UNIT 3
IT PROJECT MANAGEMENT

Connect to the topic

1. Look at the photo. What are the people doing?
2. Can you identify the roles of the people involved in the project discussion?
3. How might the roles of team members differ in the various stages of a project?
4. Why is effective communication crucial in project management?

WARM-UP VIDEO

WATCH AND SPECULATE. Watch the video about project management and discuss the questions below.

1. What skills do you think a project manager needs to be successful?
2. How can project managers keep track of everything?
3. What can go wrong in a project?
4. When project management is working well, you hardly notice it. Why is that?

UNIT 3.1 INTRODUCTION TO IT PROJECT MANAGEMENT

LISTENING

Task 1. LISTEN FOR DETAILS. Scan the QR code and listen to "IT report" about IT project management. Match the sentences to the figures and dates mentioned in the listening. There are extra figures and dates you do not need to use.

1. The number of team members involved in a typical project.
2. The percentage of IT projects that are completed on time.
3. The estimated cost (in dollars) of a large IT project.
4. The year by which project management software is expected to evolve significantly.
5. The average length of a typical IT project (in months).

18%	2025	7,000
50%	12	2028
1 million	5	16
1.5 million	45%	2026

Task 2. LISTEN FOR DETAILS. Listen to the report again. Decide whether the following statements are True, False, or Not Given.

1. IT projects often require coordination between multiple teams.	True / False / Not Given
2. The majority of IT projects are completed within budget.	True / False / Not Given
3. IT project management involves both planning and execution stages.	True / False / Not Given
4. Agile methodologies are commonly used in IT project management.	True / False / Not Given
5. IT projects often face delays due to lack of money.	True / False / Not Given
6. IT project management software can help improve communication among team members.	True / False / Not Given
7. All IT projects have a fixed budget and timeline.	True / False / Not Given
8. The role of IT project managers is becoming more important as technology evolves.	True / False / Not Given

READING AND VOCABULARY

Task 3. EXPLORE THE WORDS. Look at the words and match with their definitions. Use a dictionary if needed.

1. **scope**	a) a significant event or checkpoint in a project
2. **stakeholder**	b) the ability to adapt quickly to changes in a project
3. **milestone**	c) ensuring project outcomes meet required quality standards
4. **kickoff**	d) the boundaries and objectives of a project
5. **deliverable**	e) managing resources like people, equipment, or budget
6. **resource allocation**	f) identifying and evaluating potential risks to a project
7. **agility**	g) any person or group with an interest in the project
8. **timeline**	h) a document authorizing project to begin
9. **within budget**	i) a schedule outlining project tasks, milestones, and deadlines
10. **project charter**	j) completing a project without overspending
11. **risk assessment**	k) the initial meeting that starts a project
12. **quality assurance**	l) a result that a project must produce or complete

Task 4. WORK WITH WORDS. Read the sentences and fill in the words from previous task. Sometimes you need to change the form of the word to fit the sentence.

1. Before making a major decision, the project manager consulted with key_____, including clients and team leads.
2. Reaching the first _____ on schedule was a great achievement for the project team, indicating they were on track.
3. The final _____ of this IT project was a working prototype of the new application.
4. The _____ team did a lot of checks to make sure that the software met the required standards before its release.
5. The project manager presented the _____ to the stakeholders in order everyone agreed on the project's scope and objectives before starting work.
6. The project manager outlined the _____ of the new software development project to make sure that everyone understood the project's boundaries.
7. During the project_____, the team discussed the project timeline and set expectations for the upcoming months.
8. A thorough _____ was conducted to identify potential issues that could delay the project or affect its success.
9. Proper _____ ensured that each team had the right number of developers and tools to complete their tasks.
10. Thanks to careful planning, the project was completed_____, avoiding any financial overruns.
11. The team's _____ allowed them to quickly adapt to changing client requirements without delaying the project.
12. The project _____ indicated when each phase of the project would be completed, including key milestones.

Task 5. READ FOR DETAILS. Read the text and choose the correct answers to the questions.

IT project management

IT project management means planning, execution, and delivery of technology-based projects in a company. An initial step in any project is defining the project scope. At this stage you need to identify what the project will achieve and what are its key deliverables. This helps to align the project with company's goals and set clear expectations for stakeholders.

Next, you create a project charter, which typically contains to outline the project's objectives, timelines, budget, and roles of each team member. It's crucial for the project manager to communicate clearly with everyone involved to build trust and make sure everyone knows what's going on. Resource allocation is another aspect, where the project manager assigns the right tasks to the right people to keep things running smoothly.

Being flexible is essential in IT project management. Projects need to adapt to changing requirements or unexpected obstacles, so having a flexible approach helps the team adjust plans and schedules as needed. Effective project management also involves risk assessment, where potential problems are identified early, and proactive measures are taken to solve them.

Collaboration among team members is a key to success. A collaborative environment encourages sharing ideas and solving problems together, which leads to innovation and efficient project execution. Teams that work well together are more likely to deliver projects on time and within budget.

In the end, the project's success depends on the project's final deliverables and how they met the defined scope and stakeholders' expectations. A successful project manager will ensure consistent performance throughout the project, from initial planning to project closeout, delivering high-quality results that satisfy all stakeholders.

1. What is an initial step in IT project management?
   A. Identifying project stakeholders
   B. Defining the project scope
   C. Developing a project charter
   D. Allocating resources
2. What is typically included in a project charter?
   A. Project timelines, budget, and team roles
   B. Resource allocation and risk assessment
   C. Communication plans and stakeholder engagement
   D. A detailed project scope and final deliverables
3. What is a crucial aspect of resource allocation in IT project management?
   A. Developing a project timeline
   B. Assigning tasks to the right people
   C. Monitoring project milestones
   D. Establishing project scope
4. What allows an IT project team to adapt to changing requirements or unexpected obstacles?
   A. Effective communication
   B. Resource allocation
   C. Agility and flexibility
   D. Collaboration among team members
5. Why is collaboration among team members key to success?
   A. It encourages innovation and problem-solving
   B. It helps maintain project timelines
   C. It ensures transparent communication
   D. It assists in resource allocation
6. What is the ultimate goal of IT project management?
   A. To meet deadlines and stay within budget
   B. To deliver high-quality results that meet or exceed expectations
   C. To ensure transparent communication with stakeholders
   D. To ensure effective risk management

Task 6. WORK WITH WORDS. Match the two parts to make the collocations.

1. **brainstorm**	a) stakeholders
2. **define**	b) ideas for project goals
3. **approve**	c) project goals with organizational objectives
4. **assign**	d) the project scope
5. **engage**	e) project terms
6. **negotiate**	f) issues and conflicts
7. **align**	g) project budget
8. **recruit**	h) project team members
9. **allocate**	i) responsibilities for team members
10. **resolve**	j) resources and tasks

Task 7. WORK WITH WORDS. Read the text and fill in the missing verbs. Sometimes you need to change the form of the verb.

Waterfall and Agile Methodologies

recruit ● define ● brainstorm ● approve ● allocate ● assign ● negotiate ● engage ● resolve ● align

Waterfall and agile are two widely used methodologies in IT project management, each with different approaches to project planning and execution.

In the waterfall methodology, the project team follows a linear sequence of phases, progressing from one stage to the next without much variation. First, the team will 1) _____ project requirements and 2) _____ the scope in detail. Then, stakeholders will 3) _____ the project plan and budget. The project manager then 4) _____ tasks to team members and sets a strict timeline. Communication with stakeholders is generally formal, with less flexibility to discuss changes. The goal is to 5) _____ all stages of the project in a clear path.

In contrast, the agile methodology is more iterative and flexible. Teams 6) _____ in continuous planning, allowing for adaptations as requirements change. Agile projects are typically organized into sprints or iterations, with regular check-ins to brainstorm solutions to new challenges. The project manager may 7) _____ more team members or 8) _____ tasks based on changing priorities. Agile teams often 9) _____ with stakeholders to modify the project scope as needed, which helps them stay adaptable. This flexibility allows agile teams to 10) _____ issues quickly, but it may take more time and resources to manage the iterative process. Choosing between waterfall and agile depends on the project's complexity, scope, and the need for flexibility.

Task 8. THINK CRITICALLY. Fill in the table with missing ideas.

Aspect	Waterfall	Agile
Approach	1. _____	2. _____
Scope	3. _____	4. _____
Project phases	5. _____	6. _____
Communication	7. _____	8. _____
Task assignment	9. _____	10. _____
Timeframe	11. _____	12. _____

a) fixed, typically include requirements, design, development, testing, and deployment
b) linear and sequential with each phase following the previous one
c) defined in detail at the start of the project
d) shorter timelines, based on iterations or sprints
e) short iterations with regular feedback and adjustments
f) iterative and incremental throughout the project
g) follows a strict communication plan
h) defined early and assigned to specific roles
i) based on iteration priorities, teams are cross-functional
j) defined incrementally, flexible and open to change
k) regular team meetings and reviews
l) longer timelines, following a predetermined schedule

WATCHING

Task 9. WATCH FOR MAIN IDEA. Scan the QR code and watch the video “Agile Methodology”. Choose the best summary for the video.

