



Syllabus
PUBH 747: Project Management Principles & Practice
Fall 2019: August 20 through December 13, 2019
3 Credits | Online

Table of Contents

| | |
|--|-----------|
| Course Overview | 2 |
| Course Description | 2 |
| Prerequisites | 2 |
| Instructor(s) | 2 |
| Teaching Assistant | 2 |
| Course Website | 2 |
| Class Days, Times, Location | 2 |
| Office Hours | 2 |
| Course Texts | 2 |
| Course Format | 2 |
| Course Policies and Resources | 3 |
| Recognizing, Valuing and Encouraging Inclusion and Diversity in the Classroom | 3 |
| Accessibility | 4 |
| Counseling and Psychological Services | 4 |
| UNC Honor Code | 4 |
| Instructor Expectations | 5 |
| Student Expectations | 5 |
| Competencies, Learning Objectives, and Assessment | 7 |
| Map | 7 |
| Course Assignments and Assessments | 8 |
| Grading | 8 |
| Assignment Descriptions | 8 |
| Individual Assignments | 8 |
| Team Assignments – Suggested Process | 8 |
| Peer Evaluations | 9 |
| Participation & Punctuality | 9 |
| Course Assignments Table | 10 |
| Group Project Rubric Example | 11 |
| Course-at-a-Glance | 12 |

Course Overview

| | |
|------------------------------------|---|
| Course Description | Graduate students only. Provides an overview of knowledge and skills required for effective project/team leadership and management. Includes modules on leadership, management techniques, application of continuous quality improvement, and organizational designs that complement team-based organizations. Online course. |
| Prerequisites | None. |
| Instructor(s) | Lori A. Evarts, MPH Assistant Professor Public Health Leadership Program 4109 McGavran-Greenberg Hall Phone: +1-919-966-9043 Email: lori_evarts@unc.edu |
| Teaching Assistant | None. |
| Course Website | https://sakai.unc.edu/welcome/ . Use your ONYEN and password. |
| Class Days, Times, Location | This course is a fully online course that is completed asynchronously and synchronously with your assigned Team through Sakai. You are expected to log into the course at least 4 times a week to participate in discussions and complete tasks and assignments for that week. |
| Office Hours | There are no set office hours for this course. Students may request an appointment by email. Virtual office hours may be conducted via phone or Zoom or in-person if you are on-campus. |
| Course Texts | <ol style="list-style-type: none">1. High Output Management, Andrew S. Grove, Random House, 1995. ISBN: 97806797628812. Project Management for the 21st Century, 3rd Ed., Bennet P. Lientz and Kathryn P. Rea, Academic Press, 2002. ISBN: 9780124499836 <p>NOTE: It is important to obtain the 3rd edition; Lori Evarts has a handful of this text for students to borrow during the semester. Please email to request a copy on loan for the semester.</p> |
| Course Format | The course is composed of weekly reading assignments and online lectures available on Sakai. Work assignments, both individual and team assignments, will be submitted as specified in the course schedule. Guest lecturers will also be invited to present via recorded online lectures. These lecturers will present case studies of actual projects they have been involved and reinforce key points from the readings based on their firsthand experience. |

Course Policies and Resources

Recognizing, Valuing and Encouraging Inclusion and Diversity in the Classroom

We share the School's [commitment to diversity](#). We are committed to ensuring that the School is a diverse, inclusive, civil and welcoming community. Diversity and inclusion are central to our mission — to improve public health, promote individual well-being and eliminate health inequities across North Carolina and around the world. Diversity and inclusion are assets that contribute to our strength, excellence and individual and institutional success. We welcome, value and learn from individual differences and perspectives. These include but are not limited to: cultural and racial/ethnic background; country of origin; gender; age; socioeconomic status; physical and learning abilities; physical appearance; religion; political perspective; sexual identity and veteran status. Diversity, inclusiveness and civility are core values we hold, as well as characteristics of the School that we intend to strengthen.

