Washington State University
MAJOR CURRICULAR CHANGE FORM - COURSE
(Submit original signed form and ten copies to the Registrar’s Office, zip 1035.)

Future Effective Date: 08/25/2014
☐ New course  ☐ Temporary course  ☐ Drop service course
(effective date cannot be retroactive)
☐ There is a course fee associated with this course (see instructions)

☐ Variable credit
☐ Increase credit (former credit __________)
☐ Number (former number HPA 550-01)
☐ Crosslisting (between WSU departments)
(Must have both departmental signatures)
☐ Conjoint listing (400/500)
☐ Request to meet Writing in the Major [M] requirement (Must have All-University Writing Committee Approval)
☐ Request to meet GER in ________ (Must have GenEd Committee Approval)  ☐ Fulfills GER lab (L) requirement
☐ Professional course (Pharmacy & Vet Med only)  ☐ Graduate credit (professional programs only)
☐ Other (please list request)

HPA 550
Operations Management I: Project Management

Course prefix  course no.  title

3 3 0 0 0 0

Admission to the MHPA program

credit  lecture hrs  lab hrs  studio hrs  prerequisite
per week  per week  per week

Description (20 words or less) Comprehensive overview of management theory through the use of an educational experience in Project Management.

Instructor: Dr. Gary Smith  Phone number: (509) 358-7785  Email: gjsmith@wsu.edu
Contact:  Kyle Ross  Phone number: (509) 358-7987  Email: kwross@wsu.edu
Campus Zip Code: 1495

- Please attach rationale for your request, a current and complete syllabus, and explain how this impacts other units in Pullman and other branches (if applicable).
- Secure all required signatures and provide 10 copies to the Registrar’s Office.

Chair: 1/2/13
Dean: 11/2/13
General Education: 11/2/13

Chair (if crosslisted/interdisciplinary)*  Dean (if crosslisted/interdisciplinary) *  Graduate Studies:

All-University Writing Com/date  Academic Affairs Com/date  Senate/date

*If the proposed change impacts or involves collaboration with other units, use the additional signature lines provided for each impacted unit and college.
November 20, 2013

To: Faculty Senate  
Re: Major Curricular Change of HPA 599 to HPA 550

The rationale for moving the HPA 599 Project Management course from the Special Topics designation to a permanent course number is mainly due to recommendation by the Commission on Accreditation of Healthcare Management Education (CAHME), which accredits the Health Policy and Administration Master’s degree program. For accreditation, we need to show that courses are permanently set in students' curriculum and are not a temporary course offering. Therefore, we are planning on moving all three of our courses in the HPA 599 Special Topics to permanent course numbers.

The reason for requesting this change for Project Management be made for Fall 2014 is so that our incoming class can begin right away with the new course numbers in their curriculum planning. Project Management is a course they complete in their first semester of the program. The other two courses in the HPA 599 designation, which are Quality Improvement and Professional Skills Development, are offered in the spring semester of their first year. When we had a site visit from CAHME in 2012, they made several recommendations. Two of the recommendations show the need for the Project Management course in our permanent curriculum for all students:

1. Criterion III.C.3 states: The program will provide, throughout the curriculum, opportunities for students to participate in team-based activities. A review of the syllabi did show opportunities for team-based learning, but some of these opportunities also gave students the option of individual projects in place of team-based projects. Additionally, it did not appear that the program leadership and faculty were necessarily aware of where and when students do have opportunities to work in teams in individual courses and across the curriculum. Coordination throughout the curriculum is suggested.

   Recommendation: While the program clearly has opportunities for team-based learning activities in multiple courses, the program’s leadership and faculty should plan, monitor and review the extent to which team-based learning and other group activities are utilized throughout the program.

2. Criterion III.B.10 states: The Program curriculum should address the following healthcare management content areas, and is not necessarily course specific, but rather content that should be taught somewhere in the program: Leadership visioning, change management and team development.
**Recommendation:** The program must ensure coverage of leadership content and competencies that normally includes the major frameworks for leadership, visioning, leading organizational change and leading teams.

Having this course moved to a permanent course number will be incorporated in our annual progress report we send to CAHME.

This course change does not impact any other unit, as it is only for students completing the MHPA degree program. This change also does not impact any of our current students, as this is a first-year course in the program and will start with our Fall 2014 students.

Thank you for your consideration of this request.

