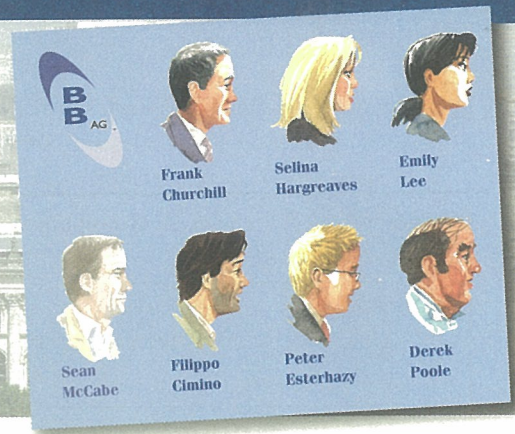


3 Project management

In this unit we practise:

- ▶ business vocabulary – project work
- ▶ business language – taking part in meetings
- ▶ cross-cultural focus – meetings
- ▶ business focus – writing minutes
- ▶ simulation – managing a project



START UP

1 Read the balloon joke. Can you retell it for any other jobs?

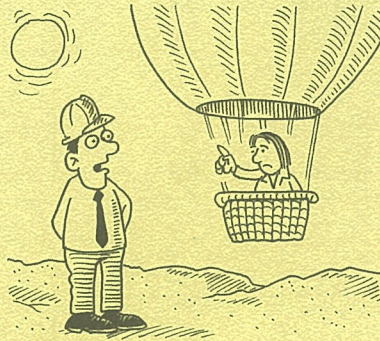
A woman in a hot air balloon was lost. She saw a man on the ground, went down in the balloon and asked where she was.

The man replied: 'You're in a hot air balloon, 4.6 metres above the Gobi Desert, 12,003 kilometres east of Paris, near the home of the Mongolian long-tailed rat.'

'Thanks!' said the balloonist. 'You must be an engineer.'

'I am,' replied the man. 'How did you know?'

'Well,' answered the balloonist, 'everything you told me is technically correct, but I've



got no idea what to do with your information and I'm still lost. You haven't been any help at all!

The man responded: 'You must be a project manager.' 'I am,' replied the balloonist. 'How did you know?'

'Well,' he said, 'you don't know where you're going, you've only risen to where you are because of a large quantity of hot air, but you expect me to solve your problem. You're in exactly the same position you were in before we met, but it's now my fault!'

2 Being the project manager is not always easy. Here are some of the things a project manager for a big project might have to do. In pairs, number them in what you think is the order of importance.

- | | |
|---|--|
| a <input type="checkbox"/> plan the personnel | g <input type="checkbox"/> make coffee |
| b <input type="checkbox"/> organise offices | h <input type="checkbox"/> give presentations |
| c <input type="checkbox"/> draw up contracts | i <input type="checkbox"/> write emails |
| d <input type="checkbox"/> negotiate with customers, subcontractors and suppliers | j <input type="checkbox"/> check the contracts |
| e <input type="checkbox"/> plan the schedule | k <input type="checkbox"/> talk to the customers |
| f <input type="checkbox"/> order office materials | l <input type="checkbox"/> do the design work |

Hot tip!

Everyone is involved in a project these days. It could be a big project with lots of people over many years, or it could be something as simple as setting up a meeting. What they have in common is a specific goal and a limited timespan.

3 Read the article. Are the statements below true or false? Give your reasons.

IN BUSINESS

Focus on project management

1 What are the three most important things about project management?

'Reach your milestones, hit your financial targets, meet your deadlines!' Or so says Filippo Cimino (37), technical project manager at German construction giant Bergerbild AG, who is responsible for the huge Kuching Metro project.

2 But what exactly are the challenges?

'Project management is a science and an art: a science because there are tools and techniques that you can use to create forecasts, evaluate performance

and measure results; an art because there are so many variables. Managing the subcontractors is a good example. Someone once said that it's like trying to organise a group of cats. They were right!

3 What's the process for choosing a subcontractor?

'First of all, the companies have to tender for a contract – that is, send in an offer with details of scope of supply, saying exactly what they can do for the project, and the price. We draw up a shortlist and select the one with the best technical solution and the

best price. Also very important is the kick-off meeting at the beginning of the project. Get that right and the whole project goes well.'