We are committed to expanding diversity and inclusiveness across the School— among faculty, staff, students, on advisory groups, and in our curricula, leadership, policies and practices. We measure diversity and inclusion not only in numbers, but also by the extent to which students, alumni, faculty and staff members perceive the School's environment as welcoming, valuing all individuals and supporting their development.”

In this class, we practice these commitments in the following ways:

- Develop classroom participation approaches that acknowledge the diversity of ways of contributing in the classroom and foster participation and engagement of *all* students.
- Structure assessment approaches that acknowledge different methods for acquiring knowledge and demonstrating proficiency.
- Encourage and solicit feedback from students to continually improve inclusive practices.

As a student in the class, you are also expected to understand and uphold the following UNC policies:

- **Diversity and Inclusion at the Gillings School of Global Public Health:**
<http://sph.unc.edu/resource-pages/diversity/>
- **UNC Non-Discrimination Policies:**
<http://policy.sites.unc.edu/files/2013/04/nondiscrim.pdf>
- **Prohibited Discrimination, Harassment, and Related Misconduct at UNC:**
<https://deanofstudents.unc.edu/incident-reporting/prohibited-harassmentsexual-misconduct>

Accessibility

UNC-CH supports all reasonable accommodations, including resources and services, for students with disabilities, chronic medical conditions, a temporary disability, or a pregnancy complication resulting in difficulties with accessing learning opportunities. All accommodations are coordinated through the UNC Office of Accessibility Resources & Services (ARS), <https://ars.unc.edu/>; phone 919-962-8300; email ars@unc.edu. Students must document/register their need for accommodations with ARS before accommodations can be implemented.

Counseling and Psychological Services

CAPS is strongly committed to addressing the mental health needs of a diverse student body through timely access to consultation and connection to clinically appropriate services, whether for short or long-term needs. Go to their website: <https://caps.unc.edu> or visit their facilities on the third floor of the Campus Health Services building for a walk-in evaluation to learn more.

UNC Honor Code

As a student at UNC-Chapel Hill, you are bound by the university's [Honor Code](#), through which UNC maintains standards of academic excellence and community values. It is your responsibility to learn about and abide by the code. All written assignments or presentations (including team projects) should be completed in a manner that demonstrates academic integrity and excellence. Work should be completed in your own words, but your ideas should be supported with well-cited evidence and theory. To ensure effective functioning of the [Honor System](#) at UNC, students are expected to:

- a. Conduct all academic work within the letter and spirit of the Honor Code, which prohibits the giving or receiving of unauthorized aid in all academic processes.
- b. Learn the recognized techniques of proper attribution of sources used in written work; and to identify allowable resource materials or aids to be used during completion of any graded work.
- c. **Sign a pledge on all graded academic work certifying that no unauthorized assistance has been received or given in the completion of the work.**
- d. Report any instance in which reasonable grounds exist to believe that a fellow student has violated the Honor Code.

Instructors are required to report suspected violations of the Honor Code, including inappropriate collaborative work or problematic use of secondary materials, to the Honor Court. Honor Court sanctions can include receiving a zero for the assignment, failing the course and/or suspension from the university. If you have any questions about [your rights and responsibilities](#), please consult the Office of Student Conduct at <https://studentconduct.unc.edu/>, or consult these other resources:

- Honor system [module](#).
- UNC library's [plagiarism tutorial](#).
- UNC Writing Center [handout on plagiarism](#).

