Review 3

3.1 Managing projects

1 Choose the correct option in italics to complete the sentences.

1 We have reached an important *milestone / setback* in the project, so we're celebrating.
2 There has been another *risk / setback* with the project and it's now behind schedule.
3 We don't *anticipate / manage* any further problems or delays with the project.
4 It's impossible to accurately *anticipate / predict* the future.
5 A Project Manager is responsible for *milestone / risk* management – planning for possible problems.

Word building – verbs and nouns

2 Complete the email using the correct form of the words in the box.

add	attach	decide	construct	identify
investigate	solve	suspend		

Dear all,

I've made a [1]_____ to change the project schedule after several [2]_____ problems delayed the building project. We failed to [3]_____ problems with the quality of some materials and were unable to find a [4]_____ to the problem quickly. In [5]_____ to this, poor weather conditions are also causing delays. Therefore we decided to [6]_____ all work for a week while we [7]_____ why we had quality issues.

Please see [8]_____ for further details.

3.2 Comparatives and superlatives

3 Complete the text with the correct comparative or superlative form of the words in brackets.

This is our [1]_____ (big) project at the moment but it is progressing [2]_____ (quickly) than we would like. One problem is that not all employees are [3]_____ (experienced) as we would like and we are currently looking for people who are [4]_____ (experienced). Everyone is working [5]_____ (hard) as they can to try to finish the project on time. Secondly, although the budget is [6]_____ (large) than any of our other budgets, there are problems with a new material. We used it because it was the [7]_____ (expensive) – everything else cost much more – but the quality is not [8]_____ (good) as we expected. As a result, the job is taking us much [9]_____ (long) to complete. Next time we must use [10]_____ (good) quality materials.

Functional language

3.3 Giving and responding to instructions, standing your ground

4 Complete the dialogue using the phrases in the box.

can do it	compromise on	leave it
like you to think about	need you to meet	
no problem	there's no flexibility	up to speed

Piotr: Can you bring James [1]_____ on the project so far?
Alicia: Of course. It's going well but we really [2]_____ the new deadline.
James: Sure, [3]_____.
Alicia: We'd also [4]_____ shift work, too, so you can complete the work on time.
James: The staff refuse to work shifts. They won't [5]_____ this. We can't afford to lose them.
Piotr: I'm sorry, [6]_____ on this. We've decided this is the best way forward.
James: I think we [7]_____ without the need for shift work. [8]_____ with me. I'll sort it out.

3.4 Asking for and giving updates

5 Choose the correct option in italics to complete the sentences.

1 The new design is *in progress / up to date* and I expect to complete it today.
2 *Where / What* are we with the new design?
3 What's the *last / latest* on the Indian contract?
4 Can you please give me *a schedule / an update* on the construction?
5 How are we *happening / doing* with the project scheduling?
6 I don't see any *impediments / deadlines* at the moment.
7 We hope to *finish / follow up* drawing up the plans today.

3.5 Email requesting an update

6 Match the sentence halves.

1 I'd like to know	a me know what supplies you need?
2 Would you mind	b possible to visit the site tomorrow?
3 I'd like to	c grateful if you could do this for me.
4 Could you let	d if the project is on schedule.
5 Would it be	e request a meeting with the project manager.
6 I'd appreciate	f it if you could give me some more information.
7 Could you	g sending me the staff files?
8 I'd be very	h possibly send me photos of the site?

LIVEWORKSHEETS

1 Choose the correct option a, b or c.

We reached a major [1] _____ with the bridge project yesterday, when we opened the [2] _____ bridge to the public. We had a few [3] _____ in the early stages, which we did not [4] _____ when we carried out the [5] _____ assessment. However, we managed to find [6] _____ to the problems quickly. The next stage of the project is the [7] _____ of new houses and we do not [8] _____ any big problems with those. However, after a full [9] _____, we realised that we need to meet the new environmental regulations, so we have to increase the [10] _____.

1	**a** milestone	**b** solution	**c** decision
2	**a** suspending	**b** suspense	**c** suspension
3	**a** setbacks	**b** budgets	**c** milestones
4	**a** manage	**b** predict	**c** communicate
5	**a** construction	**b** register	**c** risk
6	**a** solutions	**b** decisions	**c** additions
7	**a** attachment	**b** movement	**c** construction
8	**a** identify	**b** anticipate	**c** solve
9	**a** investigation	**b** addition	**c** identification
10	**a** milestone	**b** budget	**c** movement

3 Write one word which best fits each space.

1 We need to bring George up to _____ on this.
2 I can't do it – my hands are _____.
3 I'm _____ there's no flexibility in the schedule.
4 We can't compromise _____ this at all.
5 We've got no room _____ manoeuvre on this.

