

BARRON'S



**600
ESSENTIAL
WORDS FOR THE**


TOEIC®

3RD EDITION

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2. Recognize Grammatical Forms

Some suffixes tell you whether a word is a noun, a verb, an adjective, or an adverb. You can learn to recognize these different suffixes. They will help you understand the meanings of new words.

Examples

Nouns

-tion	competition
-ance	deliverance
-ence	independence
-ment	government
-ism	Buddhism
-ship	friendship
-ity	community
-er	teacher
-or	inspector
-ee	attendee

Adjectives

-y	easy
-ous	mountainous
-able	capable
-al	musical
-ic	athletic
-ful	beautiful
-less	careless

Verbs

-ize	memorize
-ate	refrigerate
-en	lengthen

Adverbs

-ly	quickly
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In this book, you will see many examples of words with these suffixes.

3. Recognize Word Families

Just like brothers and sisters in the same family, words can be related, too. One word can become a noun, a verb, an adjective, or an adverb by changing its suffix.

Example

depend (verb)
dependence (noun)
dependable (adjective)
dependably (adverb)

These four words together make up a word family. The meaning of each word is similar to the others, but each one has a different grammatical form. How can knowing about word families help you?

- You will learn more words. When you find a new word, look in the dictionary to find other members of the same word family.
- You will understand new words. Look carefully at a new word. It might be related to a word you already know.

You will see many examples of word families in this book.

4. Make Your Own Word Journal

When you read, you will come across many new words, and you will need an organized way to record them.

- Use a special notebook just for recording your new words.
- Make a new page each day or each time you read a new article or story.
- For each new word, write the word, a synonym, a definition, the original sentence where you found the word, and then make up your own sentence using the word.
- Every day, review the pages from the previous days.
- Photocopy the chart below to make the pages for your word journal.

Example

New Word	Synonym	Definition	Original Sentence	My Sentence
consider	think about	To think carefully about something	After considering all the difficulties, they decided to go ahead with the project.	I considered different schools before I chose this one.

Lesson 1

WORDS TO LEARN

abide by
agreement
assurance
cancellation
determine
engage
establish
obligate
party
provision
resolve
specific

Contracts

Study the following definitions and examples.

1. **abide by** v., to comply with; to conform
 - a. The two parties agreed to abide by the judge's decision.
 - b. For years he has abided by a commitment to annual employee raises.
2. **agreement** n., a mutual arrangement, a contract
 - a. The landlord and tenant were in agreement that the rent should be prorated to the middle of the month.
 - b. According to the agreement, the caterer will also supply the flowers for the event.
3. **assurance** n., a guarantee; confidence
 - a. The sales associate gave his assurance that the missing keyboard would be replaced the next day.
 - b. Her self-assurance made it easy to see why she was in charge of the negotiations.
4. **cancellation** n., annulment; stopping
 - a. The cancellation of her flight caused her problems for the rest of the week.
 - b. The cancellation clause appears at the back of the contract.
5. **determine** v., to find out; to influence
 - a. After reading the contract, I was still unable to determine if our company was liable for back wages.
 - b. The skill of the union bargainers will determine whether the automotive plant will open next week.
6. **engage** v., participate; involve
 - a. Before engaging in a new business, it is important to do thorough research.
 - b. He engaged us in a fascinating discussion about current business law.
7. **establish** v., to institute permanently; to bring about
 - a. Through her many books and interviews, Dr. Wan established herself as an authority on conflict resolution.
 - b. The merger of the two companies established a powerful new corporation.
8. **obligate** v., to bind legally or morally
 - a. The contractor was obligated by the contract to work 40 hours a week.
 - b. I felt obligated to finish the project even though I could have exercised my option to quit.
9. **party** n., a person or group participating in an action or plan; the persons or sides concerned in a legal matter
 - a. The parties agreed to a settlement in their contract dispute.
 - b. The party that prepares the contract has a distinct advantage.
10. **provision** n., a measure taken beforehand; a stipulation
 - a. The father made provisions for his children through his will.
 - b. The contract contains a provision to deal with how payments are made if John loses his job.
11. **resolve** v., to deal with successfully; to declare; n., conviction
 - a. The mediator was able to resolve the problem to everyone's satisfaction.
 - b. The businessman resolved to clean out all the files by the end of the week.
12. **specific** adj., particular
 - a. The customer's specific complaint was not addressed in his e-mail.
 - b. In a contract, one specific word can change the meaning dramatically.

WORD FAMILIES

verb	agree	If both parties agree to the terms, we can finalize the contract.
noun	agreement	As soon as the labor agreement was signed, the factory resumed production of new cars and vans.
adjective	agreeable	The parties are agreeable to the terms.

verb	assure	I assure you that our drug-testing policy is applied fairly.
noun	assurance	What assurance is there that the company will still be in business?
adverb	assuredly	He spoke assuredly, but his follow-up memo showed less conviction.

verb	cancel	The man canceled his magazine subscription and got his money back.
noun	cancellation	Writers usually receive a cancellation fee even if their articles are not published.
adjective	canceled	The canceled concert ended up costing our agency millions.

verb	obligate	The terms of the contracts obligate us to work for at least one more month.
noun	obligation	The factory managers have a legal and moral obligation to provide a safe work site.
adjective	obligatory	He finished his obligatory military service, and then joined his father on the orange farm.

verb	provide	Since the machine is very reliable, why don't we cancel the service contract they provided?
noun	provider	We must negotiate a new contract with our Internet service provider.
noun	provision	The provision for canceling the contract is in the last clause.

verb	specify	The contract specifies the percentage of raise the workers will see next year.
noun	specification	The work was done according to our specifications.
adjective	specific	We have not chosen a specific location for the reunion.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

10. The two sides were no closer to a final ____ at midnight than they were at noon.
(A) agreement (C) agree
(B) agreeable (D) agreed
11. Our union representative ____ members that our rights would be defended.
(A) assured (C) assuredly
(B) assurance (D) assure
12. If you ____ your reservation 48 hours in advance, you will not be billed.
(A) will cancel (C) cancellation
(B) cancel (D) canceled
13. I don't feel any ____ to give my boss more than two weeks notice when I leave.
(A) oblige (C) obliged
(B) obligatory (D) obligation
14. The ____ for terminating the contract were not discussed.
(A) provide (C) provider
(B) provisions (D) provisioning
15. The contract calls for the union to ____ who their bargaining representative will be.
(A) specific (C) specifying
(B) specification (D) specify

Part 6 Text Completion

Choose the word or phrase that best completes the sentence.

Rental Property for Everyone

More and more people are investing in rental property these days. Whether you have a small apartment in your house to rent, or decide to invest in an apartment or office building, rental property can provide extra income for you and your family. What does every landlord need to know?

Leases

A lease is an ____16____ between a landlord and a tenant. Standard leases are available at most office supply stores, and many property owners find them quite satisfactory. Read the standard lease carefully to determine if it meets the needs of your situation. You may want to make some additional ____17____. You may want to add a pet clause, for example, or make different specifications pertaining to the security deposit. If you decide to make changes to the standard lease, you should meet with a lawyer. The lease is the most important tool you have if you need to resolve a dispute with your tenant. When you have a lease written by a lawyer, you ____18____ that you have the protection you need.