A. Alex, a Stanford graduate, had an interview and knew about Agile. John explained to him that Agile products needed frequent updates, causing downtimes. He compared this to Cisco and Sony experience with Agile, which had more interruptions than the stable Waterfall model.

B. Alex got an interview at Star Trek Technologies. He learned from John that the Waterfall model requires downtime for updates. John explained that Agile, used by companies like Cisco and Sony, breaks development into phases to avoid downtime and speed up updates.
C. Alex, a Stanford graduate, mentioned during his interview that downtime is unnecessary in modern development. He pointed out that Cisco and Sony use the Waterfall model, which he believes is better than Agile because it avoids frequent interruptions.

Task 10. WATCH FOR DETAILS. Watch the video again. Choose the correct answers to the questions below.

1. What did Alex receive from Star Trek Technologies?
   A. A graduation certificate
   B. A job offer
   C. An interview invitation
   D. A scholarship
2. Who does Alex seek help from to understand the term "downtime"?
   A. His professor
   B. His friend
   C. His uncle
   D. His classmate
3. What is "downtime" according to John?
   A. Time allocated for training employees
   B. Time allocated to deploy or update changes for a software product
   C. Time allocated for team meetings
   D. Time allocated for system backups
4. What was the result of Cisco adopting the Agile methodology for their product?
   A. Increased product cost by 40%
   B. Defects reduced by 40%
   C. Increased downtime by 40%
   D. Decreased efficiency by 40%
5. In the Waterfall model, when does the development of one phase start?
   A. Simultaneously with other phases
   B. After the previous phase is completed
   C. Before the previous phase is completed
   D. Anytime, independent of other phases
6. What is a significant risk associated with changes in the Waterfall model?
   A. Increased planning time
   B. High cost of new software
   C. Need for a new revised version
   D. Decreased customer satisfaction
7. How are Agile-based products developed?
   A. By breaking the product process into microservices or phases
   B. By treating the whole product as a single unit
   C. By ignoring client feedback
   D. By using a fixed time frame for development
8. What benefit did Sony notice by adopting Agile methodology in their interactive environment?
   A. Increased product price by 28%
   B. Increased planning time by 28%
   C. Reduced downtime
   D. 30 million dollars loss

SPEAKING

Task 11. COLLABORATE. Work in small groups. Discuss which three of these IT project management challenges are the most difficult to handle. Explain why you think so and compare your choices with another group.

1. Managing a project with a tight deadline and limited resources.
2. Leading a team where members have different priorities.
3. Resolving technical issues that slow down project milestones.
4. Handling situations where team members aren't communicating well.
5. Managing changes requested by clients during the project.
6. Coordinating work when team members are in different time zones.
7. Dealing with someone on the team who constantly underperforms.
8. Managing project stakeholders who have different goals.

Task 12. COLLABORATE. Read the following two situations and answer the questions below.

Project Management Dilemma

Anna is a project manager for a large IT project with a tight deadline. One of her key team members, Mark, is falling behind on his tasks and causing tension by dismissing others' ideas and refusing to collaborate. Anna has tried to talk to Mark, but nothing has changed. Now she's worried about meeting the deadline.

Client Scope Creep

John is leading a project for new software. The client's requirements were clear at first, but now they keep asking for more features and changes. John has tried to explain how these changes affect the timeline and budget, but the client still insists. His team is struggling to keep up.

1. What issues does Anna face with Mark?
2. How has John's project scope changed, and what is causing the problem?
3. What are the key challenges in each situation?
4. What could Anna and John do to fix their issues?

Task 13. COLLABORATE. Work in pairs. Decide if the following statements are True or False.

1. Anna's project has a flexible timeline and delays are possible.	True / False
2. Mark collaborates well with his team members.	True / False
3. John has difficulty managing scope changes from the client.	True / False
4. The client has been asking for additional features that were not in the original project plan.	True / False
5. Anna's project is at risk of missing its deadline due to team issues.	True / False
6. John's team is struggling to meet the project's evolving requirements.	True / False

Task 14. COLLABORATE. Work in pairs. Divide the expressions below into those that mean 'very unusual' and those meaning 'more common'.

	Very unusual	**More Common**
1. It was out of the ordinary.	□	□
2. It was a one-in-a-million chance.	□	□
3. It happens all the time.	□	□
4. It's hard to believe.	□	□
5. Imagine that!	□	□
6. It's not unheard of.	□	□
7. I think it's highly unlikely.	□	□
8. It's not the first time.	□	□
9. I'm not all that surprised.	□	□

Respond to these situations using the expressions above:

- The project deadline was extended by three months.
- The client asked for a big change to the project scope.
- A key team member quit suddenly.
- The project got more funding after showing its progress.
- The project was finished ahead of schedule.

Task 15. COMMUNICATE. Discuss in small groups how you would handle these situations in an IT project.

Surviving Project Challenges

1. The project's main database is corrupted, and there's no recent backups.
2. Funding is cut off in the middle of the project.
3. A team member announces that he is leaving the company next week.
4. A critical piece of hardware fails, interrupting project development.
5. A last-minute change is needed because of new industry rules.

Task 16. COMMUNICATE. Choose one card which describes your old and new offices. Go round the class and find the one who now works in your old office by asking questions about it.

Office Sweet Office

Card 1 *Your old office* On the ground floor of a modern building with big windows. Stylish design with bright accent colors. Service desk area with ten cubicles. Uses a helpdesk ticketing system. Ten desktops with remote support software. *Your new office* Part of a research campus with top-notch facilities. Functional design with adjustable workstations. Research area with twelve data workstations. Two meeting rooms with data visualization tools. Twelve powerful desktops for data processing.	**Card 5** *Your old office* In a standalone building with restricted entry and advanced security. Secure design with soundproof walls. Secure area with 30 workstations. 24/7 surveillance and access control. Sixty dual-monitor setups with security software. *Your new office* Top floors of a high-rise downtown, great skyline views. Clean design with neutral colors. Open-plan office with fifty cubicles. Break room with a kitchenette and vending machines. Each cubicle has a desktop with dual monitors.
Card 2 *Your old office* A renovated warehouse in a trendy neighborhood. Industrial-chic design with brick walls and high ceilings. Open space with 20 communal tables and 15 standing desks. Lounge area with bean bags and a coffee bar. Laptops for 30 employees with docking stations.	**Card 6** *Your old office* Part of a research campus with top-notch facilities. Functional design with adjustable workstations. Research area with twelve data workstations. Two meeting rooms with data visualization tools. Twelve powerful desktops for data processing. *Your new office*

Your new office Ground floor of a modern building with large windows. Stylish design with vibrant accent colors. Service desk area with ten cubicles. Uses a helpdesk ticketing system. Ten desktops with remote support software.	Purpose-built lab facility with climate-controlled rooms. Specialized workspace with six workbenches. Testing area with four oscilloscopes and three soldering stations. Eight workstations with CAD software.
Card 3 *Your old office* Top floors of a high-rise downtown, great skyline views. Clean design with neutral colors. Open-plan office with fifty cubicles. Break room with a kitchenette and vending machines. Each cubicle has a desktop with dual monitors. *Your new office* In a renovated office building with a modern industrial look. Collaborative space with configurable desks. Workspace with 10 movable desks. Three meeting rooms with whiteboards and projectors. Fifteen high-performance desktops for coding.	**Card 7** *Your old office* A renovated school building with spacious studios. Creative design with soundproof recording booths. Multimedia studio with five soundproof booths. Two recording rooms for audio/video production. Eight workstations with multimedia editing software. *Your new office* A renovated warehouse in a trendy neighborhood. Industrial-chic design with brick walls and high ceilings. Open space with 20 communal tables and 15 standing desks. Lounge area with bean bags and a coffee bar. Laptops for 30 employees with docking stations.
Card 4 *Your old office* In a renovated office building with a modern industrial look. Collaborative space with configurable desks. Workspace with 10 movable desks. Three meeting rooms with whiteboards and projectors. Fifteen high-performance desktops for coding. *Your new office* A renovated school building with spacious studios. Creative design with soundproof recording booths. Multimedia studio with five soundproof booths. Two recording rooms for audio/video production. Eight workstations with multimedia editing software.	**Card 8** *Your old office* Purpose-built lab facility with climate-controlled rooms. Specialized workspace with six workbenches. Testing area with four oscilloscopes and three soldering stations. Eight workstations with CAD software. *Your new office* In a standalone building with restricted entry and advanced security. Secure design with soundproof walls. Secure area with 30 workstations. 24/7 surveillance and access control. Sixty dual-monitor setups with security software.

LANGUAGE FOCUS

Task 17. STUDY AND ANALYZE. Look at the rule about Present Perfect Continuous, study in what situations it is used.

