# Project Management Principles and Practice

## FALL 2013: PUBH 747

William (Bill) Sollecito, MS DrPH (Lead Instructor)
Lori Evarts, MPH PMP CPH (co-instructor)

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<tr>
<th>Week</th>
<th>Assigned Lectures and Readings</th>
<th>Assignments</th>
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<tr>
<td><strong>WEEK 1</strong></td>
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| **Tue Aug 20** | **Introduction** | + Read the Course Syllabus  
+ Read the UNC Honor Code and complete the 3 Orientation Assignments  
+ Post your Introduction to your Team on Sakai in your Team Forum in the “Introductions and Social Hour Forum”  
+ Determine a Team Name  
+ Email course instructor with Team’s decision for Team Name on or before Sunday, August 25th |
| **Module 1: Management Principles** | Online Lectures:  
- Introduction / Overview (Bill Sollecito; 15 minutes)  
- The Drug Development Case Study (Bill Sollecito; 25 minutes)  
Module 1:  
- Production Models (Bill Sollecito; 30 minutes)  
- Management Tools (Bill Sollecito; 15 minutes)  
- Productivity Indicators (Bill Sollecito; 25 minutes)  
Required Reading Assignment:  
- *Grove*: Pages 1-36  
Recommended Supplemental Reading:  
- None |

| **WEEK 2** | | |
| **Sun Aug 25** | **Module 1: Management Principles** | Individual Assignment: Production Models Assignment Due by Midnight, Sunday September 1st |
| | Online Lectures:  
- 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:  
- *Grove*: Pages 37-70, 88-101  
- *Basic Instinct* – Turner and Crowley  
- *Give Peace a Chance* - Hildebrand  
Recommended Supplemental Reading:  
- None |

| **WEEK 3** | | |
| **Sun Sep 1** | **Module 1: Management Principles** | |
| | Online Lectures:  
- Planning (Bill Sollecito; 35 minutes)  
- Modes of Control (Bill Sollecito; 30 minutes)  
- Management Style (Hollie Pavlica; 20 minutes)  
Required Reading Assignment:  
- *Grove*: Pages 71-87, 103-114, 144-156, and 172-227  
- *Total Quality Management (Chapter 1)* – Melum and Sinioris |
### Recommended Supplemental Reading Assignment:
- *The Fall and Rise of Strategic Planning* - Mintzberg
- *Lientz and Rea*: Chapter 15, Culture Factors in Projects (pages 251-263)

### Online Lectures:
- Organization Charts
- Organizational Design Principles
- Organizational Transition
- Guest Lecturer: V. Upshaw - "Conflict Resolution"

### Required Reading Assignment:
- Organization Design by Leatt, et al. (Ch 10) from *Health Care Management*
- *Dealing with Difficult Dynamics* – Kaner and Lind
- *Leadership, Decision Making, Conflict, and Negotiation* - Rowitz

### Recommended Supplemental Reading:
- *Lientz and Rea*: Chapter 13, Managing Issues in Projects: Problems and Opportunities (pages 223-237)

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### WEEK 5

#### Sun Sep 15

**Module 2: Organizational Principles**

**Online Lectures:**
- Classic Organizational Designs--The Flat Organization
- Classic Organizational Designs--Hierarchical Structures

**Required Reading Assignment:**
- *Grove*: Pages 117-143
- *The Coming of the New Organization* - Drucker

**Recommended Supplemental Reading:**

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### WEEK 6

#### Sun Sep 22

**Module 2: Organizational Principles**

**Online Lectures:**
- Hybrid Organization
- Hybrid Organization--How to Make the Matrix Work
- Examples of Matrix Organizations
- Virtual Organization Model
- Guest Lecturer: A. Kaluzny - "Health Care Alliances"

**Required Reading Assignment:**
- *The Virtual Corporation* - Byrne
- *The Discipline of Virtual Teams* – Katzenbach and Smith
- *Lientz and Rea*: Chapter 2, Projects and Project Management (pages 19-26)

**Recommended Supplemental Reading:**

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<th>Week 7</th>
<th>Sun Sep 29</th>
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<td>Module 3: CQI</td>
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- **Online Lectures:**
  - Introduction to Quality
  - Foundations of CQI
  - Customer Focus
  - Customer Feedback

- **Required Reading Assignment:**
  - **Sollecito & Johnson:** Ch 1 – The Global Evolution of Continuous Quality Improvement... Pages 3-48
  - *The Internal Customer* – Labovitz and Lowenhaupt

- **Recommended Supplemental Reading:**
  - *Leading Change With a Customer Focus* – Young

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<th>Sun Oct 6</th>
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- **Online Lectures:**
  - CQI Leadership
  - Training, Motivation & Empowerment
  - Statistical Reasoning / Statistical Process Control
  - Tools

- **Required Reading Assignment:**
  - **Sollecito & Johnson:** Ch 3 – Measurement, Variation, and CQI Tools, Pages 77-116
  - *Grove:* Pages 157-171
  - *Patient - Based Quality Measurement Systems* – Nelson and Batalden

- **Recommended Supplemental Reading:**
  - *Using Patient Reports to Improve Medical Care: A Preliminary Report From 10 Hospitals* – Cleary et al.

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<th>Sun Oct 13</th>
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- **Online Lectures:**
  - CQI in Public Health
  - CQI and Quality Project Management
  - Guest Lecturer: P. Margolis, "CQI in Primary Care"

- **Required Reading Assignment:**
  - *Improvement Strategy for Local Health Departments* - Hatzell
  - *Continuous Quality Improvement in Public Health in Ghana* – Agyepong et al.