16. (A) agree
(B) agreed
(C) agreeable
(D) agreement
17. (A) provision
(B) provisions
(C) provider
(D) providers
18. (A) assure
(B) will assure
(C) are assuring
(D) are assured

Part 7 Reading Comprehension

Questions 19–23 refer to the following letter and form.

Santos Office Cleaners
112 Main St.
Windsor, Ontario

December 15, 20—

Mr. James Harrison
17 Hartland Road
Windsor, Ontario

Dear Mr. Harrison,

We are very sorry that you have decided to cancel your cleaning service contract with us. In order to assure that we provide our customers with the best possible service, we always try to determine the reasons for contract cancellations. Please take a few minutes to fill out the enclosed form. This is for our information only; completing the form does not obligate you to buy any product or enter into any new agreement with our company. We appreciate your cooperation. If at any time in the future you decide to renew your contract with us, please don't hesitate to contact me.

Sincerely,
Rosa Santos
Rosa Santos
Owner

Santos Office Cleaners
Customer Questionnaire

Date contract signed: March 23, 20—

Type of facility:
☒ single office
☐ office building
☐ private home
☐ other

Frequency of service:
☐ daily
☒ weekly
☐ monthly
☐ other

Reason for contract cancellation (choose one):
☐ no longer need service
☐ signed contract with a different company
☒ payment dispute not satisfactorily resolved
☐ specific complaint not resolved
☐ other

Comments: I was always satisfied with the service provided by your employees. However, I am frustrated by your inability to resolve the payment issues.

19. What is the purpose of the letter?
 (A) To find out why Mr. Harrison no longer wants this service.
 (B) To ask Mr. Harrison to renew his contract.
 (C) To advertise new services provided by the company.
 (D) To offer the customer a better contract.
20. What is Ms. Santos's business?
 (A) Customer relations.
 (B) Cleaning service.
 (C) Contract review.
 (D) Conflict resolution.
21. Why did this customer cancel the contract?
 (A) The company damaged something in his office.
 (B) The employees provided unsatisfactory service.
 (C) He had a disagreement about his bill.
 (D) He doesn't want this type of service anymore.
22. The word *assure* in letter one, line 2, is closest in meaning to
 (A) guarantee.
 (B) discover.
 (C) prove.
 (D) advertise.
23. The word *specific* in form two, line 15, is closest in meaning to
 (A) personal.
 (B) important.
 (C) repeated.
 (D) particular.

Lesson 2

Marketing

WORDS TO LEARN

attract
compare
competition
consume
convince
currently
fad
inspiration
market
persuasion
productive
satisfaction

Study the following definitions and examples.

1. **attract** v., to draw by appeal
 - a. The display attracted a number of people at the convention.
 - b. The new advertising attracts the wrong kind of customer into the store.
2. **compare** v., to examine similarities and differences
 - a. Once the customer compared the two products, her choice was easy.
 - b. The price for this brand is high compared to the other brands on the market.
3. **competition** n., a contest or struggle
 - a. In the competition for afternoon diners, Hector's has come out on top.
 - b. The company has decided not to join the growing competition for dominance in the semiconductor market.
4. **consume** v., to absorb; to use up
 - a. The business plans consumed all of Fritz's attention this fall.
 - b. This printer consumes more toner than the downstairs printer.
5. **convince** v., to bring to believe by argument; to persuade
 - a. The salesman convinced his customer to buy his entire inventory of pens.
 - b. Before a business can convince customers that it provides a quality product, it must convince its marketing staff.
6. **currently** adv., happening at the present time; now
 - a. We are currently exploring plans to update the MX3 model.
 - b. Currently, customers are demanding big discounts for bulk orders.
7. **fad** n., a practice followed enthusiastically for a short time; a craze
 - a. The mini dress was a fad once thought to be finished, but now it is making a comeback.
 - b. Classic tastes may seem boring but they have proven to resist fads.
8. **inspiration** n., a thing or person that arouses a feeling
 - a. His work is an inspiration to the marketing department.
 - b. Marta's high sales in Spain were an inspiration to other European reps.
9. **market** v., the course of buying and selling a product; n., the demand for a product
 - a. When Omar first began making his chutneys, he marketed them door-to-door to gourmet shops.
 - b. The market for brightly colored clothing was brisk last year, but it's moving sluggishly this year.
10. **persuasion** n., the power to influence; a deep conviction or belief
 - a. The seminar teaches techniques of persuasion to increase sales.
 - b. Under his persuasion, she returned to school for her MBA.
11. **productive** adj., constructive; high yield
 - a. The unproductive sales meeting brought many staff complaints.
 - b. Alonzo is excited about his productive staff.
12. **satisfaction** n., happiness
 - a. Your satisfaction is guaranteed or you'll get your money back.
 - b. We will print the advertisement to your satisfaction.

WORD FAMILIES

verb	attract	The store's poor location did not help it attract customers.
noun	attraction	Having a clown in the toy store was a foolproof attraction for getting kids to enter.
adjective	attractive	Lou ran his store on an old-fashioned premise: quality merchandise at attractive prices.

verb	compare	She compared the prices before she made a decision.
noun	comparison	There was no comparison in the quality of the two brands.
adjective	comparable	To get an average for home costs, the agent sought prices on comparable homes.

noun	competition	Try to think of yourself as someone who leads the competition.
verb	compete	We competed against three or four other agencies to get this contract.
adjective	competitive	His competitive character made him quite successful in his department.

verb	consume	The analyst was able to consume new information quickly.
noun	consumer	The government tracks consumer spending closely.
adjective	consumable	He ran a study of the use of consumable goods.

verb	market	The sales department disagreed about how to market their newest product.
noun	marketing	A good director of marketing can find a way to sell even an unattractive product.
adjective	marketable	Once the sales manager decided to change the packaging, the product became much more marketable.

noun	satisfaction	Our highest priority is customer satisfaction.
verb	satisfy	Henri was perfectly satisfied with his new fishing rod.
adjective	satisfactory	The rods were not in satisfactory condition.

READING

Part 5 Incomplete Sentences

Choose the word that best completes the sentence.

10. Marketing specialists have conducted extensive studies of what _____ customers to a particular product.
(A) attractive (C) attracts
(B) attraction (D) attracting
11. Smart shoppers will _____ similar brands of an item before making a decision.
(A) compare (C) comparative
(B) comparison (D) comparable
12. If our work isn't to your _____, please notify us within 60 days.
(A) satisfy (C) satisfaction
(B) satisfactory (D) satisfied
13. Manufacturers like to know what features _____ find useful.
(A) consumers (C) consumption
(B) consume (D) consumable
14. Without good _____, good products can go unsold.
(A) market (C) marketed
(B) marketable (D) marketing
15. A careful analysis of the _____ products on the market indicated that our product lacked innovation and optional features.
(A) compete (C) competed
(B) competing (D) competition

Part 6 Text Completion

Choose the word or phrase that best completes the sentence.