Instructor Expectations

- Email** The instructor will typically respond to email within 24 hours or less if sent Monday through Friday. The instructor may respond to weekend emails, but it is not required of them. If you receive an out of office reply when emailing, it may take longer to receive a reply. The instructor will provide advance notice, if possible when they will be out of the office or unavailable.
- Discussion Board** The instructor will be an active reader and will occasionally post throughout the semester. The group discussion boards will be moderated by the group members unless an issue is brought to the instructor's attention by a fellow group member.
- Feedback** All graded assignments will receive written feedback that coincides with the assessment rubric. Feedback is meant to be constructive and help the student and their Team continue to build upon their skills. The types of feedback you may receive are descriptive feedback, evaluative feedback, and motivational feedback. Feedback is a tool that you as a learner can use to understand the areas that you are succeeding in and what you can do to improve in other areas.
- Grading** Assignments will be graded no more than 10 days after the due date. Assignments that build on the next assignment will be graded within 5 days of the final due date. Early submissions will not be graded before the final due date.
- Syllabus Changes** The instructor reserves the right to make changes to the syllabus, including project due dates and test dates. These changes will be announced as early as possible.
- Telephone Messages** The instructor will respond to telephone messages within 24 hours Monday through Thursday. Calls left on a Friday will be returned that day if possible; if not, they will be returned on Monday.

Student Expectations

- Appropriate Use of Course Resources:** The materials used in this class, including, but not limited to, syllabus, exams, quizzes, and assignments are copyright protected works. Any unauthorized copying of the class materials is a violation of federal law and may result in disciplinary actions being taken against the student. Additionally, the sharing of class materials without the specific, express approval of the instructor may be a violation of the University's Student Honor Code and an act of academic dishonesty, which could result in further disciplinary action. This includes, among other things, uploading class materials to websites for the purpose of sharing those materials with other current or future students.
- Assignments** Submit all assignments through Sakai and the links located in the weekly modules, syllabus link, or assignments link (if made available by your instructor). If you are having issues submitting assignments, try a different web browser first. Mozilla is the recommendation for Sakai. If switching browsers does not work, email or call the instructor for guidance. Emailing assignments is acceptable as a back-up method if Sakai is down.
- Attendance/ Participation** Your attendance and active participation are an integral part of your learning experience in this course. If you are unavoidably absent or if you will be traveling and difficult to reach via Sakai or phone, please notify the course instructor and

your assigned Team Members for this course. See also
<https://facultygov.unc.edu/files/2016/02/Resolution-2018-1-Absence-Policy5.pdf>

- Communication** You are expected to follow common courtesy in all communication that includes email, Sakai discussion boards, Zoom webinars, as well as face-to-face (if appropriate). All electronic communications sent should follow proper English grammar rules to include complete sentences. This is a professional graduate course, and you are expected to communicate professionally.
- Contributions** You are expected to offer individual contributions in-class meetings (when scheduled) and individual assignments. Individual contribution and collaboration with fellow students on assignments for which students are required to work together, such as group assignments, is also required and will be tracked.
- Discussion Board** You are expected to participate in the course Group Discussion Board on Sakai. Peer replies should be thoughtful, reflective, and respectful while prompting further discussion using content knowledge, critical thinking skills, questioning, and relevant information of the topic.
- View the 15 Rules of Netiquette for the online discussion board at <http://blogs.onlineeducation.touro.edu/15-rules-netiquette-online-discussion-boards/>
- Email** All email correspondence between student/instructor and peer/peer will be conducted in a professional manner following email etiquette.
- View the following link for more information on email etiquette: <http://metropolitanorganizing.com/etiquette-professional-organizing-services/essential-email-etiquette-tips/>
- Late Work** Late, missed, or rescheduled work:
Exam date and assignment due dates will not be changed because of exams or assignments in other courses or because of conflicting vacation travel plans. Late submissions will receive a 1-point reduction for every day that they are late. After seven days, late submissions will receive no points. Corrected submissions will not be accepted unless stated otherwise. **You must inform the instructor on the first week of class if you cannot be in attendance during each week of this online class.**
- Readings** Readings for a particular class should be completed as noted in the course schedule and before completing associated activities and assignments.
- Technical support** The UNC Information Technology Services (ITS) department provides technical support 24-hours per day, seven days per week. If you need computer help, please contact the ITS Help Desk by phone at +1-919-962-HELP (919-962-4357 or <https://uncch.service-now.com/sp?id=index>

