

- To describe the role of managers in a high-tech, team-based service environment with specific application to medical and public health organizations. Students will be able to understand the management issues and challenges of such organizations.
- To describe management techniques that are specifically applicable to team-based organizations. Students will understand how to apply management techniques related to concepts of managerial leverage, decision-making and planning.
- Competencies: Health Policy and Management, Professionalism, Leadership, Program Planning, Systems Thinking

Organizational Principles

- To describe a range of types of organizational models with emphasis on those that are most suitable for team/project based organizations. Students will be able to compare these structures to their own organizational backgrounds and will be able to understand organizational principles that support project management.
- To describe the principles, advantages and disadvantages of a matrix organizational structure as a basis for managing interdisciplinary teams. We will present specific examples of matrix structures in health care.

- To describe the concepts associated with the Virtual Organization Model which is being widely applied in many industries. To give students an understanding of how these concepts relate to their specific areas of public health.
- Competencies: Health Policy and Management, Professionalism, Leadership, Diversity & Culture, Communication and Informatics

Continuous Quality Improvement

- To have a thorough understanding of the meaning of the 14 Deming Principles and how they apply in a service setting, such as the management of medical and public health programs.
- To introduce the general concepts and procedures of Continuous Quality Improvement with applications to team-based public health settings, and the management of project teams. Students will be introduced to examples of tools used to apply CQI principles in their organizations.
- Competencies: Health Policy and Management, Leadership, Professionalism, Program Planning, Systems Thinking, Biostatistics

Project Management

- To apply the principles of management, organization structures and continuous quality improvement to the efficient management of projects in the Quality Project Management system.
- To describe the project life cycle, from identification of project opportunities through completion of a project. Students will learn the process of developing time lines and budgets along with procedures for monitoring progress on projects.
- To learn the principles of communication, team building, and team motivation, including the characteristics of project managers and teams which lead to success. Students will learn processes for organizing, managing and empowering project teams. Detailed case studies of health and medical projects will be presented. Students will be able to evaluate the current level of project management in their own organizations and will also be able to manage complex technical projects in their own area of public health and medical care.
- To illustrate examples of hands-on project management tools and techniques, including project management software.
- Competencies: Health Policy and Management, Communication and Informatics, Program Planning, Systems Thinking, Leadership, Professionalism

Methods

The course is composed of weekly reading assignments and Internet lectures. Work assignments (both individual and team assignments) will be submitted as specified in the schedule. Guest lecturers will also be invited to present Internet lectures. These lecturers will present case studies of actual projects they have been involved with and reinforce key points from the lectures based on their first hand experience.

Readings

Required:

High Output Management, Andrew S. Grove, Random House, 1995.
ISBN 9780679762881 (link to Open Source version provided on Blackboard)

Project Management for the 21st Century, 3rd Ed. Bennet P. Lientz and Kathryn P. Rea, Academic Press, 2002.
ISBN 9780124499836

Continuous Quality Improvement in Health Care, 3rd Ed. Curtis P. McLaughlin and Arnold D. Kaluzny, Jones and Bartlett Publishers, 2006.
ISBN 9780763727123

Management Principles and Practices, PUBH 747 Readings. Available online in Blackboard (Bb).

Supplemental (optional) Texts - any readings from these are provide on Bb:

The Five Dysfunctions of a Team: A Leadership Fable. Patrick M. Lencioni, Jossey-Bass, 2002.

Total Quality Management - The Health Care Pioneers, Maria Minerva Melum and Marie Kuchuris Sinioris, American Hospital Publishing, Inc., 1992.

Health Care Management - Organizational Design and Behavior, 4th Ed. Stephen M. Shortell and Arnold D. Kaluzny, Delmar Publishers, Inc., 1999.

A Guide to the Project Management Body of Knowledge, (PMBOK), 3rd Edition. Project Management Institute, 2005.

First Break All the Rules: What the World's Greatest Managers Do Differently. Marcus Buckingham and Curt Coffman, Simon & Schuster, 1999.