Dear Valued Customer,

Smart consumers like yourself are concerned about your family's nutrition. Health is a top priority, and so is value. You want high-quality food products at competitive prices. That's why we are introducing Farm Fresh, our new line of 100% natural and organic frozen dinners. We know you'll love the great natural taste of Farm Fresh dinners such as Turkey and Wild Rice, Wild Salmon with Spring Greens, and Country Chicken with Vegetables. Farm Fresh dinners are 16 packaged with 100% recyclable materials. But we don't have to use a lot of fancy words to convince you to enjoy Farm Fresh frozen dinners. We will let their great taste 17 you to keep coming back for more. Please use the enclosed coupons to buy up to six Farm Fresh dinners of your choice at 25% off the usual retail price. We know you 18 by the great taste and the great price.

Sincerely,

Rosa Martello
National Frozen Foods, Inc.

16. (A) attract
(B) attractive
(C) attractively
(D) attraction
17. (A) persuade
(B) persuades
(C) to persuade
(D) will persuade
18. (A) satisfy
(B) satisfied
(C) will satisfy
(D) will be satisfied

Part 7 Reading Comprehension

Questions 19–23 refer to the following report.

Catherine Cosmetics Company
Sales Department Meeting Report
March 29, 20—

We reviewed the sales figures for the past quarter. We are currently experiencing a significant drop in sales in our hair care products. This has been going on since the beginning of the year when we introduced the improved version of our top-selling hair care line, *Catherine's Curls*. Our advertising has not been successful in convincing more consumers to buy these products. We know there is a market for products such as these manufactured with 100% natural ingredients and no testing on animals. In fact, our competitors are doing quite well in this area and have been for a number of years. We know from our research that the popularity of all-natural cosmetic products is more than just a passing fad, and this is why we decided to branch out into this area. We have carefully compared our products to those of our three largest competitors. We have looked at product ingredients, packaging, target consumers, pricing, and sales strategies. Our product is similar, or even better, in all ways but one. Our packaging is significantly less eye-catching than that of our competitors, and it does not convey the important aspects of the products to the consumer, that is, that these products are entirely made with natural ingredients. Therefore, in order to attract more customers, we recommend employing a new designer to create better packaging for the *Catherine's Curls* line of products.

19. When did the sales department have a meeting?
(A) At the beginning of the year.
(B) In March.
(C) A quarter of a year ago.
(D) At the end of last year.
20. Which of the following might be part of the *Catherine's Curls* line of products?
(A) Shampoo.
(B) Hand lotion.
(C) Nail polish.
(D) Lipstick.
21. According to the report, why are fewer people buying *Catherine's Curls* products?
(A) The prices are too high.
(B) The ingredients aren't natural.
(C) The packages aren't attractive.
(D) The type of product is not popular.
22. The word *market* in line 5 is closest in meaning to
(A) product
(B) factory
(C) purchase
(D) demand
23. The word *fad* in line 8 is closest in meaning to
(A) need
(B) fashion
(C) event
(D) wish

Lesson 3

WORDS TO LEARN

characteristic
consequence
consider
cover
expiration
frequently
imply
promise
protect
reputation
require
variety

Warranties

Study the following definitions and examples.

1. **characteristic** adj., revealing of individual traits; n., an individual trait
 - a. The cooking pot has features characteristic of the brand, such as "heat-resistant" handles.
 - b. One characteristic of the store is that it is slow in mailing refund checks.
2. **consequence** n., that which follows necessarily
 - a. The consequence of not following the service instructions for your car is that the warranty is invalidated.
 - b. As a consequence of not having seen a dentist for several years, Lydia had several cavities.
3. **consider** v., to think about carefully
 - a. The customer considered buying the DVD player until he learned that the warranty coverage was very limited.
 - b. After considering all the options, Della decided to buy a used car.
4. **cover** v., to provide protection against
 - a. Will my medical insurance cover this surgery?
 - b. Her car insurance provided for complete coverage against collision.
5. **expiration** n., the end
 - a. Have you checked the expiration date on this yogurt?
 - b. We can expect that the expiration of our Japan contract will impact sales next year.
6. **frequently** adv., occurring commonly; widespread
 - a. Appliances frequently come with a one-year warranty.
 - b. Warranties for this kind of appliance are frequently limited in their coverage.
7. **imply** v., to indicate by inference
 - a. The guarantee on the iPod implied that all damages were covered under warranty for one year.
 - b. The travel agent implied that our hotel was not in the safest part of the city, but, when pressed for details, he said the location was fine.
8. **promise** n., a pledge, a commitment; v., to pledge to do, bring about, or provide
 - a. A warranty is a promise the manufacturer makes to the consumer.
 - b. The sales associate promised that our new mattress would arrive by noon on Saturday.
9. **protect** v., to guard
 - a. Consumer laws are designed to protect the public against unscrupulous vendors.
 - b. You can protect yourself from scams by getting detailed information on the seller.
10. **reputation** n., the overall quality of character
 - a. Even though the salesperson showed me a product I had never heard of, I bought it because of the good reputation of the manufacturer.
 - b. The company knew that the reputation of its products was the most important asset it had.
11. **require** v., to deem necessary or essential
 - a. A car warranty may require the owner to have it serviced by a certified mechanic.
 - b. The law requires that each item clearly display the warranty information.
12. **variety** n., many different kinds
 - a. There's a variety of standard terms that you'll find in warranties.
 - b. A variety of unexpected problems appeared after the product had been on the market for about six months.

WORD FAMILIES

adjective	characteristic	One characteristic of the new Lexus is its computerized seat settings.
verb	characterize	This line is characterized by its bold flavor and spicy aftertaste.
adverb	characteristically	Characteristically, she accused middle-level management of the accounting error.

verb	consider	You should consider carefully whether a product will meet your needs.
noun	consideration	After long consideration, Heloise decided that the five-year warranty would be sufficient.
adjective	considerable	The fee for the extra year of protection was a considerable expense.

verb	imply	She implied that she had graduated from Harvard.
noun	implication	What are the implications of the accident?
adjective	implicit	It is implicit in her demands that if she doesn't get the promotion, she will leave the company.

verb	protect	Juan protected the warranty by taking excellent care of his lawn mower.
noun	protection	For your own protection, you should have a warranty that provides for a replacement product.
adjective	protective	Alfredo is very protective of the condition of his car and gets all the preventive maintenance his warranty requires.

noun	reputation	The good reputation of the manufacturer inspired Maria Jose to try the new product.
adjective	reputable	Because the company had a reputable name, I did not spend sufficient time reading the details of the warranty.
adjective	reputed	The new store is reputed to carry items that are not of the highest quality.

verb	require	The warranty requires that you send the watch to an approved repair shop to have it fixed.
noun	requirement	The terms of the warranty divulge the legal requirement the manufacturer has to the consumer.
adjective	requisite	The warranty spelled out the requisite steps to take to request a replacement product.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

10. The timing belt _____ shows signs of wear after about 180,000 miles.
(A) character (C) characterize
(B) characteristic (D) characteristically
11. Jacques and Louisa will only _____ purchasing appliances that come with a money-back guarantee.
(A) consideration (C) considering
(B) consider (D) considerable
12. If there is any _____ of the director's involvement, we need to follow up swiftly and thoroughly.
(A) imply (C) implicated
(B) implicit (D) implication
13. The level of _____ implied by the warranty was misleading.
(A) protect (C) protection
(B) protective (D) protector
14. It can be very helpful to consider the _____ of the manufacturer and the merchant when making a major purchase.
(A) reputation (C) reputing
(B) reputable (D) reputed
15. If the appliance breaks down within two years of purchase, the manufacturer is _____ to send you a replacement at no charge.
(A) requiring (C) requirement
(B) requisite (D) required

Part 6 Text Completion

Choose the word or phrase that best completes the sentence.

