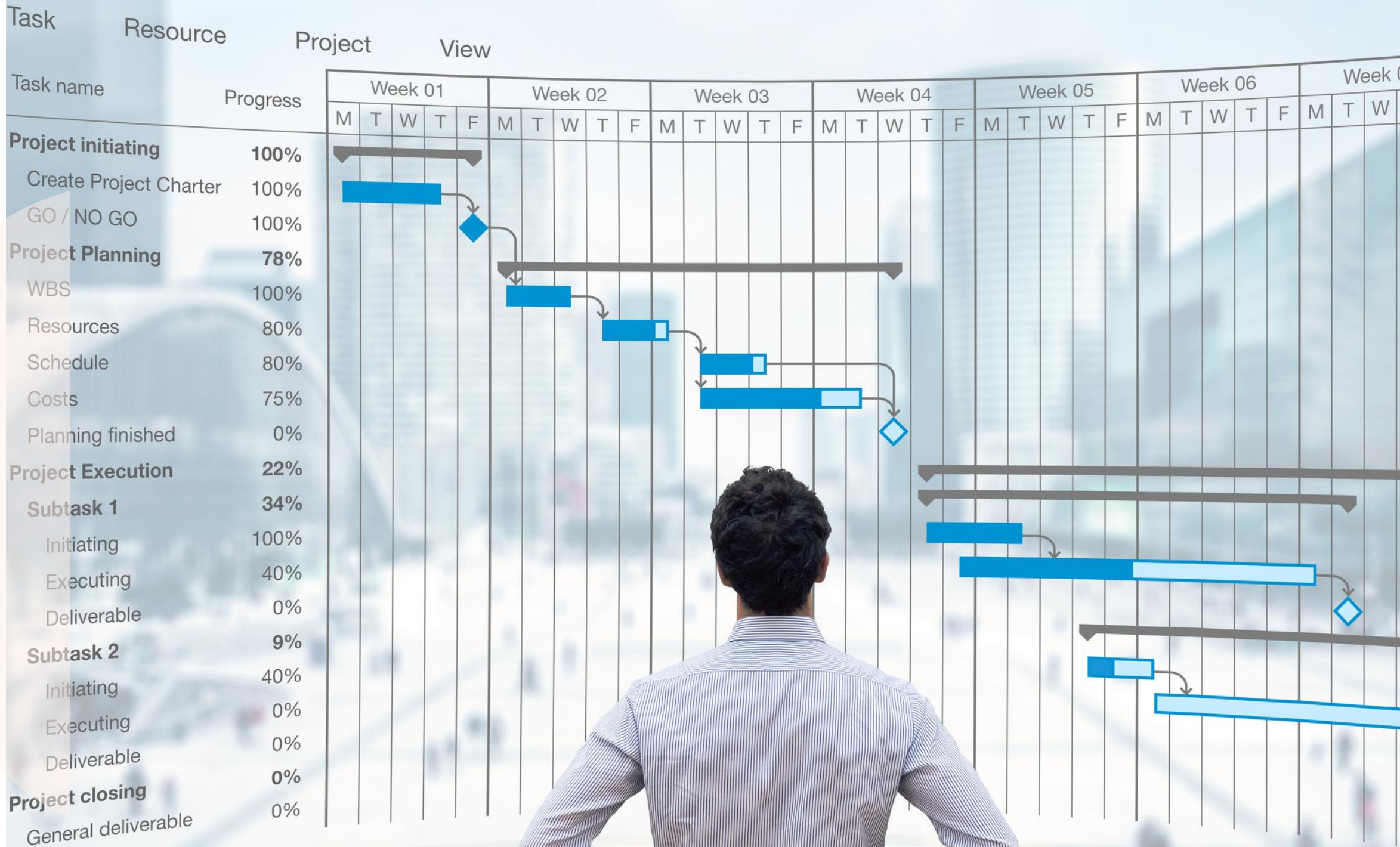


Objectives

- Talk about projects
- Run updated meetings and question decisions
- Talk about past or recent actions and achievements