__/5

5 Write one word which best fits each space.

Hi Jürgen,
I'd like to [1] _____ if everything is on schedule for completion next week, so could you give me an update? I'd be [2] _____ if you could also let me have an estimate of any extra costs involved. Also, would you [3] _____ asking Gloria to send me a list of all the suppliers we use. Would it be [4] _____ to arrange a meeting with all project managers next week? I'd [5] _____ it if you could organise this.

__/5

2 Complete the second sentence so it has a similar meaning to the first sentence. Use the word in brackets in the correct form.

1 The project was less difficult than expected. (easy)
The project was _____ expected.
2 This interview was shorter than the first one. (long)
This interview was _____ the first one.
3 Finishing on time was harder than anything. (difficult)
The _____ thing was to finish on time.
4 The final stage of the job was the easiest part. (challenging)
The final stage of the job was the _____ part.
5 We finished the project ahead of time. (soon)
We finished the project _____ planned.
6 The company has more work now than any other time of year. (busy)
It's the _____ time of the year for us now.
7 They completed the bridge ahead of schedule. (quickly)
They completed the bridge _____ than they planned.
8 Finding suitable suppliers was not as easy as we thought. (hard)
Finding suitable suppliers was _____ we thought.
9 He did worse than he expected at the interview. (well)
He did not _____ expected at the interview.
10 My new job is worse than the last one. (good)
My new job is _____ the last one.

LIVEWORKSHEETS

4 [BP_B1_Test_03_001.mp3] Listen to the speaker and choose the correct response a, b or c.

1 a b c
2 a b c
3 a b c
4 a b c
5 a b c

__/5

6 [BP_B1_Test_03_002.mp3] You will hear eight short recordings twice. For questions 1–8 choose the correct answer.

1 Which project are they starting now?


a


b


c

2 What was the manager's worst problem?
a number of employees
b weather conditions
c quality of materials

3 Which hotel does the woman decide to stay at?
a Twig
b Wold
c Min

4 How long will the installation take?
a 2 days
b 6 days
c 4 days

5 What is the woman going to do before the meeting?
a go sightseeing
b look at apartments
c have lunch

6 Why won't the architect change the building plans?
a The changes aren't safe.
b The site's too small.
c It's against building regulations.

7 How do they arrive at the project site?


a


b


c

8 What mistake did the man make?
a He ordered too many desks.
b He ordered the wrong equipment.
c He didn't order the right number of chairs.

__/8

7 [BP_B1_Test_03_003.mp3] Listen to a radio interview with Gina Velas, an expert in project management. Choose the correct option a, b or c.

1 What does the interviewer say about failure?
a It's a good way to learn.
b You can't afford to fail.
c It's caused by a lack of experience.

2 What does Gina say about experience and skills?
a Project managers must train their teams.
b Teams must evaluate their own skills.
c Project managers should have relevant training.

3 Project managers should set goals that are
a challenging.
b clearly defined.
c simple.

4 Why does Gina say about changing goals?
a Clients are unable to assess them.
b It often affects the budget.
c Project managers like making changes.

5 What can poor communication skills lead to?
a project failure
b team disappointment
c weak managers

6 What else can demotivate a team?
a pressure from other staff
b not having enough resources
c losing control

7 What does Gina say about unexpected problems?
a Risk assessment predicts all problems.
b Allow extra time for them.
c Schedules are always flexible.

__/7

LIVEWORKSHEETS

Situation

You are the Project Director for a large construction company which is responsible for several building projects in Africa. You recently heard from one of the engineers that there are problems with the project in Tanzania. You now need an immediate update on the office building project there. The main issues seem to be:

- possibly missing the first deadline.
- too many extra costs.
- poor quality materials.
- not enough staff.
- several accidents on site.

Task

Write an email of between 150 and 200 words to the Project Manager in Tanzania, asking for a project update, particularly with regard to each of the problems. Inform the manager that you are visiting Kenya next week and would like a meeting in Nairobi.

From:

To:

Date:

Subject:

LIVEWORKSHEETS

8 Read this email from the Operations Director asking for a project update.

To: Executive Assistant
From: Operations Director
Subject: Jaipur Building Project, India

Hi Kieran,
Can you find out what's happening with the Jaipur project? News reports are saying the project has stopped temporarily. Email the Project Manager and request an immediate update. Find out about any delays. We've heard nothing here.

Write an email to Bill Mathers, Project Manager, Jaipur:

- explaining why you're writing.
- requesting an update.
- asking for details about any delays.
- inviting him and the chief engineer to join a video meeting tomorrow.

Write about 60–80 words.

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LIVEWORKSHEETS