

The Office of the National Coordinator for
Health Information Technology



Component 19:

Introduction to

Project Management

Component Guide

Health IT Workforce Curriculum
Version 4.0/Spring 2016

This material (Comp 19) was developed by Johns Hopkins University, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number IU24OC000013. This material was updated in 2016 by Johns Hopkins University under Award Number 90WT0005.

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Component Number: 19

Component Title:

Introduction to Project Management

Component Description:

An understanding of project management tools and techniques that results in the ability to create and follow a project management plan.

Component Objectives:

At the completion of this component, the student will be able to:

1. Describe factors that are critical to project success.
2. Develop a comprehensive project management plan.
3. Define project scope that reflects stakeholder perspectives and project requirements.
4. Prepare an effective work breakdown structure.
5. Differentiate project life cycle models based on project characteristics.
6. Develop estimates for project cost and schedule.
7. Apply tools and techniques to manage project scope, time, and budget.
8. Plan and implement effective communications with the project team and stakeholders.
9. Differentiate roles of project team members.
10. Select and apply appropriate tools and techniques for risk management, quality management, and change management.

Component Files

Each unit within the component includes the following files:

- Lectures (voiceover PowerPoint in .mp4 format); PowerPoint slides (Microsoft PowerPoint format), lecture transcripts (Microsoft Word format); and audio files (.mp3 format) for each lecture.
- Application activities (discussion questions, assignments, or projects) with answer keys.
- Self-assessment questions with answer keys based on identified learning objectives.
- Some units may also include additional materials as noted in this document.

Component Units with Objectives and Topics

Unit 1: Overview of Health IT Projects

Description:

Students will receive a broad overview of project management including some distinctive characteristics of health IT projects. This unit includes several real scenarios to illustrate the diversity of projects in health IT.

Objectives:

1. Review the history of project management.
2. Define what a project is.
3. Define project management.
4. Identify reasons that more organizations are implementing HIT projects.
5. Identify key characteristics for project success and failure.
6. Describe the range and characteristics of health IT projects.

Lectures:

- a. What Is Project Management? (25:27)
- b. Health IT Scenarios (19:00)

Unit 2: Project Life Cycles

Description:

This unit provides an overview of various project life cycles so that students can assess their appropriateness for use depending on characteristics of a project. Students examine processes, knowledge areas, and organizational influences that are critical to successful project management.

Objectives:

1. Identify process groups and knowledge areas used in project management.
2. Differentiate linear, iterative, adaptive, and agile project life cycles.
3. Relate life cycle phases to reviews, milestones, and deliverables.
4. Compare various organizational structures as contexts for managing projects.

Lectures:

- a. Project Management Elements (21:51)
- b. Life Cycles (20:59)
- c. Phases (24:01)
- d. Organizations (12:22)

Unit 3: Project Selection and Initiation

Description:

Students learn what is necessary to get projects off to a strong start. Critical activities are to prepare a project charter and to identify and engage the project stakeholders.

Objectives:

1. Identify the key elements of a project environment and HIT landscape.
2. Outline the needs for projects, how and why they are selected and initiated.
3. Construct a project charter.
4. Identify project stakeholders.
5. Generate a stakeholder register.

Lectures:

- a. Project Initiation (22:36)
- b. Project Charter (22:42)
- c. Stakeholders & Stakeholder Register (27:30)

Additional Materials

This unit includes a number of project management templates:

- comp19_unit3_change_request_template
- comp19_unit3_lessons_learned
- comp19_unit3_project_application
- comp19_unit3_project_charter
- comp19_unit3_project_initiation_worksheet
- comp19_unit3_project_status_update
- comp19_unit3_risk_management_plan
- comp19_unit3_risk_response_plan
- comp19_unit3_stakeholder_register
- comp19_unit3_statement_of_work
- comp19_unit3_SWOT

Unit 4: Project Planning Overview**Description:**

In this unit, students will learn how to effectively plan projects and to develop a project management plan. Several key documentation components will be introduced.

Objectives:

1. Identify the importance and purpose of effective planning.
2. Identify and describe each component of the project management plan.
3. Define and prepare project planning documents.