PRESENT PERFECT CONTINUOUS

Use	Example
Actions and situations continuing up to the present	The IT department **has been troubleshooting** the network issues for several weeks, but they still haven't identified the root cause.
Emphasis on duration	We **have been conducting** user acceptance tests for the software release throughout the entire week.

Task 18. PRACTICE. Circle the correct word or phrase. Choose **Present Perfect** or **Present Perfect Continuous**.

1. We **have fixed / have been fixing** 10 critical bugs in the last release.
2. The software testers **have been conducting / have conducted** performance tests on the app for the past two weeks.
3. The IT support staff **has resolved / has been resolving** all important user issues, creating an efficient working environment.
4. The team **has finished / has been finishing** the software project, developing an innovative and user-friendly application.
5. The support team **has processed / has been processing** a total of 500 customer requests this month.
6. The network engineers **have optimized / have been optimizing** the server configurations over the last three months.
7. The programmers **have written / have been writing** code for the machine learning module for a continuous period of six months.
8. Our system administrators **have successfully upgraded / have been successfully upgrading** all servers, leading to improved performance and stability.
9. The cybersecurity team **has monitored / has been monitoring** the network for any suspicious activity round the clock.
10. John **has managed / has been managing** the cloud infrastructure for our web applications since he joined the company.
11. Our IT department **has deployed / has been deploying** three major updates to the company's intranet.
12. Our team **has worked / has been working** on debugging the code for this app since last month, and we're making progress.

Task 19. PRACTICE. Complete the sentences, using the correct present forms of the verbs in brackets.

1. The website _____ (not/respond) to my support requests yet.
2. We _____ (use) a cloud storage solution while our local servers are under maintenance.
3. Our cybersecurity experts _____ (monitor) the system's security for the entire year.
4. I can't chat right now; I _____ (download) important files for the presentation.
5. The system administrator _____ (configure) the servers for the upcoming website launch for the past three days.
6. The software engineers _____ (implement) new security protocols, ensuring data protection and privacy.
7. It's the first time I _____ (encounter) such a complex software bug.

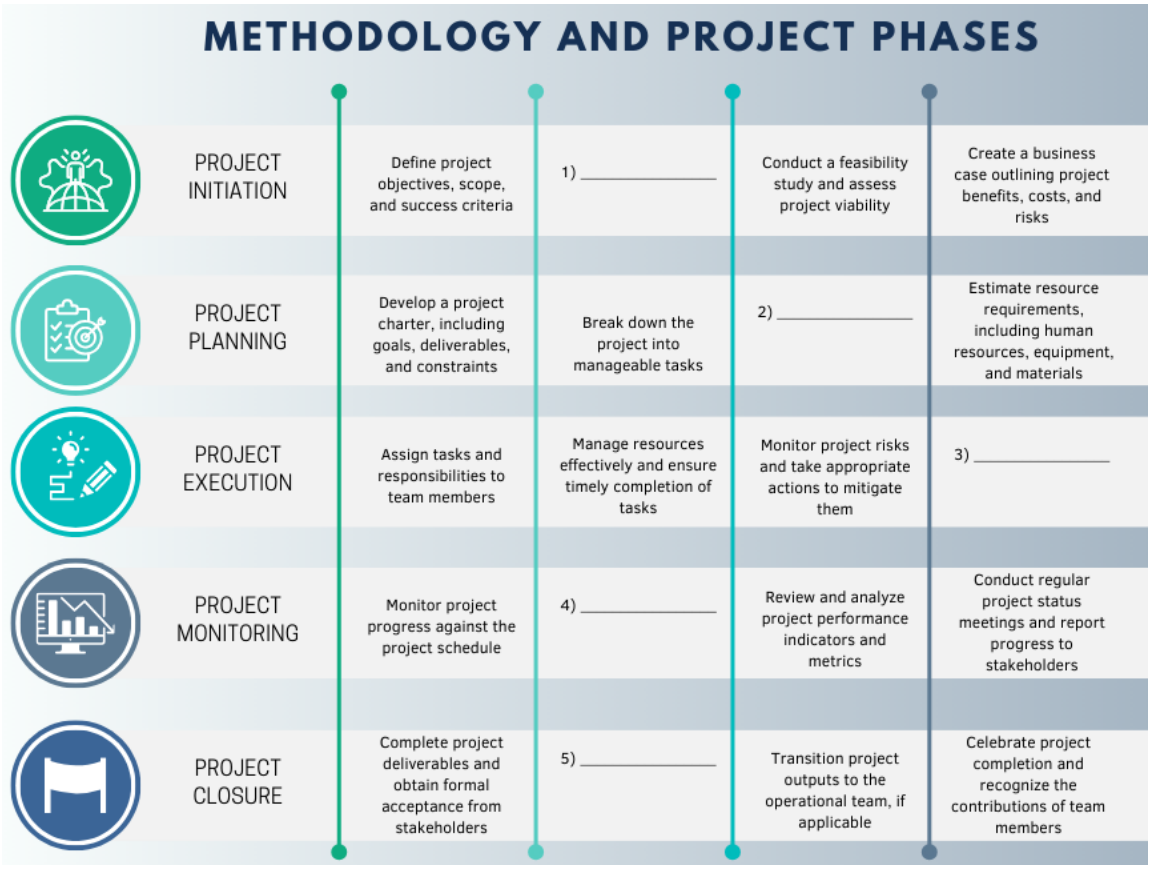
8. Firewalls _____ (protect) networks from unauthorized access and threats.
9. The online marketplace _____ (constantly / evolve) as new features and payment options are being introduced.
10. Our lead developer _____ (reside) in the city and commutes to the office.
11. It's frustrating how they _____ (constantly / change) the layout of the website.
12. The IT team routinely _____ (conduct) system backups every Friday.
13. The team _____ (not / respond) to emails right now due to the urgent server maintenance.
14. The database team _____ (optimize) query performance, resulting in faster data retrieval.
15. The software development team _____ (collaborate) on this complex project for six months, and they're finally ready to present the prototype.

UNIT 3.2 PROJECT PLANNING AND EXECUTION

READING AND VOCABULARY

Task 20. READ FOR DETAILS. Study the project graph and fill in the gaps.

A. Maintain communication with stakeholders and provide project updates
B. Define project activities and sequencing
C. Identify project stakeholders
D. Conduct a project review to assess project success and lessons learned
E. Track actual project costs and compare them to the budget



Task 21. READ FOR DETAILS. Study the project graph again and choose the correct phase name.

1. Phase that involves breaking down the project into manageable tasks and estimating resource requirements.
2. Phase involving the completion of deliverables, project review, and celebration of project completion.
3. Phase where project progress is monitored against the schedule and costs are tracked against the budget.
4. Phase where project objectives, scope, and success criteria are defined.
5. Phase in which tasks are assigned and responsibilities are managed effectively to ensure timely completion.
6. Phase where project performance indicators and metrics are reviewed and analyzed.
7. Phase where project stakeholders are identified.

A) Project Initiation
B) Project Planning
C) Project Execution
D) Project Monitoring
E) Project Closure

Task 22. WORK WITH WORDS. Look at phrases below. At which stage of project can they be used? Fill in the table. More than one variant possible.

project charter ● project schedule ● celebrating success ● project review ● budgeting ● client sign-off ● progress tracking ● task assignment ● project scope● quality assurance● stakeholder engagement ● resource allocation ● team coordination ● budget monitoring ● needs assessment●

Project Initiation	Project Planning	Project Execution	Project Monitoring	Project Closure

Task 23. WORK WITH WORDS. Read the text and fill in the words from the box.

Mobile App For Restaurant Delivery

backend ● requirements ● feedback ● fix ● launch ● features ● tracking ● stakeholders ● support ● vision

Developing a mobile app for a restaurant delivery service involves a lot of work. The development team starts by turning the project plan and 1) _____ into real parts. This includes making the user interface (UI) and user experience (UX) design, building the 2) _____ infrastructure, and adding the features from the planning phase.

For a restaurant delivery app, important things like user registration, menu browsing, ordering, payment processing, and order 3) _____ are created and put into the app. The design is made to be easy to use and nice to look at.

As the development continues, they test the app a lot to find and 4) _____ any problems. They check that all the 5) _____ work well, that the app is fast, and that it works on different devices.

During the development, the developers, designers, and 6) _____ work closely together to make sure everyone agrees on the project 7) _____ and goals. They talk often to keep the project going well and make changes if needed.

They get 8) _____ from restaurant owners and potential users to make the app better. They change and improve the app as they go, so it becomes a better end product.

When the development part is almost done, they focus on getting the app ready to 9) _____. This includes doing more testing, making the app work fast, and making sure they have all the documents and 10) _____ materials they need.

Task 24. COMMUNICATE. Work in pairs. Discuss the questions below.

1. What stages of the project are described in the text?
2. Why is it important to have a clear project plan before starting development?
3. How do UI and UX design help to the success of a restaurant delivery app?
4. Why are features like user registration, menu browsing, and payment processing crucial for a restaurant delivery app?

