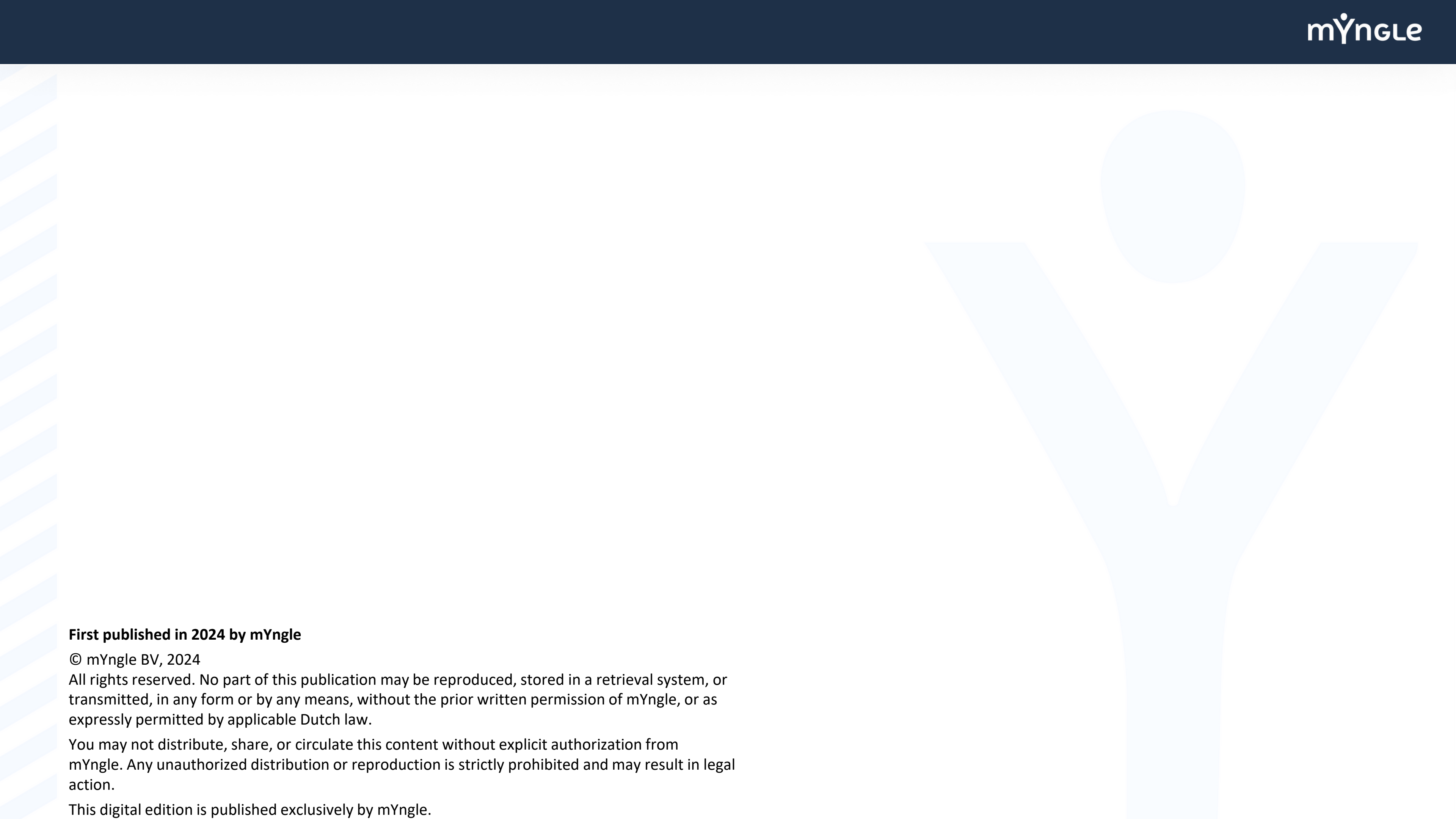


Business Upper Intermediate

- Project closing
- General deliverable

Task	Resource	Project	View
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Task name	Progress	Week 01					Week 02					Week 03					Week 04					Week 05					Week 06					Week 07	
		M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T					
Project initiating	100%																																
Create Project Charter	100%																																
GO / NO GO	100%																																
Project Planning	78%																																
WBS	100%																																
Resources	80%																																
Schedule	80%																																
Costs	75%																																
Planning finished	0%																																
Project Execution	22%																																
Subtask 1	34%																																
Initiating	100%																																
Executing	40%																																
Deliverable	0%																																
Subtask 2	9%																																
Initiating	40%																																
Executing	0%																																
Deliverable	0%																																
Project closing	0%																																
General deliverable	0%																																

The background features a dark blue header with the mYngle logo. On the left, there is a vertical strip with diagonal light blue and white stripes. On the right, there is a large, faint, light blue graphic of a person with arms raised, with a circle above their head, resembling a stylized 'Y' or a person celebrating.

