Khanty-Mansiysk Autonomous Okrug-Ugra
"Surgut State University"

Approved by
Deputy Rector for Academic Affairs

_____E.V. Konovalova

" 16 " June 2022, Record No. 6

BASICS OF PROJECT MANAGEMENT IN HEALTHCARE

Syllabus

Department **Pathophysiology and General Pathology**

Curriculum s310501-ЛечДелоИн-21-1.pli.xml
Specialty 31.05.01 General Medicine

Qualification **General Practitioner**

Form of education **Full-time**

Total (in credits) **3**

Total academic hours 108
including:
Classes 48
Self-study 60
Control hours -

Control:
Credit, 4th term

Course outline in terms

Academic year (Term)	**2 (4)**		Total	
Weeks	20			
Types of classes	Cur	Syl	Cur	Syl
Lectures	16	16	16	16
Practical	32	32	32	32
Self-study	60	60	60	60
Control hours	-	-	-	-
Total	108	108	108	108

The Syllabus is compiled by:

PhD, Associate Professor, Kovalenko L.A. _____

The Syllabus

Basics of project management in healthcare

Developed in accordance with Federal State Educational Standard:

Federal State Educational Standard of higher education in the specialty 31.05.01 General medicine (Order of the Ministry of Education and Science of the Russian Federation on, 12.08.2020 г. №988)

Based on the Curriculum:
31.05.01 GENERAL MEDICINE
Specialization: General Medicine
Approved by the Academic Council of Surgut State University, " 16 " June 2022, Record No. 6

The Syllabus was approved by the department
Pathophysiology and General Pathology

Head of Department, Doctor of Medicine, Professor Kovalenko L.V.

1. COURSE OBJECTIVES	
1.1	The general goal of mastering the academic discipline is aimed at developing students' foundations of project activities in health care, which are necessary in their future professional activities as a doctor.
1.2	Specific goals are aimed at the formation of the following abilities:
1.3	- Ability to carry out a critical analysis of problem situations based on a systematic approach, to develop an action
1.4	- Ability to manage a project at all stages of its life cycle.
1.5	- Ability to organize and direct the work of a team, developing a team strategy to achieve a set goal.

2. COURSE OVERVIEW	
Course code (in curriculum)	**Б1.О.04.03**
2.1	**Assumed background:**
2.1.1	Business Management Basics
2.1.2	History of Medicine
2.1.3	Medical Informatics
2.2	**Post-requisite courses and practice:**
2.2.1	Public Health and Healthcare. Economy of Public Healthcare

3. COMPETENCES UPON COMPLETION OF THE COURSE (MODULE)
UC-1.1: Analyzes the task highlighting its basic components
UC-1.2: Defines and ranks the information required to solve a given problem
UC-1.3: Searches for information to solve the problem for various types of requests
UC-2.1: Formulates a problem, the solution of which is directly related to the achievement of the project goal
UC-2.2: Determines the links between the given problems and the expected results of their solution
UC-2.3: Analyzes the Project Implementation Schedule as a whole and chooses a way to solve the assigned tasks
UC-2.4: Determines the available resources, restrictions and current legal norms within the assigned tasks
UC-2.5: Assesses the solution of the assigned tasks within his/her own responsibility and planned results of control; modifies problem-solving techniques if necessary
UC-3.1: Determines his/her role in the team based on the strategy of cooperation to achieve the goal
UC-3.2: Considers the behavior of other team members while implementing his/her role in the team
UC-3.3: Analyzes the possible consequences of personal actions and plans his/her actions to achieve the pre-planned result

As a result of mastering the discipline, the student must

3.1	**Know:**
3.1.1	the ways of analyzing tasks, highlighting their basic components.
3.1.2	how to identify and rank the information required to accomplish the task at hand.
3.1.3	the ways to search for information to solve the problem for various types of queries.
3.1.4	the methods of formulating a problem, the solution of which is directly related to the achievement of the project goal.
3.1.5	how to determine the relationship between the tasks and the expected results of their solution.
3.1.6	the ways of analyzing the schedule for the implementation of the project as a whole and choosing a way to solve the tasks.
3.1.7	the ways of setting goals that determine the available resources and restrictions, the current legal norms.
3.1.8	the ways of assessing the solution of the assigned tasks in the area of their responsibility in accordance with the planned results of control, if necessary, adjusting the ways of solving the problems.
3.1.9	how to define your role in the team, based on the strategy of cooperation to achieve the set goal.
3.1.10	how to fulfill your role in the team, taking into account the behavior of other team members.
3.1.11	the methods of analyzing the possible consequences of personal actions and planning their actions to achieve a given result.
3.2	**Be able to:**
3.2.1	analyze the problem, highlighting its basic components.
3.2.2	identify and rank the information required to solve a given problem.