Task 25. WORK WITH WORDS. Read the text below about project closure in the IT sphere. Circle the correct word in each pair of options. Each pair has one word that fits best in the context of the sentence.

Project Closure

Project closure is a crucial phase in software development that 1) **signifies / signify** the end of a project. It involves several important steps that ensure everything is wrapped up properly and all 2) **stockholders / stakeholders** are satisfied with the results. The first step is to conduct a 3) **finally / final** review meeting where the project team discusses the 4) **outcomes / outgoing** and checks how well the project met its initial 5) **objectives / objectors**.

During the closure phase, the team also 6) **assures / ensures** that all project deliverables are done and meet the 7) **quality / quantity** standards agreed upon. This might involve conducting final tests to verify that the software 8) **functions / functionalities** as expected and fixing any remaining bugs. Documentation is another important aspect, where all project-related 9) **documents / documentals** are organized for future 10) **reverence / reference**.

A key component of project closure is getting formal 11) **acceptance / accepting** from the client. This usually means they sign-off on the final deliverables, which confirms that the project has met the agreed-upon 12) **requirements / inquiries**. It's also essential to release project 13) **resourceful / resources**, such as team members and budget allocations, so they can move on to other projects.

14) **Post-closure / Post-closing** activities often involve conducting a lessons learned meeting, where the team discusses what went well and what could be better. This feedback is valuable for 15) **enhance / enhancing** future projects and avoiding similar 16) **issues / issued**. The team might also generate a final project report that 17) **summary / summarizes** the overall performance and outcomes.

Closing a project also includes archiving all relevant data securely for 18) **futuristic / future** use. 19) **Effectively / Effective** project closure helps maintain clear records, supports continuous improvement, and ensures that all 20) **aspects / aspects'** of the project are properly finished.

LISTENING

Task 26. COMMUNICATE. Work in pairs. Discuss the questions below.

1. What could happen if project requirements change suddenly during the planning stage?
2. How might a project manager deal with last-minute changes in a project's requirements?
3. What do you think could cause delays during the execution stage of a project?

Task 27. LISTEN FOR DETAILS. Scan the QR code and listen to people talking their experiences with IT projects. Complete the table.

	Sam	Lisa	Greg
1. What type of project was it?			
2. What major problem arose during planning?			
3. How was the problem resolved?			
4. What key lesson was learned?			

SPEAKING

Task 28. COLLABORATE. Work in groups. Your company is upgrading its network infrastructure to improve efficiency and security. The total budget allocated for this project is $43,000. You have received an invoice for the expenses related to the upgrade. Study the invoice and initial budget details, then discuss the questions below.

Initial Project Budget Details

Total Budget: $43,000
Network Switches: $14,000
Routers: $10,000
Firewall: $6,000
Access Points: $7,000
Cabling: $3,000
Planning and Design: $1,000
Installation Services: $2,000

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123 Long St.,
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PAYABLE TO:
Nimble Signals
hello@reallygreat.com
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DESCRIPTION	QUANTITY	UNIT PRICE	TOTAL
Cisco Catalyst 3850 Switch	2	$7.500	$15,000
Cisco ISR 4000 Series Router	1	$10,000	$10,000
Palo Alto Networks Firewall	1	$8,000	$8,000
Ubiquiti UniFi Access Points	10	$600	$6,000
Ethernet Cabling (Cat6)	1000 ft	$1/ft	$1,000
Planning and Design Fee	1	$3,000	$3,000
Installation Services	1	$2,000	$2,000
TOTAL:			**$45,000**

Thank you for your business! For any billing concerns, please reach out to us at hello@reallygreat.com.

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1. What is the total amount billed in the invoice?
2. Is the total amount billed within the allocated budget? By how much?
3. Look at the budget allocation for each component (switches, routers, firewall, etc.). Does the amount spent on each component match the allocated budget?
4. Which items stayed within their budget, and which ones are close to their limit?
5. If the total amount billed was higher than the budget, what areas would you consider reducing costs? Why?
6. What are some potential risks if we try to cut costs on critical components like firewalls or routers?

7. How important is it to allocate part of the budget to planning and design? Can cutting costs here affect the project's success?

Task 29. COLLABORATE. Divide into two teams. Take turns to make complaints, starting with the ideas below. The other side must try to say something positive.

For example:
Team 1: Everything's so expensive nowadays, isn't it?
Team 2: Yes, but on the other hand, wages are much higher than they used to be.
Each team takes it in turn to make statements and to answer. The answers must be introduced by one of the phrases from the list. Each team has 10 seconds to answer. Play two or three rounds' with each round lasting 5 minutes.

Seeing the Good Side

Phrases:
On the other hand,
But then again,
Look at it this way,
Anyway, ...
Even so,
OK, but...
But in the long run,
Very true, but ...
To make up for it, …

Statements:
1. This task is really complex.
2. Coding is very challenging.
3. Debugging is really boring.
4. Testing takes forever.
5. Our project deadline got pushed back again.
6. Cloud computing services are very expensive.
7. The project scope keeps expanding.
8. It can be very stressful during the testing phase.
9. I can't understand the client's requirements.
10. Project meetings are too long and unproductive.
11. The software documentation is too technical and hard to understand.
12. Our team doesn’t work well together and lacks communication.
13. The project timeline is too tight.
14. The client keeps changing their requirements.
15. We don't have enough resources to complete the project on time.
16. Our project management tools are outdated and inefficient.
17. The client doesn't provide clear feedback.
18. There's too much bureaucracy slowing down the project progress.
19. We're constantly facing technical issues and system crashes during development.
20. Our team lacks experienced developers to handle complex tasks.

Task 30. COMMUNICATE. Work in groups of four. You and three of your team members have decided to organize a celebration to mark the successful completion of your IT project.

Arranging a Project Celebration

Student A

Here are some of the things that need to be arranged:

1. Where will the celebration take place? (discuss accessibility, capacity, and convenience)
2. Who will help to get it ready (move furniture, clean it, tidy up etc.)?
3. How many team members and stakeholders will be invited? Should clients or supervisors also be included?
4. What time will the celebration start and end? Which day of the week is better?
5. How much food and what type will be served? Who will buy or make it?
6. What kind of music or entertainment will be there? Who can arrange for audio equipment?
7. Are there any additional supplies needed, such as disposable plates, utensils, or decorations? Who can bring what?
8. Who will help with cleaning up after the celebration?
9. Any other details to have a successful event.

You have access to a spacious conference room in your company's office building. However, you're concerned about potential damage to office property during the celebration. You own a portable speaker system and can bring it to the celebration. Additionally, you prefer to order catering from a local restaurant to avoid the hassle of cooking and cleanup.

Student B

Here are some of the things that need to be arranged:

1. Where will the celebration take place? (discuss accessibility, capacity, and convenience)
2. Who will help to get it ready (move furniture, clean it, tidy up etc.)?
3. How many team members and stakeholders will be invited? Should clients or supervisors also be included?
4. What time will the celebration start and end? Which day of the week is better?
5. How much food and what type will be served? Who will buy or make it?
6. What kind of music or entertainment will be there? Who can arrange for audio equipment?
7. Are there any additional supplies needed, such as disposable plates, utensils, or decorations? Who can bring what?
8. Who will help with cleaning up after the celebration?
9. Any other details to have a successful event.

You have access to a luxurious penthouse suite within your company's office complex. You believe inviting a larger number of attendees, including colleagues and their partners, will make the celebration more enjoyable. You prefer to use disposable tableware to avoid washing up. You don't like cooking very much and would like to order food from a take-away restaurant, such as pizzas or Chinese food.

Student C

Here are some of the things that need to be arranged:

1. Where will the celebration take place? (discuss accessibility, capacity, and convenience)
2. Who will help to get it ready (move furniture, clean it, tidy up etc.)?
3. How many team members and stakeholders will be invited? Should clients or supervisors also be included?
4. What time will the celebration start and end? Which day of the week is better?
5. How much food and what type will be served? Who will buy or make it?
6. What kind of music or entertainment will be there? Who can arrange for audio equipment?
7. Are there any additional supplies needed, such as disposable plates, utensils, or decorations? Who can bring what?
8. Who will help with cleaning up after the celebration?
9. Any other details to have a successful event.

You have quite a large flat. You don't mind using it for the celebration but the only problem is that you don't have any stereo equipment for playing music. You love organizing things and tend to 'take over' a discussion and boss people about. You don't mind helping with everything but feel that the washing up, cooking, etc. should be left to the opposite sex. You would like to invite friends.

Student D

Here are some of the things that need to be arranged:

1. Where will the celebration take place? (discuss accessibility, capacity, and convenience)
2. Who will help to get it ready (move furniture, clean it, tidy up etc.)?
3. How many team members and stakeholders will be invited? Should clients or supervisors also be included?
4. What time will the celebration start and end? Which day of the week is better?
5. How much food and what type will be served? Who will buy or make it?
6. What kind of music or entertainment will be there? Who can arrange for audio equipment?
7. Are there any additional supplies needed, such as disposable plates, utensils, or decorations? Who can bring what?
8. Who will help with cleaning up after the celebration?
9. Any other details to have a successful event.