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1. Match the phrases 1-7 with their synonyms a-g.

- | | |
|-----------------------|-----------------------------------|
| 1. Upfront planning | a. _____ fall behind the schedule |
| 2. Budget constraints | b. _____ stay on course |
| 3. Accurate forecast | c. _____ function seamlessly |
| 4. Miss the deadline | d. _____ preliminary preparation |
| 5. Run into problems | e. _____ precise prediction |
| 6. Stay on track | f. _____ experience difficulties |
| 7. Run smoothly | g. _____ financial limitations |

2. Fill in the gaps with the expressions from exercise 1.

The construction of the Sydney Opera House provides a potent real-world illustration of the trials and tribulations faced when managing a large-scale project. From the get-go, there was a lack of (1) _____, leading to unforeseen technical complexities that caused a chain of issues.

An (2) _____ of the project's budget was initially estimated at around \$7 million AUD. But the project ended up costing \$102 million AUD, a staggering figure that highlights the serious (3) _____ the project faced.

In 1959, construction began with the expected completion in 1963. However, it took a whole decade longer, causing the project to significantly (4) _____. This was an outcome that could have been potentially averted if the project leaders were able to (5) _____ their trajectory better.

Despite the obstacles, the team behind the Opera House managed to complete the project, showcasing resilience and determination. The Sydney Opera House is now an iconic symbol of Australia and a testament to what can be achieved even when projects don't (6) _____. Looking back, a thorough (7) _____ at the outset could have helped identify potential pitfalls, enabling the team to address them proactively rather than reactively.

3. Put the words below in the table to make collocations.

carry out / establish / ~~monitor~~ / meet / miss / adjust / renegotiate / make / achieve / reach / take on /
go over / set / accomplish / improve / fall behind / deliver / stay within / assess / implement / extend

Performance	Goals	Decisions	Project	Schedule	Budget	Deadline
monitor						

1. Match the words in column A with the synonyms in column B.

Column A

- 1. run smoothly __
- 2. go out of control __
- 3. accomplish the goal __
- 4. asses performance __
- 5. provide feedback __

Column B

- a. conduct appraisals
- b. reach the target
- c. evaluate how well the employees are doing
- d. effective
- e. getting out of hand

2. Use the phrases from column A to choose the best title for each extract.

The team was meticulously working on the project, ensuring every minute detail was checked and rechecked. Deadlines were being met, and any minor issues that arose were immediately addressed and solved. There was a rhythm to the work, and progress was visible day by day.

Title 1:

Halfway through the project, the team gathered to discuss the progress made so far. Everyone provided their insights on the parts they handled, discussing the challenges faced, solutions implemented, and the results thereof. This was a chance for everyone to learn from each other's experiences.

Title 2:

After weeks of hard work, the project was finally completed. The objective was met, and the results exceeded expectations. The project wasn't without its challenges, but the team was able to overcome them, proving their competence and dedication.

Title 3:

We conducted a project review meeting where team members discussed their tasks, what went well, and what could have been better. The project manager also shared their observations on the team's overall work, suggesting areas for improvement. This meeting provided a valuable learning opportunity for everyone involved.

Title 4:

Despite having a clear project plan and dedicated team members, the project took an unexpected turn. Deliverables were not met on time, the team had to continually revise their plans, and the communication gap within the team grew, creating a chaotic work environment.

Title 5:

1. Use the expressions on the left to complete the text below.

Below there are some key expressions used in different contexts. (At the end of this file you will see a more complete list).

Asking for an update

- How does your side of things look?
- How's the ... coming along?
- How far are you with ... ?

Clarifying a problem

- So what do you mean exactly?
- Alright. Let's be clear here.

Giving an update

- Up to now (the launch date) has been (set) ...
- We're on track.

Responding to a suggestion

- It's worth a try.
- That's not an ideal solution.

Project Manager (PM): Team, **(1)** _____. We're on a mission to send Atlas V-541 to Mars and investigate signs of past life. Everyone clear on that?

Team Member 1 (TM1): Yes, understood. But I have a query. **(2)** _____ the analysis of potential landing sites? I mean, where exactly are we aiming to land the rover?

