



2 Projects

Learning objectives in this unit

- Talking about projects
- Updating and delegating tasks in a meeting
- Starting and ending phone calls
- Talking about your work and current activities using the present simple and continuous

Case study

- Planning a launch party

Starting point

- 1 What makes a project successful?
- 2 Do you prefer to lead a project or just be part of the project team? Why?
- 3 Do you like being involved in long-term projects?



Working with words | Projects

1 Read this article and answer questions 1–4.

- 1 What is volunteerism?
- 2 What sorts of things can employee volunteers do?
- 3 Who benefits from volunteering and how?
- 4 What has Samira Khan learnt from her project?

A commitment to volunteerism

What does volunteerism mean?

The clothing manufacturer, Timberland, is one of many large companies that are committed to volunteerism. The company encourages staff to spend up to 40 paid hours a year on community and social projects. The community benefits from the company's **resources**, staff gain new skills and **teamwork** improves.

The French food manufacturer, Danone, allows its employees to spend time in developing countries, working on projects in areas like conservation, teaching, caring, or building. In doing so, they can share their own **skills**, and at the same time, they gain new ideas and insights, and learn from the experiences of others.

A team from the banking group, HBOS, volunteered to help build an extension to a school in La Esperanza in Honduras. Linda Marshall, the project leader, said, 'I learnt that when new teams are forming, it is essential that **objectives** are agreed and everyone buys into them. This is a crucial factor to any project's success.'

What can volunteering do for you?

Software engineer, Samira Khan, is in charge of a volunteer project to redecorate a community centre for the elderly in Chicago. Managing a project is a new experience for her. She is

learning how to organize a **schedule** so that they are able to complete the project before its **deadline**. She also has to deal with the **budget**, which is fairly limited, so she has to spend carefully. And every few days, she gets **updates** from her project team to check on progress and decide if they need more resources. She finds working on this project very rewarding and is pleased to be learning new skills.





2 Label these items with the words in bold from the text in 1.

1 _____

- It was agreed that Jonas will
- look at ways of cutting spending
 - talk to the bank about a loan
 - aim to balance the books in 6 months.

2 _____

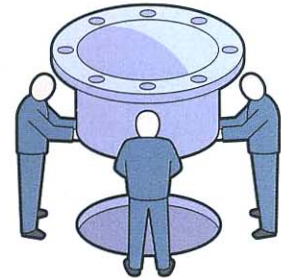
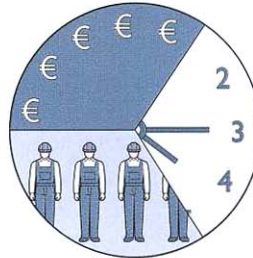
Sunhills community project
 Completed: wiring and plumbing
 Ongoing: plastering and tiling
 Still to do: decorating and furnishing

3 _____

June
 5 June: complete decorating
 6 June: safety checks
 10 June: official opening

Venue:	€2,000
Catering:	€4,000
Transport:	€350
Total:	€6,350

- Accomplished in bookkeeping.
- Knows how to operate a variety of computer software.
- Speaks English and Spanish.



5 _____

6 _____

7 _____

8 _____

3 06▷ Samira is telling someone about the volunteer project that she is working on. Listen to these extracts from the conversation and answer questions 1–2.

- 1 Which items in 2 does she talk about?
- 2 What does she say about each one?

4 06▷ Listen again and complete the phrases that Samira uses in column A. Then work with a partner. Take turns to cover column A while your partner tests you using the definitions in column B.

Example: A How can you say 'finish on time'?
 B 'Meet the deadline'?

A Yes.

A	B
1 _____ the deadline	= finish on time
2 fall _____ schedule	= make slow progress
3 catch _____	= get back to the original schedule
4 be back _____ track	= work to the predicted schedule
5 finish _____ schedule	= finish before the planned date
6 _____ resources	= make use of people, money, time
7 stay _____ budget	= spend the right amount of money
8 _____ tasks	= give people different responsibilities
9 get _____ a task	= do a job
10 _____ updates	= receive reports on progress

5 Work in small groups. A colleague has been asked to take over running a project for someone who is off sick. He / she has never managed a project alone. He / she has asked you for advice about how to manage the project and the project team. Discuss what advice you will give him / her. Then tell the class.

Example: He / she needs a realistic schedule to meet the deadline.

» For more exercises, go to Practice file 2 on page 104.

Tip | in time and on time

In time means having enough time to be able to do something.

If we leave now, we'll be there in time for the meeting.

On time means at the correct time.

