

**University of Arkansas for Medical Sciences
Office of the University Registrar
GUS Course Catalog Form**

This form should be used for courses offered at UAMS. If a course addition will change the curriculum for one or multiple degree plans, you will be asked to update a curriculum template for each degree program affected. Please remember to submit a copy of the syllabus with this form.

Course Changes and Additions Submission Timeline

Fall Semester February 1st (same calendar year)
Spring Semester September 1st (preceding calendar year)
Summer Semester December 1st (preceding calendar year)

This request is for a: New Course Course Change Course Retirement (skip to p. 4)

College: Graduate School

Department/Program: Department of Biomedical Informatics

Course Title: Managing Organizations, People and Projects

Course Description: This graduate course covers principles of leadership and management of organizations and projects. Topics covered include leadership models, interdisciplinary teams, effective communication, project management, change management, and strategic and financial planning for clinical information.

Course Instructor: Joseph Jensen

Course Instructor Email: jcjensen@uams.edu Course Instructor Phone: (501) 526-6262

Additional Instructors: Meredith Zozus, PhD

Click here to enter additional instructor names and email addresses

Click here to enter additional instructor names and email addresses

GENERAL COURSE INFORMATION

First term course will be offered/changed: Fall Spring Summer

First year course will be offered/changed: 2017

Meeting dates differ from standard semester? Yes No

If yes, describe meeting pattern: (i.e. last 4 weeks of semester, 8 Wednesdays beginning 2nd week, etc.)

Grading Basis: Letter Grade Number of Units: 3

If Variable Credit, list the maximum number of units: *Choose an item.*

Component Type: *Lecture*

Repeat for credit? Yes No

If yes, limit to number of enrollments allowed per student: None

Preferred Catalog Number: *Click here to enter text.*

*Note: Preferred Catalog Numbers are not guaranteed to be used.

ENROLLMENT CONTROLS

PREREQUISITES

Subject Area	Catalog #	Course Title	Course ID (if known)
	<i>Catalog #</i>		<i>Course ID</i>
	<i>Catalog #</i>		<i>Course ID</i>
	<i>Catalog #</i>		<i>Course ID</i>
	<i>Catalog #</i>		<i>Course ID</i>

CO-REQUISITES

Subject Area	Catalog #	Course Title	Course ID (if known)
<i>Subj. Area</i>	<i>Catalog #</i>	<i>Course Title</i>	<i>Course ID</i>
<i>Subj. Area</i>	<i>Catalog #</i>	<i>Course Title</i>	<i>Course ID</i>
<i>Subj. Area</i>	<i>Catalog #</i>	<i>Course Title</i>	<i>Course ID</i>

Please list any other non-course prerequisites attached to this course (e.g. minimum GPA, exam, year in program)
Click here to enter text.

Minimum Number of Students to Enroll: No Minimum

Maximum Number of Students who may Enroll: No Maximum

Is enrollment in this course limited to certain groups of students (i.e. PhD students only)? Yes No

Please describe enrollment limits by groups: No Maximum

Is advisor or instructor consent required for students to take this course? Instructor Consent

INSTRUCTION MODE

Please provide information about the first semester this course will be offered. You will have the opportunity to change this information if this form is provided prior to the last date for scheduling requests.

INSTRUCTION INFORMATION

Instruction Mode: *Online - 75-99% some face/face*

FOR ONLINE COURSES ONLY: Will this course be offered to students out of state? Yes No

Please select all locations where this course will be taught:

Main Campus

Northwest Campus

UAMS Southwest

Other

If "Other" Location, please describe: *Click here to enter text.*

EXAM AND PROGRESSION

Will the course have a final exam? Yes No

Will the final exam occur during the normally scheduled course time? Yes No

Is there a minimum grade required for the student to progress? Not Required

ADDITIONAL INFORMATION

Are any degrees affected by this course addition? Yes No

If "Yes," please list all degrees affected by this change: *Click here to enter text.*

Does this course address/include:

Service Learning¹:

Partially

100%

Does not address

Inter-professional Education² (IPE)

Partially

100%

Does not address

Cultural competency³

Partially

100%

Does not address

Patient-Family Centered Care⁴

Partially

100%

Does not address

Interdisciplinary Education⁵

Partially

100%

Does not address

ADDITIONAL INFORMATION:

Click here to enter text.

¹ A structured learning experience that combines community service with preparation and reflection. Students engaged in service-learning provide community service in response to community-identified concerns and learn: the context in which the service is provided, the connection between their service and their academic coursework, and their roles as citizens.

² Defined as students of two or more professions engaged in learning with, from and about each other.

³ An ability to interact effectively with people of different cultures and ethnic backgrounds. Comprises four components: Awareness of one's own cultural worldview, attitude towards cultural differences, knowledge of different cultural practices and worldviews, and cross-cultural skills. Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures.