You have a small basement flat. You prefer the celebration to be mostly for your team, without any outsiders. You also think that everyone should help equally. You are prepared to do everything except move furniture and prefer buying food over making it. During the discussion, you will take notes on what everyone offers to do and any other decisions made. If other people are invited, you want an equal number of males and females, if possible.

Task 31. COMMUNICATE. Work in pairs. Make phone calls to your teammates. The callers have to explain why they are late, and then request favours. The receivers have to listen to their teammates requests and then ask them to do something in return.

Could you do me a favour?

Phrases:

Hello, Mike? It's John here.
Hey, Larry, sorry to bother you.
Hi, Alice, do you have a moment?
Is this a good time to talk?
I hope I'm not catching you at a bad time.
Could you do me a favor?
I'm calling because...
Thanks for helping me out with this.
I'll make it up to you.
I'll owe you one.

Caller Role Cards

You are running a bit behind because you had to finalize a project presentation. You need your teammate to set up the conference room for the meeting because clients will be coming in soon. You will be back in about 30 minutes.	You are running late because you were coordinating with the development team. You ask your teammate to review the project timeline because the client is expecting an update. You should be back in about an hour.
You are late because you were debugging code. You ask help from your teammate with printing	You are stuck at troubleshooting network issues. You want your teammate to prepare the

out some project documents because you need them for a meeting with stakeholders. You will be in the office in about 2 hours.	presentation slides because you are presenting to the management team. You will finish troubleshooting in about 45 minutes.
You got held up configuring software. You need your teammate to attend the initial client meeting because you won't make it in time. You will be available in about 20 minutes.	You are late because you were analyzing project data. You ask your teammate to provide feedback on the project proposal because it's due today. You should be back in about an hour and a half.
You are running late because you were reviewing project risks. You need your teammate to update the project budget because there have been some unexpected expenses. You should be back in about 10 minutes.	You got delayed in a project review meeting. You ask your teammate to document the meeting minutes because you won't have time to do it. You will be back in about an hour.

Receiver's Favours Role Cards

You are out of notepads. You want your teammate to pick some up from the bookstore. You will be gone before your teammate comes back because you have to attend a conference call with clients.	You are out of batteries for the wireless mouse. You want your teammate to pick some up from the hardware store. You will be gone before your teammate comes back because you have to attend a webinar.
You are out of USB flash drives. You want your teammate to pick some up from the electronics store. You will be gone before your teammate comes back because you have to attend a project kickoff meeting.	You are out of snacks for the office fridge. You want your teammate to pick some up from the convenience store. You will be gone before your teammate comes back because you have a team-building activity scheduled.
You are out of printer paper. You want your teammate to pick some up from the department store. You will be gone before your teammate comes back because you have a dentist appointment.	You are out of coffee pods. You want your teammate to pick some up from the grocery store. You will be gone before your teammate comes back because you have to attend a training session.
You are out of whiteboard markers. You want your teammate to pick some up from the stationery shop. You will be gone before your teammate comes back because you have a lunch meeting with a client.	You are out of sticky notes. You want your teammate to pick some up from the office supply store. You will be gone before your teammate comes back because you have a doctor's appointment.

WRITING

Task 32. ANALYZE. Read the request below and identify the informal phrases and unprofessional tone. Rewrite the request in a formal style, ensuring clarity and professionalism.

Task 33. ANALYZE. Read the change request letter below. Underline phrases that contribute to a formal tone.

Task 34. WORK WITH WORDS. Fill in the missing phrases or words.

by one month ● incompatible ● modification ● stability ● approval ● cover ● convenience ● due to

Dear Mr. Johnson,
I am writing to request a 1) _____ to the "Network Infrastructure Upgrade Project." Specifically, I propose extending the project timeline 2) _____ and increasing the budget by $20,000. This adjustment is 3) _____ the outdated hardware we encountered, which requires additional components and time to integrate effectively.
The older hardware, not accounted for in the initial plan, is 4) _____ with the new systems, necessitating updates to ensure network 5) _____. This change will extend the project completion date from July 30th to August 30th and 6) _____ the cost of new equipment essential for a smooth upgrade.
I kindly seek your 7) _____ for this modification and am available to discuss further details at your 8) _____.
Thank you for your understanding.
Sincerely,
Emma Brown
Project Manager

Task 35. WRITE. Write a project change request letter based on the situation provided. Use the formal style and structure.

You are managing a data center expansion project. Your hardware supplier informs you of a delay in the delivery of critical components, which will affect the project timeline. To adjust for this delay, you propose extending the project completion date by two weeks. Write a formal change request letter to the project sponsor.

Useful language:
I kindly request...
I am writing to request...
This change is necessary due to...
The reason for this request is...
This adjustment will affect...
The proposed change will result in...
Thank you for your consideration...
I appreciate your prompt attention to this matter...

LANGUAGE FOCUS

Task 36. STUDY AND ANALYZE. Look at the rule about Past Perfect and Past Perfect Continuous, study in what situations they are used.

PAST PERFECT

Use	Example
Situations and states before the past	The team **had already conducted** thorough system testing before the software release date arrived.
Completed actions before a moment in the past	By the time the network administrator arrived, we **had already updated** the firewall configurations.
Completed actions where the important thing is the result at a moment in the past	We were relieved when we saw the data backup because **we had just migrated** the entire database to a more secure server.

PAST PERFECT CONTINUOUS

Use	Example
Actions and situations continuing up to the moment in the past	The team **had been working** on the project for months before they told about it at the conference.
Actions stopping just before a moment in the past	He seemed relieved when he finished the code because he **had been debugging** it for hours.

Task 37. PRACTICE. Circle the correct word or phrase.

1. When the power outage occurred, the data center **had run / had been running** on backup generators for several hours.
2. Mark **had streamed / had been streaming** online videos all night, which is why he was so sleepy during the morning meeting.
3. The software engineers **had developed / had been developing** a prototype before the client meeting took place.
4. By the time they submitted the software update, the developers **had coded / had been coding** tirelessly for weeks.
5. The website **had undergone / had been undergoing** several revisions before its official launch.

6. By the time the virus was detected, it **had already infected / had been already infecting** several computers in the network.
7. Mary's hands were shaking as she finally closed the cybersecurity breach that **had compromised / had been compromising** the company's data.
8. The software engineers **had collaborated / had been collaborating** on the coding project for months before they completed the final version.
9. When the server crashed, it **had already served / had been already serving** thousands of user requests.
10. Jane felt exhausted as she left the data center; she **had troubleshooted / had been troubleshooting** network issues for hours.
11. We realized the importance of regular updates after our system **had experienced / had been experiencing** a significant security breach.
12. Before the server crashed, the IT team **had monitored / had been monitoring** its performance for days.

Task 38. PRACTICE. Complete the sentences using the correct past form of the verb in brackets.

1. What _____ (you / program) all night when I saw you in the office?
2. When the news broke, I _____ (browse) social media and saw the updates in real-time.
3. The online gaming community _____ (anticipate) the release of the new expansion for weeks.
4. She _____ (attend) online web development courses for months, and now she was ready to build her own website.
5. While I_____ (code), my friend _____ (test) the new website's user interface.
6. The website developers _____ (optimize) the site's performance for months before they achieved fast loading times.
7. While I was working on a report, my computer _____ (freeze) due to a software bug.
8. The IT team _____ (work) on the network infrastructure upgrade for the entire quarter before they finally completed the project.
9. As I _____ (download) a large dataset, my teammate was analyzing data on a different server.
10. How long _____ (the developers / work) on the mobile app before it was launched?
11. We were uploading documents when the connection_____ (fail).
12. In the coworking space, freelancers _____ (type) away on their laptops, while the aroma of freshly brewed coffee filled the air.
13. When _____ (the first personal computer / enter) the market?
14. She was pleased to see that the database backup was available because we _____ (just / restore) it the day before.
15. The first computer viruses _____ (emerge) in the 1980s.

UNIT 3.3 PROJECT ROLES AND RESPONSIBILITIES

READING AND VOCABULARY

Task 39. WORK WITH WORDS. Match team roles to their responsibilities.

Project Team Roles

1. **project manager**	a) oversees the technical aspects of the project
2. **business analyst**	b) assists the project manager with scheduling, documentation, and communication
3. **developer**	c) gathers requirements, analyzes business needs, and translates them into project deliverables
4. **quality assurance tester**	d) tests the project outputs to ensure they meet quality standards and requirements
5. **UX/UI designer**	e) oversees the project, coordinates tasks, and ensures alignment with project goals
6. **technical lead**	f) manages databases and ensures data integrity and security
7. **database administrator**	g) focuses on user interface and user experience to ensure the final product is user-friendly
8. **project coordinator**	h) designs, codes, and implements the software or technology solution
9. **system analyst**	i) represents the interests of stakeholders, provides feedback
10. **product owner**	j) analyzes system requirements and helps design IT solutions

Task 40. READ FOR DETAILS. Read the text. Six sentences have been removed from the text. Choose from the sentences A-G the one which fits each gap (1-6). There is one extra sentence which you do not need to use.