Grading

Your final grade will be based on a combination of individual assignments, team assignments, and participation. In addition to the grades assigned by the faculty, each individual will also be evaluated by their peers on their performance and participation in the team assignments. The six graded aspects of your work and their relative weight in computing your course grade are as follows:

Individual grade components:

- First Individual assignment (5%)
- Mid-term Project (30%)

- Participation & Punctuality (5%)
- Peer Evaluations (5%)

Team grade components:

- Team assignments for Modules 1-3 (20%)
- Final Project (35%)

Grading Scale:

H	Clear Excellence
P	Entirely Satisfactory
L	Low Passing
F	Failed
IN	Incomplete
AB	Absent from Final Exam

Explanation: A grade of H can be earned only by exceeding all expectations in the assignment. An H - on an assignment would mean that you exceeded all expectations but you had some minor errors (but none that kept you from providing accurate answers to every request in the assignment). A P is "Perfectly Acceptable." This means that you met the expectations of the assignment. More than minor omissions or factual errors would result in a grade lower than a P. Final grades will not contain +/-.

Notes:

- All members of a team will receive the same base grade and then adjusted based on participation and punctuality on team assignments (if warranted).
- Each team member will also receive an individual grade on each of the four modules based on his/her performance as a team member.

The University of North Carolina Honor Code

It shall be the responsibility of every student at the University of North Carolina at Chapel Hill to obey and to support the enforcement of the Honor Code, which prohibits lying, cheating, or stealing when these actions involve academic processes or University, student, or academic personnel acting in an official capacity.

It shall be the responsibility of every student enrolled at the University of North Carolina to support the principles of academic integrity and to refrain from all forms of academic dishonesty, including but not limited to, the following:

1. Plagiarism in the form of deliberate or reckless representation of another's words, thoughts, or ideas as one's own without attribution in connection with submission of

academic work, whether graded or otherwise.

2. Falsification, fabrication, or misrepresentation of data, other information, or citations in connection with an academic assignment, whether graded or otherwise.
3. Unauthorized assistance or unauthorized collaboration in connection with academic work, whether graded or otherwise.
4. Cheating on examinations or other academic assignments, whether graded or otherwise, including but not limited to the following: a. Using unauthorized materials and methods (notes, books, electronic information, telephonic or other forms of electronic communication, or other sources or methods); b. Violating or subverting requirements governing administration of examinations or other academic assignments; c. Compromising the security of examinations or academic assignments; d. Representing another's work as one's own; or e. Engaging in other actions that compromise the integrity of the grading or evaluation process.
5. Deliberately furnishing false information to members of the University community in connection with their efforts to prevent, investigate, or enforce University requirements regarding academic dishonesty.
6. Forging, falsifying, or misusing University documents, records, identification cards, computers, or other resources so as to violate requirements regarding academic dishonesty.
7. Violating other University policies that are designed to assure that academic work conforms to requirements relating to academic integrity.
8. Assisting or aiding another to engage in acts of academic dishonesty prohibited by Section II. B.

DAY 1 ASSIGNMENT: Read the The Honor Code <http://instrument.unc.edu>

IMPORTANT NOTE:

Individual assignments (i.e., 1 & Mid-term) must have the honor code pledge on the cover or last page. Assignments without the honor code pledge will not be graded.

Honor Code Pledge: "By including this sentence, I acknowledge that I understand that the Honor Code applies to this assignment and that further, I attest that I have neither given nor received help in completing this project"

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Schedule for PUBH 747, SUMMER 2011: *May 10 through July 22, 2011*
Lori Evarts (lead instructor) and Bill Sollecito