Project ID: 01234



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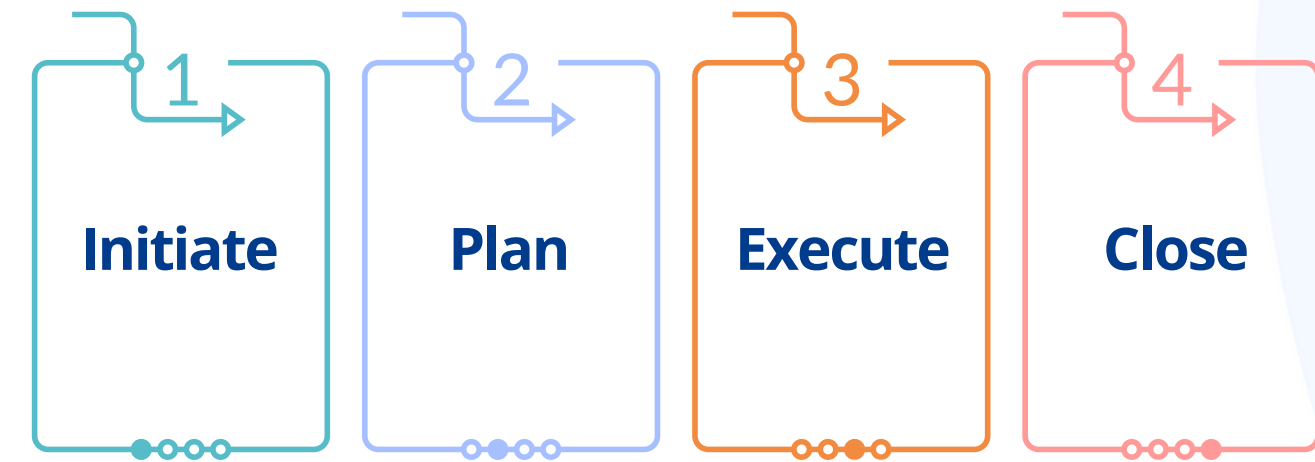
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1. Projects follow a life cycle that consists of four major phases:



2. Which phase of a project is your favourite?
Which don't you like? Why?

3. Which of the following tasks would be included in each of the phases? (optional)

- | | |
|---|---|
| <ul style="list-style-type: none">• Revise your budget• Estimated completion date• Define project objectives• Create the schedule• Hold a kickoff meeting• Develop a budget• Monitor and control process and budget | <ul style="list-style-type: none">• Report progress• Hold weekly team meetings• Evaluate project performance• Debrief with the team• Evaluate risk factors• Deliver the project• Allocate resources |
|---|---|

4. Read what these PMs say about project management, don't pay attention to the gaps. How are their approaches similar? How are they different?

Project managers have many roles. My advice _____ **project**, be aware _____ **go over budget** and therefore may need to **renegotiate** _____ as planning progresses.

Meetings take a long time at the start of a project. _____ involving all team members _____ **consensus**. _____ regular, short meetings throughout the project to _____ **progress report** and to make sure you _____ getting through a project is hard work, and the team _____ discouraged when they _____ **behind schedule** or _____ **problems**.

_____ important to celebrate _____ and to keep morale up. _____ every member _____ feel accountable for his or her work.

Brad Strosin (Engineering)



Cora Leffler (Oil and gas)

It's never easy to give advice on _____ projects _____ **budget constraints**, problems appear _____ **planning**, _____ can't predict _____ there are guidelines that project managers have to follow.

_____ two most critical phases are initiating and planning. Initiating is important because _____ solid foundations, _____ So you prepare a project overview _____ purpose and the strategy behind the project. _____

_____ When you plan, you have to do a lot of things - allocate resources, _____ **forecast**, _____ **budget** and time schedule and, _____ risk factor.

If you've done the planning, you should be able to **make the deadline** and **stay within budget**. _____ if the first two phases _____ well-prepared, then executing and _____ **launch date** _____ easy, _____

5. Read again and answer the questions.

Project managers have many roles. My advice is when you **take on a project**, be aware that you may **go over budget** and therefore may need to **renegotiate budgets and timescales** as planning progresses.

Meetings take a long time at the start of a project. You can't set the goals and **make decisions** without involving all team members and trying to **reach a consensus**. It's also vital to have regular, short meetings throughout the project to get a **quick progress report** and to make sure you **stay on track**. We all know that getting through a project is hard work, and the team can easily get discouraged when they face **setbacks, fall behind schedule** or **run into problems**.

That's why I think it's important to celebrate the major milestones and to keep morale up. For me, whether you **meet** or **miss a deadline**, it's a team issue, and every member needs to feel accountable for his or her work.

1. What should project managers be aware of?
2. Why is it vital to have regular, short meetings?
3. Why is it important to celebrate major milestones and keep team morale up?

1. What are the two most critical phases in project management?
2. Why are they important?
3. What needs to be done during the planning phase?

It's never easy to give advice on project management because all projects are fluid – there are **budget constraints**, problems appear despite **upfront planning**, and you just can't predict exactly what will happen. But, of course, there are guidelines that project managers have to follow.