3.2.3	search for information to solve the problem for various types of requests.
3.2.4	formulate a problem, the solution of which is directly related to the achievement of the project goal.
3.2.5	determine the connections between the tasks and the expected results of their solution.
3.2.6	to analyze the schedule for the implementation of the project as a whole and choose a way to solve the assigned tasks.
3.2.7	within the framework of the assigned tasks, to determine the available resources and restrictions, the current legal norms.
3.2.8	evaluate the solution of the assigned tasks in the area of his responsibility in accordance with the planned results of control, if necessary, he corrects the methods of solving the problems.
3.2.9	define your role in the team, based on the strategy of cooperation to achieve the set goal.
3.2.10	take into account the behavioral features of other team members when realizing their role in a team.
3.2.11	analyze the possible consequences of personal actions and plan your actions to achieve a given result.
3.3	**Have skills of:**
3.3.1	analyzing tasks, highlight their basic components.
3.3.2	ranking of information required to solve the problem.
3.3.3	searching for information to solve the problem for various types of queries.
3.3.4	formulating a problem, the solution of which is directly related to the achievement of the project goal.
3.3.5	communicating between the tasks and the expected results of the solution.
3.3.6	implementing the project for the implementation of the schedule for choosing the method supplied.
3.3.7	setting goals, determining resources and restrictions, applicable legal norms.
3.3.8	methods for assessing solutions to assigned tasks in the area of responsibility in accordance with the planned results of control, if necessary, adjusting the ways of solving problems.
3.3.9	the methods of their role in using the collaboration strategy to achieve the stated goal.
3.3.10	realizing one's role in the team, taking into account the peculiarities of the behavior of other teams.
3.3.11	analyzing the results of personal actions and planning their actions to achieve a given result.
3.3.12	analyzing the actions of personal actions and planning their actions to achieve a given result.

4. STRUCTURE AND CONTENTS OF THE COURSE (MODULE)

Class Code	Topics /Class type	Term / Academic year	Academic hours	Competencies	Literature	Interactive	Notes
	Section 1. THEORETICAL BASIS OF DESIGN ACTIVITIES						
1.1	THEORETICAL BASIS OF DESIGN ACTIVITIES /Lec/	4	2	UC-1.1 UC-1.2 UC-1.3	6.1.1.1. 6.1.1.2. 6.1.2.1.	0	Written quiz
1.2	THEORETICAL BASIS OF DESIGN ACTIVITIES /Practice/	4	4	UC-1.1 UC-1.2 UC-1.3		0	Practical class
1.3	THEORETICAL BASIS OF DESIGN ACTIVITIES /Self-study/	4	6	UC-1.1 UC-1.2 UC-1.3		0	Preparation for a practical lesson
	Section 2. PROJECT MANAGEMENT PROCESSES IN HEALTHCARE.						
2.1	PROJECT MANAGEMENT PROCESSES IN HEALTHCARE./Lec/	4	2	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5	6.1.1.1. 6.1.1.2. 6.1.2.1.	0	Written quiz
2.2	PROJECT MANAGEMENT PROCESSES IN HEALTHCARE. /Practice/	4	4	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5		0	Practical class
2.3	PROJECT MANAGEMENT PROCESSES IN HEALTHCARE./Self-study/	4	6	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5		0	Preparation for a practical lesson
	Section 3. PROJECT CONTENT MANAGEMENT IN HEALTHCARE.						

3.1	PROJECT CONTENT MANAGEMENT IN HEALTHCARE./Lec/	4	2	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5	6.1.1.1. 6.1.1.2. 6.1.2.1.	0	Written quiz
3.2	PROJECT CONTENT MANAGEMENT IN HEALTHCARE. /Practice/	4	4	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5		0	Practical class
3.3	PROJECT CONTENT MANAGEMENT IN HEALTHCARE. /Self-study/	4	6	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5		0	Preparation for a practical lesson
	Section 4. PROJECT TIME MANAGEMENT IN HEALTHCARE						
4.1	PROJECT TIME MANAGEMENT IN HEALTHCARE /Lec/	4	2	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5 UC-3.2	6.1.1.1. 6.1.1.2. 6.1.2.1.	0	Written quiz
4.2	PROJECT TIME MANAGEMENT IN HEALTHCARE. /Practice/	4	4	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5		0	Practical class
4.3	PROJECT TIME MANAGEMENT IN HEALTHCARE /Self-study/	4	6	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5		0	Preparation for a practical lesson
	Section 5. MANAGEMENT OF PROJECT COST, COMMUNICATIONS AND PROJECT TEAM IN HEALTHCARE						
5.1	PROJECT COST MANAGEMENT, COMMUNICATIONS AND PROJECT TEAM IN HEALTHCARE /Lec/	4	2	UC-3.1 UC-3.2 UC-3.3	6.1.1.1. 6.1.1.2. 6.1.2.1.	0	Written quiz
5.2	MANAGEMENT OF COMMUNICATIONS AND PROJECT TEAM IN HEALTHCARE /Practical	4	4	UC-3.1 UC-3.2 UC-3.3		0	Practical class
5.3	HEALTHCARE PROJECT TEAM MANAGEMENT /Self-study/	4	6	UC-3.1 UC-3.2 UC-3.3		0	Preparation for a practical lesson
	Section 6. PROJECT RISK MANAGEMENT						
6.1	PROJECT RISK MANAGEMENT /Lec/	4	2	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5	6.1.1.1. 6.1.1.2. 6.1.2.1.	0	Written quiz
6.2	PROJECT RISK MANAGEMENT /Practice/	4	4	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5		0	Practical class
6.3	PROJECT RISK MANAGEMENT /Self-study/	4	6	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5		0	Preparation for a practical lesson
	Section 7. PROJECT MANAGEMENT PLAN AND PROJECT CONTROL IN HEALTHCARE						
7.1	PROJECT MANAGEMENT PLAN AND PROJECT CONTROL IN HEALTHCARE /Lec/	4	2	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5	6.1.1.1. 6.1.1.2. 6.1.2.1.	0	Written quiz
7.2	PROJECT MANAGEMENT PLAN AND PROJECT CONTROL IN HEALTHCARE /Practice/	4	4	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5		0	Practical class

