

**PUBH 784 sections 001 & 966 – Spring 2017  
Project Management Strategy & Application  
Syllabus**

**Public Health Leadership Program, Gillings School of Global Public Health**

**Class Location and Times:**

- **Mandatory Class Meetings on Tuesdays and Thursdays: 9:30 AM – 10:45 AM in 2304 McGavran-Greenberg Hall, UNC Gillings School of Global Public Health, 135 Dauer Drive, Chapel Hill, NC 27599**
- **Students will participate in required Team Meetings (as scheduled by individual Teams) to produce Team work products**

**Course Professor:**

- **Lori A. Evarts, Clinical Assistant Professor, Public Health Leadership Program; [lori\\_evarts@unc.edu](mailto:lori_evarts@unc.edu) (919) 966-9043; 4109 McGavran-Greenberg Hall, Gillings School of Global Public Health, 135 Dauer Drive CB#7469, Chapel Hill, NC 27599-7469**

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**Course Overview**

This 3-credit residential graduate course presents classic project management concepts and methods applied to public health and healthcare industry projects, as well as to a variety of other projects effort. The overarching aim is to support the development of a toolbox of strategies and best practices to effectively plan, execute, manage, control and conclude projects. The course integrates project management theory, based on the [Project Management Institute's A Guide to the Project Management Body of Knowledge \(PMBOK® Guide\)](#), with exposure to additional project management practices, approaches and varied organizational perspectives.

Assessment, practice and development of project management skills will be accomplished through class participation, team and individual assignments, assigned readings, case studies and completion of assigned online lectures. Team work and the development of project management proficiency will be examined via the team work products. Students will also benefit from guest instruction and interaction with an invited project management panel. A collaborative learning approach is employed to capitalize on the unique and valuable experiences of the course participants and professor.

This course addresses the ASSURANCE competence of public health students, and in particular MPH students in the Public Health Leadership Program.

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**Learning Objectives and Competencies**

**Objectives:**

- ❖ Compare the role of the project manager in various settings
- ❖ Assess and address project stakeholders and their requirements
- ❖ Formulate a project plan including project communication and project risks
- ❖ Manage the implementation of a project plan
- ❖ Employ project monitoring and controlling techniques
- ❖ Enumerate close-out steps
- ❖ Evaluate project management strategies to select an optimal approach

**Competencies:**

- ❖ Apply critical thinking to a particular challenge that might be experienced in a professional setting.
- ❖ Apply standard project management tools to problem definition and solution.
- ❖ Apply project management and team-based concepts, ideas, theories, and empirical evidence from one context to a problem in another context in an innovative way.
- ❖ Demonstrate leadership skills for building partnerships.
- ❖ Apply communication principles across different settings and audiences. Collaborate with communication and information specialists.
- ❖ Demonstrate team building, negotiation, and conflict management skills.
- ❖ Develop strategies to motivate others for collaborative problem solving, decision-making and evaluation.
- ❖ Promote high standards of personal and organizational integrity, compassion, honesty and respect for all people.

**Course Format**

This course consists of required class meetings (Tue/Thu 9:30 – 10:45 AM). Additional contact hours are provided via required narrated online lectures posted on the class Sakai site, as well as through assigned readings, discussions and assigned team projects.

Students will be assigned to a project team for the duration of the course. Teams will be formulated as best as possible to reflect the diversity across the class, and in particular with regard to degree program.

The course is composed of weekly modules. The content of each module is presented through assigned readings, classroom instruction, online and guest lectures, class discussions and completion of course assignments. Required reading and written assignments reinforce and expand the lectures and discussions. Written assignments and project work products – individual and team assignments – are submitted for grading.

The course final exam will be given in compliance with UNC final exam regulations and according to the UNC Final Exam calendar (for Tue/Thu courses scheduled to meet at 9:30 – 10:45 am).

**Resources**

**Required Text:**

- **Effective Project Management: Traditional, Agile, Extreme, Seventh Edition**, Robert K. Wysocki, Wiley Publishing, Inc., 2014. **ISBN 978-1-118-72916-8**  
 (Available at UNC Bookstores with buyback option, or your favorite vendor) \$49 (used) - \$65 (new)

**Course Website:**

- Sakai at <https://sakai.unc.edu/portal> use ONYEN and password to login; site: **PUBH784.001.SP17**
  - This website will be used extensively during the course for students to access required online lectures, assigned journal articles and other required reading (not in the course text).
  - Class announcements and other important communications will be distributed through this site, so please ensure your email address is correctly reflected in ConnectCarolina.
  - Dedicated Forums/Team Sites will be established to facilitate Team communications, collaboration, storage of team documentation, and posting of the final version of team assignments to be graded.
  - Students will also be able to check their individual grades on the Gradebook.