For me, the two most critical phases are initiating and planning. Initiating is important because if the project doesn't have solid foundations, then it just shouldn't happen. So you prepare a project overview which lays out the purpose and the strategy behind the project. Once you've done that, then the next phase, planning, becomes much easier. When you plan, you have to do a lot of things - allocate resources, **provide an accurate forecast**, prepare a **realistic budget** and time schedule and, above all, evaluate the risk factor.

If you've done the planning, you should be able to **make the deadline** and **stay within budget**. But if you haven't, then there's not much chance of that happening. So if the first two phases have been well-prepared, then executing and **making the launch date** should be relatively easy, especially if you developed contingency plans.

6. Find the odd one out in each group:

- a. Monitor / assess / see / improve _____ **performance**
- b. Make / achieve / establish / accomplish _____ **goals**
- c. Reach / do / implement / make _____ **decisions**
- d. Take on / carry out / deliver / think _____ **project**
- e. Fall behind / keep to / disagree / adjust _____ **schedule**
- f. Go over / watch / renegotiate / stay within _____ **budget**
- g. Meet / miss / set / improve / extend _____ **deadline**

7. Look at some of Elon Musk's projects. Choose one of the projects and make a list of potential difficulties and how it's possible to overcome them. Discuss it with your partner/teacher.

Starlink

- The broadband internet service across the globe.

Space tourism

- Human space travel for recreational purposes. There are several different types of space tourism, including orbital, suborbital, and lunar space tourism.

Neuralink

- Implanting chips directly into human brains to allow us to interact directly with computers via thought.

Hyperloop

- Transportation system for passengers or cargo. The trains will move in the tubes with reduced air pressure which will enable them to achieve about 800 mph.

Electric jet

- The fans of this jet will rely on electric motors to run and propel the aircraft. Thanks to the vertical takeoff and landing, airports will use less space since aircraft won't need runways.

8. Think of a project you have worked on and answer the questions.

- What was the project?
- What were the objectives and deadline of the project? Did they change since you started?
- Who did you work with on the project?
- What went well in the project?
- What was the project biggest challenge (the schedule, the budget, working with a team, etc.)? What corrective action did you take?
- What would you do differently next time?

extra vocabulary

To give someone the green light – to give permission to do something

E.g. *The developers were given a green light to go forward with the project.*

extra writing

Make a list of dos and don'ts for project managers
(80-100 words)

1. Do you agree with the following statements? Explain.

- Having a detailed schedule increases stress. It's better to have a more relaxed approach to work.
- Conflict within a team isn't always a bad thing.
- A successful team requires competition among team mates.
- Managers should put more responsibilities on those team members who perform better.



Audio 3.1

2. Listen to a project manager's tips and answer the questions.

- What do project managers need to do?
- Why does the speaker compare a project with driving a car?
- Where do most of the great ideas come from?



Audio 3.1

3. Listen again and complete the sentences (optional).

- You need to plan activities and try to see problems as far ahead in the future as you can to make sure things _____ and don't _____.
- You need to manage and direct the people, _____ their _____, _____, empower them and make sure that they understand what the job is so that they can get it done.
- What we need to keep in mind is that a team is not just a collection of people but rather a team, so you need to _____ an environment of open communication and make sure your people all head towards the same goal and want to _____.



4. Replace the words in *italics* in the questions below with their synonyms from the phrases in orange.

run smoothly

assess performance

accomplish the goal

go out of control

provide feedback

- How often should managers *conduct appraisals*? _____
- What should managers do if they see that it's impossible to *reach the target* by the deadline? _____
- What criteria does your company use to *evaluate how well the employees are doing*? _____
- What should a manager do if team communication isn't *effective*? _____
- What steps can be taken to prevent a project from *getting out of hand* and becoming unmanageable?

5. Answer the questions above.

6. Think of 5 tips for project managers and discuss them with your partner/teacher. Consider budgeting, deadlines, planning, forecasting, possible problems, teamwork, etc.

extra vocabulary

To be smooth sailing - to be easy and without problems

E.g. *So far the project has been **smooth sailing**.*

1. Answer the questions:

1. What kinds of meetings do you attend?
2. What is an update meeting?
3. What kinds of updates do you receive in a typical week?



2. Read the context. Listen to the beginning of the meeting and answer questions (1-5).

Audio 3.2

CONTEXT

Chobani is an American food company specializing in strained yogurt. They have made a few major changes to their brand in an effort to stand out from the competition and attract more customers. They changed the packaging and shifted their identity from a yogurt company to a 'food-focused wellness company' with the focus on health and nutrition in their advertisements and their new products, including Less Sugar Greek Yogurt and Chobani Flip Yogurt. They have already announced the rebranding, launched an advertising campaign, and are planning to hold a number of corporate entertainment events for customers, both big retailers and food bloggers. Tyson Ratke, the PR manager, Angelo Okuneva, the event manager, and Lora Abshire, the project manager, are meeting to discuss the progress of the project.