- **Recommended Supplemental Reading:**
  - **Sollecito & Johnson:** Ch 16 – Continuous Quality Improvement in US Public Health Organizations. Pages 453-184
  - **Sollecito & Johnson:** Ch 19 – Quality Improvement in Resource-Poor Countries Pages 537-570

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**Module 2 Assignment Due by Midnight, Sunday October 6th**

**Module 2 Peer Evaluation Due Monday, October 7th**

**NOTE:** Mid-Term Project becomes available online at:
- 1:00 AM EST on Monday, Oct 8th

**Individual Assignment:** Mid-Term Project Due by Midnight, Sunday October 20th
### Project Management Principles and Practice

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<td><strong>Online Lectures:</strong></td>
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<tr>
<td>- Structure</td>
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<td>- Project Managers and Team Members</td>
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<td>- Team Management</td>
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<td>- Project Lifecycle / Planning</td>
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<td><strong>Required Reading Assignment:</strong></td>
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<tr>
<td>- <strong>Lientz and Rea:</strong> &quot;Setting the Stage for Successful Projects&quot; (pages 26-30)</td>
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<tr>
<td>- <strong>Lientz and Rea:</strong> Chapter 4 Project Definition (pages 49-67, 71)</td>
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<td>- <strong>Lientz and Rea:</strong> Chapter 5, Setting Up a Project Plan (pages 73-90, 102)</td>
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<tr>
<td>- Project Lifecycle and Organization (Chapter 2), PMBOK</td>
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<td>- Introduction: Process Flow Diagrams (Section III), PMBOK</td>
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<td><strong>Recommended Supplemental Reading:</strong></td>
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<tr>
<td>- Introduction (Chapter 1), PMBOK</td>
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<tr>
<td>- Project Management Processes for a Project (Chapter 3), PMBOK</td>
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<tr>
<td>- Summary of Project Management Knowledge Areas (Appendix F), PMBOK</td>
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**Individual Assignment:** Mid-Term Project Due by Midnight, Sunday October 20th

**Module 3 Assignment Due by Midnight, Sunday October 27th**

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<td>- Communication Skills (Part 1)</td>
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<td>- Meetings</td>
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<td><strong>Required Reading Assignment:</strong></td>
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<tr>
<td>- Communication Guidelines and Networks for Drug Development Teams – Sollecito and Dotson</td>
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<tr>
<td>- <strong>Lientz and Rea:</strong> Chapter 17, Project Communications and Presentations (pages 281-302)</td>
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<td><strong>Recommended Supplemental Reading:</strong></td>
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<td>- Doing Well by Doing Good – Hildebrand</td>
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**Module 3 Peer Evaluation Due Monday October 28th**

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<td><strong>Online Lectures:</strong></td>
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<tr>
<td>- Project Management Tools</td>
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<td>- Scope and Time Management</td>
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<td>- Contract and Financial Management</td>
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<td><strong>Required Reading Assignment:</strong></td>
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<tr>
<td>- <strong>Lientz and Rea:</strong> Chapter 9, Tracking and Monitoring</td>
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**Final Project Assignment Released at noon on Saturday November 9th**
## Project Management Principles and Practice

### Recommended Supplemental Reading:
- **Lientz and Rea**: Chapter 10, Project Cost Analysis (pages 179-190)
- **Lientz and Rea**: Chapter 20, Project Change and Death (pages 341-358)

### Online Lectures:
- **Lientz and Rea**: Chapter 11, Project Cost Analysis (pages 179-190)
- **Lientz and Rea**: Chapter 20, Project Change and Death (pages 341-358)

### Required Reading Assignment:
- **Lientz and Rea**: Chapter 21, Using Lessons Learned (pages 359-372)
- **Lientz and Rea**: Chapter 14, Risk Management (pages 239-249)
- **Project Integration Management (Chapter 4), PMBOK**

### Recommended Supplemental Reading:
- **Lientz and Rea**: Chapter 16, Managing Multinational and Global Projects (pages 265-277)

### Reminder:
- Complete PUBH747 Course Evaluation

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### WEEK 13
**Sun Nov 10**
**Module 4: Project Management**

- **Online Lecture**: Project Quality
- **Immunization Case Study: Project Management Review**

- **Required Reading Assignment**: Project Quality
- **Lientz and Rea**: Chapter 21, Using Lessons Learned (pages 359-372)

- **Recommended Supplemental Reading**:
  - **Lientz and Rea**: Chapter 14, Risk Management (pages 239-249)
  - **Project Integration Management (Chapter 4), PMBOK**

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### WEEK 14
**Sun Nov 17**
**Module 4: Project Management**

- **Online Lectures**: H. Pavlica - "Project Management Software Demonstration"
- **Required Reading Assignment**: Project Quality
  - **Lientz and Rea**: Chapter 18, Project Management Software (pages 303-320)
  - **Lientz and Rea**: Chapter 19, Project Administration (pages 321-337)
  - **A Web Based Project Management Framework** - Hecht
  - **Evaluating Project Management Software** - Williams
  - **Lientz and Rea**: Chapter 8, Using the Web and Intranets (pages 143-160)

- **Recommended Supplemental Reading**:
  - **Lientz and Rea**: Chapter 16, Managing Multinational and Global Projects (pages 265-277)

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### WEEK 15
**Sun Nov 24**
**FINAL PROJECT**:
- Refer to the Final Team Project Assignment for specific instructions related to the Final Team Project (Module 4 Team Assignment)

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### WEEK 16
**Sun Dec 1**
**FINAL PROJECT**:
- **Due by Midnight, Wednesday, December 4th (final day of class).**

- **FINAL PROJECT Peer Evaluation**: **Due Thursday, December 5th**