

COURSE SYLLABUS

A. Overview

Course Description	This course provides an opportunity for students to apply project management concepts, tools, and skills in public-health and healthcare settings. Students will work in a team on two mock-up projects presented by the instructor. Each team is expected to work throughout the quarter to develop and execute the project, including developing its programmatic design and logistic plan, examining internal and external environments and stakeholders, conducting data analysis, developing recommendations, and writing a project report. The quarter will culminate in a presentation of your findings and recommendations.
Prerequisites	N/A
Instructor	Xi Zhu, Ph.D. Associate Professor and Paul Torrens Chair in Healthcare Management Email: xizhu@ucla.edu Phone: (310) 825-1605 Office: 31-253B CHS
Class Days, Times, Location	Monday 1pm-3:50pm, 61-262 CHS
Office Hours	By appointment
Course Texts	Shirley, David. (2020). <i>Project Management for Healthcare</i> . 2nd Edition. CRC Press. Online Access at UCLA Library . Other readings posted on CCLE .
Additional Resources	Project Management Institute. 2017. <i>A Guide to the Project Management Body of Knowledge</i> . 7th Edition. Grenny, J., Patterson, K., Maxfield, D., McMillan, R., and Switzler, A. 2013. <i>Influencer: The New Science of Leading Change</i> . 2nd Edition. McGraw-Hill. Patterson, K., Grenny, J., McMillan, R., Switzler, A., and Maxfield. D. 2013. <i>Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior</i> . 2nd Edition. McGraw-Hill. Lencioni, Patrick M. 2002. <i>The Five Dysfunctions of a Team: A Leadership Fable</i> . Jossey-Bass.
Course Format	The course employs an <i>experiential learning</i> approach. Students learn project management concepts, tools, and skills by working on two mock-up projects and through reflection on their experiences. The class time will be spent on discussing project management principles as well as working on project tasks.

	<p>This course will be taught in-person. A typical class session will include a brief lecture, in-class activities, and group discussions. In-class activities and group discussions will be based on the two mock-up projects and case studies. Since this course will utilize several online databases and computer-based technologies, it is strongly encouraged to bring a laptop to each class.</p>
Course Website	CCLE (ccle.ucla.edu)
UCLA ADA Policy	If you are already registered with the Center for Accessible Education (CAE), please request your Letter of Accommodation in the Student Portal. If you are seeking registration with the CAE, please submit your request for accommodations via the CAE website. Students with disabilities requiring academic accommodations should submit their request for accommodations as soon as possible, as it may take up to two weeks to review the request. For more information, please visit the CAE website (www.cae.ucla.edu), visit the CAE at A255 Murphy Hall, or contact us by phone at (310)825-1501.
ADA Contact	Center for Accessible Education https://www.cae.ucla.edu/contact-the-cae-department A255 Murphy Hall Phone: (310) 825-1501 TTY / TTD: (310) 206-6083 Fax: (310) 825-9656
Inclusivity	UCLA's Office for Equity, Diversity, and Inclusion provides resources, events, and information about current initiatives at UCLA to support equality for all members of the UCLA community. I hope that you will communicate with me or your advisor if you experience anything in this course that does not support an inclusive environment, and you can also report any incidents you may witness or experience on campus to the Office of Equity, Diversity, and Inclusion on their website (https://equity.ucla.edu/).

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HLT POL 251: Project Management for Healthcare Organizations
Term: Spring 2022
Units: 4

B. Learning Objectives

Competencies addressed in this course, learning objectives mapped to these competencies, and assignments that assess these competencies are listed below. More information about CEPH Knowledge Areas & Competencies can be found here: <https://ceph.org/constituents/students/faqs/>

Learning Objectives	CEPH Learning Experiences & Competencies	Assignments
1. To negotiate the project's scope of work, aims, deliverables, and plans with key stakeholders	C17. Apply negotiation and mediation skills to address organizational or community challenges	Evaluation of the project charters Evaluation of the case analysis
2. To apply project management concepts, tools, and skills to manage project timeline and tasks	C16. Apply leadership and/or management principles to address a relevant issue	Evaluation of the project plans and Gantt charts
3. To collect and analyze relevant data to address a problem identified and propose a solution based on the results of data analysis	C2: Select quantitative and qualitative data collection methods appropriate for a given public health context C4: Interpret results of data analysis for public health research, policy or practice HPM251. Apply problem-solving skills to improve functioning of organizations and agencies in public health and healthcare systems	Evaluation of the project reports
4. To apply teamwork principles to coordinate project tasks, manage team roles, and resolve conflicts	HPM251. Perform effectively on teams and in different team roles as appropriate to the situation HPM251. Support effective conflict management approaches in interpersonal and team situations	Evaluation of the team ground rules and the team coordination assessment form
5. To enhance professional writing skills by preparing effective written business communications, including a project report.	C18: Select communication strategies for different audiences and sectors C19: Communicate audience-appropriate public health content, both in writing and through oral presentation	Evaluation of the project reports and case analysis
6. To refine presentation skills by preparing and presenting an oral project presentation	C18: Select communication strategies for different audiences and sectors C19: Communicate audience-appropriate public health content, both in writing and through oral presentation	Evaluation of the project presentation

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C. Course Expectations & Assignments

Course Expectations

The instructor is expected to:

- Attend all classes, on time, unless under special or extreme unexpected circumstances.
- Respond to emails from students Monday-Friday, and reply with 24 hours.
- Notify students of updates to the syllabus or assignments as soon as possible.
- Post lectures, readings, and other materials to CCLE as they become available.