1. When is the event?
2. Why is it important to hold the event on this date?
3. What difficulties did Angelo face?
4. What is the major problem?
5. Why doesn't Angelo want to reschedule the event?



Audio 3.2

3. Match the sentence halves, then listen again and check.

- | | |
|--|--|
| ☐ 1. How are ... | a. _____ are you with preparations for the launch party? |
| ☐ 2. Up to ... | b. _____ track. |
| ☐ 3. How far ... | c. _____ things with the marketing department? |
| ☐ 4. How's the ... | d. _____ of things look? |
| ☐ 5. We're on ... | e. _____ an ideal solution. |
| ☐ 6. How does your side ... | f. _____ now, the date has been set for May. |
| ☐ 7. I've hit ... | g. _____ saying is we're about to hold an event and our biggest customer isn't coming? |
| ☐ 8. What you're ... | h. _____ a problem with one of our main retailers. |
| ☐ 9. That's not ... | i. _____ a try anyway. |
| ☐ 10. It's worth ... | j. _____ advertising campaign coming along? |

4. Match the sentences from ex. 3 with the categories (a-d) (*optional*).

- | | |
|-------------------------|-------------------------------|
| a. Asking for an update | c. Clarifying a problem |
| b. Giving an update | d. Responding to a suggestion |



Audio 3.3

5. Listen to Part 2 of the meeting. What options do they have?

Running an update meeting

6. Read the Key Expressions and clarify the meaning of the phrases you do not understand.

Asking for an update

- How does your side of things look?
- How's the ... coming along?
- How far are you with ... ?
- How are things with ... ?
- What's happening with ... ?
- What's the current status of ... ?
- What's the latest on ... ?
- When will you be able to bring me up to speed on ...?
- Can you bring me up to date with ...?

Making a suggestion

- How about (+ -ing)
- We could (+ verb)
- Why don't we (+ verb) ...
-would be my proposal.
- If you ask me, we should ...

Clarifying a problem

- So what do you mean exactly?
- So what you're saying is ... ?
- So the real problem lies with ... ?
- Alright. Let's be clear here.

Giving an update

- Up to now (the launch date) has been (set) ...
- I've already ... / I haven't ... yet.
- We're on track.
- (Jack) is handling that. He's meeting with ... and is hoping to ...
- Things aren't running as smoothly as I'd hoped.
- We've hit a problem with ...

Responding to a suggestion

- That's a good idea.
- It's worth a try.
- I don't think that would (+ verb) ...
- That's possible (but ...)
- That's not an ideal solution.
- I'm not convinced.
- I suppose so.
- The only impediment I see is (time)
- I'll be focusing on ...
- I should be in a position to do that ...
- There's no flexibility, I'm afraid.

7. Smoothie King, an American smoothie shop chain, has been trying to break into the Japanese market. The product development team is holding a videoconference to discuss progress on this project. Use the information below to ask for and give an update.

Student A starts the conversation

You are Akihiro Suzuki, Production Manager based in Tokyo. Ask Dawson Maggio, R&D manager, to update you on his tasks. Make and respond to suggestions.

1. Dawson is coming to Tokyo to work with you and your production team in a week. What's the exact date?
2. Ask to update you on product trials in the US.
3. You are allowing 2 days for the trials.
4. What's with the packaging?
5. Customer testing and survey: It is best to wait until after the second round of trials.
6. Production capacity: your shop needs two additional smoothie makers, but there's a problem with delivery because of a typhoon.

Student B

You are Dawson Maggio, R&D manager based in Coppell, Texas. Ask Akihiro Suzuki, Production Manager, to update you on his tasks. Make and respond to suggestions.

1. You are going to Tokyo to work with Akihiro Suzuki and his product team in a week. You've booked a ticket and you'll be in Tokyo on Wednesday, 13th. You've planned some time for sightseeing.
2. The first round of product trials in the US has been successful and the flavour has been improved.
3. How much time will the trials take in Tokyo?
4. The packaging department have had a breakthrough with the design of the cups.
5. Customer testing and survey: When does Akihiro want to start these? Is it best to wait until after the second round of trials?
6. Ask to update you on the production capacity.

