

**NYU****ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE**

PADM-GP 4110.001

Project Management

Fall 2021

Instructor Information

- Julie Shahroudi, Doctoral Candidate, MPA, CPHRM, CPHQ
- Email: jls671@nyu.edu or julie.shahroudi@nyu.edu
- Office Hours: Wednesday from 5 – 6pm via Zoom Meeting ID: 917 4545 2668

Course Information

- Class Meeting Times: Saturdays, October 16 and October 23, 9:00am-5:00pm
- Class Location: 194 Mercer St, Room 306B Loc: Washington Square

Course Description

Effective development, planning execution and communication of special projects are critical to all types of public service organizations. Service organization, health providers, nonprofits and government organizations constantly pursue new initiatives and projects to address the demands of their constantly changing environment. This course offers an introduction to the basic concepts and methods for directing projects and provides students with tools that prepare them for success as a project manager.

Class Sessions

Two full-day classes are organized into a combination of lecture and exercises. Lunch will be from 12-1pm. The emphasis of this course is to provide students with practical tools to use in the workforce on projects. We cover project planning, running effective meetings, basics of project organization, and facilitation/communication.

Course and Learning Objectives

After the successful completion of this course, students will be able to better:

- Develop a Problem statement, Aim and Goal for the project
- Organize a project's array of tasks into a workplan

- Understand the use of project tools and their appropriate uses.
- Develop and lead a project team, including being able to run more effective meetings.

Statement of Expectations for Participating in Class Discussions

This course depends on lively classroom discussion and participation. Therefore, students should:

- ☑ Attend the full day of both classes
 - Participate actively in class discussion, chat, polls, breakout rooms and discussion boards
 - Respect the participation of others
 - Remain with video feature (seeing your face) during class time

Assignments and Grades

- Participation: 20%
- Homework Assignment: 30% (Assigned 10/16/2021 and Due 10/20/2021)
- Final Assignment: 50% (Assigned 10/23/2021 and Due 10/30/2021)

Detailed Course Overview

Session 1: October 16, 2021

Readings will all be posted in NYU Classes under the Assignments Sections

- Criscuolo, P. Dahlander, L. Grohsjean T. and Salter S. (March 2017) The Biases That Keep Good R&D Projects from Getting Funded. *Harvard Business Review*, 2 – 6.
- Dvir, D. and Shenhar, A. (Spring 2011). What great projects have in common. *MIT Sloan Management Review*, 19-21.
- Green, S. (December 2009). Is the Rooky Ready? *Harvard Business Review*, 33-40.
- Browning, T. R. and Ramasesh, R. V. (Spring 2015). Reducing Unwelcome Surprises in Project Management. *MIT Sloan Management Review*, 53-62.
- Brown, K. A., Hyer, N. L., & Ettenson, R. (2017). Protect your project from escalating doubts. *MIT Sloan Management Review*, 58(3), 79-87.

Session 2: October 23, 2021

Guest Panel or Speaker

To be determined

Readings will all be posted in NYU Classes under the Assignments Section

- Fitzgerald, M (May 2016). Data Driven City Management. MIT Sloan Management Review 1-13.
- Laufer, A. (Spring 2015). What Successful Project Managers Do. MIT Sloan Management Review , 43-50.
- Keil, M., Smith, J, Iacovou, C., Thompson, R. (Spring 2014). The Pitfalls of Project Status Reporting. MIT Sloan Management Review, 57-64.
- Williams, J. & Multhaup, M. (March 2018). For Women and Minorities to Get Ahead, Managers Must Assign Work Fairly. Harvard Business Review, 2 – 8.

Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner's Academic Code](#). All Wagner students have already read and signed the [Wagner Academic Oath](#). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities \(CSD\) website](#) and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or mosescsd@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

NYU's Calendar Policy on Religious Holidays

[NYU's Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.