A. He designed and managed the database, ensuring data integrity, optimizing performance, and implementing security measures.
B. Her role involved setting timelines, organizing meetings, and resolving any issues that came up.
C. The team was made up of specialists from various departments, each bringing their unique skills to the table.
D. He was the bridge between the client and the development team, making sure everyone understood the client's needs.
E. Project manager facilitated these meetings, ensuring everyone had a chance to share their input.
F. This agility is especially valuable in IT projects, where technology and client needs can evolve rapidly.
G. Her attention to detail ensured that the system was reliable and error-free.

Developing a CRM System

The IT team at TechNova Solutions had a challenging task to develop a new customer relationship management (CRM) system for a large retail client. This wasn't just any project – it required a blend of skills in software development, database management, user interface design, and quality assurance. 1) _____

At the top was the project manager, Susan, who coordinated the project's progress and ensured all stakeholders were kept informed. 2) _____ She was responsible for keeping everything on track and ensuring that everyone had the resources they needed to move forward.

Mark, the business analyst, spent a lot of time understanding the client's needs and translating those into technical specs. 3) _____ Mark also helped prioritize features to ensure the project stayed within scope.

On the development side, Sarah and Jason made a great team. Sarah focused on the backend, building the core functionalities of the system, while Jason worked on the frontend, designing a user-friendly interface. Their collaboration ensured that everything integrated seamlessly.

Linda was a quality assurance specialist in this company, and her role was in maintaining high standards. She created test cases and worked closely with Sarah and Jason to fix any bugs before the system was presented to the client. 4) _____

One more expert was a crucial part of the team. Tom, the database administrator, was responsible for the backbone of the CRM system. 5) _____ Tom's work provided a secure foundation for the entire system.

The UI/UX designer, Emily, focused on the system's user interface and overall user experience. She worked with Jason to create an intuitive design that would be easy for the client's employees to use. Emily's contributions helped ensure the CRM system was both functional and visually appealing.

Throughout the project, the team held regular meetings to discuss progress, handle problems, and brainstorm ideas. 6) _____ The collaborative approach fostered innovation and allowed the team to adapt to changing requirements.

In the end, the project was completed on time and within budget. The CRM system was successfully delivered to the client, who praised the team for their professionalism and attention to detail. The project's success highlighted the power of effective collaboration and clear division of responsibilities at TechNova Solutions.

Task 41. COMMUNICATE. Discuss the following questions about motivation in a project team.

1. What factors do you think most affect a team's motivation during a project?
2. What are some effective ways to show appreciation to team members for their hard work?
3. What types of team-building activities can help maintain high morale during a long project?
4. How does work-life balance affect team motivation and productivity?
5. How does setting clear goals and milestones contribute to team motivation?

Task 42. WORK WITH WORDS. Put the skills in the correct categories.

Hard skills are specific abilities that are required to perform technical tasks.
Soft skills are personal abilities that are required to effectively interact with other people.

budget management ● scheduling ● problem-solving ● attention to detail ● adaptability ●quality assurance ● project planning ● networking ●conflict resolution ● data analysis ● contract management ● critical thinking ● emotional intelligence ● documentation● negotiation ● system integration ● delegation ● technical proficiency

Hard Skills	Soft Skills
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.

Task 43. WORK WITH WORDS. Look at the statements and tell if hard or soft skills were required at each of the following stages of an IT project to develop a new virtual reality training platform.

The project manager:

1. used a developer with expertise in Unity and C# to work on the platform's interactive features.
2. organized a team-building activity to improve morale and connection among team members.
3. calmed the team about the client's last-minute change requests.
4. analyzed user feedback data from beta testing to identify areas for improvement in the user interface.
5. managed conflicts between team members to have a collaborative working environment.
6. conducted detailed budgeting and cost estimation for the hardware requirements of the VR training platform.
7. held regular progress meetings to communicate project updates and gather feedback.
8. developed a comprehensive risk management plan to solve potential technical problems.
9. provided a workshop to encourage creative solutions for enhancing the platform.
10. reviewed and optimized the project schedule to have timely delivery of milestones.

Task 44. WORK WITH WORDS. Read the dialogue between Alex, a project manager, and Jamie, a team member, and then fill in the words from the box below.

collaborative ● detail-oriented ● proactive ● supportive ● diligent ● transparent ● knowledgeable ● empathetic ● decisive ● visionary

Alex: Hey Jamie, thanks for meeting with me today. I wanted to chat about the upcoming project and our roles in it. We need to make sure that everyone knows what's up and what's expected.

Jamie: Sure thing, Alex. I'm ready to jump in and make this project a success. Where do we start?

Alex: First, we need to set clear goals and milestones. Being 1) _____ is really important here. We can't miss any part of the project.

Jamie: Totally. I'll document everything thoroughly. Should we also start planning for any potential risks?

Alex: Yes, definitely. Being 2) _____ and resourceful in spotting risks early on will save us a lot of headaches later.

Jamie: I'll get the team together for a brainstorming session to think about possible risks and solutions.

Alex: Great idea. We need a 3) _____ effort from everyone. Also, I want to encourage open communication. It's important to be 4) _____ about any issues or concerns as soon as they pop up.

Jamie: Got it. I'll make sure the team knows they can come to me or you with any problems. And, how do we handle decision-making processes?

Alex: I try to be 5) _____ when making decisions, but I value team input. We need to be flexible and adapt as the project moves forward. Your insights are always welcome.

Jamie: Thanks, Alex. Your supportive approach really boosts the team's morale.

Alex: Speaking of support, if anyone feels overwhelmed, please let me know. Being 6) _____ to each other's situations will help us keep a healthy work environment.

Jamie: Absolutely. I'll keep an eye on everyone and make sure we're all staying balanced.

Alex: Great. Also, don't hesitate to share your creative ideas. We need a 7) _____ approach to stay ahead in our industry.

Jamie: Will do. What about handling feedback from the client?

Alex: It's essential to be 8) _____ about every aspect of the project so we can understand their concerns effectively.

Jamie: Got it. I'll make sure to stay informed and keep the client updated regularly.

Alex: Perfect. Lastly, let's be 9) _____ in our work. Attention to detail and dedication

will ensure the project's success.

Jamie: I'm confident we can do this, Alex. Thanks for the clear direction and 10) _____ leadership.

Task 45. EXPLORE THE IDIOMS. Study the meaning and examples of IT related idioms. Then use them in sentences.

Digital native - a person who has grown up using digital technology from a young age and is very comfortable with it.

Being a digital native, she finds it easy to adapt to new gadgets and software.

Blue-sky thinking - thinking creatively and imaginatively without any limitations.

*During brainstorming sessions, they use **blue-sky thinking** to explore creative solutions.*

Tech unicorn - a startup company that has reached a valuation of over $1 billion, typically in the technology sector.

*The **tech unicorn's** rapid growth attracted attention from investors worldwide.*

Throw spaghetti at the wall – try various strategies in a random manner, often in the hope that one of them will succeed.

*The startup tried different marketing strategies, **throwing spaghetti at the wall** to see what would work.*

Beta phase - testing period of a technology or product, where it is released to a select group of users for their feedback.

*The software is currently in the **beta phase**, and developers are gathering user feedback.*

Rocket science - complex or difficult-to-understand concepts.

*Understanding how computers communicate to each other can be like **rocket science** for some.*

Software glitch – a temporary or minor malfunction in software.

*Due to **a software glitch**, the app crashed unexpectedly, causing users to lose their progress.*

1. Sarah's computer froze while she was typing her essay, but it was just a_____, so she restarted it and everything was fine.
2. Building super-fast internet networks can seem like _____ to many.
3. Let's engage in some _____ to brainstorm innovative solutions to this problem.
4. The company's approach to project management was like_____ – they tried various strategies without a clear plan.
5. Investors are always on the lookout for the next_____, hoping to find the next big success story.
6. During the_____, the team gathers feedback from testers to fix any bugs or issues.
7. As a _____, he finds it easy to adapt to new software and gadgets without much instruction.

Task 46. COMMUNICATE. Tell the story of a small startup company that transforms into a tech unicorn overnight. Describe this fateful night.

Task 47. COLLABORATE. Work in pairs. Describe a situation where a software glitch causes chaos in a futuristic society heavily relying on technology. How do people react and adapt to the glitch?

Task 48. WRITE. Write a humorous story when two friends don't understand complex concepts in IT because it's like a rocket science to them. Use the idioms above.

WATCHING

Task 49. WATCH FOR DETAILS. Scan the QR codes and watch 2 videos. Fill in the gaps in the table.

