

Working with words

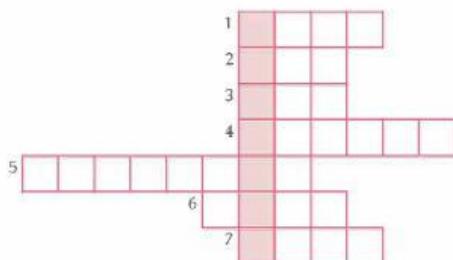
1 Replace the words in *italics* in 1–8 with the phrases from the list. Change the form if necessary.

miss the deadline	<i>upfront planning</i>
fall behind schedule	<i>an accurate forecast</i>
stay on track	<i>budget constraints</i>
go over budget	<i>make the launch date</i>

- 1 A project like this needs plenty of *preparation beforehand*. upfront planning
- 2 The contractors failed to *keep to the agreed schedule* so the new bridge was completed one year late.
- 3 The whole project has been difficult and *we've lost time* because of unforeseen delays.
- 4 Can you give me *a detailed prediction*?
- 5 They didn't *start selling the new product on the agreed date*. up to scratch
- 6 What *limitations on spending* do we have when it comes to travel costs?
- 7 There are strict penalty clauses, so it'll be expensive if *we are late for that date*. on track
- 8 I always look at our spending carefully so that we don't *spend more than we have*.

2 Complete sentences 1–7. Use the answers to complete the puzzle and find the hidden word.

- 1 Did you make a detailed _____ before you started.
- 2 The trains always _____ on time in this country.
- 3 Their spending on the project went _____ of control!
- 4 If you don't want to overspend, you need a realistic _____.
- 5 I hope our next project runs more _____ than this one!
- 6 Don't use that contractor. They made a real _____ of things last time.
- 7 We can't afford to _____ the chance of securing the new contract.



Business communication

1 Sondra is discussing the progress of an HR project with Dimitri. Choose the best answer (a–c) from 1–8 below to complete their conversation.

Sondra OK, Dimitri. What's the current ¹ _____ of the staff satisfaction survey?

Dimitri Well, on the whole, we're ² _____. We've received replies from the questionnaires, but we haven't collated the answers yet.

Sondra You do know the regional HR conference date ³ _____ for next month, don't you?

Dimitri Yes, but we've ⁴ _____ with IT. They haven't set up the database for us yet, to collate the results.

Sondra So the real problem ⁵ _____ IT's time management?

Dimitri Partly, yes.

Sondra How about ⁶ _____ as much of the report as you can?

Dimitri That's ⁷ _____, but until we have results from the survey, there's nothing to put in the report.

Sondra So what you're really ⁸ _____ is, without the database you can't continue?

Dimitri Err, yes.

- 1 a stand b status c view
- 2 a up to scratch b in the lane c on track
- 3 a had set b had already set c has already been set
- 4 a knocked a problem b come to a problem c hit a problem
- 5 a lies with b stands with c sits with
- 6 a to prepare b prepared c preparing
- 7 a likely b possible c probable
- 8 a saying b telling c talking

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.

GRAMMAR REFERENCE

Present perfect

Use the present perfect

- 1 to link a present situation with something that took place at an unspecified time in the past
Ana has sent the new brochure to all our clients.
The present situation is that all the clients have the new brochure. The past event is that Ana sent the new brochure (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 report 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 Tom in the cafeteria.
- 5 with unfinished time periods: *since*, *so far this week*, *up to now*, *recently*, *this month*, *today*.
You've been late three times this month – please be on time for the rest of the month.

Past simple

Use the past simple

- 1 when referring to (or thinking of) a finished time period like *yesterday*, *last week*, *at 5.30*, *on 11 May*, *at Christmas*, *in 2002*, etc.
I went to the sales conference 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 Mr Li?*
(NOT: *When have you seen Mr Li?*)
B *I saw him yesterday.*
(NOT: *I have seen him yesterday.*)
- 3 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 this week. (said on Wednesday – the time period is still in progress)
We made a lot of progress this week. (said at 4.30 p.m. on Friday – the time period is about to finish)

Language at work

1 Complete the two dialogues with the past simple or present perfect form of the verbs in brackets.

A I need to ask David if he

¹ _____ (decide) to set up the focus group.

B Don't worry. I ² _____ (already / speak) to him about it.

A Really? When ³ _____ (you / see) him?

B I ⁴ _____ (call) him first thing today.

A What ⁵ _____ (he / say)?

B He ⁶ _____ (not / make) up his mind yet. He needs some documents from head office, and they still ⁷ _____ (not / arrive).

C ⁸ _____ (you / finalize) all the arrangements for Mr Eng's visit yet?

D I'm dealing with it now. I

⁹ _____ (fix) a date for him to come and visit – the 19th.

C What about Bob? I think he needs to be there.

D That's fine. I ¹⁰ _____ (speak) to Anna a couple of days ago, and the 19th is fine for him, too.

C ¹¹ _____ (you / arrange) the visit to the warehouse yet?

D Yes, I ¹² _____ (just / organize) that – for the afternoon.

C What about dinner that evening?

D I ¹³ _____ (book) a table yesterday – at The Mill – I hope that's OK.

C Fine. That all sounds excellent. You

¹⁴ _____ (be) very efficient.

2 Match 1–6 to contexts a–f.

1 Has our bid for the contract been successful? _____

2 Was our bid for the contract successful? _____

3 Have you spoken to the caterers this week? _____

4 Did you speak to the caterers this week? _____

5 I've just cancelled the order. _____

6 I just cancelled the order. _____

a The result of the contract bids was announced last week.

b I only cancelled the order. I didn't reorder or complain.

c They're announcing the results of the contract bids now.

d I am expecting you to speak to the caterers some time this week. (It is Wednesday.)

e I was expecting you to speak to the caterers this week. (It is 5 p.m. on Friday. I am about to leave the office.)

f I cancelled the order a couple of minutes ago.