I have to be at work at 9 a.m. and I always arrive on time. I'm never late, but I don't like to be early either.

Meetings | Updating and delegating tasks



TO DO:

Call Samira Khan (community centre)

Check re:

- deadline - can they meet it?

- decorating?

- lighting?

- carpets?

- action?

1 07▶ Jamie Ortega oversees several volunteer projects in the Chicago area. He is calling Samira Khan to ask about the progress of the community centre project she is working on. Listen to their conversation and makes notes on Jamie's notepad.

2 07▶ Listen again and complete these phrases.

- 1 How _____ over there?
- 2 Well, so far _____.
- 3 Everything's _____.
- 4 So what's _____ the decorating?
- 5 We're _____ the ceiling ...
- 6 And where _____ the lighting?
- 7 We've _____ ...
- 8 So, _____, the painting's nearly done, ...
- 9 So it's all going according _____.

3 Put the phrases from 2 into these categories.

- a Asking for an update: _____
- b Giving an update: _____
- c Summarizing: _____

4 Work with a partner. Look at this schedule for an office move. Ask and answer questions about the project using phrases from 2.

Example: A What's happening with the headed stationery?

B We've ordered it.

Office move progress update 11/05

Task	Deadline	Date finished
Order headed stationery	10/05	09/05
Order new furniture	10/05	10/05
Send new address cards to clients	11/05	To do
Issue staff with new badges	11/05	10/05
Pack up paperwork	15/05	ongoing

Tip | Dates

Dates are written differently in the US and the UK. In British English the day comes before the month. In American English the month comes before the day.

the tenth of May = 10/05 (British English); 05/10 (American English)

5 08▶ Listen to this meeting between Samira, Jamie, and team members, Josie and Bruno. Who agrees to

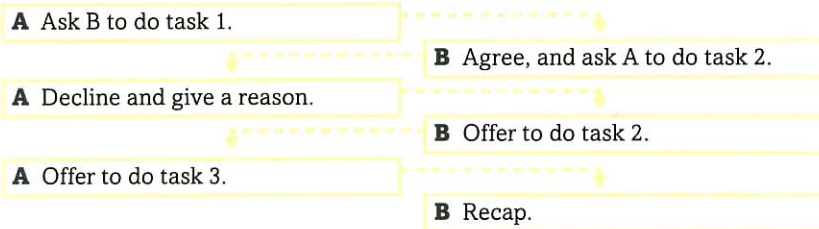
- 1 meet the carpet suppliers? _____
- 2 buy the paint? _____
- 3 paint the ceiling? _____

6 08▷ Listen again. Mark 1–10: A (allocating a task), O (offering / agreeing to do a task), D (declining to do a task), or S (summarizing).

- 1 We need somebody to be here then to open up. _____
- 2 Can you do it? _____
- 3 Leave it with me. _____
- 4 I can go there this afternoon if you want. _____
- 5 Why don't I go there now? _____
- 6 I'd prefer not to if that's OK. _____
- 7 I'll come with you, then. _____
- 8 You can carry on with the rest of this paint. _____
- 9 I'm sorry, I have an appointment. _____
- 10 So, you two are going to get the paint ... _____

» For more exercises, go to **Practice file 2** on page 104.

7 Work with a partner. Some students are visiting your company and you need to: book a room for the talk (task 1), get name badges (task 2), organize refreshments (task 3). Have a conversation using this flow chart.



8 Work with a partner. Two project update meetings took place yesterday. Student A, turn to File 03 on page 136. Student B, use the information below.

Student B: You went to the Project 2 meeting. Your partner went to the Project 1 meeting. Your partner will call you. Tell him / her about Project 2, then find out what is happening with Project 1. These are the things you need to know.

Project 1 - organizing a training day for staff

- Venue for training session?
- Hotel for trainers?
- Lunch?
- Information pack for trainees?
- Other?

Project 2 - raising money for a local children's charity

- Posters and leaflets - printing now
- 10 km sponsored run - need to contact council about using municipal ground
- Charity sale - all staff have received a memo
- Need someone to organize collection boxes

① » Interactive Workbook » Email

Key expressions

Asking for an update

How are things going?
What's happening with ...?
Where are we with ...?

Giving an update

So far so good.
Everything's on track.
We're (+ -ing) ...
We've finished / completed ..., etc.

Allocating a task

Can you ...?
You can ...
I / We need somebody / you to ...

Offering to do something

Why don't I ...?
I'll ...
I can ... if you want.
Leave it with me.