## Valuing Diversity

Promoting and valuing diversity in the classroom enriches learning and broadens everyone's perspectives. Inclusion and tolerance can lead to respect for others and their opinions and is critical to maximizing the learning that occurs in this course. This may challenge our own closely held ideas and personal comfort zones. The results, however, create a sense of community and promote excellence in the learning environment.

Diversity includes consideration of (1) the variety of life experiences other have had, and (2) factors related to "diversity of presence", including, among others, age, economic circumstances, ethnic identification, disability, gender, geographic origin, race, religion, sexual orientation, social position.

This class follows principles of inclusion, respect, tolerance, and acceptance that support the values of diversity.

The University of North Carolina at Chapel Hill is committed to equality of educational opportunity. The University does not discriminate in offering access to its educational programs and activities on the basis of age, color, creed, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. The Equal Opportunity and Compliance Office (100 E. Franklin Street, Unit 110, CB #9160, Chapel Hill, NC 27599-9160 or (919) 966-3576) has been designated to handle inquiries regarding the University's non-discrimination policies. <http://policies.unc.edu/policies/nondiscrim/>

The University of North Carolina at Chapel Hill ensures that no qualified person shall by reason of a disability be denied access to, participation in, or the benefits of, any program or activity operated by the University. Each qualified person shall receive reasonable accommodations to ensure equal access to educational opportunities, programs, and activities in the most integrated setting appropriate. This policy is consistent with Section 504 of the Rehabilitation Act of 1973. [Accessibility Resources & Service](#) provides reasonable accommodations, resources and services to undergraduate and graduate/professional students with disabilities to provide equal access to the services, programs and activities of the University so that they may, as independently as possible, take full advantage of opportunities at UNC - Chapel Hill.

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## UNC Honor System

The University of North Carolina at Chapel Hill has had a student-led honor system for over 100 years. Academic integrity is at the heart of Carolina and we all are responsible for upholding the ideals of honor and integrity. The student-led Honor System is responsible for adjudicating any suspected violations of the Honor Code and all suspected instances of academic dishonesty will be reported to the honor system.

Academic work is a joint enterprise involving faculty and students. Both have a fundamental investment in the enterprise and both must share responsibility for ensuring its integrity. In relation to the Honor Code, therefore, specific responsibilities of the faculty which parallel the responsibilities of the students have been formally adopted by the Faculty Council. Information, including your responsibilities as a student is outlined in the [Instrument of Student Judicial Governance](#). Your full participation and observance of the Honor Code is expected.

### Academic Dishonesty:

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. Plagiarism can take many forms and there may be a number of reasons why it occurs. Some examples are as follows:

- Quote and cite any words that are not your own.
- If you paraphrase the words of another, you must still give proper attribution.
- The default citation style for the UNC Gillings School of Global Public Health is [APA Style](#).
- "If you look it up, write it down."

Authorized vs. Unauthorized Collaboration:

- All academic work in this course, including homework, quizzes, and exams, is to be your own work, unless otherwise specifically provided. It is your responsibility if you have any doubt to confirm whether or not collaboration is permitted.

Unauthorized materials:

- Course assignments will indicate if students are permitted to use old exams, outside resources, internet articles, or any other materials in the completion of academic assignments.

Resources for Additional Information:

Students wishing to seek additional information are welcome to contact the course professor or the Office of Student Conduct at 919-962-0805 or review the [UNC Graduate Record](#).

## Grading

A students' final grade will be based on a combination of class participation, individual assignments and team assignments. Assignments will include a variety of work products including presentations, project management documents, written reports, and project team work products.

UNC Graduate Level grading will be applied:

H = High Pass ( $\geq 95\%$  minimum); P = Pass ( $\geq 80\%$  minimum); L = Low Pass ( $\geq 70\%$  minimum);

F = Fail; IN = Work Incomplete\*

\*A temporary grade that converts to an administrative fail unless the incomplete coursework is completed so that the temporary grade is replaced with a permanent grade before the last day of class for the same term one year later.