Asking for an update

- How does your side of things look?
- How's the ... coming along?
- How far are you with ... ?
- How are things with ... ?
- What's happening with ... ?
- What's the current status of ... ?
- What's the latest on ... ?
- When will you be able to bring me up to speed on ...?
- Can you bring me up to date with ...?
- Up to now (the launch date) has been (set) ...
- I've already ... / I haven't ... yet.
- We're on track.
- (Jack) is handling that. He's meeting with ... and is hoping to ...
- Things aren't running as smoothly as I'd hoped.
- We've hit a problem with ...

Making a suggestion

- How about (+ -ing)
- We could (+ verb)
- Why don't we (+ verb) ...
-would be my proposal.
- If you ask me, we should ...
- That's a good idea.
- It's worth a try.
- I don't think that would (+ verb) ...
- That's possible (but ...)
- That's not an ideal solution.
- I'm not convinced.
- I suppose so.
- The only impediment I see is (time)
- I'll be focusing on ...
- I should be in a position to do that ...
- There's no flexibility, I'm afraid.

Clarifying a problem

- So what do you mean exactly?
- So what you're saying is ... ?
- So the real problem lies with ... ?
- Alright. Let's be clear here.

8. Update your partner/teacher on your current project.

extra vocabulary

To be up in the air - If a matter is up in the air, it is uncertain, often because other matters have to be decided first.

E.g. The whole future of the project is still up in the air.

extra writing

Write a short (100-120 words) assessment report of your current project. Include:

- *Background of the project*
- *The goal*
- *Key findings*
- *Action items for the team members*



1. Answer the questions:

- How often do you question other people's decisions?
- What do you say when you question someone's decision?
- When was the last time that you disagreed with someone's decision?
What happened?



Audio 3.4

2. Listen to parts of 3 conversations. You will hear only one person's part of the dialogue. What do you think each conversation might be about?

extra vocabulary

Can of worms - a situation that causes a lot of problems for you when you start to deal with it.

E.g. Corruption is a serious problem, but nobody has yet been willing to open up that can of worms.





Audio 3.5

3. Listen to complete conversations, check your ideas and match each conversation (1-3) to the topics (a-c) below.

☐

a. Logo design

☐

b. Staffing

☐

c. Cost-cutting

4. Match (1-12) to (a-l) to make phrases from the audio:

☐ 1. Are you sure that's

☐ 2. I don't think that

☐ 3. I'm not entirely

☐ 4. Is that really

☐ 5. Sorry, but I'm not

☐ 6. That's not an

☐ 7. Correct me if

☐ 8. There's another

☐ 9. I'm afraid I

☐ 10. I'm not so keen

☐ 11. I see what

☐ 12. OK, maybe you've got

a. _____ convinced.

b. _____ a point there.

c. _____ you mean, but.

d. _____ ideal solution.

e. _____ way round this.

f. _____ the best way forward?

g. _____ would work.

h. _____ the case?

i. _____ sure I agree.

j. _____ I'm wrong but...

k. _____ can't see it that way.

l. _____ on your strategy.



Audio 3.6

5. Listen again and use your ideas and the phrases from ex. 4 to respond to the other speaker and question their decisions. Start speaking after the beep.

6. Work with a partner. Role play the situations using the expressions below.

Situation 1

Student A: You are a PM. Your team is responsible for constructing a new generation building based on low energy consumption, but the project is 3 months behind schedule and 25% over budget.

To cut costs, you decided to change the supplier to another one that provides cheaper materials.
Break this news to your chief architect.

Student B: You are a chief architect. Your team is responsible for constructing a new generation building based on low energy consumption, but the project is 3 months behind schedule and 25% over budget.

To cut costs, your PM decided to change the supplier to another one that provides cheaper materials.
You don't think this is the best solution. Question the PM's decision.

Are you sure that's the best way forward?

I don't think that would work.

I'm not entirely convinced.

Is that really the case?

Sorry, but I'm not sure I agree.

That's not an ideal solution.

Correct me if I'm wrong but ...

There's another way round this.

I'm afraid I can't see it that way.

Don't get me wrong but ...

I'm not so keen on your strategy.

I see what you mean, but ...

OK, maybe you've got a point there.

7. Work with a partner. Role play the situations.

Situation 2

Student A: You are head of sales. Your company needs to cut costs, so you decided to reduce customer expenditure and make your sales reps change from business class to economy class for all business trips. Tell it to your sales rep.

Student B: Your company needs to cut costs, so your boss decided to reduce customer expenditure and entertainment costs and make you change from business class to economy class for all business trips. You don't think this is the best solution, tell it to your boss.



1. Lora Abshire is a Project Manager. Read her to-do list and say if the statements a-g are true or false. Correct the false ones.