4 What can go wrong?

'Everything! Apart from accidents, the worst thing is when there's a dispute with a subcontractor ... you know ... they haven't delivered something they promised, or they haven't installed equipment correctly. Then you've got to negotiate a solution, which isn't always easy

	True	False	How do you know?
1 Finishing on time is the only priority for a project manager.		✓	There are two other priorities.
2 It's possible to check the results of a project.			
3 Subcontractors are easy to manage.			
4 For a subcontractor to win a contract, the only thing that matters is the price.			
5 Project managers discuss problems with subcontractors to find solutions.			

4 Match the words to the definitions.

- 1 milestone a objective or result that you want to achieve
- 2 target b time by which something must be finished
- 3 deadline c key date or stage

1 Read the article in activity 3 on page 26 again and find words with opposite meanings to the words below.

- | | | | |
|-----------------------------|-------------------|---------------------------|-------|
| 1 tiny (paragraph 1) | <i>huge</i> | 4 agreement (paragraph 4) | |
| 2 certainties (paragraph 2) | | 5 received (paragraph 4) | |
| 3 final (paragraph 3) | | 6 removed (paragraph 4) | |

2 Read the article again and complete the phrases.

- | | | | |
|----------------------|-------------|----------|-------------|
| 1 <i>reach</i> | milestones | 6 | results |
| 2 | targets | 7 | of supply |
| 3 | deadlines | 8 | a shortlist |
| 4 | forecasts | 9 | meeting |
| 5 | performance | 10 | a solution |

3 In pairs, complete the email from Derek Poole to Filippo Cimino with some of the words from activities 1 and 2. Be careful to use the right form!

From: d.poole@bergerbild.com
To: f.cimino@bergerbild.com
Date: 24 May ...
Subject: Kuching Metro project: costs

Filippo

Work's going OK. Should be no problem to meet the project 1) *deadlines* for this stage. For the next stage, we've got to select a new subcontractor to 2) the lighting equipment. I'll draw up a 3) of the best possibilities for the job after you've decided on the exact 4) of supply.

One thing that worries me is that the costs for the project seem to be much higher than the cost 5) created for the offer. Some of the invoices seem to me to be really 6) ! Frank checked them through when he was here – he told me they were all OK and that we shouldn't worry. He said there were so many 7) to think about when calculating the offer that it was impossible to be 100% accurate. That's OK by me, but I want you to realise that the costs are a problem – so don't 8) my performance on that basis, please!

At present, the subcontractors are all quite happy. No 9) about the work and all the equipment 10) on time.

Speak to you soon.

Derek

D. Poole Bergerbild AG, Site Office, Kuching

4 Find the odd-one-out in each group.

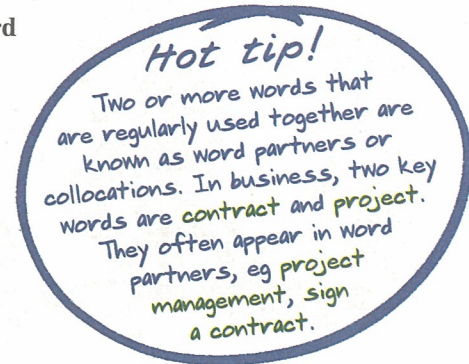
- 1 schedule timetable ~~challenge~~ 3 kick-off meeting customer meeting client meeting
 2 process offer procedure 4 reach a milestone tender for a contract hit a target

5 Write a sentence of your own, using one of the words or word partners from each group in activity 4.

Meeting the deadline for this project will be a big challenge.

6 Make word partners for the key words in bold, using the words in the box.

negotiations ~~manager~~ lost meeting win
 terminate finances clause engineers tendered



- Filippo Cimino is the **project** 1) manager..... for the Kuching Metro project.
- If the subcontractors' work doesn't improve, we'll have to 2) the **contract**.
- We 3) for the **project** last week. We hope that we'll 4) the **contract**.
- I'm the new commercial manager and I'm in charge of the **project** 5)
- We've employed a lot of **project** 6) for the design work.
- There's a big problem about **contract** 7) 2.3 / section A.
- The **contract** 8) have been very difficult.
- Bad news, I'm afraid. We've 9) the **contract** to build the airport.
- We need to negotiate a solution at our next **project** 10)

7 Write four sentences of your own, using two word partners with *contract* and two word partners with *project*.

8 Read about a project that went wrong and answer the questions.

- What was the problem?
- Have you been involved in, or heard of, a project that went wrong? What happened?

