

**PUBH 784 section 001 – Spring 2016
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 2308 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 (919) 966-9043; 4109 McGavran-Greenberg Hall, Gillings School of Global Public Health, 135 Dauer Drive CB#7469, Chapel Hill, NC 27599-7469**

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.

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:

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|---|--|-------------------------------------|
| <ul style="list-style-type: none"> • <u>Effective Project Management: Traditional, Agile, Extreme, Seventh Edition</u>, Robert K. Wysocki, Wiley Publishing, Inc., 2014. | <p>ISBN 978-1-118-72916-8
(Available at UNC Bookstores with buyback option or your favorite vendor)</p> | <p>\$49 (used) -
\$65 (new)</p> |
|---|--|-------------------------------------|

Course Website:

- Sakai at <https://sakai.unc.edu/portal> use ONYEN and password to login; site: **PUBH784.001.SP16**
 - 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.

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 & 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.

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 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 5th annual UNC Science Expo on Saturday, April 9, 2016 from 10 am to 3 pm.**
 - 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 Marissa Hartzler, Festival Programs Coordinator and Terry Mitalas, 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 2016

Class Dates	Assignments	Due Date
Wed Jan 6th COURSE SAKAI SITE OPEN		
Review PUBH 784.001.SP16 Sakai Course Site and Syllabus		
1. Tue Jan 12 CLASS 9:30 - 10:45 am		
<ul style="list-style-type: none"> • Welcome & Expectations, Team Building Syllabus review; Team membership 		
<p>Individual Assignment A – Student expectations</p> <p>Extra credit: Individual Assignment – Plagiarism & Honor Code Tutorials</p>		<p>Tue Jan 12 by 11:55 pm</p> <p>Fri Jan 15 by 5:00 pm</p>
<p>Assigned Online Lectures & Reading (recommend completion prior to Jan 14th class):</p> <ul style="list-style-type: none"> • WYSOCKI, Ch 1, What is a Project?, pp.3-22 • WYSOCKI, Ch 2, What is a Project Management?, pp.25-39 • E-Reserves: Give Peace A Chance – Hildebrand, pp. 38-42, 44-45 • E-Reserves: <i>Project Leadership and the Art of Managing Relationships</i> -- Anderson, pp.58-63 • WYSOCKI, Establishing Team Operating Rules, pp.231-240 • Online Lecture: Team Building & Delegation (Evarts, 20 minutes) 		
2. Thu Jan 14 CLASS 9:30 - 10:45 am		
<ul style="list-style-type: none"> • Team Dynamics Communication; Leading, managing, resolving; PM intro 		
<p>Team Assignment 1 – Generate PUBH 784 Team Charter</p>		<p>Fri Jan 15 by 5:00 pm</p>
<p>Assigned Online Lectures & Reading (recommend completion prior to Jan 19th class):</p> <ul style="list-style-type: none"> • E-Reserves: Organizational influences and project life cycle (Ch 2, PMBOK by PMI), pp.19-42 • or Online Lecture: Overview of Organizational Design Considerations (Sollecito, 35 minutes) • E-Reserves: Basic Instinct – Turner & Crowley, pp.61-64 • WYSOCKI, Managing Team Communications, pp.246-252 • Online Lecture: Communication Skills (part 1) (Evarts, 35 minutes) • Online Lecture: Meetings (Evarts, 25 minutes) 		
3. Tue Jan 19 CLASS 9:30 – 10:45 am		
<ul style="list-style-type: none"> • Environment of a Project Teams, Stakeholders, Project Lifecycle 		
<p>Assigned Online Lectures & Reading (recommend completion prior to Jan 21st class):</p> <ul style="list-style-type: none"> • Online Lecture: Project Pre-Planning, Identification and Sponsorship (Brody, 45 minutes) • Online Resource: Project Planning and Defining Stakeholders (Microsoft link) • E-Reserves: <i>Politics as usual</i> – Logue, pp. 66-71 • E-Reserves: <i>Effective Project Sponsorship</i> – Helm & Remington, pp.51-61 • Online Lecture: Communication Skills (part 2) (Evarts 30 minutes) 		
4. Thu Jan 21 CLASS 9:30 - 10:45 am		
<ul style="list-style-type: none"> • Project Management Basics 		
<p>Individual Assignment B – Public Health Topics</p>		<p>Fri Jan 22 by 5:00 pm</p>
<p>Assigned Online Lectures & Reading (recommend completion prior to Jan 26th class):</p> <ul style="list-style-type: none"> • WYSOCKI, Ch 3, Process Groups pp.65-101 • Online Lecture or Transcript Review: Conflict Management (Upshaw 55 minutes) 		