To-do list

1. ~~Schedule an update meeting~~ (we're on track!)
2. Organize an entertainment event for customers
3. ~~Get a quick progress report from Angelo~~ (yesterday)
4. ~~Recalculate the budget~~
5. Provide feedback to Tyson
6. Renegotiate the budget with the finance department
7. ~~Check on the venue~~ (last week)

- a. Lora **has already scheduled** an update meeting.
- b. Lora **hasn't organized** an entertainment event for customers **yet**.
- c. She **got** a quick progress report from Angelo.
- d. Lora **hasn't recalculated** the budget.
- e. She **has provided** feedback to Tyson.
- f. She **hasn't renegotiated** the budget with the finance department.
- g. Lora **didn't check** on the venue last week.



2. Decide if the tenses in bold are either the *past simple* or *present perfect*.

1. I've **lived** in Dublin for 5 years.
2. I've **driven** an automatic car before.
3. Lora **provided** feedback to Tyson.
4. Lora **has already scheduled** an update meeting
5. I've **decided** to leave the company.
6. Lora **checked** on the venue last week.

3. Complete the rules (a-f) with 'past simple' or 'present perfect' and match them to sentences 1-6 above.

LANGUAGE POINT

- a. Use the _____ to speak about past actions that have results the present.
- b. Use the _____ to speak about definite or finished time periods (ago, last year)
- c. Use the _____ to introduce new information.
- d. Use the _____ to speak about situations that started in the past and are still continuing (since 2022, for 2 years)
- e. Use the _____ to speak about situations that started and finished in the past.
- f. Use the _____ to speak about experiences.

4. Time markers often decide which tense to use. Put the following words and phrases in the correct place in the table.

for the last 12 months	never	in 2022	today
over the last 3 years	yesterday	on Tuesday	yet
this year	ever	recently	already
ago	since	last week	today

Past Simple	Present Perfect

5. Use the *Present Perfect*, *Past Simple* and the time markers above to speak about your current (recent) project.

extra grammar

Use the **past simple** if other expressions set the event in past time:
E.g. *When I was in the army, I **had** a terrible time (Not I've had...)*

6. Use the words in brackets to express the same information from a different point of view. Use the *Present Perfect* or the *Past Simple*.

1. I worked with Matt five years ago.

(not/work/for) I haven't worked with Matt for five years.

2. The project team has been using this software for two years now.

(start/use/ago) _____.

3. Charlotte moved to Paris after she changed her job.

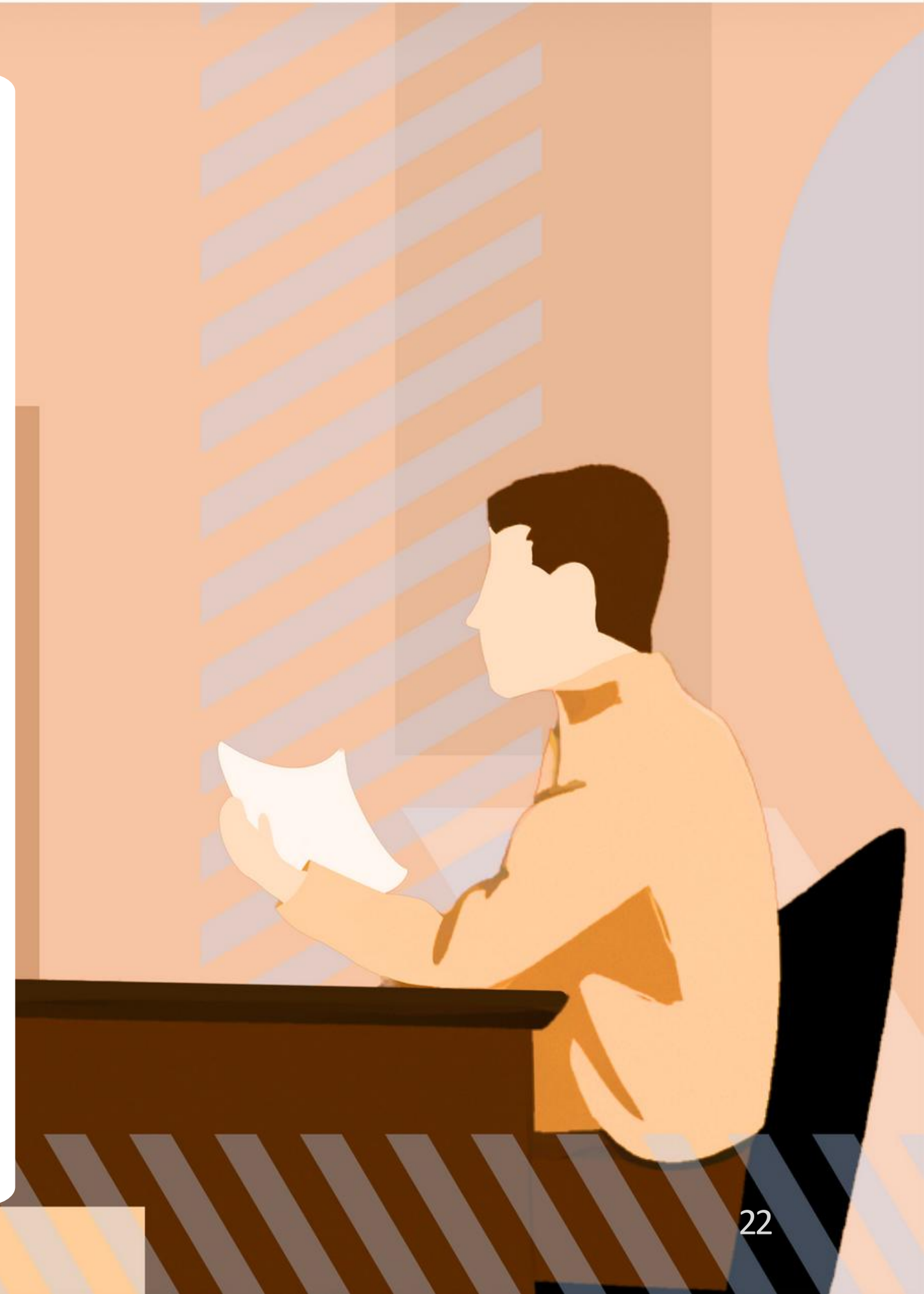
(live/in/since) _____.

