

## UNIT TWO – MISSION TO ACCOMPLISH

COURSEBOOK, p. 17, WORDFORMATION

Complete the gaps with the WORDS created from the words in brackets.

### EXERCISE 1

First, BAA is unusual in running the project itself. Mr Douglas insists that **1. outsourcing** /SOURCE/ to a big project **2. management** /MANAGE/ group such as Bechtel would cost more, not less. Second, as much as possible of the **3. construction** /CONSTRUCT/ is taking place off-site. This reflects the site's physical **4. constraints** /CONSTRAIN/: it has only one **5. entry** /ENTER/ point, through which a 12-metre load must move every 30 seconds for a period of four years. And the site has **6. capacity** /CAPABLE/ for no more than two days of **7. storage** /STORE/. The **8. solution** /SOLVE/, he says, has been some "car industry industry logistics" – a large **9. investment** /INVEST/ in computing and training that no individual supplier would have made.

- *constrain* = verb [transitive] FORMAL \*

1 to limit someone's freedom to do what they want: RESTRICT:

*We are always constrained by our budget.*

*planning regulations that constrain development*

2 [usually passive] to force someone to do something that they do not want to do:

*feel constrained to do something: She should have kept quiet, but felt constrained to answer.*

- *constraint* = noun \*\*

1 [count often plural] something that limits your freedom to do what you want:

LIMITATION:

*The organization has to operate within the usual democratic constraints.*

*financial/environmental/budget constraints*

*constraint on: constraints on presidential power*

2 [uncount] FORMAL behaviour that is very controlled and not natural, usually

*because you are embarrassed: INHIBITION*

### EXERCISE 2

New departures

Passing risk to **1. suppliers** /SUPPLY/ chosen by beauty parade increases the risk of corner-cutting. And, as T5's **2. suppliers** /SUPPLY/ are partners who will work on future projects, they have an incentive to do a good job. If something goes wrong later, there may be a debate about **3. negligence** /NEGLECT/.

If T5 works so well, why isn't BAA building airports elsewhere? A bigger priority, at least for now, is to get **4. permission** /PERMIT/ to build an **5. additional** /ADD/ runway at Stansted. But **6. ultimately** /ULTIMATUM/ success will **7. surely** /SURE/ point to a spin-off business that can build other big projects **8. safely** /SAFE/ and **9. cheaply** /CHEAP/.

1 At what stage of construction does the fifth terminal of the Heathrow airport find itself now? What does it look like?

**- it is not completed yet. When it is, it will be the Britain's largest free-standing building. At the moment it is a vast glass-fronted box in the midst of a landscape of mud and people**

2 What are/ will be the terminal's main functions?

**- it will cater for 30m passengers a year**

**- it will also include new road and rail links, and connections to the London Transport network**

3 Why is building airports especially tricky?

**- tricky building techniques**

**- need to interface with other transport links**

**- installation of sophisticated electronics to handle passengers and baggage.**

4 Who is Tony Douglas? What is his previous work experience?

**- the man in charge of this logistical nightmare**

**- he worked shortly in the car and commercial jet industries, and at Kenwood, a domestic appliance firm**

**- for three years he ran BAA = British Airports Authority supply chain**

5 What is T5 and how is it related to BAA?

**- T5 is the Terminal 5 project ran by BAA**

**- T5 is such a huge and risky project that its potential failure could take the whole company (BAA) down.**

6 Does BAA normally outsource such projects or run them itself?

**- normally they outsource them, but not this time. It would be more expensive.**

7 Why does most of the construction work take place off-site?

**- the site has physical constraints, e.g. one entry point or two days' storage**

8 What is T5 Agreement?

**- a contract with the project's main suppliers, companies and subcontractors which aims to minimise the conflicts and cost-cutting which normally plague big building works.**

9 What is the suppliers' attitude to glitches and delays which almost inevitably arise during the course of building works?