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Class Dates	Assignments	Due Date
5. Tue Jan 26 CLASS 9:30 – 10:45 am	<ul style="list-style-type: none"> Project Management Basics <p style="margin-left: 40px;">Assigned Online Lectures & Reading (recommend completion prior to Jan 28th class):</p> <ul style="list-style-type: none"> WYSOCKI, Ch 4, <i>How to Scope a Project</i>, pp.103-139 WYSOCKI, Ch 5, <i>How to Plan a Project</i>, pp.141-157 Online Lecture: Production Models (Sollecito, 30 minutes) 	
6. Thu Jan 28 CLASS 9:30 - 10:45 am	<ul style="list-style-type: none"> Fundamentals <p style="margin-left: 40px;">Project Planning</p> <p style="margin-left: 40px;">Team Assignment 2 – UNC Science Expo Project Charter</p> <p style="margin-left: 40px;">Assigned Online Lectures & Reading (recommend completion prior to Feb 2nd class):</p> <ul style="list-style-type: none"> WYSOCKI, Ch 5, <i>How to Plan a Project</i>, pp.157-175 Online Lecture: Project Requirements and Scheduling (Brody, 50 minutes) 	Fri Jan 29 by 5:00 pm
7. Tue Feb 2 CLASS 9:30 – 10:45 am	<ul style="list-style-type: none"> Developing the Plan <p style="margin-left: 40px;">The Plan – Communications and Scope</p> <p style="margin-left: 40px;">Assigned Online Lectures & Reading (recommend completion prior to Feb 4th class):</p> <ul style="list-style-type: none"> WYSOCKI, Ch 5, <i>How to Plan a Project</i>, pp.175-213 Online Lecture: Project Scope and Time Management (Sollecito, 30 minutes) E-Reserves: <i>Implementation Planning (Ch 8) – Lewis</i>, pp.224-260 	
8. Thu Feb 4 CLASS 9:30 - 10:45 am	<ul style="list-style-type: none"> MS Project Workshop <p style="margin-left: 40px;">Team Assignment 3 – UNC Science Expo Project Scope</p> <p style="margin-left: 40px;">Assigned Online Lectures & Reading (recommend completion prior to Feb 9th class):</p> <ul style="list-style-type: none"> E-Reserves: <i>Reality Check – Whitten</i>, pp.24-25 E-Reserves: <i>Discovering Your Authentic Leadership – George, et al.</i>, pp.1-8 	Fri Feb 5 by 5:00 pm
9. Tue Feb 9 5 CLASS 9:30 – 10:45 am	<ul style="list-style-type: none"> More MS Project and Scheduling <p style="margin-left: 40px;">Assigned Online Lectures & Reading (recommend completion prior to Feb 11th class):</p> <ul style="list-style-type: none"> Online Lecture: Project Risk and Mitigation: Is Failure an Option? (Brody, 45 minutes) E-Reserves: <i>Intervening conditions on the management of project risk – Kutsch & Hall</i>, pp. 591-599 	
10. Thu Feb 11 CLASS 9:30 - 10:45 am	<ul style="list-style-type: none"> Decisions, Implications and Risk <p style="margin-left: 40px;">Team Assignment 4 – UNC Science Expo Project Network Diagram</p> <p style="margin-left: 40px;">Assigned Online Lectures & Reading (recommend completion prior to Feb 16th class):</p> <ul style="list-style-type: none"> WYSOCKI, <i>Managing Project Status Meetings</i>, pp. 291-297 E-Reserves: <i>Delivering Project on Time – Grant, et al.</i>, pp.52-58 	Fri Feb 12 by 5:00 pm
11. Tue Feb 16 CLASS 9:30 – 10:45 am	<ul style="list-style-type: none"> ◆ Project Network Diagram Collaboration 	