PM: A fair question. We have several potential landing sites, and we're still assessing their viability based on several factors, including the likelihood of finding signs of past life.

Team Member 2 (TM2): **(3)** _____ the Atlas V-541's communication system? Are we making progress with the development and testing?

PM: **(4)** _____. We've encountered a problem with that, but our engineering team is working tirelessly to resolve the issue as quickly as possible.

Team Member 3 (TM3): **(5)** _____ the preparations for the launch? Are we on schedule?

PM: **(6)** _____. Despite the issues we've encountered, we're still on track for the planned launch date. **(7)** _____ for this coming month.

TM1: That's good to hear. I have a suggestion for the communication issue. It might be unconventional but...

PM: **(8)** _____. We're open to all potential solutions. But we need to evaluate each one thoroughly. It's important that we don't compromise the mission with a poorly thought out solution.

TM1: It involves using a secondary communication protocol as a backup...

PM: That's an interesting suggestion. **(9)** _____, even if it's not the conventional route. But we'll need to assess it carefully. We can't afford to take unnecessary risks.

TM2: I agree. **(10)** _____, but if it's not viable or poses further risk, we'll need to consider other options.

2. Match 1-8 to a-h.

- 1. How far are you _____
- 2. Things aren't running _____
- 3. We finalized the draft _____
- 4. So what do you _____
- 5. If you ask me, _____
- 6. I'm not _____
- 7. That's not _____
- 8. Up to now _____

- a. the launch dates have been set for ...
- b. we should scrap the idea.
- c. as smoothly as I'd hoped.
- d. with the new packaging?
- e. an ideal solution.
- f. mean exactly?
- g. three weeks ago.
- h. convinced.



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) ...*
- *He (booked the venue) two weeks ago.*
- *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 ...*
- *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.*

Present simple

Use the present perfect

1. *to link a present situation with something that took place at an unspecified time in the past*

Luisa **has sent** the new *contact* to all our clients.

The present situation is that all the clients have the new contract. The past event is that Luisa sent the new contract (we don't know when).

2. *with yet and already to talk about tasks expected to be done or which are done earlier than expected*

A. **Have** you **finished** that *presentation* **yet**?

B. Yes. And **I've already done** most of the next one as well.

3. *with how long, for and since to talk about duration of states and activities*

4. *with just to talk about things that have happened very recently*

I've just seen *Horatio* in the *restaurant*.

5. *with unfinished time periods: since, so far this week, up to now, recently, this month, today.*

You've **been late** twice this week - please be on time for the rest of the week.

Past simple

Use the past simple

1. *when referring to (or thinking of) a finished time period like yesterday, last week, at 9.30, on 15 September, at Christmas, in 2002, etc.*

I went to the office last week.

2. *for questions with When? What time? How long ago? etc. because the expected answer is a finished time period*

A. When **did** you see *Mrs Fitzgerald*?
(NOT: When have you seen Mrs Firzgerald?)

B. I **saw** her *last month*.
(NOT: I have seen her *last month*.)

2. *With many present time expressions usually used with the present perfect, like this week, today, just, if they refer to a time period that is about to finish or has just finished*

We've **made** a lot of progress today. (said at lunch break- the time period is still in progress)

We **made** a lot of progress today. (said at *18.30hs*, when you are *leaving the office* - the time period is about to finish)

1. Complete the sentences with the Past Simple or the Present Perfect of the verb in brackets.

- 1. (be) There were a lot of accidents last year, and there have been a lot this year, too.
- 2. (see) I have not seen Laura today, but I saw her yesterday.
- 3. (speak) Giorgio _____ not _____ a lot in the last meeting, but he _____ this meeting.
- 4. (hire) The company _____ more than 2,000 workers this year; it _____ not _____ so many last year.
- 5. (report) Our team is very efficient. We _____ two huge issues last year, and we _____ two this year as well.
- 6. (be) My boss, Dave, _____ abroad last week, and he _____ abroad most of this week as well.
- 7. (invest) I _____ a lot of money this year - much more than I _____ last year.
- 8. (snow) It _____ not _____ much last year here, and it _____ not _____ much this year, either.