Competencies, Learning Objectives, and Assessment Map

Competencies addressed in this course, learning objectives mapped to these competencies and assignments that assess these competencies.

| Competencies Reinforced | Learning Objectives | Assessment Assignments with brief descriptions |
|--|---|--|
| MPH16. Apply principles of leadership, governance and management, which include creating a vision, empowering others, fostering collaboration and guiding decision making. | Describe the role of managers in a team-based environment with specific application to medical and public health organizations. Compare the management issues and challenges of such organizations. | Start-up Team Assignment: Development of Team Charter; Module 1, 2, 3, 4 Team Assignments |
| MPH18. Select communication strategies for different audiences and sectors. | Describe management techniques applicable to team-based organizations. | Module 4 Final Team Assignment |
| MPH21. Perform effectively on interprofessional teams | Apply management techniques related to concepts of managerial leverage, decision-making, and planning. | Peer Evaluations from Module 1, 2, 3, 4 Team Assignments |
| LIP03. Facilitate inclusive engagement and collaborative decision-making across professions and with diverse stakeholders to lead in public health practice. | | Peer Evaluations from Module 1, 2, 3, 4 Team Assignments |
| MPH22. Apply systems thinking tools to a public health issue. | Describe types of organizational models with emphasis on those that are most suitable for team/project-based organizations. Compare these structures to individual and organizational backgrounds Differentiate organizational principles that support project management. | Individual Mid-term Assignment; Module 4 Final Team Assignment |
| LIP05. Integrate research and practice-based evidence to continuously improve the quality of public health practice. | Recognize Deming's 14 Principles and how they apply in a service setting. Illustrate general concepts, procedures and common tools of continuous quality improvement. Apply principles of management, organization structures and continuous quality improvement to the efficient management of projects in a quality project management system based on the classic project lifecycle. | Individual Mid-term Assignment; Module 3 Team Assignment; Module 4 Team Assignment |

Course Assignments and Assessments

This course will include graded assignments and/or exams.

| Assignments | Points/Percentages |
|--|--------------------|
| Individual Assignments: | 20% |
| Production Models | |
| Participation & Punctuality | |
| Peer Evaluations | |
| Midterm (individual) Assignment | 30% |
| Start-up Team Assignment & Modules 1, 2, 3 Team Assignments | 20% |
| Module 4 Final Team Assignment | 30% |
| TOTAL | 100% |

Grading

Grading: For assignments with rubrics, refer to Sakai for grading details. The relative weight of each course component is shown in the table above.

Grading Scale:

Final course grades will be determined using the following [UNC Graduate School grading scale](#).

| | | |
|----------|---|--|
| H | Greater than or equal to 95 | High Pass: Clearly excellent graduate work |
| P | Greater than or equal to 80 or less than 95 | Pass: Entirely satisfactory graduate work |
| L | Greater than or equal to 70 or less than 80 | Low Pass: Inadequate graduate work |
| F | Less than 70 | Fail |

Assignment Descriptions

Individual Assignments

Individual Assignments: Production Model Assignment; Midterm ; Module 1, 2, 3, 4 Peer Evaluations; Participation & Punctuality

Team Assignments – Suggested Process:

1. Individual students complete readings and online lectures to provide the background and resources to generate individual answers to each part of the assignment.
2. Individual students post individual answers to your assigned Team Forum on Sakai in the relevant MODULE # TEAM ASSIGNMENT SECTION.
3. Individual students to review each Team Members' work, with the purpose of understanding their response to each part.
4. Team members are to discuss and develop the best Team Response to each part of the assignment.
5. Review and verify accuracy and completeness of final work.
6. Post final Team Assignment to your assigned Team Forum on Sakai to the relevant MODULE # TEAM ASSIGNMENT SECTION in a thread with a title of "Final Team Assignment for Grading".