One-Year Limited Warranty

This warranty 16 the purchaser from all malfunctions of the product due to defects in materials or workmanship. Only the original purchaser of the product is covered. Resale of the product automatically invalidates this warranty. This warranty 17 the manufacturer to repair any defective product or to refund the full purchase price to the purchaser, at the manufacturer's discretion. The manufacturer's liability does not exceed the purchase price of the product. This warranty does not imply that the purchaser has any rights in the case of a defective product beyond those stated herein. This warranty 18 one year from the date of purchase. A receipt or other proof of purchase is required in order to make claims under the terms of this warranty.

16. (A) protects
(B) protectors
(C) protection
(D) protective
17. (A) require
(B) requires
(C) is requiring
(D) has required
18. (A) should expire
(B) might expire
(C) will expire
(D) can expire

Part 7 Reading Comprehension

Questions 19–23 refer to the following two letters.

Kitchen Electronics, Inc.

October 12, 20—

Mrs. Sophie Bordeaux
118 Montrose Street
Stoneybrook, MI

Dear Mrs. Bordeaux,

We received the defective toaster which you returned to us asking for a full refund under the terms of the one-year warranty. Unfortunately, the warranty on the toaster expired a month ago. The terms of the warranty do not cover your product once it has expired. Consequently, we will not be able to send you a refund. However, we will be able to send you a refurbished toaster of the same model in exchange for the defective one if you desire. Please let us know if such an arrangement would be satisfactory to you.

Please don't hesitate to contact me if you have any questions. We appreciate your business.

Sincerely,

Matthew Bodine

Matthew Bodine
Customer Service Manager

November 1, 20—

Matthew Bodine
Customer Service Manager
Kitchen Electronics, Inc.
194294 Honeywell Boulevard
Victoria Springs, AL

Dear Mr. Bodine,

I have received your letter offering to send me a refurbished toaster in place of my defective one. I had not realized that my warranty had already expired. After considering the matter, I have decided to accept the refurbished toaster. Your company has a good reputation, and I frequently use your products. In fact, this is the first time I have ever had a problem with anything I have purchased from you. Therefore, I am sure that the refurbished toaster will work as well as a brand new one. However, I would like to be assured that the refurbished toaster will be protected by a warranty the same as a new toaster would be. If this is the case, then please send me the toaster as soon as possible. Thank you.

Sincerely,

Sophie Bordeaux

Sophie Bordeaux

19. Why did the customer return the toaster?
 - (A) It doesn't work.
 - (B) It was too expensive.
 - (C) She wants a brand new one.
 - (D) She prefers a different model.
20. When did she purchase the toaster?
 - (A) A month ago.
 - (B) Last October.
 - (C) Exactly one year ago.
 - (D) A little over a year ago.
21. What will she get in place of the returned toaster?
 - (A) Nothing.
 - (B) A refund.
 - (C) A brand new toaster.
 - (D) A different, repaired toaster.
22. The word *considering* in line 4 of the second letter is closest in meaning to
 - (A) reading about
 - (B) thinking about
 - (C) talking about
 - (D) worrying about
23. The word *frequently* in line 6 of the second letter is closest in meaning to
 - (A) often
 - (B) rarely
 - (C) never
 - (D) occasionally

Lesson 4

WORDS TO LEARN

address
avoid
demonstrate
develop
evaluate
gather
offer
primarily
risk
strategy
strong
substitution

Business Planning

Study the following definitions and examples.

1. **address** n., a formal speech; v., to direct to the attention of
 - a. The article praised her address to the steering committee.
 - b. Marco's business plan addresses the needs of small business owners.
2. **avoid** v., to stay clear of; to keep from happening
 - a. To avoid going out of business, owners should prepare a proper business plan.
 - b. Lloyd's errors in accounting could have been avoided by a business consultation with his banker.
3. **demonstrate** v., to show clearly and deliberately; to present by example
 - a. Alban's business plan demonstrated that he had put a lot of thought into making his dream a reality.
 - b. The professor demonstrated through a case study that a business plan can impress a lender.
4. **develop** v., to expand, progress, or improve
 - a. Lily developed her ideas into a business plan by taking a class at the community college.
 - b. The restaurant Wanda opened ten years ago has developed into a national chain.
5. **evaluate** v., to determine the value or impact of
 - a. It's important to evaluate your competition when making a business plan.
 - b. The lenders evaluated our creditability and decided to loan us money.
6. **gather** v., to accumulate; to conclude
 - a. We gathered information for our plan from many sources.
 - b. I gather that interest rates for small businesses will soon change.
7. **offer** n., a proposal; v., to propose; to present in order to meet a need or satisfy a requirement
 - a. Devon accepted our offer to write the business plan.
 - b. Jackie must offer her banker new statistics in order to encourage the bank to lend her money toward her start-up business.
8. **primarily** adv., first; most importantly
 - a. We are primarily concerned with convincing the board of directors to apply for the second loan.
 - b. The developers are thinking primarily of how to enter the South American market.
9. **risk** n., the chance of loss or damage
 - a. The primary risk for most start-up businesses is insufficient capital.
 - b. Expanding into a new market is a big risk.
10. **strategy** n., a plan of action
 - a. A business plan is a strategy for running a business and avoiding problems.
 - b. Let's develop a strategy for promoting our ice cream parlor.
11. **strong** adj., powerful; economically or financially sound
 - a. The professor made a strong argument for the value of a good business plan.
 - b. Even in a strong economic climate many businesses fail, so do your planning carefully.
12. **substitution** n., replacement
 - a. Your substitution of fake names for real ones makes the document seem insincere.
 - b. There is no substitution for hard work and perseverance.

WORD FAMILIES

verb	avoid	It is best to avoid get-rich-quick schemes.
noun	avoidance	Your avoidance of these issues will not make them go away.
adjective	avoided	The avoided question became more important over time.

verb	demonstrate	Let me demonstrate how this computer program works.
noun	demonstration	After the lecture, there was a demonstration of new marketing techniques.
adjective	demonstrative	The densely encoded programming was demonstrative of the computer language of the era.

verb	develop	Our assignment is to develop a cogent business plan.
noun	development	The plan was under development and would not be ready for months.
noun	developer	The job developer was kept busy trying to place the recent college graduates.

verb	evaluate	Please review these articles and evaluate their usefulness for our plan.
noun	evaluation	Yoko feared the professor's evaluation of her business plan.
noun	evaluator	The independent evaluator reviewed our business plan and gave us good feedback.

verb	strategize	Instead of going into a panic, let's strategize the best way to meet the deadline.
noun	strategy	The business plan lays out a strategy for future growth.
adjective	strategic	The handout outlined the strategic points to cover in a business plan.

noun	substitution	The substitution of gasses is not so easy in this experiment.
verb	substitute	Don't try to substitute intuition for good planning.
adjective	substituted	Customers complain whenever the substituted product is of lesser value, even though we don't charge them for it.