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Class Dates	Assignments	Due Date
	Assigned Online Lectures & Reading (recommend completion prior to Feb 18 th class):	
	<ul style="list-style-type: none"> WYSOCKI, <i>Using the Continuous Process Improvement Model</i>, pp. 571-588 	
12. Thu Feb 18 CLASS 9:30 - 10:45 am	<ul style="list-style-type: none"> Project as a System Science Expo Resources 	
	Team Assignment 5 – UNC Science Expo Project Communication Plan	Fri Feb 19 by 5:00 pm
	Individual Assignment - Mid-course Peer Evaluation	Mon Feb 22 by 5:00 pm
	Assigned Online Lectures & Reading (recommend completion prior to Feb 23 rd class):	
	<ul style="list-style-type: none"> E-Reserves: <i>Can Absence Make a Team Grow Stronger?</i> – Majchrzak et al., pp.131-137 E-Reserves: <i>Enhancing Interdisciplinary Communication by Gillespie & Sung from Enhancing Communication & Collaboration in Interdisciplinary Research by O'Rourke, Crowley, Eigenbrode & Wulfhorst</i>, pp.148-157 	
13. Tue Feb 23 CLASS 9:30 – 10:45 am	<ul style="list-style-type: none"> Cross-pollination and Lessons <i>The most important things I believe are vital for effective team work...</i> 	
	Team Assignment 6 – UNC Science Expo Project Plan	Fri Mar 4 by 5:00 pm
	Assigned Online Lectures & Reading (recommend completion prior to Feb 25 th class):	
	<ul style="list-style-type: none"> E-Reserves: <i>Understanding what motivates you and what motivates others (Ch3) -- Sapienza</i>, pp.37-69 	
14. Thu Feb 25 CLASS 9:30 - 10:45 am	<ul style="list-style-type: none"> Guest Instructor - The Human Side of Projects – Matthew S. Brody, Vice President for Human Resources, University of North Carolina General Administration 	
	Assigned Online Lectures & Reading (recommend completion prior to Mar 1 st class):	
	<ul style="list-style-type: none"> E-Reserves: <i>Success in health information exchange projects -- Sicotte & Pare'</i>, pp.1159-1165 E-Reserves: <i>Project Management in Small to Medium-sized... -- Turner, et al.</i>, pp.744-755 	
15. Tue Mar 1 CLASS 9:30 – 10:45 am	<ul style="list-style-type: none"> Team Presentations: Science Expo Project Plan Overview 	
	Assigned Online Lectures & Reading (recommend completion prior to Mar 3 rd class):	
	<ul style="list-style-type: none"> E-Reserves: <i>Exploring the Linkage Between the Characteristics of IT Project Leaders... – Sumner, et al.</i>, pp. 43-49 E-Reserves: <i>Selecting the Best Agents, part 1: – Kassel</i>, pp.115-135 	
16. Thu Mar 3 CLASS 9:30 - 10:45 am	<ul style="list-style-type: none"> Monitoring & Control Team Health Check 	
	Team Assignment 6 – UNC Science Expo Project Plan	Fri Mar 4 by 5:00 pm
	Assigned Online Lectures & Reading (recommend completion prior to Mar 8 th class):	
	<ul style="list-style-type: none"> E-Reserves: <i>Building Control Through Project Planning – Kendrick</i>, pp.113-154 Link to Budget Development information provided by UNC Office of Sponsored Research Sample budget worksheet 	
17. Tue Mar 8 9:30 – 10:45 am	<ul style="list-style-type: none"> Project Budgets 	
	Assigned Online Lectures & Reading (recommend completion prior to Mar 10 th class):	