7.3	PROJECT MANAGEMENT PLAN AND PROJECT CONTROL IN HEALTHCARE /Self-study/	4	6	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5		0	Preparation for a practical lesson
	Section 8. NATIONAL PROJECT OF RF "HEALTH CARE"						
8.1	NATIONAL PROJECT OF RF "HEALTH CAR"" /Lec/	4	2	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5	6.1.1.1. 6.1.1.2. 6.1.2.1.	0	Written quiz
8.2	NATIONAL PROJECT OF RF "HEALTH CARE" /Practice/	4	4	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5		0	Practical class
8.3	NATIONAL PROJECT OF RF "HEALTH CARE"/Self-study/	4	6	UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-		0	Preparation for a practical lesson
8.4	/Control work./	4	6	UC-1.1 UC-1.2 UC-1.3 UC-2.1 UC-2.2 UC-2.3 UC-2.4 UC-2.5 UC-3.1	6.1.1.1. 6.1.1.2. 6.1.2.1.	0	
8.5	/ Credit/	4	6		6.1.1.1. 6.1.1.2. 6.1.2.1.	0	

5. ASSESSMENT TOOLS

5.1. Tests and tasks

Supplement 1

5.2. Topics for written papers

Supplement 1

5.3. ASSESSMENT TOOLS

Supplement 1

5.4. List of assessment tools

Current control: questions for written and oral questioning, essays, mind maps, situational tasks, schemes, test tasks, control work.
Interim certification: pass with grades.

6. COURSE (MODULE) RESOURCES

6.1. Recommended Literature

6.1.1. Core

6.1.1.1. Watts, A. (2014). Project Management. Victoria, B.C.: BCcampus. Retrieved from https://opentextbc.ca/projectmanagement/.

6.1.1.2. David Shirley. Project Management for Healthcare. By 2nd Edition. Copyright Year 2011. https://www.routledge.com/Project-Management-for-Healthcare/Shirley/p/book/9780367252014

6.1.2. Supplementary

	Authors	Title	Publish., year	Quantity
6.1.2.1.	Kathy Schwalbe and Dan Furlong	Healthcare Project Management, Second Edition 2nd Edition.	With a Brief Guide to Microsoft Project 2016	1

6.2. Internet resources

6.2.1.	Project management [electronic resource]: https: //pmmagazine.ru/
6.2.2.	Project management [electronic resource]: http://iteam.ru/publications/project/
6.2.3.	Electronic student library. [electronic resource]: http://studmedlib.ru
6.2.4.	National project "Health" https: //xn--80aapampemcchfmo7a3c9ehj.xn--p1ai/projects/zdravookhranenie

6.3.1 Software

6.3.1.1	Operational system Microsoft, applied programs pack Microsoft Office
6.3.1.2	Internet access (Wi-Fi)

6.3.2 Information Referral systems

6.3.2.1	http://www.garant.ru Information and legal portal Garant.ru http://www.consultant.ru Legal reference system Consultant Plus

7. MATERIAL AND TECHNICAL SUPPORT OF DISCIPLINE (MODULE)	
7.1	rooms for lectures, practical classes are equipped with necessary educational furniture; availability of a public computer room with Internet connection; computer multimedia projector
8. Course manuals	
Supplement 2	

ASSESSMENT TOOLS

Syllabus

BASICS OF PROJECT MANAGEMENT IN HEALTHCARE

Qualification	Specialist
Specialty	31.05.01 General Medicine
Form of education	Full-time
Designer Department	Pathophysiology and General Pathology
Graduate Department	Internal Diseases

Sample tasks and tests

Stage I: Formative assessment.
1.1 Topics 1-8. Points for written quiz.