READING

Part 5 Incomplete Sentences

Choose the word that best completes the sentence.

10. You cannot _____ learning how to use the new software as it will be needed in daily operations from now on.
(A) avoid (C) avoiding
(B) avoided (D) avoidance
11. I don't want to intrude, but would you like me to _____ how to use that machine?
(A) demonstrate (C) demonstrative
(B) demonstration (D) demonstrator
12. While you are _____ your business plan, it is a good idea to keep a resource library of valuable materials.
(A) develop (C) developing
(B) development (D) developer
13. After you turn in your business plan, you will receive a written _____ of your work within two weeks.
(A) evaluator (C) evaluate
(B) evaluative (D) evaluation
14. If we think _____, we can come up with a plan that promises success.
(A) strategize (C) strategically
(B) strategic (D) strategist
15. It is now legal to _____ a generic brand drug for a prescription medicine if you have the patient's consent.
(A) substitute (C) substituting
(B) substituted (D) substitution

Part 6 Text Completion

Memo

To: Stephen Saunders, President
From: Willa Richardson, Marketing Department
Re: Changes in market

In order to address the changes that are currently taking place in the market, I believe we need to modify our business plan. I 16 data for the past several months. The information clearly shows that younger and younger people are becoming interested in purchasing products such as ours. We need to develop a 17 to reach this younger age group. We need to redirect some of our resources toward this goal. I think that if we make this a priority over the next year, we will have a much 18 position against our competitors. If we don't, we risk losing the market share that we already have. I would like to share the results of my research with you. It demonstrates the need to focus our energy toward this younger age group. Please let me know if we can meet this week to discuss it.

16. (A) gather
(B) am gathering
(C) had gathered
(D) have been gathering
17. (A) strategy
(B) strategize
(C) strategic
(D) strategically
18. (A) strong
(B) more strong
(C) stronger
(D) strongest

Part 7 Reading Comprehension

Questions 19–23 refer to the following article.

When developing a plan for a new business, the entrepreneur quite naturally wants to eliminate all risk. While it is impossible to avoid some risk, the goal is to minimize it as much as possible. How can we do this? Thorough research and careful planning are the keys. There are two parts to good research. First, you must demonstrate that there is a need for the product or service you plan to offer. Are there enough people out there who would be willing to pay for it? Second, you must look at your competition. What do you have to offer that your competitors do not? Is your product or service of better quality in some way? Is it cheaper or more easily available? Is there a niche in the market that your competitors are not addressing? If what you have to offer is identical to what your competitors are offering, your business is not likely to be successful. These are some things to consider when evaluating how well you can measure up against the competition. Once you have evaluated a need for your product or service and determined how yours will be different from your competitors', you are ready to begin the next part of your plan—financing.

19. What is this article mostly about?
(A) Financing new businesses.
(B) How to price products.
(C) The need for research.
(D) The best marketing strategies.
20. What does the author say about risk?
(A) We should try to reduce it.
(B) We must avoid it.
(C) We can eliminate it with careful planning.
(D) It is the key to success.
21. According to the article, what can lead to the failure of a new business?
(A) Offering a cheaper product.
(B) Selling the exact same product as the competitors sell.
(C) Selling only to a niche in the market.
(D) Offering only services and not products.
22. The word *addressing* in line 15 is closest in meaning to
(A) focusing on
(B) calling on
(C) giving up
(D) staying away from
23. The word *demonstrate* in line 7 is closest in meaning to
(A) felt
(B) created
(C) removed
(D) shown

Lesson 5

WORDS TO LEARN

accommodate
arrangement
association
attend
get in touch
hold
location
overcrowded
register
select
session
take part in

Conferences

Study the following definitions and examples.

1. **accommodate** v., to fit; to provide with something needed
 - a. The meeting room was large enough to accommodate the various needs of the groups using it.
 - b. Because the deadline for reserving rooms was past, the hotel manager could not accommodate our need for more rooms.
2. **arrangement** n., the plan or organization
 - a. The travel arrangements were taken care of by Sara, Mr. Billings's capable assistant.
 - b. The arrangement of speakers was alphabetical to avoid any hurt feelings.
3. **association** n., an organization of persons or groups having a common interest; a relationship or society
 - a. Membership in a trade or professional association provides business contacts and mutual support.
 - b. Local telephone companies formed an association to serve common goals, meet their common needs, and improve efficiency.
4. **attend** v., to go to; to pay attention to
 - a. We expect more than 100 members to attend the annual meeting.
 - b. The hotel manager attended to all our needs promptly.
5. **get in touch** v., to make contact with
 - a. As soon as we arrive at the hotel, we will get in touch with the manager about the unexpected guests.
 - b. The registration desk is a good central location for people to get in touch with each other.
6. **hold** v., to accommodate; to conduct
 - a. This meeting room holds at least 80 people comfortably.
 - b. She holds an annual seminar that is very popular.
7. **location** n., a position or site
 - a. The location of the meeting was changed from the Red Room to the Green Room.
 - b. Disney World was the perfect location for the annual meeting since many members could bring their families.
8. **overcrowded** adj., too crowded
 - a. As soon as the guests entered the dining room for dinner, Sue Lin could see that the room would become overcrowded.
 - b. To avoid being overcrowded, we limited the number of guests that members could bring.
9. **register** n., a record; v., to record
 - a. According to the register, more than 250 people attended the afternoon seminar.
 - b. Hotels ask all guests to register and give a home address.
10. **select** v., to choose from a group; adj., specially chosen
 - a. The conference participant selected the marketing seminar from the various offerings.
 - b. The winners were a select group.
11. **session** n., a meeting
 - a. The morning sessions tend to fill up first, so sign up early.
 - b. Due to the popularity of this course, we will offer two sessions.
12. **take part in** v., to join or participate
 - a. The format for the session is very informal, which makes it easier for people to take part in the discussion.
 - b. We could not get enough people to take part in the meeting, so we canceled it.

WORD FAMILIES

verb	accommodate	The hotel staff was able to accommodate our many needs for the conference.
noun	accommodation	The accommodations at the hotel include swimming pool, gym, and restaurant.
adjective	accommodating	The conference center manager was extremely accommodating and tried to make our stay pleasant.

noun	arrangement	Nobody could understand the seating arrangement.
verb	arrange	We will arrange the chairs in a circle.
adjective	arranged	The arranged flowers didn't look like those we chose from the catalog.

noun	association	Any association with the former company will put us in a negative light.
verb	associate	Do you think customers will associate the failed upstart with ours?
adjective	associated	The associated costs will put this project out of our reach.

verb	attend	Gillian attended the reception for visiting ambassadors.
noun	attendee	More than 500 attendees packed the ballroom.
noun	attendance	Attendance was low for this year's annual meeting.

verb	select	Since there are overlapping workshops, participants will have to select which one most appeals to them.
noun	selection	His dinner selection of stuffed quail sounded better on the menu than it looked on the plate.
adjective	selective	The planning committee was very selective about who received invitations.

verb	register	He registered for his classes via the Internet.
noun	register	The hotel's register showed that only half the members had arrived.
noun	registration	Registration is a detail-oriented and crucial part of running any meeting.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>10. The banquet room could _____ up to 750 for dinner.
 (A) accommodated (C) accommodation
 (B) accommodate (D) accommodating</p> | <p>13. We expect that fewer guests will _____ the evening gala.
 (A) attend (C) attention
 (B) attending (D) attendance</p> |
| <p>11. Helen made the final _____ for use of the conference room with the hotel's general manager.
 (A) arranging (C) arrangement
 (B) arrange (D) arranged</p> | <p>14. The association's members were asked to _____ for the special session well in advance because space in the lecture hall was limited.
 (A) register (C) registering
 (B) registration (D) registrar</p> |
| <p>12. For most people, Samco is _____ with computer chip production.
 (A) associate (C) associating
 (B) associated (D) association</p> | <p>15. By adding more class _____, the staff was able to please more members.
 (A) select (C) selecting
 (B) selective (D) selections</p> |

Part 6 Text Completion

All members of the Countywide Small Business Owners Association are invited to take part in our annual conference, to be held on March 31 at the Grand Hotel in Marysville.