Software quality assurance engineer

IT project manager

Aspect	Software quality assurance engineer	IT project manager
Primary role	Identify 1) _____ and errors in apps and computer programs	Deliver projects on time, on budget, and 8) _____.
Methods	May have relied on large groups of 2) _____ in the past, now use 3) _____ programs.	Plan and manage IT projects at every phase.
Responsibilities	Design 4) _____ and procedures, monitor results for bugs, solve design flaws.	Define project goals, determine systems and technology needed, create 9) _____ , build budgets, identify staffing needs, hire and manage staff.
Skills required	Strong attention to detail, rigorous documentation, communication, and 5) _____ skills.	Communication skills, attention to detail, management, technical skills to understand technology capabilities and 10) _____.
Work environment	Work in 6) _____ , often as part of large teams.	Work more than 11) _____ hours per week, in an office environment.
Educational requirements	Bachelor's degree in computer science or related field, industry certifications, knowledge of programming languages and 7) _____ techniques.	Related 12) _____ degree.

SPEAKING

Task 50. COMMUNICATE. Choose one card describing a team member. You are looking for someone to make a team for a project. Find the one with whom you can work successfully. Interview each other about good and bad qualities and create a team, explain your choice.

Teammates

Card 1

- You always wake up early (around 6 o'clock), never late for meetings or deadlines.
- You plan the day well, know what to do and when.
- You are always there when needed, very reliable.
- You may be passive during discussions and

Card 5

- You keep things tidy, know where everything is.
- You keep track of tasks and deadlines.
- You pay attention to small details, make sure everything is done right.
- You often complain, criticize others, and focus on the problems rather than solutions.

don’t want to contribute ideas. • You keep things organized and tidy. • You work well with others, keep everyone on track. • You can sometimes get stressed if plans change suddenly, may start to panic.	• You write everything down, so everyone knows what's going on. • You know what's important and what can wait. • Sometimes you spend too much time planning, might fight if things don't go as planned.
Card 2 • You love learning about new technology and how to use it. • You always look for ways to make work easier or better with technology. • You may fail to communicate effectively, which can create misunderstandings and confusion within the team. • You adapt quickly to changes in the project. • You come up with creative solutions to problems. • You might get carried away with new tech, forgetting about simpler solutions or what already works. • You frequently miss deadlines and show up late to meetings.	**Card 6** • You talk openly with the team, listen to what others have to say. • You make sure everyone understands what's going on. • You help solve problems between team members. • You make the team feel like a team, everyone gets along well. • You encourage everyone to share ideas and work together. • You may interfere with others' work and control every detail. • Sometimes you avoid difficult conversations, which can make problems worse.
Card 3 • You look at problems from different angles to find the best solution. • You come up with creative ideas to solve problems. • You make decisions carefully, thinking about what's best for the project. • You find ways to keep going even when things get tough. • You make the most of what's available to get things done. • Sometimes you spend too long trying to solve a problem, you need to know when to ask for help or try a different approach. • You may hide important information, avoid difficult conversations, and forget to respond to messages.	**Card 7** • You are excellent at organizing tasks and schedules. • You track progress and ensure deadlines are met. • You are capable of strategic planning and prioritization. • You collaborate effectively with the team. • You are a quick thinker and problem solver. • You may insist on doing things your way, even if it's not the most effective approach, causing conflicts. • You struggle with alcohol dependency, which can affect work, especially during stressful periods. • You don’t want to acknowledge your mistakes.
Card 4 • You maintain a well-structured and organized approach to tasks. • You are excellent at task management and time allocation. • You pay attention to detail and ensure thorough documentation. • You encourage communication and	**Card 8** • You communicate openly and create a positive team environment. • You actively participate in team discussions and problem-solving. • You support teammates and encourage collaboration. • You show creativity in working with tasks

collaboration within the team. • You are good at finding innovative solutions to challenges. • You struggle with smoking addiction, occasionally requiring breaks that ruins workflow and productivity. • You may show passive-aggressive behaviour through sarcasm and saying bad things behind backs.	and finding solutions. • You maintain enthusiasm and optimism even in challenging situations. • You are prone to forgetfulness, occasionally miss deadlines or fail to follow up on important tasks. • You may prioritize your own interests and success over the team's goals.

Task 51. COLLABORATE. Work in pairs. Tell a partner if you have ever had any of the following problems with a teammate. Share ideas on how to work with these problematic colleagues.

1. They constantly miss deadlines.
2. They refuse to collaborate with others.
3. They often make mistakes in their work.
4. They don't respond to emails or messages.
5. They bring a negative attitude to meetings.
6. They take credit for other people's work.

Task 52. COLLABORATE. Read a situation and answer the questions below.

Teammate from hell

Susan joined the IT project team six months ago. At first, she seemed really keen to help and had a lot of ideas. But soon, it became clear that her work habits were far from ideal. She often missed deadlines and blamed others when things went wrong. During meetings, she would talk over other team members and dismiss their ideas. When her mistakes were pointed out, she became defensive and claimed it wasn't her fault.

Our project manager, Dave, tried to tackle Susan's behavior by having a one-on-one meeting with her. He explained that her actions were affecting the team's progress and suggested ways she could improve. But Susan's behavior didn't change. She continued missing deadlines and disrupting meetings. Dave is now considering taking her off the project team.

1. What behaviors made Susan a problematic teammate?
2. How did Susan's actions impact the project team's performance?
3. What steps did the project manager take to change Susan's behavior?
4. If you were in Dave's position, what would you do in this situation?

Task 53. COLLABORATE. Work in small groups. Discuss the questions below.

1. What could the project manager have done differently to tackle Susan's behavior?
2. If Susan's behavior continues, should she be removed from the project team? Why or why not?
3. How to make sure that all members contribute positively to the project?
4. If you were Susan's teammate, would you discuss her behavior?

Task 54. SPECULATE. Complete the questionnaire and compare your answers with a partner.

1. You have a tight deadline for an IT project, and a teammate keeps missing their tasks. Do you:
   a. talk to them directly about the problem?
   b. report the issue to the project manager?
   c. offer to help them complete their tasks to meet the deadline?
   d. do something else?
2. A teammate constantly interrupts meetings with unrelated topics, slowing down the project's progress. Do you:

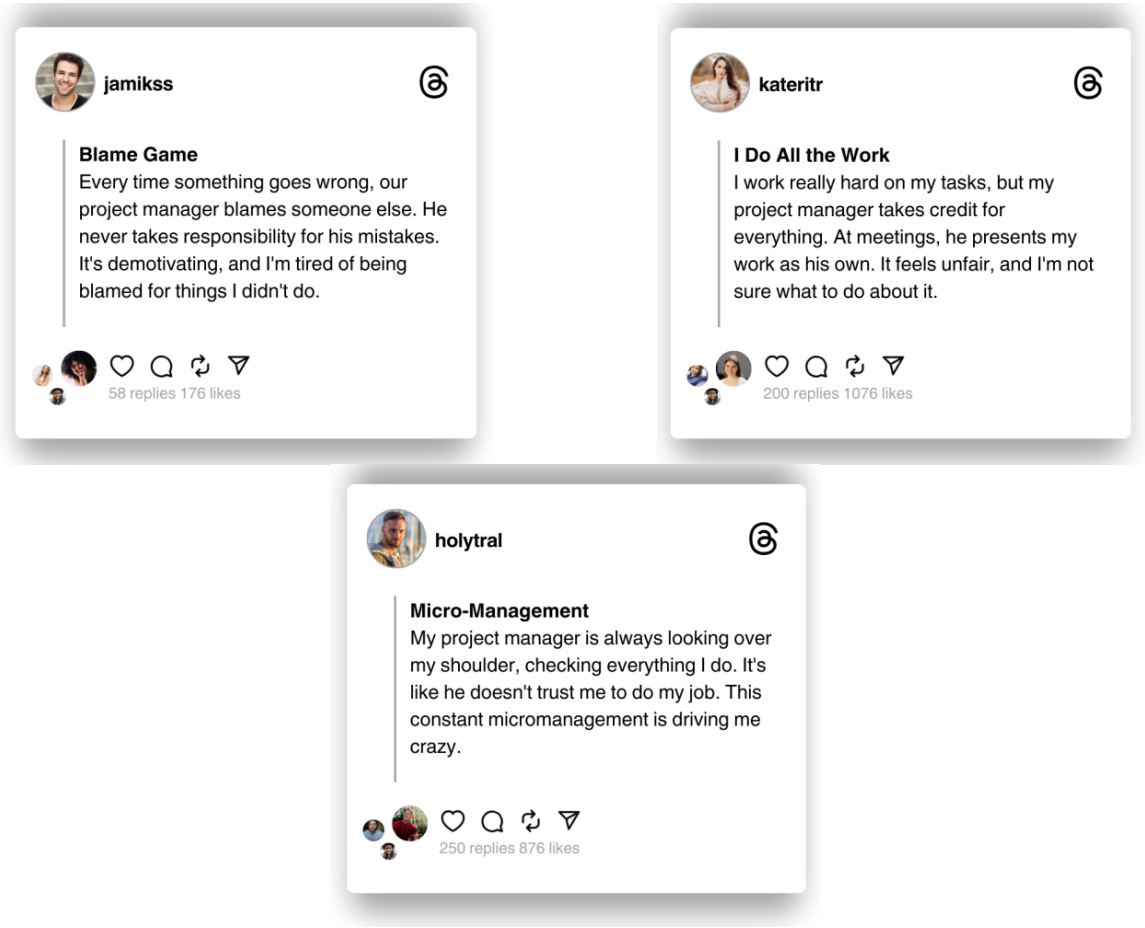
a. politely ask them to stay on topic?
b. ignore them and hope they stop interrupting?
c. speak to the project manager about their behavior?
d. do something else?