2. Are the underlined parts of these sentences right or wrong? Correct them where necessary.

- | | |
|--|--------------------------|
| 1. I've just <u>made</u> a nice pot of tea. Would you like some? | 1. _____ <i>OK</i> _____ |
| 2. Did you hear about Martin? <u>He's quit</u> his job! | 2. _____ |
| 3. My cousin <u>has grown up</u> in Norway | 3. _____ |
| 4. How many successful books <u>did Stephen King write</u> ? | 4. _____ |
| 5. Oh no! <u>I've just cut</u> my finger! It's bleeding | 5. _____ |
| 6. Everything Everywhere All at Once <u>won</u> a lot of prizes this year. | 6. _____ |
| 7. Beethoven <u>composed</u> some of the most beautiful symphonies. | 7. _____ |
| 8. John Mayer <u>recorded</u> a new album this year. | 8. _____ |
| 9. They <u>announced</u> new projects this quarter. | 9. _____ |

3. Use the words in brackets to complete the sentences:

1. When I was at school, (I / not / like / history) I didn't like history.
2. (I / buy / this / dress) when I was paid last week. _____
3. When Stella was young, (she / love / singing). _____
4. (My / mother / be / at / work) when the accident happened.

5. (I / be / in / the / garden) when you phoned. _____
6. (I / meet / Guido) when we were at school. _____
7. When he saw my cat, (he / smile). _____

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...~~)*





myngle

Business Upper Intermediate

Unit 3: On schedule

Homework – Answer Key

Exercise 1

1. Upfront planning

2. Budget constraints

3. Accurate forecast

4. Miss the deadline

5. Run into problems

6. Stay on track

7. Run smoothly
- a. Preliminary preparation

b. Financial limitations

c. Precise prediction

d. Fall behind the schedule

e. Experience difficulties

f. Stay on course

g. Function seamlessly

Exercise 2

1. Upfront planning

2. Accurate forecast

3. Budget constraints

4. Miss the deadline
5. Stay on track

6. Run smoothly

7. Upfront planning

Exercise 3

Performance	Goals	Decisions	Project	Schedule	Budget	Deadline
Monitor	Achieve	Reach	Take on	Fall behind	Go over	Meet
Assess	Establish	Implement	Carry out	Keep to	Renegotiate	Miss
Improve	Accomplish	Make	Deliver	Adjust	Stay within	Set
						Extend

Exercise 1

1. Run smoothly → **(d)** effective
2. Go out of control → **(e)** getting out of hand
3. Accomplish the goal → **(b)** reach the target
4. Asses performance → **(a)** conduct appraisals
5. Provide feedback → **(c)** evaluate how well the employees are doing.

Exercise 2

1. **Title 1:** Run smoothly
2. **Title 2:** Provide feedback
3. **Title 3:** Accomplish the goal
4. **Title 4:** Assess performance
5. **Title 5:** Go out of control

Exercise 1

1. Alright. Let's be clear here.
2. How does your side of things look?
3. How's the ... coming along?
4. So what do you mean exactly?
5. How far are you with ... ?
6. We're on track.
7. Up to now (the launch date) has been (set) ...
8. So what do you mean exactly?
9. It's worth a try.
10. That's not an ideal solution.

Exercise 2

- | | |
|---------------------------|--|
| 1. How far are you | a. with the new packaging? |
| 2. Things aren't running | b. as smoothly as I'd hoped. |
| 3. We finalized the draft | c. three weeks ago |
| 4. So what do you | d. mean exactly? |
| 5. If you ask me, | e. we should scrap the idea |
| 6. I'm not | f. convinced |
| 7. That's not | g. an ideal solution |
| 8. Up to now | h. the launch dates have been set for... |

Exercise 1

- | | |
|-------------------------------|----------------------------------|
| 1. were / have been | 5. reported / have reported |
| 2. have not seen / saw | 6. was / has been |
| 3. did not speak / has spoken | 7. have invested / invested |
| 4. has hired / did not hire | 8. did not snow / has not snowed |

Exercise 2

1. I **ve just made** a nice pot of tea. Would you like some? → **ok**
2. Did you hear about Martin? He **quit** his job! (*past simple*)
3. My cousin **grew up** in Norway. (*past simple*)
4. How many successful books **has Stephen King written**? (*present perfect*)
5. Oh no! **I've just cut** my finger! It's bleeding. → **ok**
6. "Everything Everywhere All at Once" **has won** a lot of prizes this year. (*present perfect*)
7. Beethoven **composed** some of the most beautiful symphonies. → **ok**
8. John Mayer **has recorded** a new album this year. (*present perfect*)
9. They **have announced** new projects this quarter. (*present perfect*)

Exercise 3

1. When I was at school, **I did not like history**.
2. **I bought this dress** when I was paid last week.
3. When Stella was young, **she loved singing**.
4. **My mother was at work** when the accident happened.
5. **I was in the garden** when you phoned.
6. **I met Guido** when we were at school.
7. When he saw my cat, **he smiled**.