Declining to do something

I'm sorry, I can't.
I'm afraid I'm busy.
I'd prefer not to (if that's OK).

Summarizing

So, to recap ...
X is / am / are going to ...
It's all going according to plan.

② » Interactive Workbook
» Phrasebank

Practically speaking | How to start and end phone calls

1 Complete phrases a–f below. Which ones can you use to

- | | | |
|----------------------------|------------------------|----------------------------------|
| 1 start a call? _____ | 2 end a call? _____ | |
| a I'm returning your _____ | c _____'s (name) here. | e What can I _____ for you? |
| b Thanks _____ your help. | d _____ for calling. | f I'm _____ about / for / to ... |

2 Work with a partner. Have three phone calls using phrases from 1.

- You want to know the time of a meeting tomorrow.
- You want an expenses authorization form.
- You are calling someone back with information about your holiday dates.

Language at work | Present simple and continuous

- 1 Look at the verbs in bold in these two sentences. Which tenses are used and why?**
 - 1 I'm **calling** for an update.
 - 2 I **get** updates from people every two days.
 - 2 Read these two questions. Are they talking about now or in general? Why do they use different tenses?**
 - 1 What's happening with the decorating?
 - 2 What else do we need to do at the moment?
 - 3 Complete these rules with *simple* or *continuous*.**
 - 1 Use the present _____ to talk about general facts or regular actions.
 - 2 Use the present _____ to talk about a current action or temporary project.
 - 3 Some verbs are not used in the present _____ when they are talking about states, not actions. For example: *understand, like, know, believe, mean, need*.
 - 4 Choose the correct answer from the words in *italics*.**
 - 1 What *is he doing* / *does he do* in my office?
 - 2 He *fixes* / *is fixing* your computer.
 - 3 He *is knowing* / *knows* what is wrong with it now.
 - 4 He *repairs* / *is repairing* computers every day – that's his job.
- »» For more information and exercises, go to **Practice file 2** on page 105.
- 5 Work with a partner. Ask and answer questions using these prompts.**
 - 1 what / you / work on / this week?
 - 2 you / like / travelling?
 - 3 how often / you / work late?
 - 4 you / have / any problems at work / at the moment?
 - 5 who / you / talk to / right now?
 - 6 how many people / be / in your English class today?
 - 7 what / you / think / at the moment?
 - 8 you / understand / the word 'deadline'?
 - 6 Write notes on the notepad below about some current events or activities in your life.**
 - 1 Give a mini presentation to the class using your notes.
 - 2 Listen to other members of the class and prepare two questions on their presentations.

Training or education: _____

Planning a holiday: _____

My work: _____

My free time: _____

Ways of practising my English: _____

Other: _____

Planning a launch party

Background

The sustainable dance club

Enviu is an international organization which helps young people develop profitable business ideas that have a positive effect on the environment and the local community.

Enviu is working in partnership with the architectural firm Döll on an exciting new project – a sustainable dance club in the city of Rotterdam.

The club will have a low impact on the environment, recycle energy, and raise

awareness among young people of social and environmental issues.

Enviu and Döll are cooperating with the Technical University of Delft and the Development Board of Rotterdam. Around 80 volunteers, mostly students and young professionals, are working on the project. They're helping to construct and equip the club ready for the launch party in a few weeks' time.

Discussion

- 1 In what ways are nightclubs environmentally unfriendly?
- 2 How could you make one more environmentally friendly?
- 3 09► Listen to one of the volunteers talking about the project. Compare what she says with your answers to 1 and 2 above.

Task

- 1 You are part of the project team planning to open a sustainable club in your city or town. The project is nearly complete and you are now planning the launch party which will take place in one month. Read about the key tasks that need to be done in this table.

The venue	The launch party	Publicity
Finalize installation of electrical equipment	Confirm all DJs and special events	Print leaflets and posters
Finish the decoration	Confirm orders with food and drink suppliers	Start distributing leaflets and posters, send out invitations
Equip the relaxation zone	Receive delivery from food and drink suppliers	Update the website
Install kitchens and toilets	Hire and train staff	Organize a radio advertisement

- 2 The project team has divided into groups, A, B, and C. Each group has different responsibilities. Read the information for your group. Group A, turn to File 04 on page 136. Group B, turn to File 11 on page 138. Group C, turn to File 20 on page 140.
- 3 When you have read your information, hold a meeting to discuss the key tasks. Make sure you know at the end of the meeting exactly what needs to be done, who will do it, and when.

