

Handout Unit 2

Listening 1

It's never easy to give golden rules for project management, because by their nature all projects are fluid. You can't predict exactly what will happen.

But there are guidelines that project managers have to follow and a number of tools to help them.

All the phases of a project are critical, and the two most critical ones are initiating and planning.

If the project doesn't have solid foundations, it shouldn't happen.

So you have to ask yourself: Is the project feasible? Will it add value?

One way to get the answers is by preparing a project overview, or project charter, which lays out the purpose and the strategy behind the project.

When planning, you have to do a lot of things - allocate resources, forecast costs, prepare a budget and time schedule, and evaluate the risk factor

Equally important is selecting the project team.

Executing should be relatively easy, especially if you have thought through the potential problems and developed contingency plans if things go wrong.

You should be able to deliver the project on time and within the specifications.

Unit 2 Questions for the Article

1. What requirements is Heathrow's fifth terminal supposed to fulfill? (1)
2. What does the terminal include? (1)
3. Why are airports trickier than other buildings? (2)
4. What are Mr Douglas's qualifications for being the project manager? (3)
5. What is the first unusual thing about the project? What is usual? (4)
6. Why is construction taking place off-site? (4)
7. What is T5 Agreement and what is its aim? (5)
8. How do contractors choose suppliers? (6)
9. How do usually suppliers make up for low prices they offer in the beauty parade? (6)
10. In what is T5 different? (7)
11. What are inevitable risks of beauty parade? (9)
12. Why will it not probably happen with T5? (9)
13. What does the building company see as its priority now? (10)

Career skills

| | |
|------------|------------------|
| DO | RESEARCH |
| CREATE | A RANGE |
| CONDUCT | INTERVIEWS |
| FOCUS ON | DATA |
| DRAW UP | SPECIFICATIONS |
| RANGE OF | SAMPLES |
| BUDGET FOR | DEVELOPMENT WORK |

| | |
|-------------|-------------|
| MARKET | RESEARCH |
| DETAILED | INFORMATION |
| BEAUTY | PRODUCTS |
| MARKET | REPORT |
| PROJECT | SUMMARY |
| PROVISIONAL | BUDGET |
| EXACT | COSTS |

Dilemma

Oliver Heller says that products which hadn't been tested couldn't be delivered to customers.

The priority was to determine which solutions were feasible in the time available.

The option of building a separate testing plant was eliminated.

The most cost-effective solution had to be chosen.

The selected solution was to off-load testing to factories which had excess capacity and this solution could be used systematically whenever the same problem occurred.

Oliver was the project manager. In the end it worked out fine and the system is still used.

Oliver learnt that the most obvious solutions are not always the best.

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 You can't _____ exactly what will happen.
 But there are _____ that project managers have to follow and a number of _____ to help them.
 All the phases of a project are _____, and the two most critical ones are _____ and _____.
 If the project doesn't have _____, it shouldn't happen.
 So you have to ask yourself: Is the project _____? Will it add _____?
 One way to get the answers is by preparing a project _____, or project _____,
 which _____ the purpose and the strategy behind the project.
 When planning, you have to do a lot of things - _____ resources, forecast _____, prepare a _____
 and time schedule, and evaluate the _____.
 Equally important is _____ the project team.
 _____ should be relatively easy, especially if you have _____ the potential problem
 and developed _____ if things go wrong.
 You should be able to _____ the project on time and _____ the specifications.

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Dilemma

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 The priority was to _____ which solutions were _____ in the time available.
 The _____ of building a separate testing plant was _____.
 The most _____ solution had to be chosen.
 The selected solution was to _____ testing to factories which had _____ capacity and this sol
 could be used _____ whenever the same problem occurred.
 Oliver was _____. In the end it _____ fine and the system is still used.
 Oliver _____ that the most _____ solutions are not always the best.

_____.

_____.

_____.

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