Peer Evaluations

At the end of each of the four modules, you will be required to complete and submit electronically a peer evaluation for each of your team members (see Schedule for dates to submit the peer evaluations). The purpose of the peer evaluation is to evaluate each of your team members on her/his performance as a team member in completing team assignments. The electronic peer evaluation is completed four times--once after each module.

In the peer evaluation, you will be asked to give an overall assessment of each team members' performance based 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 the following 5-point Likert scale: Strongly Agree = 1; Agree = 2; Neither Agree nor Disagree = 3; Disagree = 4; Strongly Disagree = 5.

In addition to the five statements, the peer evaluation has an open-ended question in which you are encouraged to write specific comments on the performance of each of your team members. You will receive an overview of the feedback provided by your team members after the evaluations have been submitted and tallied in the form of "Good work", "Okay", or "Item of Note" with a brief explanation. In general, no news should be presumed to be good news.

Participation & Punctuality

At the end of each of the four modules, the course instructor will calculate individual student participation and punctuality score. This score is calculated as the maximum of 1 point per question-based on the number of sections in the relevant Module's Team Assignment.

The scoring system is: on time = 1 point; <8 hours late = 0.5 points; 8 - 24 hours late = 0.25 points; more than 24 hours late = 0 points.

The four-module participation and punctuality scores are averaged to contribute to this component of a student's individual grade for the four Team Assignments as follows.

- Module 1 maximum score is 8 points (7 sections + completion of peer evaluation)
- Module 2 maximum score is 6 points
- Module 3 maximum score is 5 points
- Module 4 maximum score will vary depending on how Team's develops this Team Assignment.

Course Assignments Table

| | | | |
|------------|--|---|--|
| Team | Start-up Team Assignment: Team Charter Development – <i>each individual is to contribute to the development of your Team Charter and identification of your Team Name for this course. Teams can use the template provided (see attachment to this assignment) or can use a different template if the source is provided; post your Team’s final work product to your Team Forum on Sakai to the TEAM CHARTER SECTION</i> | Wed Aug 28 by 11:55 PM ET | 10 points |
| Individual | Production Models – <i>each individual student to complete the assigned readings and the noted Online Lectures posted to Sakai before undertaking this individual assignment that is to be prepared per the UNC Honor Code; post final work to your individual Drop Box on Sakai. Please note that this individual assignment is the first part of the Module 1 Team Assignment → Remember to include the Honor Code Pledge → Do not share your individual responses to Section 1-1 of this Team Assignment until after Midnight ET on Sun Sep 1st</i> | Sun Sep 1 by 11:55 PM ET | 10 points |
| Team | Team Assignment 1: Module 1 Management Principles – <i>See Suggested Process; Post final Team Assignment to Team Forum on Sakai to the MODULE 1 TEAM ASSIGNMENT SECTION in a thread with a title of “Final Team Assignment for Grading”.</i> | Sun Sep 15 by 11:55 PM ET | 10 points |
| Individual | Peer Evaluation: Module 1 – <i>See Peer Evaluation Requirement; Use link provided on Sakai to submit Peer Evaluation; course instructor will tally and post scores once all evaluations have been submitted by individual Team Members.</i> | Mon Sep 16 by 11:55 PM ET | 10 points |
| Individual | Participation & Punctuality Module 1,2,3 & 4 Team Assignments – <i>maximum of 1 point per question totaling based on the number of question in the relevant Module’s Team Assignment; scored as follows: on time = 1 point; <8 hours late = 0.5 points; 8 - 24 hours late = 0.25 points; more than 24 hours late = 0 points.</i> | Calculated based on Team Schedule for each Module | 10 points per module, average score calculated |
| Team | Team Assignment 2: Module 2 Organizational Principles – <i>See Suggested Process; Post final Team Assignment to Team Forum on Sakai to the MODULE 1 TEAM ASSIGNMENT SECTION in a thread with a title of “Final Team Assignment for Grading”.</i> | Sun Oct 6 by 11:55 PM ET | 10 points |
| Individual | Peer Evaluation: Module 2 – <i>See Peer Evaluation Requirement; Use link provided on Sakai to submit Peer Evaluation; course instructor will tally and post scores once all evaluations have been submitted by individual Team Members.</i> | Mon Oct 7 by 11:55 PM ET | 10 points |

