

ENGLISH FOR PROJECT MANAGEMENT



1. MANAGEMENT STYLES

Starting up

A

Which of these statements do you agree with? Explain your reasons.

A manager should...

- 1 know when your birthday is.
- 2 know where you are and what you're doing at all times during working hours.
- 3 not criticize or praise.
- 4 not interfere in disagreements between members of staff.
- 5 not ask people to do things they're not prepared to do themselves.
- 6 be available at all times to give staff advice and support
- 7 keep their distance from staff and not get involved in socializing outside work.
- 8 use polite language at all times.
- 9 work longer hours than their staff.
- 10 comment on the personal appearance of their staff.

B Vocabulary

A

Complete column 2 of the table with opposite meaning. Use the prefixes in-, ir-, un-, or dis-. Then complete column 3 with the noun forms.

1 Adjective	2 Opposite adjective	3 Noun form
considerate	<i>inconsiderate</i>	<i>consideration</i>
creative		
decisive		
diplomatic		
efficient		
flexible		

inspiring		
interested		
logical		
organized		
rational		
responsible		
sociable		
supportive		

Match these pairs of contrasting management styles.

- | | |
|-----------------|----------------------|
| 1 autocratic | a) collaborative |
| 2 centralizing | b) controlling |
| 3 directive | c) delegating |
| 4 empowering | d) democratic |
| 5 hands on | e) people-orientated |
| 6 task-oriented | f) laissez-faire |

Group discussion

A

The same or different?

Do men and women bring different qualities to business or is it nonsense to talk about male and female management styles

Mark the following management qualities:

M, W or M/W

according to whether you think they are more typical of men, of women or shared by both.

1. Being able to take the initiative.
2. Being a good listener.

3. Staying calm under pressure.
4. Being prepared to take risks.
5. Being conscientious and thorough.
6. Having good communication skills.
7. Being energetic and assertive.
8. Getting the best out of people.
9. Being independent and authoritative.
10. Being supportive towards colleagues.
11. Being able to delegate.
12. Motivating by example.
13. Having a co-operative approach.
14. Being single-minded and determined.
15. Being a good time-manager.

B

Now select what you consider to be the five most important qualities in any manager and prioritize them in order of importance.

1. _____
2. _____
3. _____
4. _____
5. _____

C

DISCUSS

Does your choice indicate a male - or female- oriented view of management ability?
Is it a fairly balanced view or rather heavily biased?
Which of these qualities do you think you possess yourself?

2. ZENOVA - CASE STUDY

Background

Zenova is based in Hamburg, Germany. It is a multinational conglomerate which makes pharmaceuticals, health and beauty products, have recently initiated a global Customer Care Policy.

Six months ago it assembled a project team of 250 staff drawn from the subsidiaries in Europe, America and Asia to work on the policy's implementation. The multinational team has 12 managers who each manage 10-30 staff. The working language used in the project is English.

Recently however, it has become clear that the different management styles within the team are causing problems. Many staff is unhappy with the way they are being managed and morale is

generally poor. If the situation continues, the project will not be completed within its scheduled two-year period.

As a result, Zenova's Communications Director sent a questionnaire to all 250 staff inviting them to assess their managers. In addition, a cross-section of staff was interviewed. The findings will be used by the twelve project team managers to discuss ways to achieve more effective management styles.

TASK

You are managers in the project team. Study the questionnaire findings. Then listen to the interview extracts and note any useful information.

Hold a meeting to discuss what the feedback reveals about the management styles within the team. The checklist on the next page may also be useful as a guide for your discussion.

Finally, suggest ways in which you could achieve a more consistent management style and improve the team's morale.

Phrases for informal meetings

Opening

Let's start, shall we?

To begin with...

Let me start by...

Introducing a point

At this point...

Item one is about...

I'd like to bring up the point about...

Moving to a new point

Can we now go to item two...

Adding

I must add that...

In addition...

Giving examples

Let me give you an example

One example could be...

