

UNIT 12 – BUSINESS BRIEF

Complete the gaps translating the words in brackets:

Project management _____ (SE VYVINUL) from the engineering, construction and defence/aerospace _____ (ODVĚTVÍ) in the last 50 years and is now found in all industries and organisations. For instance, the top industries now represented by the Project Management Institute's membership are information and computer technologies, telecommunications, business management and financial services.*

Project management is becoming more closely linked, through project portfolio management, to the strategic goals of organisations. Senior managers _____ (NEVYHNUTELNĚ) find themselves running projects as well as doing their day-to-day _____ (MANAŽERSKÁ ROLE), and the principles and practices of project management are now an important part of every executive's _____ (POVINNOSTI) in project-driven industries.

A project manager (PM) has many responsibilities and has to juggle priorities and know how to _____ (SOUBĚŽNĚ ZPRACOVÁVAT ÚKOLY). This includes the ability to _____ (SVOLAT) the right team, _____ (VYPRACOVAT) a realistic schedule, estimate the resources needed and manage the project as it progresses. A PM also has to get results when he/she doesn't have direct authority over team members, know how to handle differing departmental _____ (PROGRAMY jednání), and how to combine his /her regular work with additional project management or participation responsibilities.

To ensure effective teamwork, certain conditions are necessary. Team members must understand the project objectives and have clearly defined roles and responsibilities. The project schedule should be _____ (DOSAŽITELNÝ). Everyone must be aware of the team rules (e.g. communication channels), and these must be reasonable. The PM must have good leadership, conflict-resolution and team-building skills.

It is generally accepted that there are four broad project stages: initiation, definition, _____ (REALIZACE) and _____ (ZAKONČENÍ), although different terms exist to describe each of these stages. When designing a project lifecycle process, it's important to set out the project objectives clearly, to identify and define the number of phases and sub-phases of the project and to know which of these are sequential and which will be _____ (PŘEKRÝVAJÍCÍ SE). Various graphic tools and systems exist to help with project planning, such as _____ (VÝVOJOVÉ DIAGRAMY) and Gantt charts.

It is then essential to identify the _____ (DÍLČÍ VÝSTUPY PROJEKTU *např. řídicí plány, studijní dokumentace, software, videa, atd.*) for each phase, i.e. what produce or result will be produced. These deliverables could be documents or physical objects. Key decision points (milestones or events) _____ (ODEHRÁVAT SE/VYSKYTOVAT SE) at the start and end of each phase or sub-phase. Depending on how the project is progressing, these decision points may

include the need to revise the objectives or _____ (ROZSAH) of the project, to _____ (ODLOŽIT/DÁT TO K LEDU – *frázové sloveso*), to repeat a phase or to even end the project.

Advances in information technologies and the Internet have had a significant impact on project management in recent years. Web-enabled project management allows project information to be _____ (AKTUALIZOVAT) 24 hours a day from any location. Companies have been able to build virtual project teams with people located all over the world. It also makes it easier for PMs to react more rapidly to changes such as _____ (SKLUZY V ČAS.PLÁNU), _____ (PŘEKROČENÍ NÁKLADŮ) or other risk factors, and makes it easier to spot opportunities for improvements.

When evaluating the success of a project, there are _____ (TVRDÁ/PŘÍSNÁ KRITÉRIA) which are _____ (MĚŘITELNÁ), the most frequent being to do with time, cost, resources, safety levels and technical standards. It is less easy to measure soft criteria such as the levels of stakeholder and client satisfaction and the effectiveness of the team.

*Source: *Project management state of the art 2004* by Russell D. Archibald
<http://www.maxwideman.com/guests/stateofart/intro.htm>

KEY

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Project management **has evolved** (SE VYVINUL) from the engineering, construction and defence/aerospace **industries** (ODVĚTVÍ) in the last 50 years and is now found in all industries and organisations. For instance, the top industries now represented by the Project Management Institute's membership are information and computer technologies, telecommunications, business management and financial services.*

Project management is becoming more closely linked, through project portfolio management, to the strategic goals of organisations. Senior managers **inevitably** (NEVYHNUTELNĚ) find themselves running projects as well as doing their day-to-day **managerial role** (MANAŽERSKÁ ROLE), and the principles and practices of project management are now an important part of every executive's **responsibilities** (POVINNOSTI) in project-driven industries.

A project manager (PM) has many responsibilities and has to juggle priorities and know how to **multitask** (SOUBĚŽNĚ ZPRACOVÁVAT ÚKOLY). This includes the ability to **assemble** (SVOLAT) the right team, **work out** (VYPRACOVAT) a realistic schedule, estimate the resources needed and manage the project as it progresses. A PM also has to get results when he/she doesn't have direct authority over team members, know how to handle differing departmental **agendas** (PROGRAMY jednání), and how to combine his /her regular work with additional project management or participation responsibilities.

To ensure effective teamwork, certain conditions are necessary. Team members must understand the project objectives and have clearly defined roles and responsibilities. The project schedule should be **achievable** (DOSAŽITELNÝ). Everyone must be aware of the team rules (e.g. communication channels), and these must be reasonable. The PM must have good leadership, conflict-resolution and team-building skills.

It is generally accepted that there are four broad project stages: initiation, definition, **implementation** (REALIZACE) and **completion** (ZAKONČENÍ), although different terms exist to describe each of these stages. When designing a project lifecycle process, it's important to set out the project objectives clearly, to identify and define the number of phases and sub-phases of the project and to know which of these are sequential and which will be **overlapping** (PŘEKRÝVAJÍCÍ SE). Various graphic tools and systems exist to help with project planning, such as **flow charts** (VÝVOJOVÉ DIAGRAMY) and Gantt charts.

It is then essential to identify the **deliverables** (DÍLČÍ VÝSTUPY PROJEKTU *např. řídicí plány, studijní dokumentace, software, videa, atd.*) for each phase, i.e. what produce or result will be produced. These deliverables could be documents or physical objects.

Key decision points (milestones or events) **occur** (ODEHRÁVAT SE/VYSKYTOVAT SE) at the start and end of each phase or sub-phase.

Depending on how the project is progressing, these decision points may include the need to revise the objectives or **scope** (ROZSAH) of the project, to **put it on hold** (ODLOŽIT/DÁT TO K LEDU – *frázové sloveso*), to repeat a phase or to even end the project.

Advances in information technologies and the Internet have had a significant impact on project management in recent years. Web-enabled project management allows project information to be **updated** (AKTUALIZOVAT) 24 hours a day from any location. Companies have been able to build virtual project teams with people located all over the world. It also makes it easier for PMs to react more rapidly to changes such as **schedule slippages** (SKLUZY V ČAS.PLÁNU), **cost overruns** (PŘEKROČENÍ NÁKLADŮ) or other risk factors, and makes it easier to spot opportunities for improvements.

When evaluating the success of a project, there are **hard criteria** (TVRDÁ/PŘÍSNÁ KRITÉRIA) which are **measurable** (MĚŘITELNÁ), the most frequent being to do with time, cost, resources, safety levels and technical standards. It is less easy to measure soft criteria such as the levels of stakeholder and client satisfaction and the effectiveness of the team.

*Source: *Project management state of the art 2004* by Russell D. Archibald
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