Students are expected to:

- Attend all classes, on time, unless under special or unexpected circumstances.
- Complete readings and/or assignments in time to fully participate in class.
- Collaborate with project team members and exercise high standards of professionalism.
- Send questions about assignments at least 24 hours before the deadline.
- Complete all work fully and on time.

Course Assignments/Deliverables

- A. Each project team will perform a **team ground rules** exercise and complete a **team coordination assessment form** during Week 1. They will revisit these documents during Week 9.
- B. Each project team will complete two mock-up projects.

In Project 1, the team will act as the community health coalition for one selected California county, and is charged to develop a health improvement project to address urgent community health or public health needs in the county.

In Project 2, the team will analyze the operational issues in a healthcare clinic, including scheduling, workflow, and patient experience, and develop a solution to address the issues.

For each project, the project team is required to submit a **project charter**, a **project plan** (including a **Gantt chart**), and a **project report**. Each team will give a **project presentation** at the end of the quarter.

- C. Each student will submit a written **case analysis**. Questions in the case should be addressed in a case analysis report (≤ 4 pages). The case analysis deliberately requires independent thinking; thus, each student is required to submit their own analysis.

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Course assignments and participation will be graded and weighted as follows:

Assignment	Due Date	Weight
Team ground rules and team coordination assessment form	April 1	10%
Project 1 – Charter	April 8	5%
Project 1 – Plan & Gantt Chart	April 15	5%
Project 2 – Charter	April 29	5%
Project 2 – Plan & Gantt Chart	April 29	5%
Case Analysis	May 6	10%
Project 1 – Draft Report	May 20	5%
Project 2 – Draft Report	May 20	5%
Project Presentation	May 23	10%
Project 1 – Final Report	June 3	15%
Project 2 – Final Report	June 3	15%
Class Participation (Peer Evaluation)	June 3	10%

Grading Scale: The grading scale for the course is shown below.

Grade Point:	4.0	4.0	3.67	3.33	3.0	2.67	2.33	2.0	1.67	1.33	1.0	0.67	0
Final Percentage:	100-98	97-93	92-90	89-88	87-83	82-80	79-78	77-73	72-70	69-68	67-63	62-60	<60
Letter Grade:	A+	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F

Writing Resources

The information you include will be specific to your organization and your project so specific content guidelines will not be given here. There are several sources of examples available to you.

- a. 10 years of reports are stored in the MPH Office
- b. Several of the better reports over the last few years are available on CCLE
- a. Online writing guides:
 - a. <http://writing.colostate.edu/guides/>
 - b. <https://owl.english.purdue.edu/owl/resource/624/01/>
 - c. <https://owl.english.purdue.edu/owl/resource/656/02/>

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D. Course Policies & UCLA Policies

Message about Academic Integrity to all UCLA Students from UCLA Dean of

Students: UCLA is a community of scholars. In this community, all members including faculty, staff and students alike are responsible for maintaining standards of academic honesty. As a student and member of the University community, you are here to get an education and are, therefore, expected to demonstrate integrity in your academic endeavors. You are evaluated on your own merits. Cheating, plagiarism, collaborative work, multiple submissions without the permission of the professor, or other kinds of academic dishonesty are considered unacceptable behavior and will result in formal disciplinary proceedings usually resulting in **suspension or dismissal**.

Forms of Academic Dishonesty: As specified in the UCLA Student Conduct Code, violations or attempted violations of academic dishonesty **include, but are not limited to**, cheating, fabrication, plagiarism, multiple submissions or facilitating academic dishonesty.

Cheating: Unauthorized acquiring of knowledge of an examination or part of an examination

- Allowing another person to take a quiz, exam, or similar evaluation for you
- Using unauthorized material, information, or study aids in any academic exercise or examination – textbook, notes, formula list, calculator, etc.
- Unauthorized collaboration in providing or requesting assistance, such as sharing information
- Unauthorized use of someone else's data in completing a computer exercise
- Altering a graded exam or assignment and requesting that it be regraded

Plagiarism: Presenting another's words or ideas as if they were one's own.

- Submitting as your own through purchase or otherwise, part of or an entire work produced verbatim by someone else
- Paraphrasing ideas, data or writing without properly acknowledging the source
- Unauthorized transfer and use of someone else's computer file as your own
- Unauthorized use of someone else's data in completing a computer exercise

Multiple Submissions: Submitting the same work (with exact or similar content) in more than one class without permission from the instructor to do so. This includes courses you are currently taking, as well as courses you might take in another quarter.

Facilitating Academic Dishonesty: Participating in any action that compromises the integrity of the academic standards of the University; assisting another to commit an act of academic dishonesty.