Asking for opinions

Do you have any feelings on this, Bart?

How do you feel about this?

Giving opinions

I think that...

I feel that...

Well, in my opinion...

As I see it...

I believe that...

From my point of view...

As far as I'm concerned...

It seems to me that...

I would say that...

Expressing agreement

I agree with you completely.

That's exactly my opinion.

I think you're right.

I couldn't agree more.

That 's a good idea.

I'm with Jim on that.

I'm all in favor of that.

Expressing disagreement

I'm afraid I can't agree with you on that.

I'm sorry, but I totally disagree with you.

No, I don't agree at all.

No way.

I can't accept your point of view.

I'm sorry to say this, but that is out of the question.

To be quite frank...

With respect...

You are not really sure...(you are reserved)

Maybe, but don't you think...

That's true, but on the other hand.

I'm rather worried about...

I can't help feeling that...

Making suggestions

How about...?

Shall we...?

Why don't we...?

Let's try...

I suggest we...

How would you feel about...?

Accepting suggestions

That 's a good idea.

It's not a bad idea at all.

All right.

Rejecting suggestions

No, I don't think that's a good idea.

I'm afraid I can't go along with that.

Hesitating

Umm...well, actually I...

How shall I put this?

Well, in fact...you see...

Ending

That's all for today. Thank you.

WRITING

As a manager in the project team, write the action minutes for the meeting you have just attended. These will be sent to all the participants and senior management. The minutes should contain the following:

- a summary of the discussion for each item on the agenda
- action required and who will carry out each task

See also the "Writing File" – Action Minutes and the model below

MEETING MINUTES			
Project Name: SYSTEM Z Redesign Phase			
Purpose, Objectives and Elements of the Meeting: Risk Identification Workshop			
Present: A. Smith (Chair) R. Savan G. Jackson K. Labelle G. Bowles		Date and Time: 19 January 2012	
Absent: J. Lyon J. Grimes		Place: Tower C, Room 701	
Summary of Significant Results (by Agenda Item)			X-Ref to Action Items
1. Introduction Purpose of Workshop was explained.			None
2. Risk Management Process Reviewed the basic definition of risk and the approach to risk management established for the SYSTEM Z project.			None
3. Risk Identification Brainstorming Some discussion held on how many risk management action plans should be developed. Agreement reached that only top-seven risks (based on risk exposure) would be developed initially - rest as they filter up.			1.2.3
Action Item	Person Responsible	Due By	Date Closed

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1. Develop risk management action plans for top-7 risks resulting from item 3.	A. Smith	1-4-12	25-3-12
2. Create risk log.	A. Smith	15-2-12	16-2-12
3. Create risk identification sheets.	A. Smith	15-2-12	16-2-12
List of Attachments:			
Approvals			
Name: A. Smith		Date: January 19, 2012	

Summary of questionnaire findings

Number of questionnaires sent out: 250 Number of questionnaires completed: 171

	% Very often	% Often	% Sometimes	% Never
1. Are you involved in decision making?	41	12	31	16
2. Does your manager give you clear goals?	8	10	70	12
3. Does your manager give clear instructions?	11	14	66	19
4. Are you allowed to use your initiative?	18	35	15	32
5. Is your manager accessible?	28	11	54	7

6. Does your manager offer support and listen to your problems?	28	11	26	35
7. Does your manager praise your work when appropriate?	12	10	31	47
8. Are you offered constructive feedback?	22	18	47	13
9. Does your manager accept that you will sometimes make mistakes?	23	15	41	21
10. Are you give career advice and training?	3	7	11	79
11. Does your manager present himself/herself as a positive role model?	35	21	13	31

Evaluation of findings

Delegation	Do we provide enough decision-making opportunities for our staff?
Feedback	Do we devote enough time to providing it?
Briefing	Do we make company objective clear enough?
Troubleshooting	Do we help solving problems effectively?
Teambuilding	Do we do enough to create team spirit?
Coaching	Do we show a caring attitude and help employees to realize their career aspirations?
Motivation	Do we help employees to achieve a sense of fulfillment? Do we make them feel that their contribution is valued by the company.