**- they like them because they increase /bump up/ the costs**

10 How can a building work get behind the schedule?

**- when sth goes wrong, legal haggling breaks out between contractors and suppliers and work shuts down for many weeks. This means there is not enough time for the final installation and testing of the electronic systems.**

11 How is the BAA trying to prevent delays in the project?

**- under the T5 Agreement, BAA put a precautionary (preventivní, zajišťovací) sum of money into a fund which will be shared out if the project finishes on time and budget.**

COURSEBOOK, p. 21; LISTENING

**Vocabulary to become familiar with before listening.**

1. to take on the market research side of the project
2. to have the specifics
3. we are convinced there's a market out there
4. to do some basic research
5. to conduct; arrange some interviews
6. to focus on the data
7. What about the dates?
8. Does that sound reasonable?
9. There's no way we can do it by then.
10. It's exactly the sort of thing we are good at! I'm very happy to be involved.
11. before we draw up the final specifications
12. How much are you budgeting for your side of things?
13. a provisional budget of 50k

COURSEBOOK, p. 16; LISTENING

**Vocabulary to become familiar with before listening.**

1. the nature of all the projects is that they are fluid
2. guidelines which project managers have to follow
3. a number of tools to help them
4. critical phases of the project
5. to look at the project as a whole
6. the project doesn't have solid foundations
7. a feasible project
8. a project that will add value
9. a project overview lays out the purpose and strategy behind the project
10. to develop contingency plans if things go wrong

WORKBOOK, p. 10; LISTENING

Complete the sentences with the words you hear.

- M: I need to **get out a press release** soon about your office workstation project and **wondered** if you could check I **ve got my facts right**.
- J: What do you need to know?
- M: Well, I've written that office staff will be able to control their workstation "**from the touch of a button**"... I mean when they enter the building ... and **swipe** their card, the lights in their office **will go on**, their computer will start up and colleagues will get an e-mail so they know the person's **on their way to** the office - all helping to save staff time and increase productivity.
- J: Not quite. We've got rid of the email bit. **Trials of the prototype indicate** that people feel **they're being spied on** - you know, all their comings and goings noticed by colleagues and bosses!

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- M: ..... and what are the key dates and stages before then?

- J: I can't **remember off the top of my head**, but I can send it all to you though if you like along with possible dates for **a press shoot**.
- .

COURSEBOOK, p. 22; D+D, TEST CRISIS

Complete the following extract with the most suitable words. Then compare your choice with the original.

Well, in this case we really had to **1. move** very quickly. There was no way that we could deliver products that had not been tested to our customers. So the **2. priority** was first to determine which solutions were feasible in the time we had available. That **3. eliminated** the option of building a separate testing plant, simply because there wasn't enough time to complete it. The three **4. remaining** options were all equally feasible. So then it became **5. a question** of choosing the solution that would be the most cost-effective. In fact, the one that was selected was "offloading" testing to the factories that had **6. excess** capacity, and that was chosen mainly because it would be cheaper for the company and it would also be a solution that could be used systematically whenever the same problem occurred at any of the plants. I was the project manager and that was my job for the next six months. It was a lot of work co-ordinating all the different factors, but in the end it worked **7. out** fine and we still use the system today. For me, it **8. taught** me that the most obvious solutions are not, in fact, always the best. Because, of course, we could have just **9. gone** and bought testing machines and installed them directly.

*excess/spare capacity*

*excess/spare capacity*

*D+D, p. 22*

1. Who is Infineon?

**= international semiconductor manufacturer operating in five factories in Europe and one plant in Asia**

2. What does each Infineon plant do?

**= they trace incoming orders and then plan production**

3. Why are managers in France worried?

**= a problem which could impact on deliveries**

**= production levels will have to increase during the coming months to deal with an increase in orders but the real problem lies with testing the equipment**