Module	Online Lecture / Reading	Assignment
WEEK 1 Tue May 10th Introduction Module 1: Management Principles	Online Lectures: Introduction: <ul style="list-style-type: none"> • Introduction / Overview (Bill Sollecito; 15 minutes) • The Drug Development Case Study (Bill Sollecito; 25 minutes) Module 1: <ul style="list-style-type: none"> • Production Models (Bill Sollecito; 30 minutes) • Management Tools (Bill Sollecito; 15 minutes) • Productivity Indicators (Bill Sollecito; 25 minutes) Required Reading Assignment: <ul style="list-style-type: none"> • Lientz and Rea: Preface & Chapter 1, Projects and Trends in the 21st Century (pages xv-xviii & pages 3-17) • Grove: Pages 1-36 	+ Review each item on the COURSE INFORMATION page in Blackboard + Read the UNC Honor Code + Post your Introduction to your Team Members on Blackboard using your TEAM SITE Page . Post this in the "Social Hour Forum" + Determine a Team Name + Email course instructor with Team's decision for Team Name on or before Friday, May 13 th
WEEK 2 Sun May 15th Module 1: Management Principles	Online Lectures: <ul style="list-style-type: none"> • Managerial Leverage (Bill Sollecito; 25 minutes) • Decision Making (Lori Evarts; 35 minutes) • Impediments to Decision Making (Lori Evarts; 20 minutes) • Delegation (Hollie Pavlica; 20 minutes) • Subordinates (Hollie Pavlica; 5 minutes) Required Reading Assignment: <ul style="list-style-type: none"> • Grove: Pages 37-70, 88-101 • Online: <i>Basic Instinct</i> – Turner and Crowley • Online: <i>Give Peace a Chance</i> - Hildebrand 	<u>Individual Assignment:</u> Production Models (1-1) Assignment Due by Midnight ET, Sunday May 22nd
WEEK 3 Sun May 22nd Module 1: Management Principles	Online Lectures: <ul style="list-style-type: none"> • Planning (Bill Sollecito; 35 minutes) • Modes of Control (Bill Sollecito; 30 minutes) • Management Style (Hollie Pavlica; 20 minutes) • Guest Lecture: Vaughn Upshaw - "Conflict Resolution" (55 minutes) Required Reading Assignment: <ul style="list-style-type: none"> • Grove: Pages 71-87, 103-114, 144-156, and 172-227 	

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Module	Online Lecture / Reading	Assignment
	<ul style="list-style-type: none"> • Online: <i>Total Quality Management (Chapter 1)</i> – Melum and Sinioris • Online: <i>Dealing with Difficult Dynamics</i> – Kaner and Lind • Online: <i>Leadership, Decision Making, Conflict, and Negotiation</i> - Rowitz <p>Recommended Supplemental Reading Assignment:</p> <ul style="list-style-type: none"> • <i>The Fall and Rise of Strategic Planning</i> - Mintzberg • Lientz and Rea: Chapter 15, Culture Factors in Projects (pages 251-263) 	
<p>WEEK 4 Sun May 29th</p> <p>Module 2: Organizational Principles</p>	<p>Online Lectures:</p> <ul style="list-style-type: none"> • Organization Charts (Bill Sollecito; 30 minutes) • Organizational Design Principles (Hollie Pavlica; 30 minutes) • Organizational Transition (Hollie Pavlica; 25 minutes) • Classic Organization Designs – The Flat Organization (Bill Sollecito; 20 minutes) • Classic Organizational Designs – Hierarchical Structures (Bill Sollecito; 30 minutes) <p>Required Reading Assignment:</p> <ul style="list-style-type: none"> • Online: Shortell and Kaluzny: Chapter 10: Organization Design from <u>Health Care Management</u> 	<p style="color: green;">Module 2 assignment available Wednesday June 1st</p> <p style="color: blue;">Module 1 Team Assignment Due by Midnight ET, Sunday June 5th</p>
<p>WEEK 5 Sun June 5th</p> <p>Module 2: Organizational Principles</p>	<p>Online Lectures:</p> <ul style="list-style-type: none"> • Hybrid Organization (Bill Sollecito; 20 minutes) • Hybrid Organization--How to Make the Matrix Work (Bill Sollecito; 25 minutes) • Examples of Matrix Organizations (Bill Sollecito; 25 minutes) • Virtual Organization Model (Hollie Pavlica; 30 minutes) • Guest Lecture: A. Kaluzny - "Health Care Alliances" (35 minutes) <p>Required Reading Assignment:</p> <ul style="list-style-type: none"> • Grove: Pages 117-143 • Lientz and Rea: Chapter 2, Projects and Project Management (pages 19-26) • Online: <i>The Virtual Corporation</i> - Byrne • Online: <i>The Discipline of Virtual Teams</i> – Katzenbach and Smith <p>Recommended Supplemental Reading:</p> <ul style="list-style-type: none"> • Online: <i>The Coming of the New Organization</i> – Drucker • Online: Shortell and Kaluzny: Chapter 11: Managing Strategic Alliances from <u>Health Care Management</u> 	<p style="color: blue;">Module 1 Peer Evaluation Due Monday, June 6th</p>