4. The project was launched 6 months ago, and we have already made significant progress.

(work/project/for 6 months) _____.

5. The project team has been working remotely for 3 years.

(start/working/ago) _____.



7. Role-play. Use the *Present Perfect* and the *Past Simple*.

Student A

Pick up a situation, something you may or may not have done, but tell Student B that you have had this experience, regardless of whether it is true or not.

Student B is going to ask you follow-up questions about this experience. Give true or made up details using the present perfect to introduce the experience and the past simple to give details. After Student B decides whether you are telling the truth or lying, reveal the truth. For each correct guess, Student B scores a point. The student with the most points at the end of the game wins.

Student B

Listen to Student A speaking about a situation that may or may not have happened. Ask Student A follow-up questions about his/her experience to see if he/she is lying or telling the truth. After questioning Student A, you need to decide whether he/she is telling the truth or lying. For each correct guess, you score a point. The student with the most points at the end of the game wins.

Example:

A: *I've skydived.*

B: *When and where did you skydive?*

A: *I skydived last year in Tanzania.*

B: *Why did you go to Tanzania?*

A: *I wanted to go on safari.*

B: *And ended up skydiving?*

A: *Yes ...*

B: *You're lying.*

A: *I am.*

Another country you've visited

A famous person you've met

Something dangerous you've done

Extreme weather you've experienced

A job you've had

A deal you've pulled off

Something you've always wanted to do

A terrible experience you've had

A hobby you've had for a long time

An argument you've had with your boss or colleague



1. Answer the questions about project management.

1. What should a project manager do when the project isn't going on track?
2. How do you know if a project's been successful or not?
3. Have you ever been involved in a successful project? What did you contribute to its success?
4. Have you ever been involved in a project which failed? What went wrong and who was to blame?

2. Continue the sentences with your ideas (optional).

- A good project manager ...
- The best way to reach a decision in a project team ...
- In terms of timing, a successful project...
- The biggest problems for a project team are...

3. Complete the text about a challenging project with the phrases below. There may be more than one possible answer.

- In many ways, the main problem was
- My biggest mistake was
- One thing I didn't expect was
- I couldn't foresee that
- The key takeaway for me was
- My main lesson learned is
- All in all,
- With hindsight, we should have
- Considering everything that happened
- Going forward
- In future

I was working as a project manager for about a year when I got my first complex project that involved our operations in 5 countries over three continents and our task was to produce a multilevel marketing campaign to promote our client's newest product line.

a _____ that the project team was quite dispersed and **b** _____ the cultural differences between team members, which created communication difficulties and slowed progress - we didn't see eye to eye on many things. **c** _____ we would run into so many problems. In spite of that, we were able to develop ideas for a robust promotional campaign for print, digital and social media outlets.

