Syllabus
Healthcare Project Management
Course ID 32.635.031
Summer 2014: May 19 to Aug 09

I. General Course Information

Instructor: Don Flodin  
Format: Online  
Course Chat schedule: Monday evenings 8 – 9 PM Eastern  
Email: Blackboard Mail within this course

II. Course Description

This is a graduate level course providing a comprehensive foundation for project management as it applies to healthcare. Students will be introduced to the theory and concepts of project management and the tools to manage projects with a specific focus on health information technology. At the end of this course, students should be able to develop, execute, and control a basic project plan that is capable of supporting organizational objectives linked to measures of success for a single project.

III. Course Objectives

At the completion of the course, the student should:

1) Understand project management concepts / techniques and how they improve the success of information technology projects.

2) Demonstrate knowledge of project management terms and techniques, such as:
   - The project management knowledge areas and process groups
   - The triple constraint of project management applied to a healthcare environment
   - The project life cycle
   - Tools and techniques of project management, such as:
     - Project selection methods
     - Work breakdown structures
     - Cost estimates
     - Earned value management
     - Motivation theory and team building

3) Be familiar with Project Management tools / techniques and be able to help plan and manage a project.
IV. Course Materials

Required Text:
1.) A Guide to the Project Management Body of Knowledge: PMBOK Guide

2.) Information Technology Project Management ver 7e

Course Materials “Release” Day
Each "week" of this course begins on a Monday, and ends on a Sunday.
The assignment guidelines section of this syllabus provides additional details with
regards to the course schedule. Your mid-term and final exams will be assigned on
Monday of weeks 6 and 12 respectively. You can take your mid-term and final exams at
any point during those weeks. More details to follow.

V. Interaction Guidelines

Participation by both the student and instructor is vital for an online course to succeed.
Since this is an "electronic classroom" all of our communication and participation will be
handled exclusively on Blackboard. On Blackboard, the three methods of
communication we will utilize are 1) Mail, 2) Chat, and 3) Discussion Board. From the
Blackboard Home screen, these three functions can be found listed on the left side of
the screen.

1) Mail:  Mail should be reserved for private or personal issues. You may Mail me at
any time, and I will try to respond within 24 hours.  Please note that Blackboard works
with its own internal mail system, which means all messages are sent, stored and read
within your course, and not through your own external email. To access Mail, log on, go
to your course, and click on the Mail link on the course menu on the left side your
screen. Blackboard provides a convenient indicator if you have unread Mail waiting for
you. Once you log into Blackboard, before clicking on a course link, if you look at the
upper-left corner of your UML Online and Continuing Education page, you will see a
“My Messages” area. If there is new Mail waiting for you, they will show up there. You
can simply click on the link and you will be brought directly into your course mail
system.

2) Chat:  Chat is voluntary, but participation through Chat is recommended to get the
most out of this course. It is a “real-time” discussion related to the course. For this
semester, Chat will take place Monday evenings from 8 to 9 PM  Eastern Time.
We will be using Blackboard Collaborate Web Conferencing for Chat. This is an audio,
video, and text-based Chat tool. To access the Chat room, click on Chat in your Course
Menu, then the link to the Chat room itself. If you want to participate via audio, you will
need a headset/microphone combination with a USB connection. Alternatively, you could dial in via telephone; however a headset is preferred to allow the best reception for you and others on the Chat.

3) Discussion Board: Each week, you will have a written assignment which will require you to post your response to the Discussion Board. There will be a unique Discussion forum for each week of the semester. The assignment types will vary throughout the semester and will be structured as either: 1) post an answer to an assigned question; 2) read and comment on an assigned article; or 3) research and post on a topic of relevance to the course. Your participation level and quality of posts along with your comments on other student posts will be part of your course grade.

VI. Assignment Guidelines

Evaluation Method – Your performance in the course will be evaluated using the following components:

<table>
<thead>
<tr>
<th>%</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Discussion Board Participation</td>
<td>(25%)</td>
</tr>
<tr>
<td>Written Assignments</td>
<td>(25%)</td>
</tr>
<tr>
<td>Mid-Term Exam</td>
<td>(25%)</td>
</tr>
<tr>
<td>Final Exam</td>
<td>(25%)</td>
</tr>
<tr>
<td>Totals</td>
<td>(100%)</td>
</tr>
</tbody>
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Course Requirements
The student is responsible for completing all course assignments on the dates specified. It is expected that you will read all of the required material.
Written Assignment / Exam Schedule

<table>
<thead>
<tr>
<th>Assignment/Exam</th>
<th>Date Assigned</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.) Discussion Board Participation (25%)</td>
<td>Monday of each week</td>
<td>Individual posts due Thursday of each week; Posts of comments to other Students due Sunday of each week (at Midnight Eastern Time on the due date) Posting after due date will reduce grade</td>
</tr>
<tr>
<td>2.) Written Assignments (25%)</td>
<td>Monday of each week</td>
<td>The following Sunday (at Midnight Eastern Time) Posting after due date will reduce grade</td>
</tr>
<tr>
<td>3.) Mid Term Exam (25%)</td>
<td>June 23rd</td>
<td>June 29th</td>
</tr>
<tr>
<td>4.) Final Exam (25%)</td>
<td>August 4th</td>
<td>August 10th</td>
</tr>
</tbody>
</table>

Written Assignment / Exam Schedule

1.) Discussion Board Participation (25%)

Total points possible for each discussion forum = 10.
(There are 10 discussion forums for a total of 100 points)