A few years ago, an organisation in Finland wanted to build an exact copy of an American church. They borrowed the plans and did everything just the same. When it was finished, they invited the pastor from the American church to come and visit. He was very impressed, especially because the church in Finland was three times bigger than the church in America. The Finnish builders thought the measurements on the plans were in metres, but they were actually in feet!





1 a http://jeisee.com/tten/text/download/sound/?id=118&filename=Track10_Unit3_page29_activities1a_and_1b.mp3
 Filippo Cimino, Emily Lee, Frank Churchill and Peter Esterhazy are meeting in Berlin to discuss the project status after Sean McCabe's death. Selina Hargreaves is there to write the minutes (the meeting report). Listen to the recording. What does Emily want to do?

b Here are some useful expressions that you can use in meetings. Listen to the meeting again and tick the expressions you hear.

- | | | | |
|-------------------------------------|-------------------------------------|--|--------------------------|
| 1 Let's call it a day. | <input type="checkbox"/> | 10 What's your opinion? | <input type="checkbox"/> |
| 2 Let's get down to business. | <input checked="" type="checkbox"/> | 11 That's a good idea. | <input type="checkbox"/> |
| 3 Could you take the minutes? | <input type="checkbox"/> | 12 I'm afraid I disagree. | <input type="checkbox"/> |
| 4 Is everyone happy with that? | <input type="checkbox"/> | 13 Moving on now ... | <input type="checkbox"/> |
| 5 Would you like to kick off then? | <input type="checkbox"/> | 14 What do you think? | <input type="checkbox"/> |
| 6 That's a terrible idea! | <input type="checkbox"/> | 15 Just a moment ... | <input type="checkbox"/> |
| 7 Sorry, can I interrupt you there? | <input type="checkbox"/> | 16 I think that's unacceptable! | <input type="checkbox"/> |
| 8 What exactly do you mean by that? | <input type="checkbox"/> | 17 That's fine. | <input type="checkbox"/> |
| 9 Let's stop there then. | <input type="checkbox"/> | 18 Let's move on to the next point then. | <input type="checkbox"/> |

2 Put the expressions from activity 1b into the appropriate categories. Write the numbers.

- | | | | |
|------------------------------|-------|---------------------|-------|
| 1 At the start of a meeting | 2 | 5 Agreeing | |
| 2 Moving from point to point | | 6 Disagreeing | |
| 3 Interrupting | | 7 Closing a meeting | |
| 4 Asking people's opinions | | | |

3 Match the two halves of the phrases/sentences.

- | | |
|----------------|----------------------|
| 1 Let's stop | take the minutes? |
| 2 Just a | you think? |
| 3 I think | good idea! |
| 4 Could you | moment. |
| 5 What do | I disagree. |
| 6 Sorry, can I | that's unacceptable. |
| 7 That's a | now. |
| 8 I'm afraid | there, then. |
| 9 Moving on | interrupt you there? |

http://jeisee.com/tten/text/download/sound/?id=119&filename=Track11_Unit3_page30_activity4.mp3

4 Listen to the recording of a meeting. Then complete the transcript with suitable expressions from activities 1b and 3. Listen again and check your answers.

NEILL: So ... good to see you all, ladies and gentlemen. 1) Right, let's get down to business. Got your pen, Julie? 2) ? Great ... oh ... and coffee?

JULIE: Simon's bringing it in later, if that's OK with you.

NEILL: 3) OK, Just one point on the agenda today – the new product launch. Tim, you're in charge of that.

4) ?

TIM: Right, well, we've booked the Hotel Orient conference room for the 22nd from 8 am until midnight. We've agreed ...

CHRIS: Sorry, 5) ? Did you say the Orient?

TIM: Er, yes ...

CHRIS: 6) ! It hasn't got any atmosphere. I think we should use the Shangri La as we did before. 7) , Neill?

NEILL: 8) , Chris. Anyway, after what you said to the manager last year, they told us never to come back.

CHRIS: 9) ? All I said was ...