However, when I prepared the project schedule, I was too optimistic. **d** _____ underestimating the time – I just didn't include much time for unexpected issues that might arise, so we ended up four weeks behind. The customer had to reschedule the launch date and my company lost part of its profit because of delay penalties.

e _____ spent much more time preparing for potential roadblocks. **f** _____, the campaign was successful. We reached over 129,230 users through social media, and over 350,000 people through the other outlets. The company saw a 49% increase in sales as a result of the campaign. My error prompted me to handle scheduling better and helped me become a more efficient project manager.

g _____ that even the most successful project can have room for improvement. **h** _____ to be realistic when creating project schedules and to prepare for unforeseen issues. **i** _____, **j** _____, I will be more thorough when creating project schedules. **k** _____, I would dedicate more time to team-building activities to mitigate this issue.

4. Answer the questions about the text:

- What was the problem?
- What was the mistake?
- Why did it happen?
- What unforeseen events happened?
- What was the result?
- What could have been done to avoid the mistake?
- What was the key takeaway?
- What would you do differently?
- What advice would you give to prevent others from making this kind of mistake?

Task

5. Answer the questions about a 'useful mistake' that you made and the important lessons that you learned from the experience.

- What was the problem?
- What was the mistake?
- Why did it happen?
- What unforeseen events happened?
- What was the result?
- What could have been done to avoid the mistake?
- What would you do differently?
- What was the key takeaway?
- What advice would you give to prevent others from making this kind of mistake?

extra vocabulary

Touch base - to talk briefly with someone

E.g. I will finish the project I am currently working on and then we can touch base later in the week.

1. Match the phrases (1-7) with their antonyms (a-g).

1. upfront planning

2. budget constraints

3. accurate forecast

4. miss the deadline

5. run into problems

6. stay on track

7. face setbacks
- a. _____ advance without obstacles.

b. _____ wild guess.

c. _____ deviate from the plan.

d. _____ unlimited resources.

e. _____ way round this.

f. _____ spontaneous action.

g. _____ progress smoothly.

2. Complete the sentences with the phrases.

accomplish the goal

run smoothly

go out of control

monitor performance

provide feedback

- If we don't keep an eye on the situation, things could _____ quickly.
- It's essential to _____ of the website to ensure that it's functioning optimally.
- As a PM, I always _____ to my team members to help them improve their skills.
- With hard work and dedication, we can _____ that we have set for ourselves.
- The project _____ thanks to the efficient team management.

3. Make sentences from words

1. The / see / time / impediment / only / I / is.

2. with / deadlines / What's / the / happening?

3. new / latest / What's / on / the / schedule / the?

4. does / look / your / of / things / side / How?

5. aren't / running / things / as / as / I'd / hoped / smoothly

6. flexibility / no / afraid / There's / I'm.

7. Let's / here / clear / be

8. an / not / That's / solution / ideal

4. Decide if the underlined verb patterns are correct or not. Correct any verbs patterns that are wrong.

1. I'm looking for Nick. Have you seen him?
2. I've bought a new cell phone last week.
3. I'm very hungry. I haven't eaten much today.
4. Where have you been yesterday evening?
5. When has this book been published?
6. Marie has left school in 2016.
7. I emailed the clients yesterday, but they not replied yet.
8. 'Have you been to Stockholm?' 'Yes, many times.'
9. I've lost my wallet. I can't find it anywhere.
10. I've bought a new house. You must come and see it.
11. We've received your order 3 hours ago and sent it about an hour ago.
12. Have you eaten a lot of sweets when you were a child?

5. Make sentences from the words in brackets. Use the present perfect or past simple.

1. (it / not / rain / this week) *It hasn't rained this week.*

2. (the weather / be / cold / recently) The weather ...

3. (it / cold / last week) It ...

4. (I / not / read / a newspaper / yesterday) I ...

5. (I / not / read / news / today)

6. (Silvia / earn / a lot of money / this month)

7. (she / not / earn / so much / last year)

8. (you / have / a holiday recently?)

6. Choose the correct words in *italics*.

1. She's been to the doctor twice *this month / last month*.
2. Matt loves his job. He *did / 's done* it since he was twenty one.
3. Lesley *has finished / finished* the course four months ago.
4. I've driven this car *many times / in 2017*.
5. Kathy *passed / has passed* her driving test last week.
6. Monica's bought a lot of clothes *this year / two years ago*.

7. Complete the sentences. Check the answers with your teacher.

1. Are you sure that's the best _____?
2. I don't think that _____.
3. I'm not entirely _____.
4. Is that really _____?
5. Sorry, but I'm not sure I _____.
6. That's not an ideal _____.
7. Correct me if _____ but ...
8. There's another _____ this
9. I'm afraid I _____ it that way.
10. Don't get me _____ but ...
11. OK, maybe you've got _____ there.