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Module	Online Lecture / Reading	Assignment
<p>WEEK 6 Sun June 12th</p> <p>Module 3: CQI</p>	<p>Online Lectures:</p> <ul style="list-style-type: none"> • Foundations of CQI (Bill Sollecito; 30 minutes) • Customer Focus (Bill Sollecito; 40 minutes) • Customer Feedback (Bill Sollecito; 20 minutes) <p>Required Reading Assignment:</p> <ul style="list-style-type: none"> • McLaughlin and Kaluzny: Chapters 1-3 & Chapter 13 • <i>The Internal Customer</i> – Labovitz and Lowenhaupt • <i>Leading Change With a Customer Focus</i> - Young 	<p>NOTE: Mid-Term Project becomes available online at:</p> <ul style="list-style-type: none"> • 1:00 AM UNC-time on Monday, June 13th <p>Module 3 assignment available Wednesday June 15th</p> <p>Module 2 Team Assignment Due by Midnight ET, Sunday June 19th</p>
<p>WEEK 7 Sun June 19th</p> <p>Module 3: CQI</p>	<p>Online Lectures:</p> <ul style="list-style-type: none"> • CQI Leadership (Lori Evarts; 30 minutes) • Training, Motivation & Empowerment (Lori Evarts; 40 minutes) • Statistical Reasoning / Statistical Process Control (Lori Evarts; 30 minutes) • Tools (Hollie Pavlica; 40 minutes) <p>Required Reading Assignment:</p> <ul style="list-style-type: none"> • McLaughlin and Kaluzny: Chapters 4-7 & Chapter 12 • Grove: Pages 157-171 • Online: <i>Patient - Based Quality Measurement Systems</i> – Nelson and Batalden <p>Recommended Supplemental Reading:</p> <ul style="list-style-type: none"> • Online: <i>Using Patient Reports to Improve Medical Care: A Preliminary Report From 10 Hospitals</i> – Cleary et al. 	<p>Module 2 Peer Evaluation Due Monday June 20th st</p>
<p>WEEK 8 Sun June 26th</p> <p>Module 3: CQI</p>	<p>Online Lectures:</p> <ul style="list-style-type: none"> • CQI in Public Health (Bill Sollecito; 30 minutes) • CQI and Quality Project Management (Hollie Pavlica; 20 minutes) • Guest Lecturer: P. Margolis, "CQI in Primary Care" (35 minutes) <p>Required Reading Assignment:</p> <ul style="list-style-type: none"> • Online: <i>Improvement Strategy for Local Health Departments</i> - Hatzell • Online: <i>Applying Total Quality Management Concepts to Public Health Organizations</i>– Kaluzny et al. • Online: <i>Continuous Quality Improvement in Public Health in Ghana</i> – Agyepong et al. <p>Recommended Supplemental Reading:</p> <ul style="list-style-type: none"> • McLaughlin and Kaluzny: Case # 1 (Intermountain Health Care) • McLaughlin and Kaluzny: Case #2 (Quality in Pediatric 	<p>Individual Assignment: MidTerm Due by Midnight ET, Wednesday, June 29th</p>