**= there is not enough capacity to test the increased production with their existing machines**

**= they have five months before the situation becomes critical**

4. For what reason has emergency meeting been called?

**= to decide on what action to take and to set up a project group to deal with the implementation.**

5. What will the four managers present at this meeting do?

**= each one is going to propose a solution and they will decide together on which solution should be adopted.**

WORKBOOK, p. 11; READING

Define the following words:

- negligence = failure to give care or attention, especially when this causes harm or damage
- glitch = a small and sudden problem: HITCH
- system = a set of connected things that work together for a particular purpose
- programs = COMPUTING a series of instructions that makes a computer perform an action or a particular type of work
- budget = the amount of money a person or organization has to spend on something
- delays = a situation in which something happens later or more slowly than you expected
- launch = a/to start a major activity such as a military attack, a public INVESTIGATION, or a new career or project
- plan = a series of actions that you think about carefully to help you achieve something; *an economic/spending/corporate plan; a peace plan*
- schedule = a plan of activities or events and when they will happen

Questions to the text:

1 What happened on Sept 14 in an air-traffic control centre in Palmdale, California?  
**- it shut down, grounding hundreds of flights and leading to 5 mid-air encounters between aircraft unable to talk to the ground controllers.**

2 Was there a mid-air collision of aircraft?  
**- no, an accident was averted because aircraft managed to communicate with more distant back-up facilities.**

3 What does the author of this articles see as the main problem: a) the fact that sb forgot to restart the system after 30 days, b) the design of the system itself  
**- the culprit is the poor design and no contingency plan. /contingency = something done in order to prepare for a possible bad event/**

4 What does it mean *pervasive*?  
**- spreading through the whole of something and becoming a very obvious feature of it.**

5 What are the results of the survey carried out by Standish Group  
**- it estimated that 30% of all software projects are cancelled, nearly half come in over budget, 60% are considered failures by the organisations that initiated them, and nine out of ten come in late.**

6 Are delays typical only of the IT industry?  
**- no, delays are numerous in many industries but in case of software the losses are bigger than in other industries.**

7 Whose fault is it?  
**- software engineers are to blame and their bosses.**

8 What fact does the mention of Longhorn illustrate?  
**- Microsoft's Longhorn illustrates the fact that even Microsoft is not an exception.  
- it's long-heralded successor to its Windows XP operating system was originally scheduled for launch much earlier, many of its key features have been put off = postponed until 2007.**

## TASK

The AS project management team have **1. withdrawn / drawn up / overdrawn** the following schedule for the AS 90 project, which **2. has / is / can** due to **3. kick back/ kick off/ kick** at the beginning of January. The first phase of the project will **4. be carried out/ be carried/ be carried away** by Luke Marshall and Gianni Visconti. They will be **5. implementing / organising/ researching** a meeting with the whole team during the first week in January to discuss the needs analysis questionnaire before it is sent out to hotel managers in the United Kingdom, Belgium and the Netherlands. By mid- January, the software specifications and manpower requirements will be **6. taken over/ submitted/ trained** for approval by the project manager and work will start on the pilot programme at the end of February. In April, the B team will **7. take over/ train/ appoint** the implementation phase. This will **8. budget / require/ plan** extensive travel for the team members who will be providing training for hotel staff at a series of one-day workshops. May has **9. been fixed / outsourced / interfaced** as the deadline for handing over the complete project with all deliverables to our customer.

## Grammar of Unit 2 – additional exercises

### ARTICLES

⇒ TASK Complete this article with either *a/an, the* or a dash (-) to show no article.

HOW CLEAN IS THEIR MONEY??

Money laundering is (1) **the** name given to one of (2) \_\_\_\_\_ world 's biggest financial problems:moving money that has been obtained illegally into (3)\_\_\_\_\_ foreign bank accounts so that (4)\_\_\_\_\_ people do not know where it has come from. Putting (5)\_\_\_\_\_ value on money laundering is of course very difficult, but the International Monetary Fund estimate that it is huge – perhaps \$1 trillion (6) \_\_\_\_\_ year, equivalent to about 4% of gross world product.