Topic 1. THEORETICAL BASIS OF DESIGN ACTIVITIES
1. Definition of the project. its main characteristics and measurements.
2. Elements of project activities.
3. Classification of projects.
4. Content and processes of project management.

Topic 2. PROJECT MANAGEMENT PROCESSES IN HEALTHCARE.
1. Initiation of the project.
2. Planning.
3. Organization of execution.
4. Execution control.
5. Completion of the project.

Topic 3. PROJECT CONTENT MANAGEMENT IN HEALTHCARE.
1. Determination of the scope of the project.
2. Analysis of the product.
3. Development of a hierarchical structure of work in the implementation of projects in health care (ISR).
4. Used approaches, methods and tools.
5. Design and operational activities.
6. The main features of the project.
7. Portfolio of projects. program of projects. the goal of the project, the life cycle of the project.
8. SMART goal of the project.
9. Limitations of the project.
10. Project triangle.
11. Project management information system Project Libre.
12. Basic project documents.
13. Features of project management in the healthcare sector.

Topic 4. PROJECT TIME MANAGEMENT IN HEALTHCARE
1. Types of work in the project.
2. Network diagram of the project (Network diagram of the project).
3. Determination of project resources.
4. Estimation of the duration of the work.
5. Development of a calendar plan in the PMIS.

Topic 5. PROJECT COST MANAGEMENT, COMMUNICATIONS AND PROJECT TEAM IN HEALTHCARE
1. Project cost management.
2. Estimation of the cost of providing services by type of medical activity. Project estimate.
3. Project budget.
4. Project cost curve.
5. Project team management.
6. Project communications management.

Topic 6. PROJECT RISK MANAGEMENT
1. Project risks. Overview of Risk Management Processes in Healthcare.
2. Review of risk management processes at various stages of project implementation (programs for introducing technological and product innovations or a program of organizational changes) in a healthcare organization.
3. Risk identification and risk assessment.
4. Analysis of market and specific risks for making management decisions.
5. Quantitative and qualitative analysis of risks when making investment and financing decisions.
6. Development of measures to respond to risks.
7. Drawing up a matrix of risks of projects in healthcare.

Topic 7. PROJECT MANAGEMENT PLAN AND PROJECT CONTROL IN HEALTHCARE

1. Justification of project management technology (a program for the introduction of technological and product innovations or a program of organizational changes) in a healthcare organization.
2. Method of the critical path.
3. Critical chain method.
4. Optimization of resources.
5. Equalization of resources.
6. Compression of the project schedule.

Topic 8. NATIONAL PROJECT OF RF "HEALTH CARE"

1. "Fight against cancer"
2. "Fight against cardiovascular diseases"
3. "Provision of medical organizations of the healthcare system with qualified personnel"
4. "Development of children's health care, including the creation of a modern infrastructure for the provision of medical care to children"
5. "Development of a network of national medical research centers and the introduction of innovative medical technologies"
6. "Development of the primary health care system"
7. "Development of the export of medical services"
8. "Creation of a unified digital circuit in health care based on the unified state information system in the health sector (EGISZ)"

1.2. Practical tasks for formative assessment

Topic 1. THEORETICAL BASIS OF DESIGN ACTIVITIES

Glossary

Compile a glossary (glossary - a dictionary of highly specialized terms). The main terms and concepts studied in the discipline: "Project", "Program", "Project Office", "Project Committee", "Process", "Project Management Tool", "Process-oriented management system", "Project-oriented system management "," Main processes of project management "," Auxiliary processes of project management "," Projects - priority, internal and external ", etc. at least 25 terms.

The Glossary provides definitions of the key concepts used in the course, with the source of the definition in parentheses. Discussion of different approaches to terminology.

Topic 2. PROJECT MANAGEMENT PROCESSES IN HEALTHCARE.

Mind Map

Prepare a mind map for management processes.

The format of the mind card is A4. The mind map can be in the form of a picture, a collage, or other types. For mind mapping, you can use the “SmartArt” option in Power Point, the Mindmap demos. The preparation of the mind map is aimed at developing the ability for abstract thinking, analysis, synthesis, as well as the development of the ability to act in non-standard situations, to bear social and ethical responsibility for the decisions made

Take a picture of the finished card or scan it and insert it into the work in A4 format. Work out information on preparing mind maps (see presentation on mind maps).

Mind Map theme "Control Processes"

Criteria for evaluation:

1. Emphase (central image)
2. Structure and system
3. Visualization
4. A creative approach to the preparation of Mind Map

Topic 3. PROJECT CONTENT MANAGEMENT IN HEALTHCARE.

Benchmarking Project Management Standards

Conduct a comparative analysis of project management standards

Project management. Project management requirements	The development of the standard was started in 2008 by ANO Project Management Standardization Center. The draft national standard went through the procedure of development, public discussion, making adjustments and transferring the final versions of projects to the Federal Agency for Technical Regulation and Metrology (Rosstandart). In December 2011, the Federal Agency for Technical Regulation and Metrology approved the standard, in July 2012 it was published and from September 1, 2012 began to operate in the territory of the Russian Federation.