Joseph S. Coyne, Dr.P.H., MPH  
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Director, Center for International Health Services Research & Policy  
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Washington State University  
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Office Phone: 509-358-7981  
Cell Phone: 509-230-0777  
Email: jsc@wsu.edu
Washington State University  
Department of Health Policy and Administration 

HPA 550 Operations Management/ Project Management 2014

Fridays 4:00 p.m. – 6:30 p.m. in Room TBD  
August 29th – December 12th, 2014

Professors: Gary Smith, Ph.D., PMP, FACHE  
Phone: (509) 358-7785  
FAX: (509) 358-7984  
Email: gsmith@wsu.edu  
Office Location: Phase 1, Room 139  
Office Hours: Monday and Tuesday, 1-3 p.m.

Prerequisite  
Admission to the MHPA Program

Course Materials

Required Texts:  

Suggested Study:  

Course Description  
This course is designed to provide the student with a comprehensive overview of management theory through the use of an educational experience in Project Management. Students will receive the opportunity to work in a team setting while completing a project using the information presented in the management theory didactic component of the course.

Project Management  
"Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of 47 logically grouped project management process comprising the 5 Process Groups." (PMBOK Guide): Fifth Edition.

The efficient use of resources related to all aspects in the provision healthcare services is a common link to the survival and success of healthcare as we know it in the United States. This course will provide the student with a background knowledge managing projects related to their healthcare facilities.
Course Objectives

Project Management
- To understand and master the use of project management tools and techniques; use PMBOK Guide as a benchmark for setting up a project management system of process and procedures.
- To familiarize participants new to Project Management and to provide a thorough analysis for those in preparation to sit for certification.
- To focus on the 5 process groups and the 10 knowledge areas and their dependencies on each other.
- Mastery shall be defined as the habit, skill, and art of anticipation with regard to identifying possible project problems, opportunities, and action steps and their project contingencies and project risks.
- Provide the participant an opportunity to complete a project management plan and present that plan to the class.
- Provide the student with the opportunity to apply to sit for the examination to be identified as a Certified Associate in Project Management (CAPM) or the certificate as a Project Management Professional (PMP).

Attendance
Students are required to attend all class meetings. Half of the final grade is determined by class participation, which is comprised of attendance, completing readings, and teamwork. You cannot make up a missed class. Since this course meets weekly, missing more than two classes unexcused will result in receiving an F in the course.

Instructional Methods
Classes will be conducted in a seminar model with additional suggested content offered through electronic courses offered through ZZUSIS Skillport. It is imperative that, as graduate students, the participants in this program complete all required readings and class material. It is the intent of this course to provide the participant with a solid background in project management and an opportunity to seek certification in project management. Students will receive the opportunity to work in a team setting while completing a project plan using the information presented in the management theory didactic component of the course.

Class Project
Students will be completing a project management plan as part of this course. Projects are chosen by the students and approved by the instructor. Students will then present on their project at the end of the semester. There will be no late credit for this assignment.

Angel Information
During the first week of classes, the following steps need to be taken by each student enrolling in the current version of Angel:
http://angel.wsu.edu/Angel_Getting_Started_students.asp
Browse to: http://lms.wsu.edu/ and use your student Network ID (same as what is before your @wsu.edu address), and your Network ID password to get into Angel, you will see your courses listed in the courses module or nugget. Angel forwards all email ONLY to WSU’s brand new student email system, Outlook Live. You can go to the my.wsu.edu portal to set yours up. Please avoid special characters like !@#$%^&*() in file names when you upload documents to Angel, as well as compress the images and files in your assignments and discussion postings.

**Evaluation and Grading**
Grading will be based on comparison with the performance of fellow students in the class and preceding cohorts of HPA students. The following factors will be assessed:

- **Class Participation** 50 points
  Participation is based on attendance, student engagement in group discussion, and teamwork in the course. Students work on their class presentations as a team, and provide updates on their projects each week. Only two unexcused absences maximum are allowed for this course. Students are required to notify the instructor in advance if there is an extenuating circumstance that excuses an absence.

- **Class Presentation** 50 points
  Students will work in teams to develop and complete a project. Each week, teams must update the class on their projects and progress. The teams then present their final product during the last week of the course. The presentation is graded on progress through the semester, appropriate improvements and changes through the semester, and the full completion and quality of the final presentation.

