

1 **Discuss your views on these comments. Which view do you most agree with in each pair?**

1 **a** Having a detailed schedule increases stress. It's better to have a more relaxed approach to work.

b The only way to do everything you need to do is to organise your life and have a detailed schedule – and follow it.

2 **a** Everyone should have a personal budget. Controlling your money is the key to financial happiness.

b It's important to enjoy life and not to worry too much about how you spend your money.

2. What in your life has a schedule?
What has a budget?

3. What is a project? What do you think project management involves?

4. Think of adjectives and verbs frequently used with the word 'project':

5. Match the words with their definitions:

1. Deadline
2. Budget
3. Milestone
4. Stakeholder
5. Task
6. Deliverable
7. Risk assessment
8. Resource allocation

A. The total amount of money available for a project.
B. A specific achievement or goal within a project.
C. A person or group with an interest in the project's outcome.
D. The process of assigning people and materials to a project.
E. A detailed evaluation of potential risks in a project.
F. The final date by which something must be completed.
G. A report, document, or product created as part of a project.
H. A small job or step needed to complete a project.

LIVEWORKSHEETS

6. Complete the sentences with the correct word.

1. The _____ for this project is May 15th, so we need to finish on time.
2. Our company has a _____ of $50,000 to complete the project.
3. A key _____ for this project is launching the website.
4. The biggest _____ in this project is managing delays in shipping materials.
5. Each team member has an important _____ to complete by next week.

7. A project can be many things from producing a language course to building a bridge. You're going to read a guide and learn five basic principles of project management.
Look at these two summaries. Then read the article once, quite quickly, and decide which summary is correct.

1. Good project management is about creating a plan and making sure it doesn't change.

2. Good project management is about making a plan and changing it if it's not working.

The principles of project management

1. A good development phase is important.
This is when people involved in the project decide the objectives: what it aims to achieve and within what time. They calculate costs and if they do this carefully, the better the chance of success. In some cases, if they hadn't noticed the need for extra funding at this early stage, the projects would have failed.

2. Roles and goals must be clear and realistic.
The project manager is responsible for the achievement of the objectives, and a kick-off meeting with the project team helps everyone to understand their roles. Further meetings take place to discuss individual workers' goals, and these goals should be realistic. There are many examples of projects where they were not and problems arose as a result. If the project manager had considered the team members' goals more carefully, they could have avoided many problems.

3. The schedule and risks must be managed efficiently.
The project manager produces the schedule and uses it to check that the team have completed tasks on time. Higher management will need reports at regular meetings, where they consider any risks to the project in terms of funding, time or staff. They make key decisions at these meetings.

4. Have good communication within the team.
There are many examples of projects on which the staff would have felt more motivated if there had been more communication. For project managers, good social skills and regular contact with the team are essential to make sure that everyone remains involved and informed.

5. Be ready to adapt.
Projects rarely go exactly as expected. Good project management requires the ability to deal with new challenges as a project develops.

LIVEWORKSHEETS

8. Make a list of dos and don'ts for project managers.

In a group choose the top five.

9.

A You're going to watch a video about London's Millennium Bridge, which opened on 10 June 2000 but was closed two days later. Do you know or can you guess why the bridge was closed?

B 3.1.1 Watch the video and check your ideas. Did the engineers solve the problem? How?

3 **Watch the video again and decide if these sentences are *true* (T) or *false* (F).**

1 The problems with the bridge were a nightmare because many people were hurt.
2 Some people crossing the bridge felt ill.
3 The designers expected there to be some movement in the bridge.
4 The project managers did not try to reduce risk.
5 After closing the bridge, one of the most important jobs was to identify the problem and find a solution.
6 The problem was caused by people reacting to the slight movement of the bridge.
7 Fixing the bridge required a lot of extra time and money.
8 Now, Londoners don't like using the bridge because they feel afraid of it.

4 **Work in pairs or small groups. Discuss these questions.**

1 Think of another example of a project or product failing and becoming big news. What happened?
2 Some people still call the Millennium Bridge 'the Wobbly Bridge'. Do you think this means the bridge will always be seen as a failure? Why / Why not?

LIVEWORKSHEETS

6 Complete the table with the correct word forms.

verb	noun
manage	management
construct	1 _____
suspend	2 _____
3 _____	movement
4 _____	investigation
communicate	5 _____
identify	6 _____
7 _____	solution
add	8 _____
9 _____	attachment
decide	10 _____

7A Choose the correct option in italics to complete the sentences.

1 In large public *construct / construction* projects like the Millennium Bridge, why is risk *manage / management* so important?

2 It took engineers two years to *investigate / investigation* and *identify / identification* the problem and find a *solve / solution*. Was this a reasonable amount of time? Why / Why not?

3 After the engineers *attached / attachment* additional parts, the *move / movement* of the bridge stopped. Imagine that they were unable to stop the wobble. What do you think they could have done?

2 Choose the correct option in italics.

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Top 5 Project Management Tips

1 Make sure that your *schedule / management* is realistic and that everyone agrees to the dates.

2 *Manage / Anticipate* problems and plan solutions.

3 Have *risk / milestones* at various points on the schedule and arrange meetings for those times.

4 Never go over *management / budget*.

5 *Milestones / Setbacks* will happen so try to learn from them.

6 Spend time on *people / risk* management and check you have thought about all possibilities.

7 Keep a risk *diary / register* and add any new ones which occur.

8 As project *manager / budget*, make sure you have a good project team.

LIVEWORKSHEETS

1 Match the questions (1–6) with the responses (a–f).

1 So, Judith, how is the project going?

2 Setback? What happened?

3 How much longer?

4 So have we gone over budget?

5 Well done. What about the schedule?

6 And what is the deadline for materials to arrive?

a Four days. We anticipated finishing on Tuesday, not Saturday.

b Mid July is the final deadline. Construction starts on the 20th.

c Phase 2 took longer than we predicted.

d Very well, although we had one setback last week.

e The next milestone is the end of Phase 4 at the end of the month.

f Yes, we have, but we can save money on Phase 3.

3 Complete the sentences using the correct form of the words in the box.

add	attach	construct	identify	investigate	manage	move	solve

1 With more and more building in city centres, the _____ industry continues to grow.

2 I am delighted to announce a(n) _____ to our project team. His name is James Martin.

3 Please find my CV as a(n) _____ to this email.

4 The project was delayed while we _____ a gas leak.

5 In the end, the only _____ was to demolish two of the old buildings.

6 Security is strict at the site, so please bring proof of _____.

7 We have some really large equipment for _____ tonnes of earth really quickly.

8 The success of the project was due to good _____.

A Think of a project you have worked on – in education, your job, as a volunteer or as a hobby. Answer the questions and make notes.

1 What was the project? (Possible ideas: a presentation, a performance, a drawing or painting, a paper or other piece of writing, building or making something, painting or decorating, organising an event, etc.)

2 Who did you work with on the project?

3 What went well with the project?

4 What was the project's biggest challenge: the schedule, the budget, working with a team, getting the content right, something else?

5 What would you do differently next time?

PROJECT DEBRIEFING

Project description:

Team members:

Successes:

Challenges:

Lessons learnt / Improvements for next time:

LIVEWORKSHEETS

LIVEWORKSHEETS