PMBOK Guide	PMBOK Guide is the American National Project Management Standard. It contains the amount of professional knowledge that allows you to successfully achieve the goals in the implementation of projects in various fields of activity. The administration of the work on the formation of the Guide to the Body of Knowledge on Project Management is carried out by the Project Management Institute (Project Management Institute, Inc. – PMI).
ISO 10006-97	the profile in question, which was prepared by technical committee ISO / TC 176, Quality management and quality assurance, of the worldwide federation of national standards bodies (ISO members). The ISO 10006 standard is a foundational document from a whole series of standards
BS 6079-1:2010	The standard was developed by the BSI group, the UK's national standards body. BS 6079-1 is intended to help individuals and organizations ensure efficient and effective implementation of projects, as well as establish project-based learning and a process for continual improvement of project management within the organization. The principles presented in the standard are valid for small organizations and small projects, as well as for large organizations managing multi-million dollar and multi-year projects.
APM Body of Knowledge	The standard is developed and administered by the Association for Project Management (APM) in the UK. The standard is a key component of the Five Dimensions of Professionalism system. Here are the areas you need to know for successful project management. The standard provides the basis for certification, accreditation and research activities. The standard consists of 7 sections and talks about 52 areas of knowledge.
DIN 69901	The standard was developed by the Deutsches Institut für Normung, Germany's national standards body, and describes the fundamentals, processes, process model, methods, data, data model, and project management terms.
P2M «A Guidebook of Project and Program Management for Enterprise Innovation»	A project management standard based on Japanese experience since 1999, which has made it possible to visualize higher value-added projects and innovative programs. P2M is a knowledge system presented in the form of "Guidelines for the management of innovative projects and enterprise programs." The first edition of P2M was published in November 2001 by the Engineering Development Association of Japan (ENAA) and is now supported by the Project Managers Association of Japan (PMAJ).
PRINCE2 PRojects IN Controlled Environments 2	A structured project management method approved by the UK government as a project management standard. The PRINCE2 methodology includes approaches to the management, control and organization of projects. The methodology was originally developed by the government agency Central Computer and Telecommunications Agency, currently administered by the APM Group.
OPM3®	The Organizational Project Management Maturity Model (OPM3®) standard describes the tools that an organization can use to assess project management maturity against best practices in this area. An organization whose project management system is sufficiently mature, that is, where projects are in line with business strategy and contribute to the achievement of business goals, performs more efficiently than those where projects are selected at random. The standard was developed and administered by the Project Management Institute (PMI, USA).

Topic 4. PROJECT TIME MANAGEMENT IN HEALTHCARE

Developing a Network Diagram and Project Schedule.

1. Development of a network diagram of the project.
2. Development of a calendar plan for the PMIS of a medical organization.

Topic 5. PROJECT COST MANAGEMENT, COMMUNICATIONS AND PROJECT TEAM IN HEALTHCARE

Situational Task

Task 1. Analysis of the situation. Sergey Bochkarev was appointed the head of the team for the implementation of an important project related to obtaining a lucrative order. First, he met with seven team members, defined the scope of the project, and handed out personal assignments. All team members agreed, nodded in understanding and wrote down a lot, so at the end of the meeting Sergei felt great. They are ready, he thought.

The project took exactly four months to complete. Weeks passed. Sergei was busy doing his part of the project. He occasionally checked the individual work of the team members, but did not hold regular meetings of all team members. At the beginning of the fourth month, Sergey almost accidentally discovered that there were significant functional contradictions between the marketing and logistics parts of the project. Sergei urgently called a team meeting and declared a state of emergency. The whole team, especially Sergey, worked day and night over the next few weeks, and only twice missed deadlines for specific assignments, eventually completing the project after six months.

Senior management was unhappy with the delay, but was still able to retain the customer and signed a long-term contract. At the end of the project, Sergei breathed a sigh of relief, but this work did not bring him much joy. Managing the team turned out to be hard work. Sometimes he and his team had to deviate from the intended plan, duplicate functions, leave work unfinished and swear about which direction to go. Sergey Bochkarev's style of work was characterized by frequent interference in the work of the team, completing assignments for team members, solving problems that had to be dealt with by others. In the end, the team managed to complete the project, but Sergey honestly admitted that the overall quality of the work left much to be desired.

Questions to solve the problem:

Describe Sergey's style of work.

What are the mistakes made by Sergei in the process of leading the team?

List the reasons that prevented Sergey Bochkarev's team from achieving the results he expected.

What measures to improve the leadership of the team can you suggest to Sergei Bochkarev in order to avoid mistakes in the future?

Task 2. Analysis of the situation. Anna Zimina was the head of the marketing department for a pharmaceutical company. She personally determined the tasks that each employee would work on and even how he should work. If someone objected, Anna demanded unquestioning obedience. The group's employees were dependent on each other, and Anna wanted to transform this group into a team.