Letter grades will be determined by points earned.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
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<tbody>
<tr>
<td>A</td>
<td>93-100</td>
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<tr>
<td>A-</td>
<td>90-92</td>
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<tr>
<td>B+</td>
<td>87-89</td>
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<td>B</td>
<td>85-86</td>
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<td>B-</td>
<td>80-84</td>
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<td>C+</td>
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<td>C</td>
<td>75-76</td>
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<td>C-</td>
<td>70-74</td>
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<td>D+</td>
<td>67-69</td>
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<td>D</td>
<td>65-66</td>
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<tr>
<td>F</td>
<td>65 or below</td>
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**Student Learning Outcomes**

<table>
<thead>
<tr>
<th>Student Learning Outcomes for this course: At the end of this course, students should be able to:</th>
<th>Course Topics/Dates The following topic(s)/dates(s) will address this outcome:</th>
<th>Evaluation of Outcome: This outcome will be evaluated primarily by:</th>
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<tbody>
<tr>
<td>Work effectively with other professionals (CAHME Competency 1.13 in Leadership)</td>
<td>Required throughout the project management plan process but with particular focus during the areas of: Project Human Resource</td>
<td>Class presentations, outcomes of different units of project plan: ex: develop Work Breakdown Structure</td>
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<td>Identify, value and use team development methods (CAHME Competency 1.14 in Leadership)</td>
<td>Required throughout the project management plan process but with particular focus during the areas of: Project Management Integration (9/2/14), Time Process Management (9/19/14), Project Human Resource Management (10/24/14).</td>
<td>Presentations, development of project charter, risk assessment</td>
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<td>Demonstrate the ability to make choices (CAHME Competency 1.17 in Leadership)</td>
<td>Required throughout the project management plan process but with particular focus during the areas of: Project Scope Management (9/12/14), Project Time Management (9/19/14), Project Cost Management (10/3/14), and Project Risk Management (11/7/14).</td>
<td>Identify the appropriate changes necessary to complete project when considering changes in input to plan (changes in equipment, staffing, funding)</td>
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<td>Evaluate issues from different perspectives (CAHME Competency 2.8 in Critical Thinking)</td>
<td>Required throughout the project management plan process but with particular focus during the areas of: Project Time Management (9/19/14), Project Cost Management (10/3/14), Project Quality Management (10/17/14), and Project Risk Management (11/7/14).</td>
<td>During weekly discussions, alternative outcomes arise during planning and executing process. Team input is required to finalize the options.</td>
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<td>Identify and prioritize managerial alternatives (CAHME Competency 2.11 in Critical Thinking)</td>
<td>Required throughout the project management plan process but with</td>
<td>All components of project management require review, evaluation, and control of</td>
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<td>Category</td>
<td>Requirement</td>
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<td>Project future scenarios (CAHME Competency 2.13 in Critical Thinking)</td>
<td>Required throughout the project management plan process but with particular focus during the areas of: Project Time Management (9/19/14), Project Cost Management (10/3/14), Project Quality Management (10/17/14) and Project Risk Management (11/7/14). During each component of project plan development, the classic “What if scenario” is utilized and alternative planning and implementation is presented.</td>
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<td>Work with and through people to achieve organizational goals</td>
<td>Required throughout the project management plan process but with particular focus during the areas of: Project Management Integration (9/5/14), Project Scope Management (9/12/14), Project Cost Management (10/3/14), Project Stakeholder Management (11/21/14), Project Resource Management (11/21/14). The development of each of the nine knowledge areas and 5 process areas require the teams to focus on the project charter (the contract presented by the organization) and to not only plan for the project but to work with team members to execute the plan, monitor and control the plan, and to close the project once the organizational goals have been achieved.</td>
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<td>Describe and apply the basic principles and tools of effective</td>
<td>Required throughout the project management plan process but with particular focus during the areas of: Project Human Resource Management (10/24/14), Project Scope Management (9/12/14), Project Risk Management (11/7/14), and Project Stakeholder Management (11/21/14). During the Project Human Resource Management area, the planning team is required to identify the project needs, ensure that the team have the required expertise, and the team is scheduled appropriately to allow for the project deliverable to be presented on time, within</td>
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<td>human resource management, change management, and organizational</td>
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<td>development (CAHME Competency 4.4 in Management)</td>
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<td>Identify, monitor, and interpret the impacts of legal, regulatory, and political environments on an organization (CAHME Competency 4.7 in Management)</td>
<td>Management (11/21/14). budget, and of the appropriate quality.</td>
<td>Required throughout the project management plan process but with particular focus during the areas of: Project Risk Management (11/7/14) and Project Stakeholder Management (11/21/14)</td>
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<td>Develop, organize, synthesize articulate ideas and information (CAHME Competency 6.1 in Communication)</td>
<td>Required throughout the project management plan process but with particular focus during the areas of: Project Integration Management (9/5/14), Project Scope Management, (9/12/14) Project Cost Management (10/3/14), and Project Time Management (9/19/14).</td>
<td>Each week, the class is required to provide updates on the progress related to the development of their project plan. Class presentations allow for all participants to identify what has been problematic or useful in the development of the plan.</td>
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<tr>
<td>Listen, hear and respond effectively to the ideas and thoughts of others (CAHME Competency 6.2 in Communication)</td>
<td>Required throughout the project management plan process but with particular focus during the areas of: Project Integration Management (9/5/14), and Project Scope Management (9/12/14).</td>
<td>The entire course is built around the concept of team development, operations, and implementation of the requirements requested by the stakeholders. To accomplish this, team input is effectively received and utilized as necessary.</td>
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<td>Identify and use appropriate communication strategies based on audience characteristics and communication goals (CAHME Competency 6.5 in Communication)</td>
<td>Required throughout the project management plan process but with particular focus during the areas of: Project Human Resource Management (10/24/14), Project Communication Management (10/31/14) and Project Stakeholder Management (11/21/14).</td>
<td>A critical component of the project management process is the use of communication strategies for team members, sponsors, and all stakeholders. These communication techniques are the focus of project management which has identified that communication problems are the cause of the</td>
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Course Schedule

