

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 ~~upfront~~ planning
 fall behind schedule an accurate forecast
 stay on track budget constraints
 go over budget make the launch date

- A project like this needs plenty of preparation beforehand. upfront planning
- The contractors failed to *keep to the agreed schedule* so the new bridge was completed one year late.

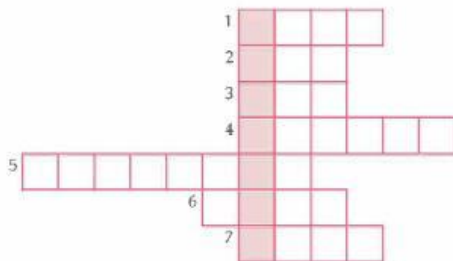
- The whole project has been difficult and we've *lost time* because of unforeseen delays.

- Can you give me *a detailed prediction*?

- They didn't start *selling the new product on the agreed date*. _____
- What *limitations on spending* do we have when it comes to travel costs? _____
- There are strict penalty clauses, so it'll be expensive if we *are late for that date*. _____
- 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.

- Did you make a detailed _____ before you started.
- The trains always _____ on time in this country.
- Their spending on the project went _____ of control!
- If you don't want to overspend, you need a realistic _____.
- I hope our next project runs more _____ than this one!
- Don't use that contractor. They made a real _____ of things last time.
- 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.

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

- 2 Match 1–8 to a–h.

- How far are you
- Things aren't running ____
- We finalized the draft ____
- So what do you
- If you ask me, ____
- I'm not
- That's not ____
- Up to now ____

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

GRAMMAR REFERENCE

Present perfect

Use the present perfect

- 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).
- 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.*
- with *how long*, *for* and *since* to talk about duration of states and activities
- with *just* to talk about things that have happened very recently
*I've **just seen** Tom in the cafeteria.*
- 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

- 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.*
- 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.*)
- 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.

- Has our bid for the contract been successful? ____
 - Was our bid for the contract successful? ____
 - Have you spoken to the caterers this week? ____
 - Did you speak to the caterers this week? ____
 - I've just cancelled the order. ____
 - I just cancelled the order. ____
- The result of the contract bids was announced last week.
 - I only cancelled the order. I didn't reorder or complain.
 - They're announcing the results of the contract bids now.
 - I am expecting you to speak to the caterers some time this week. (It is Wednesday.)
 - 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.)
 - I cancelled the order a couple of minutes ago.