Anna's boss told her that the project to launch a new product would likely be entrusted to her. All five people in her department would have to work very closely together to complete the project, which they had rarely done before. Anna was eager to get this project, but she did not say anything about it to her subordinates, believing that it would distract them from their current tasks.

She will only report this if she is actually appointed as the project leader. One day, 15 minutes before a meeting of middle managers, she received a call and was told that the project was indeed being handed over to her and should be taken on immediately. Anna rushed to her subordinates, telling everyone this good news and distributing tasks. “Drop all the current affairs, a new assignment is the top priority,” she said, ignoring the confusion of the staff. - We need to work quickly, so we will not waste time on meetings, just do everything as I told you before. Work hard on this project, because now you are a team! " Anna was pleased with herself, because she managed to quickly start work on the project, and next week she will meet with members of her team to analyze the state of affairs and answer the backlog of questions.

Anna did not know that the staff had held an informal meeting before the scheduled meeting and expressed their dissatisfaction with the incident and the authoritarian style of Anna Zimina's leadership.

Questions to solve the problem:

Why is it difficult for members of Anna Zimina's team to work?

What are the consequences of an authoritarian team leadership style?

Name the mistakes made by Anna and suggest methods for correcting them.

Task 3. Analysis of the situation. Creation and release of new products A well-known company specializing in the production of medical equipment is planning to release new products. At the production meeting, the concept of a new generation household appliance is discussed.

An excerpt from the minutes of this meeting is presented below: Head of Development Department: “The main advantage that we can use over our competitors is the high level of our technology. We must create a masterpiece of technological art, the latest in technology. "

Vice President of Operations: “I am afraid that such a miracle of technology will simply not be profitable in terms of production. An excellent prototype can be developed and created, for the production of which it will be necessary to completely re-equip our production lines and purchase expensive materials. In my opinion, the era of medieval masters, creators of unique pieces of technology and art, is far in the past. More pragmatism, gentlemen. "

Vice President of Marketing: “We have to create products with a focus on a specific consumer. Only he can say for sure what he needs and what he doesn't need. Our consumer is unlikely to be generally able to appreciate the high level of technological skill of our inventors if the products do not meet their specific requirements. The consumer is also indifferent to which production lines we will be able to produce what he needs. The market will be the last judge of our decisions, so it’s better to immediately get ready for its current mood ”.

Questions to solve the problem:

What is the essence of the contradiction between the various participants in the project for the creation and release of new products?

Whose point of view do you think is the most acceptable and why?
How can the emerging conflict between the project participants be eliminated?
Which of the meeting participants would you appoint as Project Manager?

Task 4. Analysis of the situation. Analysis of the situation "Team spirit". Pharma has fallen on hard times. The crisis had a negative impact on the financial performance and the work of the top management team, accustomed to stable high salaries and large bonuses in the old days. Someone began to take regular sick leave, violate deadlines for work, absent during the working day for their personal affairs. The deplorable state of affairs, no one except Natalia Privalova -
CEO, was not eager to correct. A strong motivator was needed. And then Natalya came up with an idea that would rally the team and inspire her to new labor exploits. She decided with the help of partners to organize a rally, in which the main prize - 10 kg of gold - went to the winner - the team that came to the finish line first.
In total, there were 10 teams from different regions. But Natalya's calculation was not justified - half of the top managers flatly refused to take part in the rally even on pain of dismissal, the rest reluctantly, gritting their teeth, agreed to go for the company: just to do something, the salary still goes. As a result, the team came to the finish line penultimate, as Natalia was the only one trying for everyone.
Questions to solve the problem:
What, in your opinion, prevented them from coming first?
What lessons can be learned from this situation?

Topic 6. PROJECT RISK MANAGEMENT

Case solution.
"Vigilant control: good or evil?" Bank "Bertacredit" is considering the possibility of financing a project for the production of medical lamps at a local plant using German technology (they were previously imported). The funding requirement for this project is 556 thousand dollars. USA. The documents submitted to the bank indicate the prospects and good profitability of the project. The bank's management is inclined to make a positive decision regarding the financing of this project, subject to the development and implementation of a plan to monitor the implementation of the project. What measures can you suggest to reduce project risks and control project implementation?

Topic 7. PROJECT MANAGEMENT PLAN AND PROJECT CONTROL IN HEALTHCARE

Solving a Design Problem
The project contains the following works:

Work	Duration, days			Previous work
	$T_{песс}$	$T_{ин}$	$T_{опт}$	Checkpoint (Project Start)
A	2	4	7	
B	6	7	8	A
C	7	10	18	A
D	4	6	11	B
E	2	4	6	C
F	2	3	5	D, E
Checkpoint (End of project)				F

1. Calculate the expected duration of work Identity;
2. Draw a network diagram of the project in both formats (AOA and AON);
3. Calculate the amount of time for work;
4. Calculate the duration of the critical path of the project.