Your final grade will be based on a combination of individual assignments, team assignments, and regular class and team participation. The graded aspects of your work and their relative weight in computing your course grade are as follows.

Grade composition	Weight	Component
Individual Assignments	35%	Individual
Participation Class attendance Class participation Peer evaluation	35%	Individual contributions, Case explorations & Peer Evaluation
Team Assignments	30%	Team

### Peer evaluation

The purpose of the peer evaluation is to evaluate each of your team members on their performance as a team member in completing team assignments. This electronic peer evaluation is completed twice (mid-course & end of the course). In the peer evaluation, you will be asked to rate individual team members on each of the following five statements:

1. This team member actively participated in team assignments;
2. This team member accomplished tasks on time;

3. This team member's work reflected an acceptable level of thought and effort;
4. This team member functioned as a valuable member of the team by supporting the efforts of fellow team members;
5. This team member would make an excellent project manager for this team.

You will evaluate team members using a 5-point Likert scale (5=Strongly Agree to 1=Strongly Disagree). In addition to the five statements, the peer evaluation has an open-ended question in which you can write specific comments on the performance of each of your team members or to provide any specific information to the professor. You will receive an overview of the feedback provided by your team after the evaluations have been submitted and tallied. Follow-up by the professor will be undertaken with individuals and/or teams as required by the aggregated average scores that will be reported to students; comments will not be shared.

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## Course Policies and Requirements

- Class participation is encouraged and expected as characterized by actively participating in class and group discussions and activities – whether undertaken through class sessions, in-person meetings, teleconferences, posting to your Team’s Forum on Sakai, as well as other agreed upon collaboration methods as established by your course-specific team members and documented in your Team Charter.
- Assigned readings and online lectures are to be completed before class as designated in the course schedule to ensure robust discussions pertaining to the topic being evaluated.
- Orientation assignments are provided on Sakai for each student to complete. These orientation assignments count as individual assignments.
- Assignments (both individual and team assignments) are to be submitted to the course professor per direction provided on Sakai for each assignment.
- You are expected to attend all classes and scheduled team interactions. If you are unavoidably absent, please notify the professor and/or your team.
- If there is something you do not understand, ask a question. If you do not want to ask during class, please feel free to email Professor Evarts at [lori\\_evarts@unc.edu](mailto:lori_evarts@unc.edu) or call (919) 966-9043 or drop by my office at the Gillings School of Global Public Health (4109 McGavran-Greenberg Hall). **However, please ask your question, as it is likely something that other class members might also not understand.**
- Questions and replies that are addressed with the professor outside of class that are relevant to other class members will be posted to the course Sakai site for clarification and communication for all.
- The Honor Code described above is in effect for the duration of this class. If you have a question about how certain activities, especially group activities, might be interpreted under the Honor Code, please ask.
- Students are responsible for registering with [Accessibility Resources and Service](#), as appropriate to their circumstances, in order to receive accommodations and support in the completion of course requirements.
- A grade of incomplete may be taken only because of illness or special circumstances and **only with the permission of your departmental adviser and the course professor.**
- If you wish to audit this course, please follow the [UNC policy](#). Those approved by the professor to audit the course should register for **PUBH 784, section 001** to be granted access to this class. NOTE: Students who audit the course are requested to be **active members of class and participate/contribute as a member of their assigned team throughout the course.**
- The course professor reserves the right to make changes to the syllabus, including project due dates, when unforeseen circumstances occur. These changes will be announced as early as possible so that students can adjust their schedules.
- This course does not involve a teaching assistant.
- **The PUBH 784 Class will function as a team-based organization whose objective is to develop and offer a public health activity booth (or series of tables) to represent the Gillings School of Global Public Health at the annual UNC Science Expo on Saturday, April 22, 2016 from 10 am to 3 pm.**

- **UNC Science Expo:** Cameron Avenue on the UNC Campus is closed for the event for a “street fair atmosphere” to provide interactive, hands-on science activities and lab tours that are instructive, fun and family friendly. As described by UNC’s Festival Programs Coordinator and Special Events Coordinator:  
*For those new to the UNC Science Expo, it is a huge celebration of science that draws approximately 10,000 people from Chapel Hill and beyond. It is a family friendly event and one held in partnership with the Town of Chapel Hill and dozens of departments on campus.*

*The goal is to showcase the best of UNC science, provide the public a “behind the scenes look” at a major research university and promote science as a vital part of our culture. At its best, the Expo also makes science learning a lot of fun for everyone.*

