**NEW YORK UNIVERSITY**

**Robert F. Wagner Graduate School of Public Service Project Management**

**PADM-GP 4110 002**

Fall 2023

**Meeting Dates, Times, Location**

September 22, 2023 Friday 9:00AM-5:00PM September 29, 2023 Friday 9:00AM – 5:00PM

Global Center for Academic & Spiritual Life (GCASL), 238 Thompson Street, New York, NY 10012 **Room 361** -Washington Square

**Instructor Contact Information**

Julie Shahroudi: Phone 860.810.3542 Email: [jls671@nyu.edu](mailto:jls671@nyu.edu) or [Julie.shahroudi@nyu.edu](mailto:Julie.shahroudi@nyu.edu)

**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. 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.

**Student Outcomes**

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
* Respect the participation of others in the classroom

**Assignments and Grades**

Participation 25

Homework Assignment 25

Final Assignment 50

100

Readings for Class on Friday, September 22, 2023

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.

Readings for class on Friday, September 29, 2023

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.