The conference begins at 8:30 A.M. with an address by this year's guest, Cynthia Quinn, owner of Designs by Cynthia, Inc., and winner of numerous business and community awards. Morning small group sessions begin at 9:30. Attendees can 16 from a variety of session topics including Financing Your New Business; Selecting the Best Location; and Formulas for Success. Lunch will be served at 12:30, followed by afternoon small group sessions at 2:00.

This is the Association's most popular event, so 17 early to assure your place. Fill out the form below and send it to the Association Secretary by March 1. To arrange overnight 18 at the Grand Hotel, get in touch with the hotel

reservations clerk at 498-1231. Mention the conference in order to get a special discount price.

- | | |
|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <p>16. (A) select
 (B) selection
 (C) selective
 (D) selectively</p> | <p>(B) must register
 (C) registering
 (D) register</p> |
| <p>17. (A) will register</p> | <p>18. (A) accommodate
 (B) accommodating
 (C) accommodations
 (D) accommodates</p> |

Part 7 Reading Comprehension

Questions 19–23 refer to the following two e-mails.

To: Max Sullivan
From: Martha Reynolds
Subj: Conference

Max,

I have been working on the arrangements for our upcoming conference. I've looked into the City Convention Center, and I think it is the most convenient location. It is close to public transportation and hotels. The accommodations are also excellent. The rooms are large, and we can reserve up to ten meeting rooms. However, the price is almost 50% more than we agreed we could spend. The other choice is the Mayfield Hotel. Many associations hold their conventions there. It is a nice place, and the price is reasonable. However, it is not close to the subway. Also, it is much smaller than the Convention Center. I think we could only get three meeting rooms. Would that be enough? Please get in touch with me today to let me know what you think. I need to reserve a place soon.

Martha

To: Martha Reynolds
From: Max Sullivan
Subj: Re: Conference

Martha,

In regard to selecting a location for the conference, I think the Convention Center is better than the Mayfield Hotel. The hotel is much too small. Remember, we plan to hold at least five sessions at a time. We couldn't do that at the hotel. We expect more people to take part in the convention this year, so it is important to have a space that can accommodate everyone. About the price, I think we can rearrange the budget a bit in order to be able to pay for it. So go ahead and reserve the space at the Convention Center.

Max

19. What are these e-mails about?
 - (A) The date of the conference.
 - (B) The conference site.
 - (C) The topics of the conference sessions.
 - (D) The number of conference attendees.
20. How many meeting rooms will they need?
 - (A) Only three.
 - (B) At least five.
 - (C) Up to ten.
 - (D) Almost 50.
21. What does Max prefer about the Convention Center?
 - (A) The price.
 - (B) The location.
 - (C) The size.
 - (D) The people.
22. The words *get in touch* in line 14 of the first e-mail are closest in meaning to
 - (A) offer
 - (B) discuss
 - (C) provide
 - (D) contact
23. The word *selecting* in line 1 of the second e-mail is closest in meaning to
 - (A) choosing
 - (B) reserving
 - (C) comparing
 - (D) seeking

Word Review #1**Lessons 1–5 General Business**

Choose the word that best completes the sentence.

1. Although negotiating a new contract was complicated, both parties came to an _____ that satisfied them.
(A) agree
(B) agreeable
(C) agreement
(D) agreeably
2. _____ conferences are a good way for employees to get in touch with people in similar organizations.
(A) Associating
(B) Associated
(C) Associations
(D) Association
3. When the family decided to open a restaurant, they had to find a _____ that would attract business.
(A) locate
(B) locator
(C) locating
(D) location
4. A _____ company will honor the terms set forth in its warranty.
(A) repute
(B) reputedly
(C) reputation
(D) reputable
5. The goal of marketing is to _____ customers, to persuade them to buy a product or service.
(A) attract
(B) attractive
(C) attraction
(D) attractiveness
6. Once both parties have agreed to a contract, they have also agreed to abide by every _____ provision.
(A) specify
(B) specific
(C) specification
(D) specificity
7. Good business planning includes developing an overall _____, addressing likely objections, and demonstrating why potential buyers need the product or service.
(A) strategy
(B) strategic
(C) strategically
(D) strategize
8. When you register for out-of-town conferences, make room _____ as soon as you decide to attend.
(A) accommodate
(B) accommodations
(C) accommodating
(D) accommodated
9. Marketers must avoid making promises they can't keep while they _____ the quality of their product or service.
(A) demonstrate
(B) demonstration
(C) demonstrative
(D) demonstrable
10. A consultant must adhere carefully to his contract if he wants to _____ a good business reputation.
(A) establish
(B) establishment
(C) established
(D) establishing

Choose the one word or phrase that best completes each sentence.

Are you looking for a place 11 your next conference? The Littleton Convention Center offers a convenient location at an affordable price. Whether your event is big or small, our site can accommodate your needs. We offer meeting rooms, several auditoriums, and a large exhibition hall. Catering services are also available. Get 12 touch with us at 555-0964 to make arrangements for your event. We know you'll 13 with our services.

11. (A) hold
(B) holding
(C) will hold
(D) to hold

13. (A) satisfy
(B) satisfied
(C) be satisfied
(D) be satisfying

12. (A) on
(B) in
(C) at
(D) to

Smart 14 compare prices before they buy. That's why nine out of ten shoppers choose Star Brand household cleaning products. Star Brand products are the most efficient cleaning products around. They are 15 enough to clean up even the toughest stains and dirt. Every Star Brand product comes with the company promise: If you are not 100% satisfied, your money will be returned with no questions asked. Next time you are shopping for cleaning products, 16 Star Brand. We know you'll be happy you did.

14. (A) presumers
(B) consumers
(C) assumers
(D) resumers

16. (A) consideration
(B) considering
(C) consider
(D) considers

15. (A) strong
(B) stronger
(C) strongly
(D) strongest

When purchasing a new appliance, check to make sure that a warranty is included. This 17 important protection to you, the consumer. If you decide to return a product that is under warranty, you will have 18 that any damage was not caused by misuse or mishandling. Also, make certain that you return a damaged product before the warranty 19. Companies do not have to accept products that are returned after the date stated in the warranty.