<table>
<thead>
<tr>
<th>Number of Points</th>
<th>Skills/ Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-10</td>
<td>Demonstrates excellence in grasping key concepts; critiques work of others; stimulates discussion; provides sample citations for support of opinions; readily offers new interpretations of discussion material. Ideas are expressed clearly, concisely; uses appropriate vocabulary.</td>
</tr>
<tr>
<td>7-8</td>
<td>Shows evidence of understanding most major concepts; will offer an occasional divergent viewpoint or challenge; shows some skill in support for opinions. Some response to other students.</td>
</tr>
<tr>
<td>5-6</td>
<td>Shows a novice grasp of the material; rarely takes a stand on issues; offers only minimal levels of support. Few responses to other students.</td>
</tr>
<tr>
<td>1-4</td>
<td>A minimal posting/ understanding of material. Shows no significant understanding of material</td>
</tr>
<tr>
<td>0</td>
<td>No input</td>
</tr>
</tbody>
</table>
2.) Written Assignments (25%)

We will be using Blackboard "Assignment drop box" to submit all written assignments. Detailed instructions on how to use this feature will appear the first time you access it. The assignments will generally be fact based questions and / or essay questions. In some cases, the written assignments will require more critical thinking and writing in order to demonstrate understanding of the key concepts, thus the evaluation criteria for these types of written assignments will be similar as in 1.) above for Discussion Board Evaluation.

Total points possible for each assignment = 10.  
(There are 10 assignments for a total of 100 points)

3.) Mid - Term Exam (25%)

Your mid-term exam will consist of 2 Parts. Part 1 will be taken online, and will be automatically graded by Blackboard. That is, as soon as you submit your exam, your grade will be calculated, however note that you will not be able to see your grade or your results until after the availability period of the exam. You will be timed, and must complete the exam in a single session. That is, you cannot "pause" the exam, and return to it at a later time. You may take Part 1 of the exam at any time during the week. Part 2 of the exam will be a drop-box assignment and will contain a combination of essay questions and short answer questions. You may take Part 2 of the exam at any time during the week. Part 1 and Part 2 combined will be worth a total of 100 points. Part 1 and Part 2 will be released on Monday morning, June 23rd and will be due by midnight, Sunday evening, June 29th.

4.) Final Exam (25%)

Your final exam will consist of 2 Parts. Part 1 will be taken online, and will be automatically graded by Blackboard. That is, as soon as you submit your exam, your grade will be calculated, however note that you will not be able to see your grade or your results until after the availability period of the exam. You will be timed, and must complete the exam in a single session. That is, you cannot "pause" the exam, and return to it at a later time. You may take Part 1 of the exam at any time during the week. Part 2 of the exam will be a drop-box assignment and will contain a combination of essay questions and short answer questions. You may take Part 2 of the exam at any time during the week. Part 1 and Part 2 combined will be worth a total of 100 points. Part 1 and Part 2 will be released on Monday morning, August 4th and will be due by midnight, Sunday evening, August 10th.
# Assigned Reading Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Topic and Readings</th>
</tr>
</thead>
</table>
Text: Schwalbe Chapter 1; PMBOK Chapter 1  
Course Material: Week 1 Posted on Blackboard  
Topic: Approach and Organizational Influences  
Text: Schwalbe Chapter 2; PMBOK Chapter 2  
Course Material: Week 2 Posted on Blackboard |
| 2    | 5/26 - 6/1  | Topic: Process Groups/ Case Study  
Text: Schwalbe Chapter 3; PMBOK Chapter 3  
Course Material: Week 3 Posted on Blackboard |
| 3    | 6/2 – 6/8   | Topic: Integration Management  
Text: Schwalbe Chapter 4; PMBOK Chapter 4  
Course Material: Week 4 Posted on Blackboard |
| 4    | 6/9 - 6/15  | Topic: Scope Management  
Text: Schwalbe Chapter 5; PMBOK Chapter 5  
Course Material: Week 5 Posted on Blackboard |
| 5    | 6/16 – 6/22 | Topic: Time Management  
Text: Schwalbe Chapter 6; PMBOK Chapter 6  
Course Material: Week 6 Posted on Blackboard |
| 6    | 6/23 – 6/29 | Mid – Term Exam  
Topic: Cost Management  
Text: Schwalbe Chapter 7; PMBOK Chapter 7  
Course Material: Week 7 Posted on Blackboard |
| 7    | 6/30 – 7/6  | Topic: Quality Management  
Text: Schwalbe Chapter 8; PMBOK Chapter 8  
Course Material: Week 8 Posted on Blackboard |
| 8    | 7/7 – 7/13  | Topic: Human Resource Management  
Text: Schwalbe Chapter 9; PMBOK Chapter 9  
Course Material: Week 9 Posted on Blackboard |
| 9    | 7/14 – 7/20 | Topic: Communications Management  
Text: Schwalbe Chapter 10; PMBOK Chapter 10  
Course Material: Week 10 Posted on Blackboard  
Topic: Risk Management  
Text: Schwalbe Chapter 11; PMBOK Chapter 11  
Course Material: Week 11 Posted on Blackboard |
Text: Schwalbe Chapter 12; PMBOK Chapter 12  
Course Material: Week 12 Posted on Blackboard |
| 11   | 7/28 – 8/3  | Topic: Stakeholder Management  
Text: Schwalbe Chapter 13; PMBOK Chapter 13  
Course Material: Week 13 Posted on Blackboard |
| 12   | 8/4 – 8/10  | Final Exam |
VII. Academic Integrity Policy
UMass Lowell Online students are expected to be honest and to respect ethical standards in meeting academic assignments and requirements. A student who cheats on an examination or assignment is subject to administrative dismissal. Please visit the Academic Integrity Web site for specific details regarding this policy.

VIII. Student Disability Services
UMass Lowell Online students requiring academic accommodations should contact Student Disability Services for assistance.