⁴ An approach to the planning, delivery, and evaluation of health care that is grounded in mutually beneficial partnerships among health care providers, patients, and families. It redefines the relationships in health care. The core concepts include: Dignity and respect, information sharing, participation, and collaboration.

⁵ Defined as the degree to which individuals have the capacity to obtain, process and understand basic health information and services need to make appropriate health decisions.

COURSE RETIREMENT ONLY – Course Additions and Changes can skip to pg. 5

College: *Choose an item.*

Department/Program: *Click here to enter text.*

Course Title: *Click here to enter the current title.*

Catalog Name and Number: *Click here to enter text.*

Course ID (if known): *Click here to enter text.*

What semester and year will this course be retired? *Click here to enter text.*

Are any degrees affected by this course retirement? Yes No

If "Yes," please list all degrees affected by this change (updated Curriculum Templates for any degree that will change as a result of this retirement are required to be submitted to the Office of the University Registrar):

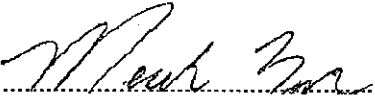
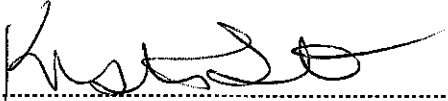
Click here to enter text.

ADDITIONAL INFORMATION:

Click here to enter text.

APPROVALS

Proposal will not be processed without all required signatures.

 ----- Course Instructor signature	Meredith Zozus, PhD
 ----- Associate Dean signature	Enter Associate Dean Name
Today's Date: October 11, 2016 Preparer's Email: tbwilliams@uams.edu	Preparer's Name: Tremaine Williams

Please submit this form and a copy of the syllabus to:

Angela Wilson, Registrar
Email: awilson5@uams.edu
Mail Slot #767
Questions? 501-526-6612

<p>Office use only</p> Received: _____ Entered into GUS <input type="checkbox"/> Entered into Schedule of Courses <input type="checkbox"/> Curriculum Registrar Initials: ____ Schedule Registrar Initials: ____	<p>Notes/Follow-up:</p>
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**COURSE APPROVAL FORM, Graduate School
University of Arkansas for Medical Sciences**

This form and attached materials are due in the Graduate School Office on the first Monday of the month. All forms will be submitted to the UAMS Graduate Council Curriculum Committee for review and approval prior to consideration by the Graduate Council.

This form is not required for minor stylistic or editorial corrections to the title or course descriptions. These may be made when revising the catalog copy.

1. Program: Department of Biomedical Informatics

B	I	O	M				
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Department *Alpha (Department) Code*

2. Action proposed (indicate one or more items): Effective term: Fall 2017

<input checked="" type="checkbox"/> Add course <input type="checkbox"/> Eliminate course (No outline needed)	<input type="checkbox"/> Change title <input type="checkbox"/> Change credit hours from: _____ to _____ <input type="checkbox"/> Change course number from: _____ to _____ _____ Change description	
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3. Course ID, title and description:

<table border="1" style="display: inline-table;"><tr><td>B</td><td>I</td><td>O</td><td>M</td></tr></table> prefix	B	I	O	M	<table border="1" style="display: inline-table;"><tr><td> </td><td> </td><td> </td><td> </td></tr></table> number					<u>Managing Organizations</u> title (20 characters)
B	I	O	M							
<u>Managing Organizations, People and Projects</u> catalog name (40 characters)										

Scheduled offering: Fall Spring Summer On demand

To cross list a course, use the Course Cross Listing Form.

Describe the course in sentence form using 50 words or less as it is to appear in the catalog. List prerequisites, co-requisites and possible off-site instructional opportunities or requirements.

This graduate course covers principles of leadership and management of organizations and projects. Topics covered include leadership models, interdisciplinary teams, effective communication, project management, change management, and strategic and financial planning for clinical information.

4. Justification:

Justify this change in terms of course needs or curriculum improvement. State the effect of this change on any degree programs. Identify the courses to be eliminated, if any, if this course is approved. (Course Approval Forms must also be submitted for these courses) Identify any existing course or courses that would extensively overlap or be duplicated if the proposed curricular change occurs. Provide statements of concurrence with the change from the chairperson(s) and dean(s) of the programs/areas offering the affected courses.

No change on current degree programs

SYLLABUS

COURSE NUMBER: BIOM _____

COURSE TITLE: Managing Organizations, People and Projects

COURSE DESCRIPTION:

This graduate course covers principles of leadership and management of organizations and projects. Topics covered include leadership models, interdisciplinary teams, effective communication, project management, change management, and strategic and financial planning for clinical information.