| | | | |
|------------|---|---------------------------------|-----------|
| Individual | Midterm – Individual Assignment – <i>each individual student to complete the assigned readings and the noted Online Lectures posted to Sakai before undertaking this individual assignment that is to be prepared per the UNC Honor Code; post final work to your individual Drop Box on Sakai. → Remember to include the Honor Code Pledge</i> | Mon Oct 21 by 11:55 PM ET | 10 points |
| Team | Team Assignment 3: Module 3 Continuous Quality Improvement – <i>See Suggested Process; Post final Team Assignment to Team Forum on Sakai to the MODULE 1 TEAM ASSIGNMENT SECTION in a thread with a title of “Final Team Assignment for Grading”.</i> | Sun Oct 27 by 11:55 PM ET | 10 points |
| Individual | Peer Evaluation: Module 3 – <i>See Peer Evaluation Requirement; Use link provided on Sakai to submit Peer Evaluation; course instructor will tally and post scores once all evaluations have been submitted by individual Team Members.</i> | Mon Oct 28 by 11:55 PM ET | 10 points |
| Team | Final Team Assignment: Module 4 Project Management – <i>See detailed instructions on Sakai for this Module 4 (Final Product) Team Assignment.</i> | Wed Dec 4 by 11:55 PM ET | 10 points |
| Individual | Peer Evaluation: Module 4 – <i>See Peer Evaluation Requirement; Use link provided on Sakai to submit Peer Evaluation; course instructor will tally and post scores once all evaluations have been submitted by individual Team Members.</i> | Thu Dec 5 by 11:55 PM ET | 10 points |

Group Project Rubric Example

| Criteria | Fully Met (5) | Partially Met (3-4) | Not Met (0-2) |
|---------------------------------------|---|---|--|
| Teamwork (5 points) | The team worked well together, and the project was a joint effort. The workload and variety of tasks on each member seem fair. | The team worked well together most of the time, and the project was mostly a joint effort. The workload and variety of tasks on each member seem somewhat fair. | The team did not work well together with the majority of the time. The project workload and variety of tasks on each member were unfairly distributed. |
| Content (5 points) | Relevant content covered and appropriate evidence-based examples provided. | Relevant content covered but lacked appropriate evidence-based examples. | Relevant content inadequately covered and lacked appropriate evidence-based examples. |
| Subject Knowledge (5 points) | The project demonstrated knowledge of the course content by integrating major and minor concepts throughout. The project demonstrated evidence of extensive research effort and critical thinking. | The project partially demonstrated knowledge of the course content by integrating major and minor concepts throughout. The project partially demonstrated evidence of extensive research effort and critical thinking. | The project demonstrated very little knowledge of the course content by integrating major and minor concepts throughout. The project demonstrated very little evidence of extensive research effort and critical thinking |
| Supporting Material (5 points) | All of the supporting materials were relevant and information listed was | The majority of supporting materials were relevant and | Very few of the supporting materials were relevant and |

| | | | |
|--|---|--|--|
| | incorporated using valid sources. | information listed was incorporated using valid sources. | information listed was incorporated using valid sources. |
| Documentation of Sources, Quality of Sources (5 points) | Cites all data obtained from other sources. Citation style is accurate. | Cites most data obtained from other sources. Citation style is accurate. | Does not cite sources or cites only some data obtained from other sources. Citation style is either inconsistent or incorrect. |

Course-at-a-Glance

The instructor reserves the right to make changes to the syllabus, including project due dates and test dates. These changes will be announced as early as possible.

