

LINGUA AGENTS

ENGLISH FOR PROJECT MANAGERS

Lesson Summary

Level: B2 | linguaagents.com



1. Vocabulary

All the key terms from this lesson, with meanings and example sentences.

Word / Phrase	Meaning	Example
project manager	Person overseeing the project, keeping it on time and within budget.	The project manager called an emergency meeting.
stakeholder	Anyone with an interest in the project outcome.	All stakeholders attended the kick-off meeting.
kick-off meeting	The first formal meeting at the start of a project.	We set the scope at the kick-off meeting.
action point	A task assigned at the end of a meeting to be followed up on.	There were five action points from today's meeting.

sign-off	Formal approval of a deliverable or phase.	We're waiting for the client's sign-off.
scope	The boundaries of the project: what is included and excluded.	The scope was agreed during the first week.
deliverable	A specific output that must be produced and handed over.	The main deliverable is a comprehensive report.
timeline	The schedule for when tasks and phases should be completed.	We're behind on the timeline.
milestone	A significant point marking the completion of a major phase.	We reached our first milestone ahead of schedule.
on track / off track	On track: progressing as planned. Off track: facing delays.	The project is on track to meet the deadline.
to escalate	To pass a problem to senior management for a decision.	We need to escalate this issue today.
budget	The financial resources allocated to the project.	The budget was approved last week.
contingency plan	A backup strategy for responding to unexpected problems.	The team activated the contingency plan.
dependencies	Tasks that cannot start until another is complete.	Development has dependencies on the design phase.
closure phase	The final stage: deliverables handed over, project formally closed.	Stakeholders gave sign-off during the closure phase.

2. Grammar — Reported Speech

Use reported speech when relaying what someone said, without quoting their exact words. Shift the verb one tense back.

Tense shift	Direct speech	Reported speech
Present simple	"The project is on track."	He said the project was on track.
→ Simple past	"We need to escalate this."	She said they needed to escalate.
Present perfect	"The client has signed off."	He said the client had signed off.

→ Past perfect	"We are reviewing the budget."	She said they were reviewing the budget.
----------------	--------------------------------	--

Remember: in Part 1 we focus on present simple → simple past. The other tenses are covered in Part 2.

3. Useful Phrases

Phrases from the lesson you can use immediately at work.

Phrase	Use it when...
<i>The project is on track.</i>	Giving a positive status update to a manager or stakeholder.
<i>We need to escalate this issue.</i>	Reporting a problem that needs senior attention.
<i>We're waiting for the client's sign-off.</i>	Updating a colleague on a pending approval.
<i>He said the deadline was at risk.</i>	Relaying information from a meeting using reported speech.
<i>The team activated the contingency plan.</i>	Describing how the team responded to an unexpected problem.
<i>The action points have been shared.</i>	Confirming meeting follow-up with the team.

4. Common Confusions

Scope vs deliverables

The scope defines the boundaries of the project. Deliverables are the specific outputs produced within that scope. The scope is the container; the deliverables are what goes inside it.

Milestone vs deadline

A milestone marks the completion of a significant phase. A deadline is the final date by which something must be done. A project has many milestones but typically one main deadline.

Escalate vs complain

To escalate is a neutral, professional term. It simply means to pass a problem to someone with more authority. It does not imply conflict or failure. Using it correctly will make you sound more confident.

5. Quick Self-check

Cover this page and try to answer these without looking.

1. What is the difference between scope and deliverables?
2. What does it mean to escalate an issue?
3. What is a contingency plan and when would you use it?
4. How do you form reported speech from a present simple sentence? Give an example.
5. What happens during the closure phase of a project?

Ready for more?

Continue with the follow-up session or try the exercises on your Explainers page.

linguaagents.com