



NYU

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

PADM-GP 4110.001

Project Management

Spring 2024

Meeting Dates, Times, Location

February 15, 2024

February 23, 2024

31 Washington Pl (Silver Ctr) Room 507 Loc: Washington Square

Instructor Contact Information

Julie Shahroudi: Phone 860.810.3542 Email: jls671@nyu.edu or Julie.shahroudi@nyu.edu

Office Hours: Wednesdays from 7 – 8 pm: via [Zoom](#)

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. There is no online option for in person classes.

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
<u>Final Assignment</u>	<u>50</u>
	100

Readings for Class on Friday class 1

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.

Nieto-Rodriguez, Antonio (October 2021) Does your project have a purpose? opens in new window Harvard Business Review, 1-8.

Green, S. (December 2009). Is the Rooky Ready? Harvard Business Review , 33-40.

Readings for class on Friday, Class 2

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.

Browning, T. R. and Ramasesh, R. V. (Spring 2015). Reducing Unwelcome Surprises in Project Management. MIT Sloan Management Review, 53-62.