- Taking a quiz, exam, or similar evaluation in place of another person
- Allowing another student to copy from you
- Providing material or other information to another student with knowledge that such assistance could be used in any of the violations stated above (e.g., giving test information to students in other discussion sections of the same course)

Fabrication: Falsification or invention of any information in an academic exercise.

- Altering data to support research
- Presenting results from research that was not performed
- Crediting source material that was not used for research

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While you are here at UCLA, if you are unsure whether what you are considering doing is cheating, **don't take chances**, – ask your professor. In addition, avoid placing yourself in situations which might lead your professor to **suspect you of cheating**.

Alternatives to Academic Dishonesty

- **Seek out help** – Meet with your professor, ask for assistance as needed.
- **Ask for an extension** – if you explain your situation to your professor, she/he might be able to grant you an extended deadline for an upcoming assignment.
- **See a counselor** at Student Psychological Services, and/or your school, college or department – UCLA has many resources for students who are feeling the stresses of academic and personal pressures.

If you would like more information, please come see us at the Dean of Students' Office in 1206 Murphy Hall, call us at (310) 825-3871 or visit their website at www.deanofstudents.ucla.edu.

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E. Course Outline

Please note that this syllabus is subject to change. Please check course website for updates

Date	Topics & Activities	Readings ¹	Deliverables
Week 1	Introduction <ul style="list-style-type: none">• Course introduction and course syllabus review• What is a project? Why do we need project management?• Form the project team• Define team ground rules and coordination mechanisms	<ul style="list-style-type: none">• PMFH chapter 1	<ul style="list-style-type: none">• Team ground rules & team coordination assessment form• Due 4/1
Week 2	Project Initiation & Programmatic Planning <ul style="list-style-type: none">• Identify the need driving a project• Conduct background research• Develop the project charter for Project 1 - Define its initial objective, scope, programmatic core, and stakeholders• Introduce evidence-based public health	<ul style="list-style-type: none">• PMFH chapter 2• Readings on CCLE• Project 1 - Community Health Coalition	<ul style="list-style-type: none">• Project 1 - charter• Due 4/8
Week 3	Project Logistic Planning <ul style="list-style-type: none">• Develop a project plan for Project 1, including key tasks, milestones, schedule/timeline, and budget• Conduct research on Project 1• Apply project management frameworks	<ul style="list-style-type: none">• PMFH chapters 3, 4, & 5• Readings on CCLE	<ul style="list-style-type: none">• Project 1 - plan & Gantt chart• Due 4/15
Week 4	Project Execution – Strategies & Tools <ul style="list-style-type: none">• Practice various project management strategies and tools• Introduce lean and operation excellence concepts & tools• Conduct research on Project 1• Conduct planning for Project 2	<ul style="list-style-type: none">• PMFH chapters 7 & 8• Readings on CCLE• Project 2 – Clinic Operation Excellence	
Week 5	Project Execution – Project Manager, Team, & Stakeholders <ul style="list-style-type: none">• Reflect the role of project managers and teams• Develop a project charter and plan for Project 2• Continue research on Projects 1 & 2	<ul style="list-style-type: none">• PMFH chapters 12 & 13• Readings on CCLE	<ul style="list-style-type: none">• Project 2 - charter, plan & Gantt chart• Due 4/29

(Continued)



HLT POL 251: Project Management for Healthcare Organizations
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Week 6	Project Execution - Common Pitfalls & Challenges <ul style="list-style-type: none">• Discuss common pitfalls and challenges in project management• Discuss strategies for managing such pitfalls and challenges• Continue research on Projects 1 & 2	<ul style="list-style-type: none">• Readings on CCLE• Case Study – Implementing AODTI	<ul style="list-style-type: none">• Case analysis• Due 5/6
Week 7	Project Evaluation <ul style="list-style-type: none">• Discuss project evaluation methods• Continue research on Projects 1 & 2• Develop an evaluation plan for Project 1	<ul style="list-style-type: none">• Readings on CCLE• Case Study – Mobile C.A.R.E.	
Week 8	Project Close-Out <ul style="list-style-type: none">• Discuss End-of-Project issues• Discuss project reporting practice• Complete the first draft of the project reports• Prepare project presentation	<ul style="list-style-type: none">• PMFH chapter 11• Readings on CCLE	<ul style="list-style-type: none">• Project 1 - draft report• Project 2 - draft report• Due 5/20
Week 9	Project Presentation <ul style="list-style-type: none">• Revise the project report• Give a project presentation• Revisit the team ground rules and team coordination assessment form	<ul style="list-style-type: none">• None	<ul style="list-style-type: none">• Project presentation• Due 5/23
Week 10	Wrap-up <ul style="list-style-type: none">• Memorial Day Holiday - No Class• Finalize the project reports• Conduct peer evaluation and course evaluation	<ul style="list-style-type: none">• None	<ul style="list-style-type: none">• Project 1 - final report• Project 2 - final report• Peer evaluation• Due 6/3

NOTES: 1. PMFH= Shirley, David. (2020). Project Management for Healthcare. 2nd Edition.