3. A teammate always takes credit for the work of others, creating tension in the team. Do you:
   a. confront them about it directly?
   b. discuss the problem with the project manager?
   c. start documenting who did what to keep track of contributions?
   d. do something else?
4. You are leading a project meeting, and a teammate continuously brings a negative attitude, criticizing everything. Do you:
   1. address their negativity during the meeting?
   2. talk to them privately after the meeting?
   3. ask them to leave the meeting if they don't change their attitude?
   4. do something else?

Task 55. COMMUNICATE. Work in pairs. Discuss the following questions:

1. Have you ever had a project manager you didn't get along with? What was the problem?
2. Do you think conflicts among IT project teams are common?
3. Which of the following would you do if you had issues with your project team or manager:
   a) resign and find a new project to work on?
   b) discuss the problem with the project manager?
   c) go to HR or a superior to raise the issue?
   d) talk to your closest colleagues to understand the issue better?
   e) ignore the problem and hope it resolves itself?
   f) try a different approach?

Task 56. COLLABORATE. Work in small groups. Read the following complaints about working on IT projects and decide which problem you sympathize with most. Have you or someone you know ever been in any of these situations?



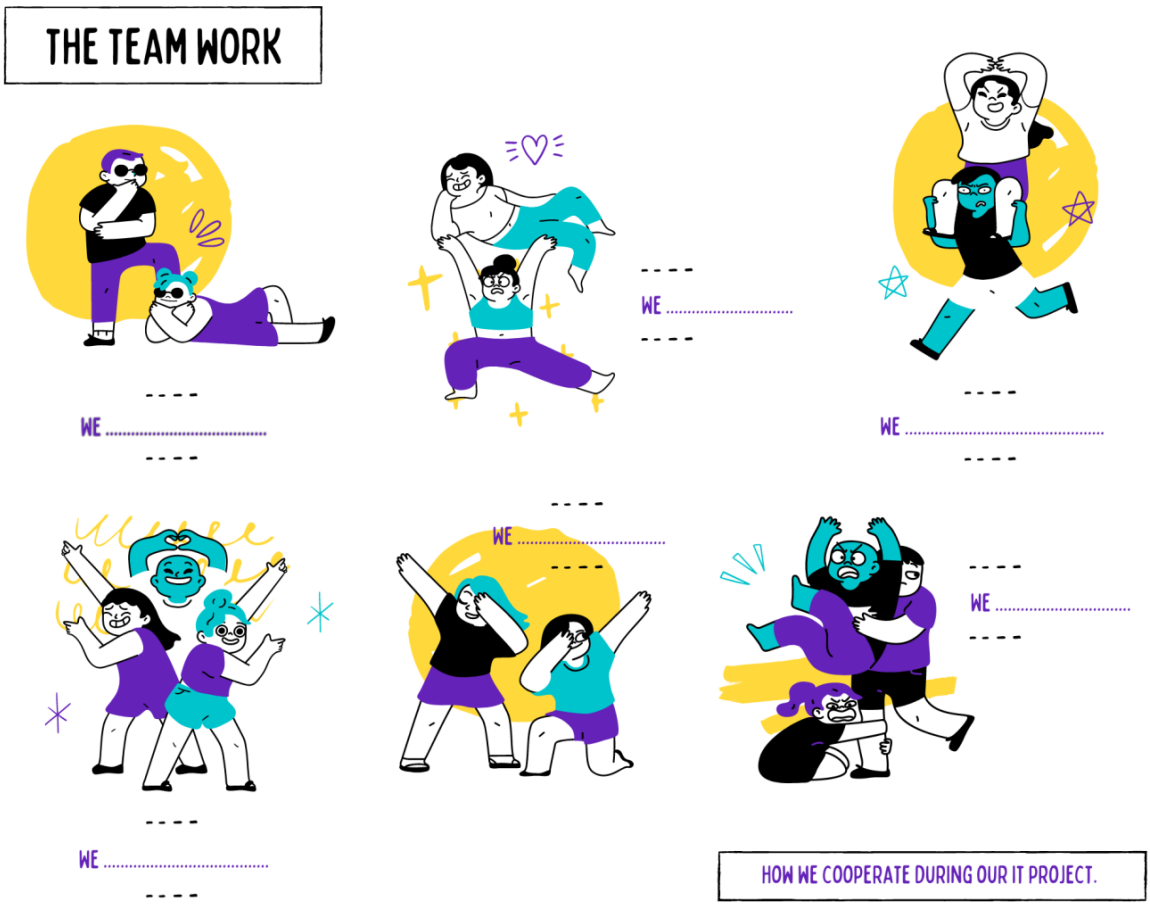
1. Which of the five situations do you think is the worst?
2. Which of these situations seem solvable to you? What advice would you give to resolve them?
3. What would you do if you were in one of these situations? Would you escalate the issue or try to resolve it yourself?
4. If you were a project manager and realized one of these complaints was about you, what would you do?

Task 57. COLLABORATE. Work in two groups. One group should make a list of what makes a good project manager, and the other group should list what makes a bad project manager.

GOOD PROJECT MANAGER	BAD PROJECT MANAGER
1. A good project manager is someone who … 2. A good project manager always … 3. A good project manager never … 4. Some characteristics of a good project manager:	1. A bad project manager is someone who … 2. A bad project manager always … 3. A bad project manager never … 4. Some characteristics of a bad project manager:

When you finish, find a student who made the opposite list and compare your results. Do you agree? What else would you add to each list?

Task 58. COLLABORATE. Work in pairs. Look at the comic strip about the team work. Add captions to each picture, showing different stages and activities in IT project. Each caption should begin with "We …" Present your comic strip to the whole group; explain the reasoning behind your captions and describe your vision of team work in IT project.



LANGUAGE FOCUS

Task 59. STUDY AND ANALYZE. Look at the rule about quantifiers, study in what situations they are used.

QUANTIFIERS

Quantifier	Use	Example
many	countable nouns, usually in negative statements and questions	Are there **many** software developers in the company?
much	uncountable nouns, usually in negative statements and questions	He doesn't seem to have **much** knowledge about cybersecurity.
a lot of / lots of	countable and uncountable nouns in positive statements	There are **a lot of** applications available for video editing. **Lots of** data was collected during the network analysis.
a few	countable nouns means “some”	We found **a few** bugs in the new software update.
a little	uncountable nouns means “some”	We have **a little** time to fix the network problem before the meeting.
few	countable nouns means “not many”	There are **few** IT professionals who specialize in blockchain technology.
little	uncountable nouns means “not much”	Unfortunately, there's **little** information available on that topic.

Task 60. PRACTICE. Match to make the sentences.

1. How many emails	a) storage space left on the server.
2. There are few	b) experience with cloud computing.
3. There's little	c) memory to run this software smoothly.
4. John doesn't have much	d) offer free online courses.
5. A lot of data	e) did you receive today?
6. Lots of websites	f) programming competitions in our area.
7. I encountered a few	g) interest in virtual reality gaming?
8. He has a little expertise	h) in web design.
9. Do you think there's much	i) errors while installing the new operating system.
10. I need just a little more	j) is processed in real-time by modern AI systems.

Task 61. PRACTICE. Choose the correct answer.

1. There are _____ programming languages to choose from when developing mobile apps.
   A) much B) many C) little D) lots
2. _____of the team members have advanced coding skills.
   A) A few B) Much C) Lot D) Little
3. I have _____ knowledge of programming languages.
   A) a few B) many C) lots D) little
4. _____ software updates have caused as many issues as this one.
   A) Few B) Lots C) Much D) Little
5. Do you think there's _____demand for old hardware?
   A) many B) much C) few D) a few
6. _____ users reported issues with the login process.
   A) Much B) Lots C) A few D) A little
7. Can you provide _____more context about the software issue?
   A) a lot of B) many C) a little D) little
8. _____laptops in the store meet the recommended system requirements, I am disappointed.
   A) Few B) A few C) Many D) Little
9. Unfortunately, we have _____ control over the software updates in this version.
   A) much B) a little C) few D) little
10. _____ users prefer open-source software for its flexibility.
    A) A little B) Few C) A few D) Many