PRE-REQUISITES: none

GENERAL INFORMATION:

CREDITS: 3

SEMESTER: Fall, Spring

LOCATION: Campus and Online (hybrid)

FACULTY: Joseph Jensen

SPECIAL ASSISTANCE: Students who believe they may need accommodations in this class based on mental or physical impairments must contact the Students with a disability that need accommodations should contact the Associate Dean for Academic Affairs at (501) 686-5730 to schedule an appointment to discuss your needs. Please make arrangements as soon as possible so accommodations can be made in a timely manner.

COURSE OBJECTIVES:

Upon successful completion of this course, the student is able to:

1. Identify stakeholders for institutional projects.
2. Draft an engagement plan.
3. Plan and manage a project using accepted methods.
4. Describe leadership models and change theories
5. Establish the strategy, mission and objectives for a biomedical informatics project.
6. Draft a plan for environmental scanning for a biomedical informatics project.

7. Develop an action plan and strategy implementation for a biomedical informatics project.
8. Compare and contrast managerial and financial accounting
9. Compare and contrast capital and operational budgeting.
10. Describe methods for assessing organizational readiness for change.
11. Describe organizational change management strategies.

MAJOR TOPICS:

Leadership models, processes and practices
 Effective interdisciplinary teams
 Personnel management
 Group management processes (nominal group technique, consensus mapping, Delphi processes)
 Managing meetings
 Effective communication including one-on-one communication and presentations
 Communication plans for system implementation
 Project management
 Challenges of managing informatics projects
 Establishing strategy, mission and objectives for Biomedical Informatics projects
 Environmental scanning
 Action planning and strategy implementation
 Principles of financial and managerial accounting
 Principles of operational and capital budgeting
 Evaluation of planning processes
 Assessment of organizational culture and readiness for change
 Change theories
 Change management strategies and strategies to promote change adoption

ASSIGNMENTS:

Listed below for each week.

Week 1: Leadership models, processes and practices:
 Dimensions of effective leadership
 Governance models
 Negotiation
 Conflict management
 Collaboration
 Motivation
 Decision-making models

Assignment: Complete the Leadership Assessment Tool Inventory. In a discussion post, state your results and discuss one advantage and one potential challenge for your style.

Work projections (modeling)
Monitoring and controlling a project
Informatics project challenges

Assignment: Create a work breakdown structure for creation of a new order set. Suggest three things in EHR system implementation that can be projected and tracked to keep an implementation on schedule.

Week 9: Project Management tools
Gantt chart, work breakdown tree, milestones, dependencies
Pert diagram
Forward pass, backward pass, float and critical path
Risk management

Assignment: Create a Gantt chart and PERT diagram based on the prior week's work breakdown structure. Assign reasonable durations and identify the critical path. List three risks to the project and suggest a prevention or mitigation strategy for each.

Week 10: Vendor management
RFP Process, including software selection
Scope of work
Service level agreement
Vendor auditing
Contract process
Oversight and management

Assignment: Draft a scope of work and service level agreement for a service organization that will maintain and staff a 24/7 help desk for your institution's EHR system.

Week 11: Budgeting and accounting principles
Project, managerial and financial accounting

Assignment: Compare and contrast project, managerial and financial accounting.

Week 12: Strategic planning
Strategy formulation
Mission and objectives
Action planning and strategy implementation

Assignment: The Office of the National Coordinator for Health IT and CMS have teamed up and stated a new requirement and associated incentive program. Every facility receiving reimbursement for Medicare and Medicaid patients must participate in the state HIE within two years. Admission, discharge and transfer information, including diagnoses and procedures as well as vital signs, medications, labs and results of diagnostic procedures and tests must be transferred. Perform a SWOT analysis for your organization.

Week 13: Group project kick-off and assignment of project work (within groups)

Week 14: Group project work

Assignment: Complete assigned portion of the project plan.

Week 15: Group project presentations

Assignment: none.

TEXTBOOKS:

Nancy M. Lorenzi and Robert T. Riley, *Managing Technological Change: Organizational Aspects of Health Informatics*, 2nd ed. Springer, 2004.

A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Ed. Project Management Institute, 2013.

EVALUATION:

This is a graded course. Grades will be assigned based on their course average according to the following scale: A (93-100), B (85-92), C(75-84), D(65-74), Fail (lower than 64).

The course average will be comprised of course assignments and the Major project.

Assignments.....	60%
Individual grade group project.....	20%
Group grade group project	20%

6. Program Approvals:

Fred Prior, PhD

(Print or type) Chairperson, Academic Department or Area

Fred Prior

Digitally signed by Fred Prior
Date: 2016.10.11 13:31:46 -05'00'

10/11/16

(Signature) Chairperson, Academic Department or Area

Date

Thomas McGehee

College Dean (Dean McGehee for College of Medicine)

10.20.16

Date

7. Graduate School Approvals

Eric P. Pitt

Chairperson, Graduate Council

10/20/16

Date

Robert Z. Jones

Dean of the Graduate School

10.20.16

Date