

2 How do the problems mentioned in the text affect the project? What solution can you think of for each problem?

1 Not enough planning time

The planning stage may not be as exciting as the development stage, but it's just as important, if not more so. Lack of planning will always result in changes later on, eating up money and man-hours.

Solution: _____

2 Communication breakdowns

Anyone who runs a business knows that communication is absolutely vital to the success of any project. Breakdowns can occur between the project team and the end users (i.e. the clients or employers), and there can also be problems between the individual members inside the project team.

Solution: _____

3 Unrealistic budget

If your budget is unrealistic to start with, it will be impossible to stay within budget. As you run out of money, departments fall behind, resources are slow to arrive, and – because of budget constraints – the project, once again, goes out of control.

Solution: _____

4 Not checking progress

As the project goes along, the unexpected happens. Various different people use their own ideas to fix these challenges and – when you're on the point of finishing – you're suddenly faced with a huge list of problems that need to be addressed and you miss the deadline.

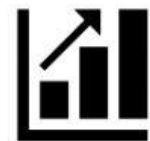
Solution: _____

5 Not reviewing existing standards

If most or all of your projects run behind schedule and over budget, ask yourself if you maintain the same standards time after time. Do they work? If you keep doing the same thing, you're likely to get the same results.

Solution: _____

run out of money; within budget; behind schedule; upfront planning; over budget; miss the deadline; stay on track; out of control; budget constraints; lack of planning; make the launch date; accurate forecast; ahead of schedule; unrealistic budget



5 Choose the correct answer from the words in *italics*.

- 1 Good communication will help you to *resolve* / *address* conflict quickly.
- 2 When time is short, you must *promote* / *prioritize* tasks and do the most important ones first.
- 3 Try to *hold* / *keep* track of spending so that you don't go over budget.
- 4 Make sure you *allow* / *allocate* sufficient resources to the different departments.
- 5 Always expect the unexpected and *manufacture* / *make* contingency plans.
- 6 It is important to *examine* / *check* progress at every stage of a project in case there are any problems.

6 Choose a verb from the list that can go with *all three* phrases in each group.

stay *set* *run* *keep* *check*

- 1 _____ smoothly / out of time / into problems
- 2 _____ on track / within budget / the course
- 3 _____ the facts / progress / details
- 4 _____ a budget / a timescale / a launch date
- 5 _____ to a budget / track of / costs down

You're going to make a short presentation to a group of students. You must convince them about the necessity of contingency plans. Use as many words as possible from the previous exercises.

1 Replace the verbs in *italics* with a phrasal verb from the list with the same meaning. Make any changes that are necessary.

get round	set up	come up with
take forward	pay off	carry out
bring down	take up	

- 1 I'm thinking of leaving the company to *start* _____ my own business.
- 2 We're over budget on this project – we need to do something to *reduce* _____ the costs.
- 3 That's a great idea – I knew you would *create* _____ a plan to solve the problem.
- 4 The company has *responded to* _____ the challenge of recruiting across the EU.
- 5 We *performed* _____ a lot of tests before we launched this product on the market.
- 6 We put a lot of money into this idea – hopefully the investment will *have a good result* _____.
- 7 We *avoided* _____ the problem of relocating extra staff by recruiting locally.
- 8 The first stage of the project went well, and we're now *developing* _____ our plans for the next stage.