Project Management Lecture #1, August 29, 2014

Presentation: Introduction to Project Management
Objective: To provide an introduction to concepts of project management.

Topic: Overview of Project Management and Management Groups.
Text: Chapters 1, 2, 3, of PMBOK Guide- Fifth Edition

Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
   Overview
   • Managing Projects within Organizations
   • Project Management Overview
   • Project Management Process Groups.

Lecture #2, September 5, 2014

Presentation: Project Management Integration
Objective: Review and discuss the concept of integration throughout the project management process.
Text: Chapter 4 of PMBOK Guide – 5th Edition

Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
   Project Integration Management:
   • Integrated Initiation and Planning
   • Integrated Project Execution, Monitoring, and Control
   • Integrated Project Change Control and Close.

Lecture #3, September 12, 2014

Presentation: Scope of Project Management.
Objective: To provide a working knowledge of the requirements necessary to complete the Scope components of the Process Management Groups.
Text: Chapter 5 of PMBOK Guide- 5th Edition

Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
   Project Scope Management
   • Project Requirement and Defining Scope
   • Create a Work Breakdown Structure
• Monitor and Control Project Scope

Lecture #4, September 19, 2014

Objective: To provide a working knowledge of the requirements necessary to complete the Time Management components of the Process Management Groups.

Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
Project Time Management
• Defining and Sequencing Project Activity
• Estimate Activity Resources and Duration
• Developing and Controlling Project Schedule

Lecture #5, September 26, 2014

Presentation: Continue Discussion: Time Process Management Groups
Objective: To provide a working knowledge of the requirements necessary to complete the Time Management components of the Process Management Groups.

Lecture #6, October 3, 2014

Presentation: Project Costs Management
Objective: To provide a working knowledge of the requirements necessary to complete the Costs components of the Process Management Groups
Text: Chapter 7 of PMBOK Guide- 5th Edition

Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
Project Cost Management
• Estimating and Budgeting Project Costs
• Controlling Costs

Lecture #7, October 10, 2014

Presentation: Continue Discussion: Project Costs Management
Objective: To provide a working knowledge of the requirements necessary to complete the Costs components of the Process Management Groups
Text: Chapter 7 of PMBOK Guide- 5th Edition

Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
Project Cost Management
• Estimating and Budgeting Project Costs
• Controlling Costs
Lecture #8, October 17, 2014

Presentation: Project Quality Management
Objective: To provide a working knowledge of the requirements necessary to complete the Quality components of the Process Management Groups.
Text: Chapter 8 of PMBOK Guide- 5th Edition

Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
Project Quality Management
- Project Quality Planning
- Quality Assurance and Quality Control

Lecture #9, October 24, 2014

Presentation: Project Human Resource Management
Objective: To provide a working knowledge of the requirements necessary to complete the Human Resource component of the Process Management Groups.

Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
Project Human Resource Management
- Planning Project Human Resources
- Managing Project Human Resources
- Planning and Managing Project Human Resources (Simulation)

Lecture #10, October 31, 2014

Presentation: Discuss: Project Communication Management.
Objective: To provide a working knowledge of the requirements necessary to complete the Communication component of the Process Management Groups.
Text: Chapter 10 of PMBOK Guide- 5th Edition

Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
Project Communication Management
- Stakeholders and the Communications Management Plan
- Processes for Managing Project Communication
- Communicating Effectively with Project Stakeholders (Simulation)

Lecture #11, November 7, 2014

Presentation: Project Risk Management.
Objective: To provide a working knowledge of the requirements necessary to complete the Risk Management component of the Process Management Group.
Text: Chapter 11 of PMBOK Guide- Fifth Edition
Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
Project Risk Management
- Risk Management Planning
- Identifying Project Risks
- Performing Risk Analysis
- Risk Response, Monitor, and Control

Lecture #12, November 14, 2014

Presentation: Project Procurement Management
Objective: To provide a working knowledge of the requirements necessary to complete the Project Procurement Management component of the Process Management Group

Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
Project Procurement Management:
- Planning Project Procurement
- Managing Procurement

Lecture #13, November 21, 2014

Topic: Project Stakeholder Management.
Objective: To provide a working knowledge of the requirements necessary to complete the Procurement Management component of the Process Management Groups.

Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
Project Stakeholder Management:
- Project Stakeholder Management Process
- The Identify Stakeholder Process
- Creating the Stakeholder Registry
- Using Stakeholder Analysis
- Planning Stakeholder Management
- Creating a Stakeholder Plan
- Strategies for Stakeholder Engagement.

Thanksgiving Vacation: Nov 24-Nov 28, 2014
Lecture #14, December 5, 2014

Topic: PMI Values and Ethics
Objective: To Identify the importance of Values and the Ethics for a Project Manager
Text: Booklet from PMI: Values and Ethics

Suggested Assignments: Skillport: Review Skillport programs post lecture presentations.
Project Stakeholder Management:
  - PMI Ethics: The Role of Ethics in Project Management
    - Core PMI Values and Ethical Standards

Lecture #15, December 12, 2014

Topic: Presentations and Discussion

Objective: The class project management teams will present the results of the project that has been developed over the semester. Teams will present their Project Charter, The Project Management Plan, and identify the final deliverable.

Academic Integrity
Academic integrity is strictly enforced in this course, and students are required to immediately report any suspected act of dishonesty to the instructor. "Academic dishonesty includes cheating, falsification, fabrication, multiple submission, plagiarism, abuse of academic materials, complicity, or misconduct in research." Possible sanctions include an F for the course and dismissal from the University. Relevant WSU conduct policies (WAC 504-26-010) describe prohibited activities.

1. The term "cheating" includes, but is not limited to:
   a. Use of any authorized materials in taking quizzes, tests, or examinations.
   b. Use of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments.
   c. Acquisition or possession of tests or other material belonging to a member of the faculty or staff acquired without permission.
2. The term "fabrication" includes, but is not limited to:
   a. Counterfeiting data, research results, or other information.
   b. Counterfeiting a record of internship or practicum experiences.
   c. Submitting a false excuse for absence or tardiness.
3. Engaging in any behavior for the purpose of gaining an unfair advantage.
4. Unauthorized collaboration on assignments.
5. Intentionally obtaining unauthorized knowledge of examination materials.
6. Plagiarism, i.e., presenting the information, ideas, or phrasing of another person as the student's own work without proper acknowledgement of the source. This includes submitting a commercially prepared paper or research project or submitting for academic credit any work done by someone else. The term "plagiarism" includes, but is not limited to, the use, by paraphrase or direct quotation, of the published or unpublished work of another person without full and clear
acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

7. Sabotage of other’s works.
8. Tampering with or falsifying records.

**WSU Reasonable Accommodation Statement**
Students with Disabilities: Reasonable accommodations are available for students with a documented disability. If you have a disability and need accommodations to fully participate in this class, please either visit or call the Access Center (Washington Building 217; 509-335-3417) to schedule an appointment with an Access Advisor. All accommodations MUST be approved through the Access Center. For more information contact a Disability Specialist on the Spokane campus: http://spokane.wsu.edu/students/current/studentaffairs/disability

**Safety**
http://spokane.wsu.edu/services/Facilities/Safety_Security
The WSU Spokane Campus Safety Plan contains a comprehensive listing of university policies, procedures, statistics, and information relating to campus safety, emergency management, and the health and welfare of the campus community. The Campus Safety Plan can be found at: http://spokane.wsu.edu/services/Facilities/campus-safety-plan. Please visit this site to become familiar with the campus safety emergency information provided. A link to the WSU Pullman Safety Plan is also available on this web site. All faculty, staff, and students should go to the zzsis portal at http://zzsis.wsu.edu and register their emergency contact information for the Crisis Communication System (CCS). Enter your network ID and password and you will be taken to the zzsis portal page. Look for the “Spokane Emergency Information” box on the left side of the page and click the update link to be taken to the registration page where you can enter your cell, landline, and email contact information as well as arrange for emergency text messages to be sent to your cell phone.