NEILL: 10) I don't think Julie, or anyone here, wants to know what you said ... So, carry on please, Tim.

TIM: OK ... 11) – food. We've arranged lunch for ...

(much, much later)

TIM: ... and is inside the budget. So, 12) ?

NEILL: Yeah, yeah, I think that's fine. Well done, Tim. OK, 13) And Julie, could you clear the coffee cups? I've got another meeting in half an hour ... OK, ciao, ciao ...

JULIE: ... one day ... I'm going to ...

1 a In pairs, complete the table for yourself (A) and your partner (B).

b Compare your completed table with your partner's and discuss. What are the reasons for your opinions? Would most people from your culture agree with you? Does your partner think the same as you?



1 What is the main purpose of a meeting? It's ...	A	B
a a place for the exchange of ideas on how to solve problems.		
b a place to clarify the positions of different people so that decisions can be made elsewhere.		
c an opportunity to get to know your future business partner better.		



2 In meetings ...	Normally		Sometimes		Rarely	
	A	B	A	B	A	B
a I'll interrupt my boss if I want to.						
b I'll only talk when asked about my specialist topic.						
c I'll give my opinion on most of the topics on the agenda.						



3 In meetings I think that ...	Normally		Sometimes		Never	
	A	B	A	B	A	B
a it's OK to leave your mobile phone on in case someone important wants to speak to you.						
b it's very irritating if people are late.						
c if you have a long meeting, it's better to have sandwiches brought into the office than break for lunch.						
d managers should check the opinions of their colleagues before making any decisions.						

2 a Here are some views on meetings from different cultures. Circle the culture(s) you think each one might come from. Why do you think so? (More than one answer is sometimes possible.)

C = China F = France G = Germany I = Italy J = Japan SA = South America Sp = Spain
 Sw = Switzerland UK = United Kingdom US = United States O = none of these

- 1 Well, you use meetings as a forum for ideas on how to solve problems. F UK J O
- 2 A meeting is for clarifying information – not for making decisions. G J US O
- 3 Meetings are a good way to get to know someone before doing business with them. C SA UK O
- 4 It's OK for my boss to be late for a meeting, but not for me. That doesn't show respect. SA US G O
- 5 I get people to ask the questions for me in meetings. I listen and make decisions later. Sp I C O
- 6 If I like an idea, I'll say 'Yes!' I don't need to check with my subordinates. I'm the boss. I'm paid to take decisions. F Sw UK O
- 7 Our team will take a quick 'time out' just to see if we all agree with each other, before I say 'yes' or 'no' to a proposal. F Sw UK O
- 8 When the boss talks, we normally just listen until she's finished. US G F O
- 9 I only talk about my speciality. I don't like to talk about other items on the agenda. Sw UK US O
- 10 Everyone should give their opinion. It helps the team reach the best decision. Sw UK US O
- 11 In our country we ask detailed, direct questions. We expect detailed, direct answers. I UK G O
- 12 Interruptions in a meeting? Of course. If my boss wants to speak to me on my mobile, I've got to be available. I US C O
- 13 Time is a flexible concept here – 9 o'clock meetings don't really start till 9.30. US I SA O
- 14 No calls, no messages. Focus on the job until it's finished. G I US O
- 15 You should have a very good reason for being more than ten minutes late for a meeting. US F Sp O

b Which of the statements do you agree with? How many people in your class have the same opinion as you?

c Is there anyone in your class who has a very different opinion from you? Would it be difficult for you to be in a meeting with him or her?

d What can you do to minimise difficulties caused by different attitudes to meetings? In pairs, work out strategies to deal with any potentially difficult situations.

If I think my partner is likely to be late for a meeting, I make sure I've got some other work in my bag that I can do.

1

Here is a description of what the minutes of a meeting should be like and what they should include. Read the description, then number the minutes below to show the correct order.

Taking Minutes

The minutes of a meeting are a written record of what was discussed. They should be written up straight after the meeting so that the information is fresh. During the meeting, you need to keep full and detailed notes so that you can report correctly what decisions were made and who has to carry them out. You do not need to include details of all the discussions in the minutes, just the main conclusions and the action points – who is going to do what.

