

Unit test 12

Answer all the questions. There is one mark per question.

LANGUAGE REVIEW

Complete the extract with the expressions (a–j).

- a) for starters
- b) using them properly
- c) be sure to
- d) now we have
- e) for example
- f) this means
- g) by doing that
- h) given this importance
- i) it cannot be overemphasised
- j) note that

PROJECT MANAGEMENT METHODOLOGY

In the modern business world today (1)_____ how vital project management is to a company's success. However, (2)_____, it is amazing how poorly managed many projects are. They differ from the everyday running of an organisation because each project has a definite beginning and end and is not a continuous process. Therefore (3)_____ that they only pull in certain resources when they need them, unlike businesses which have dedicated full-time resources. Whatever kind of project is being done, they all use the same basic processes. (4)_____ there is the initiation. (5)_____, someone has an idea for a product or service and the initiation process determines the nature and scope of that project. At this stage the project charter, which answers the question 'What are we trying to do?', is documented. After this comes the planning and design stage where costing and resources are assessed and decided upon. Using the proper resources and (6)_____ is key to success. Executing the project involves coordinating people and resources and integrating and performing the activities of the project. (7)_____ while all this is going on, a monitoring and controlling group manage and track the project in order to identify and solve potential problems quickly. (8)_____ they can take corrective action immediately. (9)_____ close the project once it has finished otherwise it will continue to consume resources. A project closure report should be done in order to find out how well the project has performed against its original aim. (10)_____ closure of one project, let's move on to planning the next one!

VOCABULARY

Choose the best word to complete these sentences.

- 11 The quality _____ must be clearly defined when planning a project so that all stakeholders know the level of quality expected.
- a) outputs b) criteria c) dependencies d) structures
- 12 Another key area is _____, you need to define how much variation from your goal you are prepared to accept.
- a) slack b) delegation c) tolerances d) scheduling
- 13 It's important to have _____ to break up the project into discrete chunks with a sensible deadline for each one.
- a) milestones b) dependencies c) resources d) goals
- 14 However careful you are when preparing a project plan, it will inevitably require a bit of _____ as the project progresses.
- a) over-assigning b) multi-tasking c) decision-making d) fine-tuning
- 15 Having a clear overview of a project is vital, you don't want any unnecessary issues to _____ the project schedule
- a) scope b) cloud c) weep d) crash
- 16 If someone is sitting _____ while others are working, then there is something wrong with your project schedule.
- a) mindless b) unrealistic c) bitter d) idle
- 17 It is natural to have some _____ time during a project when people can relax a bit but this should be identified and minimised.
- a) scope b) output c) risk d) slack
- 18 Working in _____ with other people or companies has both advantages and disadvantages.
- a) planning b) order c) collaboration d) delegation
- 19 Even _____ money at a problem can't always solve it.
- a) putting b) investing c) funding d) throwing
- 20 When planning, you need to be clear about the _____ so you know what needs to happen before something else can happen.
- a) dependencies b) tolerances c) outputs d) risks

SKILLS

A Complete the teleconference with the phrases (a–f). You will not need all of the phrases.

- a) let's make a start
- b) by checking that
- c) can I comment on that
- d) we've said so far
- e) has just joined
- f) with us shortly

A Jan here. Let's start (21)_____ everyone is here.

B Hi all, this is Brad in New York speaking.

A Jenny from R & D (22)_____ us.

C Sorry I'm a bit late. And my colleague Franz will be (23)_____.

A OK. Let's look at the items for discussion today. We only have 45 minutes so (24)_____.

B We had a few problems with the initial trials but I think we've ironed them out.

C Jenny again. I have a question. What were the problems?

B Just that the taste wasn't quite what our customers expected. But we've sorted that out.

D Hi, Franz here. (25)_____?

A Of course.

B Complete the notes about leading a successful teleconference. The first letter of each missing word has been given.

26 Always take a r_____ c_____ at the start.

27 Outline the a_____.

28 K_____ an e_____ on the c_____, to make sure you don't overrun.

29 Pause periodically to g_____ f_____.

30 G_____ o_____ what was discussed.