



NYU

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

PADM-GP 4110

Project Management

Instructor Information

- Amy Auton-Smith
- Email: autonsmith@nyu.edu
- Office Hours: Online by prior appointment

Course Information

See Albert for detailed information on class times, dates and locations.

Course Prerequisites

None

Overview

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. Often, these projects are managed by professionals who are not formally trained project managers. This course offers an introduction to the basic concepts and methods for directing projects and provides students with tools that prepare them with a solid groundwork for success as a project manager.

Class Sessions

Two full-day classes are organized into a combination of lectures and exercises. Lunch will be approximately from 12-1pm. The emphasis of this course is to provide students with an introduction to some of the practical tools and methodologies often used in the workplace for projects. We cover project planning, running effective meetings, basics of project organization, facilitation/communication and stakeholder management.

Student Outcomes

After the successful completion of this course, students will:

- Have an understanding of how to organize a project's array of tasks into a comprehensive, efficient and easily understood workplan.
- Understand the need for some common project tools and how to use them.
- Have learned and reflected on how to develop and lead a project team, including being able to run more effective and inclusive meetings.
- Have experienced (in simulation) how to manage competing project resources and priorities.

Statement of Expectations for Participating in Class Discussions

This course depends on lively discussion and participation in our class time and in groups or break outs. Therefore, students should:

- Attend the full day of both classes and complete any asynchronous elements on time
- Complete all readings prior to class
- Participate actively in class discussion
- Respect the participation of others in the classroom

Please reach out to me if you're having any issues or difficulties. I am happy to offer online office hours – please just ask. These will generally be shared with colleagues in the class group. Our time together is short and we will move through the material quickly, so preparation is key and additional support is available.

Assignments and Evaluation

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|------------------------------|-----|
| ○ Class participation: | 15% |
| ○ Simulation Assignment: | 10% |
| ○ Project Charter Assignment | 25% |
| ○ Final Assignment | 50% |

An outline of each assignment is set out below.

Class Participation (15% of total grade)

Extraordinary circumstances that might cause you to miss class include religious observance and illness, but you must give notice via email in advance (religious observance) or as soon as possible (illness). If you foresee missing a class due to personal obligations, please notify me via email or speak to me before or after class. All students benefit from high levels of participation, so you are expected to do readings prior to class, attend class and contribute to the discussions.

Simulation Exercise (10% of total grade)

Please see full instructions in Brightspace. You will undertake a project simulation exercise as part of which you will coordinate a virtual team to deliver project outcomes. Your scores will be recorded, but this is graded only on whether you have completed the exercise (pass) or not completed the exercise (fail). Completion of the exercise is confirmed when the online simulation gives you a score for your project.

Project Charter (25% of total grade)

Please see full instructions in Brightspace. Please complete one Project Charter for an individual project and please follow the instructions in Brightspace. You do not have to use one of the templates provided. Your charter should have all the elements set out in the template and as discussed in class. Your charter must print to one page.

Final Assignment (50% of total grade)

Please see full instructions in Brightspace. You are asked to prepare a Project Plan based on the project you initiated with your Project Charter. You will create a project schedule, communications plan, work breakdown structure and either a risk management plan or project dashboard. The page limit is 10 pages, including a cover page.

Class 1

Required Readings – posted in Resources

- Laufer, A. *What Successful Project Managers Do*. MIT Sloan Management Review, Spring 2015, 43-50. **Skim read for class 1** and we will review this again for session 2.
- Criscuolo, P. Dahlander, L. Grohsjean T. and Salter S. *The Biases That Keep Good Projects from Getting Funded*. Harvard Business Review, March 2017, 2 – 6.
- Davies, A. Dodgson, M. Gann, D. and Macaulay, S. *Five Rules for Managing Large, Complex Projects*. MIT Sloan Management Review, Fall 2017, 73 – 77.
- Dvir, D. and Shenhar, A. *What great projects have in common*. MIT Sloan Management Review, Spring 2011, 19-21.
- Green, S. *Is the Rooky Ready?* Harvard Business Review, December 2009, 33-40.
- *Your Project Needs a Charter. Here's What That Means*. Harvard Business Review Digital Articles, November 2016, 2.
- Browning, T. R. and Ramasesh, R. V. *Reducing Unwelcome Surprises in Project Management*. MIT Sloan Management Review, March 2018, 53-62.

Optional Readings

- Pinto, J. and Kharbanda, O., “*Lessons for an Accidental Profession*”, Business Horizons, March-April 1995.
- Blog: *Roadmap for Rookies*. PM Network, June 2016.
- *Rookie Revelations: mistakes PMs made at the start of their careers*. PM Network, January 2019.
- Brown, K. at al. *Why Every Project Needs a Brand (and How to Create One)*. MIT Sloan Management Review, Summer 2011.

Class 2

Required Readings – posted in Resources

- Brown, K. A., Hyer, N. L., & Ettenson, R. *Protect your project from escalating doubts*. MIT Sloan Management Review, 2017, 58(3), 79-87.
- Fitzgerald, M. *Data Driven City Management*. MIT Sloan Management Review, May 2016, 1-13.
- Keil, M., Smith, J, Iacovou, C., Thompson, R. *The Pitfalls of Project Status Reporting*. MIT Sloan Management Review, Spring 2014, 57-64.
- Jen Su, A. *How Managers Can Make Group Projects More Efficient*. Harvard Business Review January 2017, 2-5.
- Williams, J. & Multhaup, M. *For Women and Minorities to Get Ahead, Managers Must Assign Work Fairly*. Harvard Business Review, March 2018, 2 – 8.
- Laufer, A. *What Successful Project Managers Do*. MIT Sloan Management Review , 4350, Spring 2015.

Optional Readings

- Parsi, N., (2019). *Healthy Perspective: patient feedback is giving hospital project teams a dose of reality*. PM Network, December 2019.
- Bishel, A. (2019). *Where the Action Is*. PM Network, January 2019.

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 Student Accessibility

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities \(CSD\) website](#) and click the “Get Started” button. You can also call or email CSD (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.

NYU’s Wellness Exchange

[NYU’s Wellness Exchange](#) has extensive student health and mental health resources. A private hotline (212-443-9999) is available 24/7 that connects students with a professional who can help them address day-to-day challenges as well as other health-related concerns.