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Class Dates	Assignments	Due Date
	<ul style="list-style-type: none"> • None 	
18. Thu Mar 10 9:30 – 10:45 am	<ul style="list-style-type: none"> • Collaboration Cases • Or OTHER Assigned Online Lectures & Reading (recommend completion prior to Mar 22nd class): • None 	
NO CLASS Tue March 15th and Thu March 17th ENJOY YOUR SPRING BREAK		
19. Tue Mar 22 CLASS 9:30 - 10:45 am	<ul style="list-style-type: none"> • Project Execution, Monitoring & Controlling – project budget exercise Individual Assignment C – Questions for Experts Assigned Online Lectures & Reading (recommend completion prior to Mar 24th class): • Review other Teams' Project Plans on Sakai – Class Forum Page 	Tue Mar 22 by 9:00 pm
20. Thu Mar 24 CLASS 9:30 – 10:45 am	<ul style="list-style-type: none"> • Collaboration Cases • Or Expert Panel: Francesca Florey Eischen & Bill Sollecito -- to be confirmed Team Assignment 7 – UNC Science Expo Project Status Report Assigned Online Lectures & Reading (recommend completion prior to Mar 29th class): • E-Reserves: <i>Understanding Schedule Change Management – Douglas, pp.1-9</i> • WYSOCKI, Ch 13, Managing Distressed Projects, pp.447-475 	Fri Mar 25 by 5:00 pm
21. Tue Mar 29 CLASS 9:30 - 10:45 am	<ul style="list-style-type: none"> • Expert Panel: Francesca Florey Eischen & Bill Sollecito -- to be confirmed IMPORTANT NOTE: Team Demonstrations will be provided in class on Tue April 5th beginning at 9:35 am (= Team Assignment 9 is due before class this day). Assigned Online Lectures & Reading (recommend completion prior to Mar 31st class): • WYSOCKI, Ch 14, Organizing Multiple Team Projects, pp.477-507 	
22. Thu Mar 31 CLASS 9:30 – 10:45 am	<ul style="list-style-type: none"> • Project Example (& Cross Team Assessments of Science Expo Projects) Team Assignment 8 – UNC Science Expo Project Evaluation Plan Assigned Online Lectures & Reading (recommend completion prior to Apr 5th class): • WYSOCKI, Ch 7, How to Monitor & Control a TPM Project, pp.267-298 	Fri Apr 1 by 5:00 pm
23. Tue Apr 5 CLASS 9:30 - 10:45 am	<ul style="list-style-type: none"> ❖ Team Presentations: Class demonstration of UNC Science Expo Activity Team Assignment 9 – Science Expo Project Developed for class demonstration and evaluation by class NOTE: Documentation due to Team Forum Assigned Online Lectures & Reading (recommend completion prior to Apr 7th class): • E-Reserves: Emotional Intelligence in the Workplace -- Fernandez, pp.80-82 	BEFORE Tue Apr 5 at 9:00 am
24. Thu Apr 7 CLASS 9:30 – 10:45 am	<ul style="list-style-type: none"> • Science Expo Logistics & Team Work Individual Assignment D – Science Expo Projections & Recommendations 	Thu Apr 7 by 9:00 pm

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Class Dates	Assignments	Due Date
	Assigned Online Lectures & Reading (recommend completion prior to Apr 12 th class):	
	<ul style="list-style-type: none"> • None 	
SATURDAY APRIL 9th UNC SCIENCE EXPO (10:00 AM – 3:00 PM UNC MAIN CAMPUS)		
25. Tue Apr 12 CLASS 9:30 - 10:45 am	<ul style="list-style-type: none"> • Science Expo Evaluation Summary Assigned Online Lectures & Reading (recommend completion prior to Apr 19 th class): <ul style="list-style-type: none"> • E-Reserves: Value-sensitive design and health care in Africa – Walton & DeRenzi, pp. 346-358 • Other resources: Institute for Healthcare Improvement Projects - overview • Other resources: Six Sigma DMAIC Roadmap approach 	
26. Thu Apr 14	<ul style="list-style-type: none"> • <i>Team Renewal – off-site</i> Individual Assignment E – Peer Assessment & Reflections	Fri Apr 15 by 5:00 pm
	Assigned Online Lectures & Reading (recommend completion prior to Apr 19 th class):	
	<ul style="list-style-type: none"> • E-Reserves: A Real Team (Ch 2) – Hackman, pp.37-60 	
27. Tue Apr 19 CLASS 9:30 - 10:45 am	<ul style="list-style-type: none"> • PM Strategies & Case Analyses Assigned Online Lectures & Reading (recommend completion prior to Apr 21 st class): <ul style="list-style-type: none"> • WYSOCKI, Ch 8, How to Close at TPM Project, pp.299-308 	
28. Thu Apr 21 CLASS 9:30 – 10:45 am	<ul style="list-style-type: none"> • Project Closeout • Other PM topics Team Assignment 10 – Science Expo Project Lessons Learned	REMINDER: Please complete Course Evaluation Fri Apr 22 by 5:00 pm
	Assigned Online Lectures & Reading (recommend completion prior to Apr 26 th class):	
	<ul style="list-style-type: none"> • E-Reserves: <i>Seeing Through the Eyes of Collaborators (Ch11) by Looney, Donovan, O’Rourke, et al. from Enhancing Communication & Collaboration in Interdisciplinary Research by O’Rourke, Crowley, Eigenbrode & Wulfhorst, pp.220-243</i> 	
29. Tue Apr 26 CLASS 9:30 - 10:45 am	<ul style="list-style-type: none"> • Public Health/Science Teams • PM Toolbox Workshop Final Individual Assignment	REMINDER: Please complete Course Evaluation Thu Apr 28 by 5:00 pm
30. FINAL EXAM PERIOD – Tuesday May 3rd at 8:00 – 10:00 am in 2308 McGavran-Greenberg (our usual classroom)		
NOTE: No preparation nor studying is necessary for this final class session		
	<ul style="list-style-type: none"> • Case Review Discussions & Recommendations • Key PM Principles Review • Class Celebration 	