- Update the other members of the project team.
- Make a note of the tasks that are complete and of all the tasks that still have to be done.
- Discuss as a team how you will proceed.
- Allocate tasks and create a schedule for completing them.

The Expert View

The project planning process should ensure that the work (scope) can be done within the deadlines (time) and budget (cost), and to the right specification (quality). These four elements (variables) are inter-related, and together make up the project baseline. If one of them changes – for example a reduction in time or budget, or an increase in scope – then the others need to be adjusted to keep the baseline business benefit. A good project manager is able to judge what the trade-off is if one of the variables changes. This requires clear thinking during planning, and careful tracking during the execution of the project.

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File 03 | Unit 2

Business communication skills, Exercise 8, page 15

Student A

You went to the Project 1 meeting. Your partner went to the Project 2 meeting. Call your partner to find out what's happening with Project 2. Then, tell your partner about Project 1. These are the things you need to know.

Project 1 – organizing a training day for staff

- Venue for training session – room booked
- Hotel for trainers – Victoria Hotel has available rooms, trying to negotiate discount
- Lunch – nothing so far. Need someone to book caterers and negotiate payment.
- Information pack for trainees – need to ask trainers to send schedule and summary of training day
- Transport between hotel and office for trainers – need to book taxis

Project 2 – raising money for a local children's charity

- Posters and leaflets?
- 10 km sponsored run?
- Charity sale?
- Other?

File 04 | Unit 2

Case study, Task, Exercise 2, page 17

Group A

You are working on the venue and all the equipment.

Your responsibilities:

- Organizing the installation of the dance floor, the sound system, the toilets, and the kitchen equipment.
- Painting and decorating the whole building.
- Buying plants and furniture for the relaxation zone.

Your progress: All the equipment has been ordered. The energy-generating dance floor is ready to install, and the kitchen and toilets have been installed.

Problems: You need a specialist electrician to complete the work on the dance floor and link it up to the sound system and the lights. The company you booked has pulled out and you need to find a replacement.

File 05 | Unit 4

Case study, Task, Exercise 2, page 29

Student A

Summarize these results for your partner. Do not read out the figures, but compare the results of last year and this year.

Example: The number of staff using public transport is a great deal lower than ...

	Last year	This year
% of staff using public transport	59	36
% of staff walking or cycling to work	22	21
% of staff sharing a car to work	11	23

File 06 | Unit 5

Business communication skills, Exercise 3, page 32

Student A



You are the facilities manager for a chain of hotels in Singapore and Thailand. Call your partner to ask about the services they offer. Ask if a visit is possible. Give this information to your partner.

- A chain of exclusively 5-star hotels.
- Some of the hotels have gym facilities that are eight years old.
- There are twelve hotels in total. Two have no gym facilities.
- You are speaking to your finance manager about the budget next week.

File 11 | Unit 2

Case study, Task, Exercise 2, page 17

Group B

You are working on the launch party event.

Your responsibilities:

- Booking the DJs and other acts.
- Organizing the special events, such as ethical clothing and make-up displays.
- Ordering all the food and drink for the event.
- Hiring and training staff.

Your progress: You have started booking people and so far the response is good. You have found local suppliers for most of the food and drink. You have advertised for staff and have a number of candidates. You need to interview candidates, hire them, and set up a training day.

Problems: The famous DJ you booked is no longer available. You have found a replacement but he is asking a lot of money which will take you over budget. You still need to find a supplier of organic beer.

File 12 | Unit 4

Case study, Task, Exercise 2, page 29

Student B

Summarize these results for your partner. Do not read out the figures, but compare the results of last year and this year.

Example: The number of staff arriving late is a great deal higher than ...

	Last year	This year
% of staff arriving late	53	87
% of staff doing flexitime	33	55
% of staff unable to find alternative parking (within walking distance of the company)	43	44

File 13 | Unit 5

Case study, Task, Exercise 1, page 35

Student B

You work for a business consultancy. Student A calls you. Ask for more information.

- What sort of reviews has the hotel received? What are the main problems?
- What sort of image does the hotel want to project?
- Arrange to visit the hotel. You are free on Thursday and Friday this week or Tuesday and Wednesday next week.

File 14 | Unit 5

Business communication skills, Exercise 3, page 32

Student B

You are the facilities manager for a chain of hotels in Croatia. Call your partner to ask about the services they offer. Ask if a visit is possible. Give this information to your partner.

- A chain of 3-star and 4-star hotels near the beach.
- One of the 3-star hotels has a fitness gym which is fifteen years old. You want to update that one and have new gym facilities in your other hotels.
- You have one 4-star hotel and three 3-star hotels.
- You have a comfortable amount set aside for installing these facilities.