17. (A) offer
(B) offers
(C) are offering
(D) have offered

19. (A) respires
(B) inspires
(C) expires
(D) perspires

18. (A) demonstration
(B) demonstrative
(C) demonstrator
(D) to demonstrate

Lesson 6

WORDS TO LEARN

access
allocate
compatible
delete
display
duplicate
failure
figure out
ignore
search
shut down
warning

Computers

Study the following definitions and examples.

1. **access** n., the ability or right to enter or use; v., to obtain; to gain entry
 - a. You can't gain access to the files unless you know the password.
 - b. We accessed the information on the company's web site.
2. **allocate** v., to designate for a specific purpose
 - a. The office manager did not allocate enough money to purchase software.
 - b. The software architect did not allocate enough memory for the sound card to work in your computer.
3. **compatible** adj., able to function together
 - a. This operating system is not compatible with this model computer.
 - b. Users of software applications want new versions to be compatible with current versions.
4. **delete** v., to remove; to erase
 - a. The technicians deleted all the data on the disk accidentally.
 - b. This button on the keyboard deletes the characters from the screen.
5. **display** n., what is visible on a monitor; v., to show
 - a. The light on the LCD display is too weak.
 - b. The accounting program displays a current balance when opened.
6. **duplicate** v., to produce something equal; to make identical
 - a. I think the new word processing program will duplicate the success of the one introduced last year.
 - b. Before you leave, please duplicate that file by making a copy on the CD-ROM.
7. **failure** n., an unsuccessful work or effort
 - a. Your failure to inform us about the changed password cost the company a day's work.
 - b. The repeated failure of her printer baffled the technician.
8. **figure out** v., to understand; to solve
 - a. By examining all of the errors, the technicians figured out how to fix the problem.
 - b. We figured out that it would take us at least ten minutes to download the file.
9. **ignore** v., not to notice; to disregard
 - a. When the director is working at the computer, she ignores everything around her.
 - b. Don't ignore the technician's advice when connecting cables.
10. **search** n., investigation; v., to look for
 - a. Our search of the database produced very little information.
 - b. The computer searched for all names that began with W.
11. **shut down** v., to turn off; to cease operations
 - a. Please shut down the computer before you leave.
 - b. We always shut down the air conditioning system on the weekend.
12. **warning** n., an alert to danger or problems
 - a. The red flashing light gives a warning to users that the battery is low.
 - b. Flashing images on a web page are warnings to attract users' attention.

WORD FAMILIES

noun	access	To gain access to the computer lab, all users must have a valid ID.
verb	access	Internet cafés allow you to access your web-based e-mail account.
adjective	accessible	The staff assistant always keeps the door to her office open to show she is accessible.

verb	allocate	Marla didn't allocate enough time to train the new hires on our computer systems.
noun	allocation	A different allocation of resources could certainly strengthen the R&D department.
adjective	allocated	The allocated money was never spent on new monitors.

verb	duplicate	If we work hard, we can duplicate last year's sales records for computers.
noun	duplicate	Don't worry, I have a duplicate on my hard drive.
noun	duplication	His success at our company was based on the duplication of management techniques he had used elsewhere in his career.

noun	failure	The power failure caused the system to shut down.
verb	fail	We failed to tell you that your records were deleted.
adjective	fallible	Everyone can make a mistake. Even a computer is fallible.

verb	ignore	Unfortunately, she ignored the warning about the virus.
noun	ignorance	His ignorance of this word processing program surprised everyone.
adjective	ignored	The ignored computer glitch caused the database to function improperly.

verb	warn	We were warned that our e-mail was not private.
noun	warning	The warning was written on the box.
adjective	warning	The warning signs were all there; we should have paid attention to them.

READING

Part 5 Incomplete Sentences

Choose the word that best completes the sentence.

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>10. In order to _____ your e-mail messages, you must type in your password.
 (A) access (C) accessed
 (B) accessible (D) accessibility</p> | <p>13. _____ to examine the capabilities of the computer carefully has cost us a lot of time and money.
 (A) Fail (C) Failed
 (B) Failure (D) Fallible</p> |
| <p>11. After reviewing the schedule, I realized we had not _____ enough time for the software training.
 (A) allocate (C) allocating
 (B) allocated (D) allocation</p> | <p>14. She _____ the warning that the hard drive was full, and consequently they were unable to save the test data.
 (A) ignore (C) ignoring
 (B) ignored (D) ignorant</p> |
| <p>12. The computer staff is responsible for making sure all system files are _____.
 (A) duplication (C) duplicator
 (B) duplicated (D) duplicate</p> | <p>15. The computer will _____ you to save your work before quitting.
 (A) warning (C) warn
 (B) warned (D) warns</p> |

Part 6 Text Completion

Memo

To: All Office Staff
 From: IT Department
 Re: Avoiding Computer Problems

We are here to help you with any problems you may have with your computer. Please make our job easier by observing the following guidelines.

- If you have problems seeing the 16, check to make sure that your monitor is turned on.
- If your computer crashes, write down any warning message that appears. We can 17 a problem more easily if we have this information.
- Please do not install any new software without our approval. Some software is not compatible with what is already on the computer and can cause problems.
- Some parts of the company web site are 18 without a password. If you need a password, please let us know and we will assign you one.

- | | |
|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| <p>16. (A) keyboard
 (B) display
 (C) printer
 (D) controls</p> | <p>18. (A) accesses
 (B) accessing
 (C) accessible
 (D) inaccessible</p> |
| <p>17. (A) figure out
 (B) to figure out
 (C) will figure out
 (D) figures out</p> | |

Part 7 Reading Comprehension

Questions 19–23 refer to the following note.

Jim,

I have decided to get a new computer for my home office, and I need your advice to help me select the right one. I have allocated a certain amount of money from my budget for this. I think it is enough for a completely new system including computer, monitor, printer, and scanner. I would like to continue using the software I already use, so I need a system that is compatible with my current system and software. However, I think I should get a different brand. I have had nothing but trouble with the computer I have now. It often shuts down without warning, and sometimes I can't access my files. I haven't been able to figure out the reason for these problems, and no one has been able to fix it for me.

I plan to go to some stores this Saturday and Sunday to search for my new computer. Would you be able to go with me? If not, I'll call you before the weekend to get your advice. I have a big project coming up next month, so I would like to get my new computer up and running soon. Let me know if you can help me this weekend.

Janet

19. What does Janet want Jim to help her with?
 - (A) Finding money to buy a computer.
 - (B) Accessing her files.
 - (C) Choosing a new computer.
 - (D) Repairing her computer.
20. What does Janet plan to do this weekend?
 - (A) Call Jim.
 - (B) Go on a date with Jim.
 - (C) Look for a new computer.
 - (D) Figure out the reason for her problems.
21. When will Janet's big project begin?
 - (A) Saturday.
 - (B) Sunday.
 - (C) Before the weekend.
 - (D) Next month.
22. The word *allocated* in line 3 is closest in meaning to
 - (A) earned
 - (B) designated
 - (C) borrowed
 - (D) removed
23. The word *access* in line 11 is closest in meaning to
 - (A) save
 - (B) write
 - (C) close
 - (D) open

Lesson 7

WORDS TO LEARN

affordable
as needed
be in charge of
capacity
durable
initiative
physically
provider
recur
reduction
stay on top of
stock

Office Technology

Study the following definitions and examples.