Topic 8. NATIONAL PROJECT OF RF "HEALTH CARE"

Drafting a Project Passport
Draw up a passport of Federal projects in the structure of the national project "Health", in accordance with the Passport of the national project "Health" (approved by the Presidium of the Council under the President of the Russian Federation for Strategic Development and National Projects, minutes of December 24, 2018 N 16),
GARANT system: http://base.garant.ru/72185920/#ixzz6y8MFEEsm:
1. "Fight against cancer"
2. "Fight against cardiovascular diseases"
3. "Provision of medical organizations of the healthcare system with qualified personnel"

4. "Development of children's health care, including the creation of a modern infrastructure for the provision of medical care to children"
5. "Development of a network of national medical research centers and the introduction of innovative medical technologies"
6. "Development of the primary health care system"
7. "Development of the export of medical services"
8. "Creation of a unified digital circuit in health care based on a unified state information system in the health sector (Unified State Health Information System)".

Stage II: Midterm assessment (test), 4nd term.

Midterm assessment is carried out in the form of **test (Control work).** The test includes: **presentation.**
2.1.Topics for the final test (presentation)

For control work in the form of a presentation, it is necessary to conduct an individual analysis on one of the Federal projects in the structure of the national project "Healthcare". The presentation should reflect the regional aspects of the Khanty-Mansi Autonomous Okrug-UGRA on the implementation of Federal projects in the structure of the national project “Healthcare.
1. "Fight against cancer"
2. "Fight against cardiovascular diseases"
3. "Provision of medical organizations of the healthcare system with qualified personnel"
4. "Development of children's health care, including the creation of a modern infrastructure for the provision of medical care to children"
5. "Development of a network of national medical research centers and the introduction of innovative medical technologies"
6. "Development of the primary health care system"
7. "Development of the export of medical services"
8. "Creation of a unified digital circuit in health care based on a unified state information system in the health sector (Unified State Health Information System)".
Prepare a presentation in accordance with the structure and rules for preparing a presentation. The volume of the presentation is 9-12 slides (3-4 pages, 3 slides each). The presentation should contain: diagrams, meaningful illustrations, tables, bulleted lists, SmartArt, etc.

Stage III: Summative assessment – Credit, 4nd term
Summative assessment is carried out in the form of **credit**. Tasks for the credit include presentation of the Federal projects in the structure of the national project "Healthcare".

Tasks for competence assessment «Knowledge»	Task type
List of theoretical points for oral quiz: 1. "Fight against cancer" 2. "Fight against cardiovascular diseases" 3. "Provision of medical organizations of the healthcare system with qualified personnel" 4. "Development of children's health care, including the creation of a modern infrastructure for the provision of medical care to children" 5. "Development of a network of national medical research centers and the introduction of innovative medical technologies" 6. "Development of the primary health care system" 7. "Development of the export of medical services" 8. "Creation of a unified digital circuit in health care based on a unified state information system in the health sector (Unified State Health Information System)".	**-theoretical**

METHODOLOGICAL GUIDELINES FOR LEARNING OUTCOMES ASSESSMENT

Stage I: Formative assessment

Formative assessment is a regular checking of student academic progress during the academic term. It is performed in various oral and written forms (quizzes, essays, checking of home assignments, compilation of cases, self-study, colloquiums, and testing). During formative assessment, the teacher monitors the level of student’s academic progress according to the curriculum identifying lack of knowledge, or misunderstanding.

The tasks of formative assessment are aligned with the Curriculum and Syllabus.

1. Guidelines for assessing the written quiz:

In assessing the teacher takes into account:
- knowledge and understanding of the subject matter;
- activity during the class;
- consistency of presentation;
- argumentation of the answer, the level of independent thinking;
- ability to link theoretical and practical principles with future professional activity.

Assessment criteria:
The results are assessed in a four-grading scale: “excellent”, “good”, “satisfactory”, “unsatisfactory”.

Type of the task	Assessed competences	Assessment criteria	Grade
Written quiz	UC-1.1 UC- 1.2 UC-1.3 UC-2.1 UC- 2.2 UC-2.3 UC-2.4 UC- 2.5 UC-3.1 UC-3.2 UC- 3.3	The student demonstrates a comprehensive, systematic and in-depth knowledge of the academic material; has learned the required and additional resources. The student demonstrates a consistent and thorough understanding of the required knowledge, concepts, skills of the material learned, and their significance for future profession.	Excellent
		The student demonstrates a comprehensive knowledge of the academic material; has learned the required and additional resources. The student demonstrates a consistent understanding of the required knowledge, concepts, skills of the material learned, but makes minor errors.	Good
		The student demonstrates basic knowledge necessary for further study; has learned basic recommended literature. The student operates with inaccurate formulating, has difficulties in the independent answers, makes significant mistakes but is able to correct them under the guidance of a teacher.	Satisfactory
		The student does not know the obligatory minimum or demonstrates gaps in knowledge of the academic material, makes major mistakes or gives completely wrong answers.	Unsatisfactory

2. Practical class requirements:
The practical task corresponds to the methodological instructions presented in the task itself.