At the beginning, record the place, date and time of the meeting and then who was present and who was unable to come. In note form, describe what was discussed. It is a good idea to number each new point, so that you know where one ends and a new one begins.

Keep the minutes short, clear and as accurate as possible. When they are finished, check them with the chairperson of the meeting before distributing them.

At the start of the next meeting, the minutes from the previous meeting should be read and approved.

- a Minutes from last meeting read and approved.
- b JS gave review of last quarter's results: sales in US markets up 12%; European markets remain stable in difficult circumstances.
- c Absent: HR
- d Present: JS, YH, LG, JD, AS, JW
- e **QUARTERLY REVIEW MEETING 19 October 13.00–14.30. Hotel Pineda, Rome**
- f Sales plan for next quarter: increase in TV commercials in European markets. YH to coordinate.
- g Christmas party to be held in Hotel Orient on 18 December 18.00–24.00. Staff only. JW to organise.

2

Your teacher has just won €1,000,000 in a lottery. You are going to have a party to celebrate. Hold a class meeting to organise the party and decide who is going to do what. Take notes. In pairs, write up the minutes of the meeting.

- 1** In small groups, read about the situation. Then work through the stages.

IT IS THE YEAR 1245. YOU WORK FOR THE INCA EMPEROR MANCO CAPAC. THE EMPEROR HAS DECIDED TO MOVE THE TEMPLE OF THE SUN GOD JINTI INTO THE MOUNTAINS FROM THE COAST (IT'S CLOSER TO HIS SUMMER PALACE).

Stage 1

You and your team have to manage the project and complete it in 24 months. Hold a meeting to decide on the best sequence of tasks and how long each task will take.

Stage 2

Fill in the project chart.

Activity	Sequence	Time	Activity	Sequence	Time
a Construct new temple			j Compare information about different sites		
b Attack neighbouring country to get slaves for temple project			k Hire motivation expert (slave driver) and train new slaves for building work		
c Discuss new temple concept with senior priests	1	1 month	l Send army to burn down village on chosen site		
d Produce new paintings and statues for temple			m Give farewell party for priests retiring from old temple		
e Commission architect to design new temple complex			n Produce and distribute new temple brochures and invitations for opening ceremony		
f Draw up a shortlist of possible sites and visit them			o Retrain and relocate some old priests to new temple		
g Appoint and train new priests (8 months)			p Deliver temple material to site		
h Present architect's plans to senior priests and Emperor			q Arrange opening ceremony and sacrifice of Miss Inca		
i Organise nationwide 'Miss Inca, 1247' competition (Miss Inca will open the new temple)			r Arrange visit to preferred site for senior priests and Emperor. Get final project approval.		

Stage 3

Present your project to the Emperor (your teacher). The best proposal will win a prize.

EMILY'S DIARY

1 Complete Emily's diary with the words in the box.

challenge install variables
 scope shortlist dispute
 deliver ~~kick-off~~ huge evaluate



Friday 4 June

Very difficult day. We had our first team meeting. Normally at a 1) kick-off meeting everyone's very friendly. But this time, because of Sean's death, it was very bad-tempered. We had a 2) _____ in the first five minutes, just because I said I wanted to go on site! Filippo didn't want me to go because I'm a woman. How ridiculous! It makes me think there might be some other reason why he doesn't want me there. Does he have something to hide? It was a very strange thing to have a 3) _____ argument about. I don't know. There seem to be so many possible 4) _____. This job is going to be more of a 5) _____ than I first realised.

Anyway, my next job is to draw up a 6) _____ of the bigger payments made to subcontractors. I'm sure they're all OK. Frank said that before a contract is signed it's not always easy to know how much things are going to cost. You only find that out properly when they 7) _____ and 8) _____ something.

But still, I want to 9) _____ the performance of some of the contractors to make sure they really have fulfilled their 10) _____ of supply.

Must go to bed - I'm exhausted.

1 Complete the data bank with language that is useful for you. The language in columns 1 and 5 should come from the unit.

1 Key word(s)	2 Model sentence	3 Similar (S) or opposite (O)	4 Translation
<i>negotiate</i>	<i>We must negotiate a deal with the customer.</i>	<i>discuss (S)</i>	

5 Useful phrases or idioms	6 Translation
<i>Let's get down to business.</i>	

7 When can I use the language or ideas from this unit?