



**NYU**

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

# **PADM-GP 4110.001**

## **Project Management**

### **Spring 2022**

#### **Instructor Information**

- Julie Shahroudi, EdD, MPA, CPHRM
- Email: [jls671@nyu.edu](mailto:jls671@nyu.edu) or [julie.shahroudi@nyu.edu](mailto:julie.shahroudi@nyu.edu)
- Office Hours: Wednesday from 5 – 6pm via <https://nyu.zoom.us/j/98855173026>

#### **Course Information**

- Class Meeting Times: Saturdays, 03/05/2022 & 03/12/2022, 9:00am-5:00pm
- In person Class at Bldg:194Mercer Room:208 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.

Organize a project's array of tasks into a comprehensive efficient and easily understood 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, stay off cell phones □ Respect the participation of others in the classroom

## **Assignments and Grades**

Please submit all assignments through NYU Classes

- Participation: 25%
- Homework Assignment: 25% (Assigned 3/05/2022 and Due 3/09/2022)
- Final Assignment: 50% (Assigned 3/12/2022 and Due 3/19/2022)

## **Detailed Course Overview**

### **Session 1: March 5, 2022**

**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.
- Nieto-Rodriguez, A. (2021). Does Your Project Have a Purpose? *Harvard Business Review Digital Articles*, 1–7.
- Evans, C., & Mahowald, C. (2020). CASE STUDY: Pull the Plug on a Project with an Uncertain Future? *Harvard Business Review*, 98(5), 140–145.

## Session 2: March 12, 2022

Guest Speakers TBD

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

- Brown, K. A., Hyer, N. L., & Ettenson, R. (2017). Protect your project from escalating doubts. MIT Sloan Management Review, 58(3), 79-87.
- 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.
- Makarius, E. E., Larson, B. Z., & Vroman, S. R. (2021). What Is Your Organization's Long-Term Remote Work Strategy? Harvard Business Review Digital Articles, 1–9.
- Nawaz, S. (2021). Cross-Team Meetings Don't Have to Be a Waste of Time. Harvard Business Review Digital Articles, 1–4.

## 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](mailto: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.