(7)\_\_\_\_\_ problem has grown hand-in-hand with (8) \_\_\_\_\_ globalisation, and particularly with (9)\_\_\_\_\_ lifting of capital controls and (10) \_\_\_\_\_ development of (11)\_\_\_\_\_ international payment systems. These allow money to be moved in (12) \_\_\_\_\_ seconds between banks in different parts of the world who know very little about each other. (13) \_\_\_\_\_ international payment system is crucial to (14)\_\_\_\_\_ stability of the world 's financial markets, but it also provides (15)\_\_\_\_\_ opportunity for criminals to hide their money.

Private banking is (16) \_\_\_\_\_ best-known laudering channel. Clients of these banks are wealthy people who want their affairs handled with discretion, especially because they want to minimise (17) \_\_\_\_\_ amount of (18) \_\_\_\_\_ tax they pay. In these banks there is (19)\_\_\_\_\_ culture of "don 't ask; don 't tell". And (20) \_\_\_\_\_ biggest problem within (21)\_\_\_\_\_ private banking is offshore banks. There

are around 5,000 offshore banks controlling about \$5 trillion in assets, and some have no physical presence in any location.

**2 the 3 - 4 - 5a 6a 7 The 8- 9 the 10 the 11- 12- 13 The 14 the 15an 16the 17the 18- 19 a 20 the 21-**

⇒ TASK Complete this interview between a journalist and the CEO of Biotec, a biotechnology company. Use either a/an, the or dash (-) to show no article.

Journalist: Can you begin by telling me (1) **a** little about (2) **the** recent changes at (3)\_\_\_ Biotec?

CEO: Well, as you know, last year we made (4)\_\_\_\_\_ decision to move our operations to (5) Cambridge, because it's very important for (6) \_\_\_\_\_ biotechnology companies to recruit (7) \_\_\_\_\_ scientists from (8) \_\_\_\_\_ best universities. We're in (9) \_\_\_\_\_ very competitive jobs market here in Cambridge, and we motivate our employees by offering them (10) \_\_\_\_\_ attractive salaries and (11) \_\_\_\_\_ excellent working conditions. We've built up (12) \_\_\_\_\_ excellent team, and we're doing some very important research in (13) \_\_\_\_\_ field of (14) \_\_\_\_\_ gene therapy.

Journalist: Many people say that (15) \_\_\_\_\_ biotechnology promises more than it delivers. Is that true at Biotec?

CEO: That may be true in general, but (16)\_\_\_\_\_ biotechnology that we do is already producing (17)\_\_\_\_\_ results. Last year we made (18)\_\_\_\_\_ small profit for (19)\_\_\_\_\_ first time, and (20) \_\_\_\_\_ revenue is increasing rapidly. Also, we've recently made (21) \_\_\_\_\_ distribution deal with (22)\_\_\_\_\_ large pharmaceutical company. They have the marketing skills that we lack, and (23) \_\_\_\_\_ partnership is working well for both sides. Our aim next year is to enter (24)\_\_\_\_\_ American market, and we're confident of (25) \_\_\_\_\_success.

**4a 5- 6- 7- 8the 9 a 10- 11- 12an 13the 14- 15- 16the 17- 18a 19the 20 - 21a 22a 23the 24 the 25-**

⇒ TASK Complete the following texts with either the or a dash (-) to show no article.

A

(1) \_\_\_\_\_ Argentina is one of (2)\_\_\_\_\_ most deregulated markets in (3) \_\_\_\_\_ world. (4) \_\_\_\_\_privatisation process started in (5) \_\_\_\_\_ 1990s, and has included sectors such as (6)\_\_\_\_\_ telecommunications, (7)\_\_\_\_\_ utilities and (8)\_\_\_\_\_ financial services. (9) \_\_\_\_\_ Argentine telecoms market was fully deregulated in (10) \_\_\_\_\_ November 2000 and there are now (11) \_\_\_\_\_ five million cellular lines and six million

homes with (12)\_\_\_\_\_ cable television services. (13) \_\_\_\_\_ water was decentralised before being privatised. (14)\_\_\_\_\_ Aguas Argentinas, (15) \_\_\_\_\_ local water supply company for (16)\_\_\_\_\_ city of Buenos Aires and all (17)\_\_\_\_\_ municipalities in (18) \_\_\_\_\_ Greater Buenos Aires, is (19)\_\_\_\_ largest water utility in (20) \_\_\_\_\_ world.