| Date | Topic | Assignment Due |
|------------------------|---|---|
| Week 1: Aug 20-24 | Introduction, Drug Development Model, Production Models, Management Tools, Productivity Indicators + Assigned Readings and Online Sakai Lectures for Week | |
| Week 2: Aug 25-31 | Managerial Leverage, Decision Making, Impediments to Decision Making, Team Building & Delegation, Subordinates + Assigned Readings and Online Sakai Lectures for Week | Wed Aug 28 by 11:55 PM ET: Start-up Team Assignment |
| Week 3: Sep 1-7 | Planning, Modes of Control, Management Style, Conflict Management + Assigned Readings and Online Sakai Lectures for Week | Sun Sep 1 by 11:55 PM ET: Individual Assignment – Production models |
| Week 4: Sep 8-14 | Organization Charts, Organizational Design Principles, Organizational Transition + Assigned Readings and Online Sakai Lectures for Week | Sun Sep 15 by 11:55 PM ET: Module 1 Team Assignment |
| Week 5: Sep 15-21 | Classic Organization Designs-The Flat Organization, Hierarchical Structures + Assigned Readings and Online Sakai Lectures for Week | Mon Sep 16 10 by 11:55 PM ET: Module 1 Peer Evaluation |
| Week 6: Sep 22-28 | Hybrid Organization, How to Make the Matrix Work, Examples of Matrix Organizations, Guest Lecture “Health Care Alliances”, Virtual Organization Model + Assigned Readings and Online Sakai Lectures for Week | |
| Week 7: Sep 29 - Oct 5 | Continuous Quality Improvement (CQI) Overview, Foundations of CQI, Customer Focus, Customer Feedback + Assigned Readings and Online Sakai Lectures for Week | Sun Oct 6 by 11:55 PM ET: Module 2 Team Assignment |
| Week 8: Oct 6-12 | CQI Leadership, Training, Motivation & Empowerment, Statistical Reasoning/Statistical Process Control, Tools + Assigned Readings and Online Sakai Lectures for Week | Mon Oct 7 by 11:55 PM ET: Module 2 Peer Evaluation |

| | | |
|---|--|--|
| Week 9: Oct 13-19 | CQI in Public Health, CQI and Quality Project Management, Guest Lecture "CQI in Primary Care" + Assigned Readings and Online Sakai Lectures for Week | Mon Oct 21 by 11:55 PM ET: Midterm – Individual Assignment |
| NOTE: UNC Fall Break: Begins 5:00 pm on Wed Oct 16 th and concludes 8:00 am on Mon Oct 21 st | | |
| Week 10: Oct 20-26 | Structure, Project Managers & Team Members, Team Management, Project Lifecycle, Project Planning + Assigned Readings and Online Sakai Lectures for Week | Sun Oct 27 by 11:55 PM ET: Module 3 Team Assignment |
| Week 11: Oct 27 - Nov 2 | Communication Skills (part 1 & part 2), Meetings + Assigned Readings and Online Sakai Lectures for Week | Mon Oct 28 by 11:55 PM ET: Module 3 Peer Evaluation |
| Week 12: Nov 3-9 | Project Management Tools, Scope & Time Management, Contract & Financial Management + Assigned Readings and Online Sakai Lectures for Week | |
| Week 13: Nov 10-16 | Project Quality, Immunization Case Study + Assigned Readings and Online Sakai Lectures for Week | Submit Course Evaluation |
| Week 14: Nov 17-23 | Project Closing + Assigned Readings and Online Sakai Lectures for Week | Submit Course Evaluation |
| Weeks 15: Nov 24-30 | Final Project Assignment + Complete Course Evaluation | Wed Dec 4 by 11:55 PM ET: Final Team Assignment (Module 4) |
| NOTE: Thanksgiving Recess: No class on Wed Nov 27 th and UNC Holiday Thu & Fri Nov 28 th & 29 th | | |
| Week 16: Dec 1-7 | Complete Final Project | Thu Dec 5 by 11:55 PM ET: Module 4 Peer Evaluation |