*The Morehead Planetarium and Science Center handles the event coordination and provides a 10x10 ft. tent, an 8 ft. table and two chairs for each activity. The scientists provide interesting, hands-on experience and demos for the general public. We’ll work together to keep costs as low as possible while still providing everything needed to showcase the best of Carolina science!*

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## PUBH 784 Course Schedule: Spring 2017

**Mon Jan 9<sup>th</sup> COURSE SAKAI SITE OPEN**

Review **PUBH 784.001.SP17** Sakai Course Site and Syllabus

1. **Thu Jan 12 CLASS 9:30 - 10:45 am**
  - **Welcome & Expectations, Team Building**
2. **Tue Jan 17 CLASS 9:30 - 10:45 am**
  - **Team Dynamics**
3. **Thu Jan 19 CLASS 9:30 – 10:45 am**
  - **Environment of a Project**
4. **Tue Jan 24 CLASS 9:30 - 10:45 am**
  - **Project Management Basics**
5. **Thu Jan 26 CLASS 9:30 – 10:45 am**
  - **Project Management Basics**
6. **Tue Jan 31 CLASS 9:30 - 10:45 am**
  - **Fundamentals**
7. **Thu Feb 2 CLASS 9:30 – 10:45 am**
  - **Developing the Plan**
8. **Tue Feb 7 CLASS 9:30 - 10:45 am**
  - **MS Project Workshop**
9. **Thu Feb 9 CLASS 9:30 – 10:45 am**
  - **More MS Project and Scheduling**
10. **Tue Feb 14 CLASS 9:30 - 10:45 am**
  - **Decisions, Implications and Risk**
11. **Thu Feb 16 CLASS 9:30 – 10:45 am**
  - **Project Network Diagram Collaboration**
12. **Tue Feb 21 CLASS 9:30 - 10:45 am**
  - **Project as a System**
13. **Thu Feb 23 CLASS 9:30 – 10:45 am**
  - **Cross-pollination and Lessons**
14. **Tue Feb 28 CLASS 9:30 - 10:45 am**
  - **Guest Instructor - The Human Side of Projects – TBD**
15. **Thu Mar 2 CLASS 9:30 – 10:45 am**
  - **Team Presentations: Science Expo Project Plan Overview**



## PUBH 784 Course Schedule: Spring 2017

16. Tue Mar 7 CLASS 9:30 - 10:45 am

- Monitoring & Control and Team Health Check

17. Thu Mar 9 9:30 – 10:45 am

- Project Finances

NO CLASS Tue March 14<sup>th</sup> and Thu March 16<sup>th</sup> ENJOY YOUR SPRING BREAK

18. Tue Mar 21 9:30 – 10:45 am

- Collaboration Cases Or OTHER

19. Thu Mar 23 CLASS 9:30 - 10:45 am

- Project Execution, Monitoring & Controlling – project budget exercise

20. Tue Mar 28 CLASS 9:30 – 10:45 am

- Collaboration Cases Or Expert Panel: -- to be confirmed

21. Thu Mar 30 CLASS 9:30 - 10:45 am

- Expert Panel: -- to be confirmed

22. Tue Apr 4 CLASS 9:30 - 10:45 am

- Science Expo Logistics & Team Work

23. Thu Apr 6 CLASS 9:30 – 10:45 am

- Effective Teams

24. Tue Apr 11 CLASS 9:30 – 10:45 am

- PM Strategies & Case Analyses

25. Thu Apr 13 CLASS 9:30 – 10:45 am

- *Team Renewal – off-site*

26. Tue Apr 18 CLASS 9:30 – 10:45 am

- Team Presentations: Class demonstration of UNC Science Expo Activity

27. Thu Apr 20 CLASS 9:30 - 10:45 am

- Science Expo Evaluation Summary & Logistics

[REMINDER: Please  
complete Course  
Evaluation](#)

SATURDAY APRIL 22<sup>nd</sup> – 2017 UNC SCIENCE EXPO (10:00 AM – 3:00 PM UNC MAIN CAMPUS)

28. Tue Apr 25

- Project Closeout

29. Thu Apr 27 CLASS 9:30 – 10:45 am FINAL CLASS

- Case Review Discussions & Recommendations
- Key PM Principles Review from Final Individual Assignment
- Class Celebration

[REMINDER: Please  
complete Course  
Evaluation](#)