**BA 352: Online Class Activity 4**

In this OCA, we will look at how current events are affecting project management in general and we will start looking at alternative project management methodologies like Agile and Scrum – these are quite different from the detailed planning techniques like CPM that we discussed earlier in the term. Note: This assignment is two pages.

1. First, this article is an example of **crashing** that is happening right now in Philadelphia. <https://www.pennmedicine.org/news/news-blog/2020/march/pavilion-powers-ahead-to-combat-covid19> How early do they now intend to open the 120 patient rooms? What does the new work schedule look like?
2. In the medical field, they frequently use checklists, somewhat similar to project management plans. Checklist ensure they don’t forget anything important, like which operation they are doing! Take a look at the .pdf below. Specifically, on page 5, what word do they use to describe the actions they must take (should be familiar to you)? There are 27 items on the checklist, each with several bullet points. Take a look at them all, but specifically, what is item 27 about? (This is how serious this thing is.) {Finally, not required, if you are interested in checklists, I recommend reading The Checklist Manifesto by Atul Gawande.} <https://www.acep.org/globalassets/sites/acep/media/by-medical-focus/covid-19-national-strategic-plan_0320.pdf>
3. We have been studying standard, traditional project management. But there are other ways to proceed. In the software field, they tend to use Agile project management. It’s difficult to apply a definition to Agile, since by doing so it becomes less agile. Watch the following video and then try to describe what Agile is: <https://www.youtube.com/watch?v=Z9QbYZh1YXY&t=53s>
4. One way to try to be Agile is to use Scrum. Watch this video <https://www.youtube.com/watch?v=2Vt7Ik8Ublw> and try to describe what Scrum is. According to this video, what attitude do Scrum users have about traditional PM? (Do they really have to be such jerks about it? 😊) You may also like this video. <https://www.youtube.com/watch?v=pcsLLgUb7_A> What sport does the term come from? Hint:
5. Finally, during a crisis like we are in now, a project manager may need to try several things to get a project done. Crashing – like in problem 1), switching to Agile like in 3), or some combination of all of them. This link <http://news.mit.edu/2020/ventilator-covid-deployment-open-source-low-cost-0326> describes how a cross-functional team at MIT designed a low-cost ventilator a decade ago. Other teams across the country are working on similar ideas now. At this point, healthcare professionals must be creative but at the same time still be careful. For example, every day I read about a potential cure or vaccine for the coronavirus but it always says it won’t be available for a year or so. Why can’t it be designed in an Agile way so that it’s available in weeks not months or a year? Discuss the trade-offs between being fast and being effective when it comes to crisis decision making. What’s wrong with trying things that may not work? (Hint: Hippocratic Oath.) What combination of standard trials and processes combined with expedited, Agile methods is the best way to find vaccines/treatments/cures for this virus?