Assessment criteria:
The results are assessed in a two-grading scale
1. «passed»;
2. «failed»

Job type	Verifiable competencies	Criteria for evaluation	Grade
Practical assignments for sections of the course	UC-1.1 UC- 1.2 UC-1.3 UC-2.1 UC- 2.2 UC-2.3 UC-2.4 UC- 2.5 UC-3.1 UC-3.2 UC- 3.3	In the process of completing the practical task, the student confidently operates with the facts and results obtained as a result of the practical work. The results are assessed according to the criteria for completing the assignment.	Accepted
		In the process of completing the practical task, the student demonstrates the fragmented, scattered nature of the knowledge of the material, makes gross errors in the formulation of basic concepts and is not	Not accepted

		able to use the knowledge gained in solving practical problems.	

Stage II: Midterm assessment (test)
Midterm assessment is carried out in the form of **test**. Tasks for the test include: **presentation** and **written quiz**.

Guidelines for assessing a presentation:

Presentation is a public speech aimed at familiarizing the listeners with a certain topic or problem.
In assessing the teacher takes into account:

1) Volume: 9-12 slides (3-4 pages, 3 slides each).
2) Contents structure:

• Introduction
- prove the relevance of the chosen topic
- point out the purpose of the presentation
- give a summary of the main points

• Body
- use information obtained from different sources

• Conclusion
• List of references

2) The presentation should contain: diagrams, meaningful illustrations, tables, bulleted lists, SmartArt, etc.

Assessment criteria:
The results are assessed in a two-grading scale

3. «passed»;
4. «failed»

Type of the task	**Assessed competences**	**Assessment criteria**	**Grade**
Control work (Presentation)	UC-1.1 UC- 1.2 UC-1.3 UC-2.1 UC- 2.2 UC-2.3 UC-2.4 UC- 2.5 UC-3.1 UC-3.2 UC- 3.3	The student presents the topic, goals and a plan of presentation. His/her speech is clear, he/she has established eye-contact with the listeners, is able to speak without reading from the screen. The presentation is properly illustrated and contains key words. He/she answers additional questions correctly, clearly, logically and completely. The student closely applies theory and practice and correctly solves the problems of higher complexity with the professional content.	Passed
	UC-1.1 UC- 1.2 UC-1.3 UC-2.1 UC- 2.2 UC-2.3 UC-2.4 UC- 2.5 UC-3.1 UC-3.2 UC- 3.3	The student does not know the obligatory minimum or demonstrates gaps in knowledge of the academic material, makes major mistakes, does not follow the rules and the structure of presentation. The student is not able to give logical answers to additional questions and does not understand the topic, makes significant and serious mistakes.	Failed

Chart of the Test:

Type of the task	**Assessed competences**	**Grade**	**Score**
		Passed	4-6

Theoretical point (Presentation)	UC-1.1 UC- 1.2 UC-1.3 UC-2.1 UC- 2.2 UC-2.3 UC-2.4 UC- 2.5 UC-3.1 UC-3.2 UC- 3.3	Failed	0-3
Total		Passed	4-6
		Failed	0-3

Stage III: midterm assessment (credit)

Midterm assessment is carried out in the form of credit. Tasks for the credit include one theoretical point and one practical question for oral quiz from presentations.

Methodological guidelines for preparation of credit

Requirements for the student:

- to attend classroom classes regularly; skipping classes is not allowed without a good reason;
- in case of missing the lesson, the student must be ready to answer the questions of the teacher on the topic of the class he/she missed;
- to hand over written papers on time and to make sure they are credited;
- preparing for the next class, the student must read the relevant textbooks, manuals, monographs, etc., and be ready to demonstrate their knowledge; student's participation in the discussion is taken into account and assessed;
- in case the student has not mastered the necessary material or has not understood something, he/she should attend consultation sessions;
- preparation for one theoretical question is 5-7 minutes;
- the second stage is the demonstration of a practical skill. The student has to describe indications and conditions and demonstrate technique on the model.

Summative assessment (credit) is assessed in a two-grading scale

1. «passed»;
2. «failed».

Scheme for grading the answer in the credit:

Type of the task	**Assessed competences**	**Assessment criteria**	**Grade**
Oral quiz	UC-1.1 UC- 1.2 UC-1.3 UC-2.1 UC- 2.2 UC-2.3 UC-2.4 UC- 2.5 UC-3.1 UC-3.2 UC- 3.3	The student answers all the questions correctly, clearly, logically and completely. The student closely applies theory and practice and correctly solves the problems of higher complexity with the professional content.	Passed
		The student is not able to give logical answer, gives no answer to additional questions and does not understand the topic. He/she makes significant and serious mistakes in answers.	Failed