B

Imagine a country that continues for 4,200 km from (21)\_\_\_\_\_ dry deserts in (22)\_\_\_\_\_ north, through (23)\_\_\_\_\_ industrial and agricultural heartland in (24)\_\_\_\_\_ centre, to (25)\_\_\_\_\_ lakes and forestry plantations in (26) \_\_\_\_\_ south, and finally to (27)\_\_\_\_\_ ends of (28) \_\_\_\_\_ earth in (29) Patagonia and Antarctica. Welcome to (30) \_\_\_\_\_ Chile! It's a very diverse country, with (31)\_\_\_\_\_ Pacific Ocean to one side and (32) \_\_\_\_\_Andes to (33)\_\_\_\_\_ other – you can swim in (34)\_\_\_\_\_ sea and ski in (35)\_\_\_\_\_ mountains all in (36)\_\_\_\_\_ same day. There are (37)\_\_\_\_\_ business opportunities in many areas, and (38)\_\_\_\_\_ financial services sector is (39)\_\_\_\_\_ most sophisticated in (40)\_\_\_\_\_ Latin America.

**2the 3the 4The 5the 6- 7- 8- 9The 10- 11- 12- 13- 14- 15the 16the 17the 18- 19the 20the 21-/the 22the 23 the 24the 25 -/the 26the 27the 28the 29- 30- 31the 32the 33the 34the 35the 36the 37- 38the 39 the 40-**

⇒ TASK Complete the following with *a, an, the* or – (to show no article).

- 1 \_\_\_ Lake Michigan
- 2 \_\_\_ France
- 3 \_\_\_\_\_ Hyde Park
- 4 \_\_\_\_\_ Ruzyně Airport
- 5 \_\_\_\_\_ California
- 6 \_\_\_\_\_ Globe Theatre **THE**
- 7 \_\_\_\_\_ Czech Republic **THE**
- 8 \_\_\_\_\_ Eiffel Tower **THE**
- 9 \_\_\_\_\_ White House **THE**
- 10 \_\_\_\_\_ Prime Minister **THE**
- 11 \_\_\_\_\_ Marketing Director **THE**
- 12 to play \_\_\_\_\_ piano **THE**
- 13 to play \_\_\_\_\_ tennis
- 14 \_\_\_\_\_ IMF **THE**
- 15 \_\_\_\_\_ 21 century **THE**
- 16 \_\_\_\_\_ Pacific **THE**



- 17 in \_\_\_\_ 1980s **THE**
- 18 \_\_\_\_unemployed do not receive enough help. **THE**
- 19 Dr. M. Smith is \_\_\_\_ Chairman of \_\_\_\_ Board. **THE, THE**
- 20 at \_\_\_\_ Christmas
- 21 in \_\_\_\_ 2001
- 22 in \_\_\_\_ July
- 23 on \_\_\_\_ Thursday **A/-**
- 24 We went by \_\_\_\_ train.
- 25 It happened on \_\_\_\_ train to Rome. **THE**
- 26 My mother spent three days in \_\_\_\_hospital. (it is not important in which one)
- 27 We supply equipment for \_\_\_\_ hospital. **THE** (one particular hospital)
- 28 in \_\_\_\_ north **THE**
- 29 in \_\_\_\_north-west **THE**
- 30 at \_\_\_\_ present
- 31 in \_\_\_\_ future **THE**
- 32 in \_\_\_\_ past **THE**
- 33 at \_\_\_\_ moment **THE**