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Module	Online Lecture / Reading	Assignment
	Subspecialty <ul style="list-style-type: none"> • McLaughlin and Kaluzny: Chapter 14 • Online: <i>Interview with James M Anderson, Chief Executive Officer, Cincinnati Children's Hospital Medical Center.</i> Qual. Saf. Health Care 2006; 15; 443-444 (qhc.bmj.com) 	
WEEK 9 Sun July 3rd Module 4: Project Management	Online Lectures: <ul style="list-style-type: none"> • Structure (Bill Sollecito; 40 minutes) • Project Managers and Team Members (Bill Sollecito; 50 minutes) • Team Management (Hollie Pavlica; 25 minutes) • Project Lifecycle / Planning (Bill Sollecito; 50 minutes) Required Reading Assignment: <ul style="list-style-type: none"> • Lientz and Rea: "Setting the Stage for Successful Projects" (pages 26-30) • Lientz and Rea: Chapter 4 Project Definition (pages 49-67, 71) • Lientz and Rea: Chapter 5, Setting Up a Project Plan (pages 73-90, 102) • Online: <i>Project Lifecycle and Organization (Chapter 2)</i>, PMBOK • Online: <i>Introduction: Process Flow Diagrams (Section III)</i>, PMBOK Recommended Supplemental Reading: <ul style="list-style-type: none"> • Online: <i>Introduction (Chapter 1)</i>, PMBOK • Online: <i>Project Management Processes for a Project (Chapter 3)</i>, PMBOK • Online: <i>Summary of Project Management Knowledge Areas (Appendix F)</i>, PMBOK • Online: PMBOK: Glossary (pages 347-380) 	<p>Module 3 Assignment Due by Midnight ET, Wednesday, July 6th</p> <p>Module 3 Peer Evaluation Due Thursday, July 7th</p>
WEEK 10 Sun July 10th Module 4: Project Management	Online Lectures: <ul style="list-style-type: none"> • Communication Skills (Part 1) (Lori Evarts; 35 minutes) • Communication Skills (Part 2) (Lori Evarts; 30 minutes) • Meetings (Hollie Pavlica; 30 minutes) • Project Management Tools (Bill Sollecito; 35 minutes) Required Reading Assignment: <ul style="list-style-type: none"> • Online: <i>Communication Guidelines and Networks for Drug Development Teams</i> – Sollecito and Dotson • Lientz and Rea: Chapter 9, Tracking and Monitoring the Project (pages 163-176) • Lientz and Rea: Chapter 17, Project Communications and Presentations (pages 281-302) • Lientz and Rea: Chapter 19, Project Administration 	<p>NOTE: Final Project becomes available online at:</p> <ul style="list-style-type: none"> • 1:00 AM ET on Sunday, July 10th

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Module	Online Lecture / Reading	Assignment
	<p>(pages 321-336)</p> <p>Recommended Supplemental Reading:</p> <ul style="list-style-type: none"> • Online: <i>Doing Well by Doing Good</i> – Hildebrand • Lientz and Rea: Chapter 16, Managing Multinational and Global Projects (pages 265-277) 	
<p>WEEK 11 Sun July 17th</p> <p>Module 4: Project Management</p>	<p>Online Lectures:</p> <ul style="list-style-type: none"> • Scope and Time Management (Bill Sollecito; 30 minutes) • Contract and Financial Management (Bill Sollecito; 50 minutes) • Project Quality (Bill Sollecito; 35 minutes) • Immunization Case Study: Project Management Review (Bill Sollecito; 25 minutes) • H. Pavlica - "Project Management Software Demonstration" (Hollie Pavlica; 40 minutes) <p>Required Reading Assignment:</p> <ul style="list-style-type: none"> • Lientz and Rea: Chapter 10, Project Cost Analysis (pages 179-190) • Lientz and Rea: Chapter 13, Managing Issues in Projects: Problems and Opportunities (pages 223-237) • Lientz and Rea: Chapter 21, Using Lessons Learned (pages 359-372) • Lientz and Rea: Chapter 18, Project Management Software (pages 303-320) <p>Recommended Supplemental Reading:</p> <ul style="list-style-type: none"> • Lientz and Rea: Chapter 14, Risk Management (pages 239-249) • Online: Project Integration Management (Chapter 4), PMBOK • Lientz and Rea: Chapter 20, Project Change and Death (pages 341-358) • Online: <i>A Web Based Project Management Framework</i> - Hecht • Online: <i>Evaluating Project Management Software</i> - Williams • Lientz and Rea: Chapter 8, Using the Web and Intranets (pages 143-160) 	<p>Final Project (Module 4) Assignment Due by Midnight ET, Thursday, July 21st</p> <p>Final Project (Module 4) Peer Evaluation Due Friday, July 22nd (final exam day in Summer II)</p> <p>Please Complete your Course Evaluation for PUBH 747 Summer 2011 (NOTE: link to complete your course evaluation will be provided by a 3rd party). Thank you!</p>