Taken and adapted from: Market Leader, Cotton, D., Falvey, D. and Kent S., Pearson Education Ltd 2001

3 PROJECT PLANNING

This section can be used as source material for the “simulation” in Period.

Project Plan

1. Introduction
2. Project description
 - background
 - objectives and milestones
 - deliverables
3. Project organization and resources
 - steering group
 - project group
 - contact persons
 - other resources
4. Implementation
 - deliverables and milestones
 - task definitions and schedule
 - resources and investments
 - patents
 - risk management
5. Budget
 - expenditures
 - funding
6. Control and reporting
 - steering group meetings
 - project group meetings
 - project reporting
 - quality assurance and reviews
 - technology transfer and information distribution
 - acceptance of result

Scheduling and resource planning

Project scheduling starts by defining milestones. Milestone is a measurable and important event in the project.

It is important that all project personnel are included in the scheduling process. Each person participates in the estimating of his/her tasks and work. Also the project schedule must be checked against individual time schedules.

Divide the project into tasks. A short description of the work and output is included in the project plan.

Each task must have a measurable start and end. Analyze dependencies between tasks.

Effort estimation

Use profitability thinking. Mistakes are allowed but there should be equally under and over estimates. Do not include floats in estimates. Involve the project team in the estimation process.

Project start up

An effective start-up provides the basis for successful project implementation. Key functions for the project start-up are:

- to define the objectives for the project
- to define tasks and responsibilities for each member of the project
- to provide project management practices
- to work the project plan (unless not already done)

Potential causes for conflict are for example:

- people do not know each other
- motivations may vary
- people are not familiar with the project planning methods

The project manager will set up a project archive and see that the work environments of the project personnel are suitable.

If there is need for additional training of the project personnel, the project manager will organize it.

For a larger project with Steering Group and different parties, an effective way to start the project is to organize a so called **Kick-off Meeting**.

The goal of a kick-off meeting is to ensure a common understanding of all the key issues of the project. The project kick-off meeting should be held between all stakeholders of the project: the Steering Group, project personnel, quality manager, customer representatives, subcontractors etc. At least in this meeting all participants gather together.

The kick-off meeting must be carefully planned and necessary material prepared before the meeting. Kick-off meeting may also be called a kick-off seminar if lessons and group work are included. Duration of the meeting may vary from half a day till a full two days seminar. An informal evening program is also valuable. It allows people to get acquainted and strengthens the project team.

The topics of the agenda are

- introduction of personnel
- introduction and discussion on project objectives
- to discuss on the project work plan and agree of the role and activities of each individual (planning, progress management, documentation, quality control, communication etc.)
- a short lesson on project management

- a risk analysis is suitable for innovative group work (what could go wrong, how to prevent risks)
- to start the project implementation effectively. Everybody knows their responsibilities, project goals and work schedule. The team has discussed key points and agreed how to proceed

Project meetings

Agenda/ minutes of the meeting

Type of meeting:

Date:

Place:

Participants:

Absent:

1. Opening and welcome
2. Objectives of the meeting
3. Minutes of the last meeting (if some remarks)
4. Project progress
5. Future work plan
6. Action points

No.	Subject	Responsible	Status	Deadline

7. Next meeting (date and place)

Distribution

Sample phrases:

q Could you give me an {idea of { your proposal?

an outline the project?

q What { sort of kind of } { project design construction } do you have in mind?

q What are you planning?

q What is your { timeframe deadline time-scale } ?

q When do you { need our require } { submission proposal quotation outline draft } ?

q What do you need to know about us { our company our team our colleagues our product } ?

q We've been { in business since... operating }

q We were { established founded set up } in...

q We are a limited { company partnership co-operative }

q We are based in...

q Turnover / revenue

q Workforce

q Qualifications

q Previous projects

q Reputation