Lectures:

- a. Planning a Project (23:00)
- b. Project Management Plan (25:06)

Unit 5: Managing Project Scope**Description:**

This unit addresses a critical determinant of project success: defining and managing the scope of the project. Students learn the importance of eliciting stakeholder requirements and developing effective work breakdown structures.

Objectives:

1. Analyze scope to develop the project scope statement.
2. Elicit stakeholder requirements for the project.
3. Create a Work Breakdown Structure (WBS).

Lectures:

- a. Project Scope (19:22)
- b. Stakeholder Requirements (21:22)
- c. Work Breakdown Structure (17:52)

Additional Materials

This unit includes a number of project management templates:

- comp19_unit5_project_application
- comp19_unit5_scope_statement_template
- comp19_unit5_WBS
- comp19_unit5_WBS_template

Unit 6: Managing Project Time, Cost, and Procurements**Description:**

In this unit, students will gain an understanding of how to manage project schedules and spending. The unit will cover broad topics such as purchasing, procurement, cost estimation and scheduling.

Objectives:

1. Define project management time activities.
2. Define project cost management activities.
3. Define project procurement activities.

Lectures:

- a. Process Group Activities and Project Schedule (16:00)
- b. Estimates for Project Cost and Budget (15:15)

Unit 7: Managing Project Risk**Description:**

A key to successful health IT projects is the pro-active management of risks: beginning with the preparation of a risk management plan. Risk management will be a continuing activity throughout the project, to identify risks and to plan and implement risk responses.

Objectives:

1. Assess project risks.
2. Plan project responses.
3. Prepare and maintain a risk register.
4. Develop and execute a risk management plan.

Lectures:

- a. Project Risk and the Risk Management Plan (12:56)
- b. Risk Register (12:50)

Additional Materials

This unit includes a number of project management templates:

- comp19_unit7_brainstorming_worksheet
- comp19_unit7_project_application
- comp19_unit7_project_risk_management_plan
- comp19_unit7_risk_register_template

Unit 8: Team Management and Communications**Description:**

Whatever role you play on a project team, it is essential to understand basic concepts of team management and communications. This unit covers key elements of managing and communicating in a team, including the development of an HIT-specific HR and communications plan.

Objectives:

1. Identify and describe roles of members on a project team.
2. Develop the human resource plan.
3. Acquire, develop, manage, and lead the project team.
4. Identify project communication responsibilities.
5. Develop a communication plan.

Lectures:

- a. HR Management Process (17:24)
- b. Managing the Project Team (22:06)
- c. Project Communications (22:17)

Unit 9: Project Monitoring and Control**Description:**

Project managers use monitoring and control tools and techniques to assess plans and deliverables, evaluate progress against plans, manage change requests, and review all project activities. It is critically important to keep the project within scope, budget, and schedule to meet stakeholder expectations.

Objectives:

1. Direct project execution.
2. Track, review, and report project progress and performance.
3. Monitor and control project baselines.
4. Manage stakeholder expectations and change requests.

Lectures:

- a. Direct and Manage Project Execution (12:59)
- b. Track Project Performance (11:21)

Unit 10: Quality Management**Description:**

Quality is an elusive but essential component and consideration in any project. This unit will cover quality management planning and key characteristics of quality assurance and its impact on project management.

Objectives:

1. Develop a quality management plan.
2. Perform quality assurance.
3. Apply quality tools.

Lectures:

- a. Total Quality Management Theory (23:01)
- b. Quality Tools and Quality Management Plan (17:42)

Unit 11: Project Closure and Transition**Description:**

It is essential that project managers know all the processes required to bring a project to a successful conclusion. Key steps include completing all deliverables on time, gaining customer acceptance, documenting the project lessons learned, and managing the transition to operations.

Objectives:

1. Bring project activities to a close.
2. Conclude the customer acceptance process.
3. Document and archive lessons learned.
4. Update and close out project documents.
5. Manage transition to operations.

Lectures:

- a. Project Closing Activities (20:31)
- b. Transition Approaches and Strategies (16:14)

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