File 15 | Unit 6

Case study, Task, Exercise 3, page 41

- 1 Have a film made showing day-to-day business and the lives of employees in the Swedish company and day-to-day business and lives of employees in the Indian company. It would include interviews with staff describing what they do and how they go about their jobs. Show this to all employees.
- 2 Set up a virtual chat room so that colleagues can communicate anonymously with each other to air their problems, find out what the reasons might be, and to share thoughts about their own cultures.
- 3 Get an external trainer to run a training course for Swedish and Indian managers about how to raise intercultural awareness. The course includes role-plays and language training.
- 4 Have a 'culture sharing meal / day' where Swedish and Indian colleagues spend a part of the day sharing their cultural background with each other over Indian and Swedish food.
- 5 Bring Indian managers to Sweden for a visit to observe how Swedish employees go about their day-to-day business. These managers would then report their observations to their Indian employees.

File 16 | Unit 16

Case study, Task, Exercise 1, page 101

Student A

Mission: Face-to-face market research in local supermarket. Get customers to taste the tea.

Result: Not good because

- some customers don't ever drink tea
- other customers like the taste but think the price is too high
- many customers have never seen this brand in the supermarket before.

Conclusion: Need to persuade supermarkets to make tea more prominent on the shelves. Offer special deals.

File 20 | Unit 2

Case study, Task, Exercise 2, page 17

Group C

You are working on publicity for the club and the launch party.

Your responsibilities:

- Advertising the launch party with leaflets and posters.
- Issuing special invitations for local business people.
- Recording a commercial for the local radio station.
- Setting up a website and making sure it is up to date.

Your progress: The leaflets and posters are ready. You are still waiting for the invitations. The website has been designed and is working well. The radio commercial has been recorded and needs to be approved by the team.

Problems: You need help to distribute the leaflets and posters. The website needs to be updated more frequently and expert help is expensive.

File 21 | Unit 8

Case study, Task, Exercise 2, page 53

Group A

Read these advantages of virtual working and share them with Group B.

- **More efficient use of time** – a team that stays in close contact and keeps an accurate record of its own progress is more likely to get something done on time and under budget.
- **Efficient use of training budget** – organizations that already have the necessary technology and skills for online communication have reported big savings on airfare, hotel and restaurant costs, and other expenses associated with face-to-face training.
- **Increased productivity** – too often organizations rely so much on meetings that a decline in overall productivity is experienced. Team members don't waste time walking down corridors, talking in the doorways along the way, and waiting for others to arrive.
- **Greater participation** – virtual team members can decide when and where they will participate and as a result they might feel able to participate more fully than they otherwise would.
- **Better use of individual time** – twelve minutes into a meeting, your reason for attending may be over. You could leave, then return later to 'listen in' and perhaps add something more.
- **Greater equality** – when you can't see the other people involved in the meeting, the organizational hierarchy doesn't completely disappear, but it does fade further into the background, allowing individuals to express their position more fully and easily.
- **Less air pollution** – when team members are able to work from home or the office, and avoid travelling for meetings, they lower their impact on the environment.

File 22 | Unit 9

Business communication skills, Exercise 5, page 57

Student A

Situation 1

Conversation 1

You are the customer. You work for an oil company. You want to order two drill pieces from S1 Engineering.

You have an account with the company. It is HK568.

Call S1 Engineering.

Conversation 2

You urgently need the pieces you ordered five days ago.

Call the company and find out about your order.

Situation 2

Conversation 1

You are a call handler for Haddows Trading, a fashion distributor. A customer calls you to place an order.

Give this order reference: HTGS899.

Conversation 2

You receive another call from the customer.

There has been a problem with the order. Find out what the problem is and invent an excuse / explanation.

Promise to take immediate action. (You can send a delivery van today – no extra charge.)

File 23 | Unit 10

Case study, Task, Exercise 1, page 65

Student A

Read this information on visitor numbers at last year's event. Decide what attractions and facilities were popular, and make recommendations for this year's events to the rest of the committee.

Total number of visitors: 358 (adults)

Numbers of visitors (approximately) that

- watched a promotional video about the work of the charity: 27
- rode on the Tour de France simulator: 152
- had lunch at the outdoor barbecue: 289
- took the guided tour of the factory: 95
- completed the quiz about the company: 43
- tried out the bikes on a special course: 235
- bought a lottery ticket for the charity (bicycles as prizes): 117
- had children who used the children's play area: 145
- used the outdoor café: 231