1. **affordable** adj., able to be paid for; not too expensive
 - a. The company's first priority was to find an affordable phone system.
 - b. Obviously, the computer systems that are affordable for a Fortune 500 company will not be affordable for a small company.
2. **as needed** adv., as necessary
 - a. The courier service did not come every day, only as needed.
 - b. The service contract states that repairs will be made on an as-needed basis.
3. **be in charge of** v., to be in control or command of
 - a. He appointed someone to be in charge of maintaining a supply of paper in the fax machine.
 - b. Your computer should not be in charge of you, rather you should be in charge of your computer.
4. **capacity** n., the ability to contain or hold; the maximum that something can hold or do
 - a. The new conference room is much larger and has a capacity of one hundred people.
 - b. The memory requirements of this software application exceed the capacity of our computers.
5. **durable** adj., sturdy, strong, lasting
 - a. This printer is so durable that, with a little care, it will last another five years.
 - b. These chairs are more durable than the first ones we looked at.
6. **initiative** n., the first step; an active role
 - a. Employees are encouraged to take the initiative and share their ideas with management.
 - b. Our technology initiative involves an exciting new database system and will help us revolutionize our customer service.
7. **physically** adv., with the senses; of the body
 - a. The computer screen is making her physically sick.
 - b. Physically moving your screen from one place on the desk to another can help reduce same-position-strain syndrome.
8. **provider** n., a supplier
 - a. The department was extremely pleased with the service they received from the phone provider.
 - b. As your health service provider, we want to make sure you are happy and satisfied with the service you are receiving.
9. **recur** v., to occur again or repeatedly
 - a. The subject of decreasing sales recurs in each meeting, sometimes several times.
 - b. The managers did not want that particular error to recur.
10. **reduction** n., a lessening; a decrease
 - a. The outlet store gave a 20 percent reduction in the price of the shelves and bookcases.
 - b. The reduction in office staff has made it necessary to automate more job functions.
11. **stay on top of** v., to know what is going on; to know the latest information
 - a. In order to stay on top of her employees' progress, she arranged weekly breakfast meetings.
 - b. In this industry, you must stay on top of current developments.
12. **stock** v., to keep on hand; n., a supply
 - a. The employees stocked the shelves on a weekly basis.
 - b. The office's stock of toner for the fax machine was quickly running out.

WORD FAMILIES

adjective	affordable	Broad-band access to the Internet became more affordable at the beginning of the millennium.
verb	afford	Lucinda has taken so much leave this year that she can't afford to miss another day's work.
noun	affordability	We looked into the affordability of placing a scanner at each designer's desk.

verb	initiate	The company will initiate its new products at the beginning of the year.
noun	initiative	The manager, knowing how concerned his employees were, took the initiative to provide training for them on the new equipment.
noun	initiation	As an initiation into the sales field, Mr. Jenkins was given the most problematic customer's account.

adverb	physically	The vagrant had to be physically removed from the building.
adjective	physical	The physical presence of a computer engineer is vastly superior to telephone tech support.
noun	physique	We need a model with a proportional physique.

verb	provide	The company provides a five-year warranty on its products.
noun	provider	As your provider of network services, I promise to give you the best prices and service.
noun	provision	Our provisions of supplies should last to the end of the quarter.

verb	recur	We don't want that problem to recur every month.
noun	recurrence	Every recurrence of the same problem costs us money.
adjective	recurring	Recurring problems waste time and money.

verb	reduce	Buying in bulk can help to reduce costs.
noun	reduction	The introduction of the fax machine created a noticeable increase in phone bills.
adjective	reducible	Although our system is working at capacity, the amount of information being processed is not reducible.

READING

Part 5 Incomplete Sentences

Choose the word that best completes the sentence.

10. _____ is still a major concern for inner-city schools that want to install computers.
(A) Afford (C) Affordable
(B) Affording (D) Affordability
11. Hoping to repeat the success of the previous year's sales _____, the vice president held a meeting of all the managers.
(A) initiated (C) initiative
(B) initiating (D) initiation
12. The athlete's extraordinary _____ distracted customers from the auto itself.
(A) physique (C) physicality
(B) physical (D) physically
13. As promised in our last meeting, this contract _____ you with the best prices.
(A) provide (C) provision
(B) provides (D) provider
14. When a problem _____ frequently, it is time to reexamine the process.
(A) recur (C) recurring
(B) recurrence (D) recurs
15. The employee preferred to have a _____ in salary than to have to continue working with her outdated computer.
(A) reducing (C) reduce
(B) reduction (D) reduces

Part 6 Text Completion

Memo

To: Miriam Ketonen, Office Manager
From: Jason Roberts, Assistant Office Manager
Re: Photocopier

There have been recurring problems with the office photocopier, particularly with paper jams. I believe the problem is with the type of machine we have. A machine of this size simply does not have the capacity to handle the amount of copying we normally do. Obviously we can't 16 the number of copies we make. I suggest that it's time to order a larger and 17 machine. I have looked through the catalogs and discovered several that I think would suit our needs. I have selected the most 18 ones, as I know we have a limited amount of money to spend. I have attached their descriptions. Since you are in charge of making large purchases like this, I will need your approval before I go ahead and place the order. Let me know which of the machines you think is best, and I will fill out the purchase order.

Thanks.

16. (A) reduce
(B) reducing
(C) reducible
(D) reduction
17. (A) durable
(B) durables
(C) more durable
(D) most durable
18. (A) costly
(B) physical
(C) attractive
(D) affordable

Part 7 Reading Comprehension

Questions 19–23 refer to the following two letters.

Business Kitchens, Inc.

April 19, 20—

Dear Mr. Conner,

I am writing to follow up on our conversation of last Monday. You said you were looking for a new provider for kitchen supplies for your office, and that your particular need at this time was for a large-capacity coffeemaker. I have looked through the coffeemakers we have available, and believe I have found the best one to suit your needs. The primary advantage of the 300X Office Coffeemaker is that it reduces mess. The coffeemaker is filled with water daily. Then, to make a cup of coffee, the user simply inserts a premeasured package of coffee into the machine and presses the "on" button. The coffee is ready in one minute. There are no pots to clean or filters to change. The machine can make tea and other hot drinks as well. The 300X is also the most durable machine on the market.

I am enclosing a description of the machine and price information. We can also deliver refills of coffee and tea to you on a weekly or monthly basis. In addition, we stock other kitchen appliances such as microwave ovens and office-sized refrigerators. Please let me know if you are interested in purchasing such items.

Sincerely,
Laura Baker
Laura Baker
Sales Manager

Johnson Research Affiliates

April 26, 20—

Dear Ms. Baker,

Thank you for the information on the 300X Office Coffeemaker. I think it will meet our needs for large-capacity coffeemakers at an affordable price. Our office is large, so I would like to order two at this time. I don't think we will need the regular deliveries of coffee and tea. Our need for these varies so much from week to week that it is better to order them on an as-needed basis. My assistant is good at staying on top of these things, so we don't have to worry about running out. Currently we don't have a need for ovens or refrigerators although we may in the near future. I will keep you informed. Meanwhile, we will send you a purchase order for the coffeemakers. Thank you for your help.

Sincerely,
Matthew Conner
Matthew Conner
Office Manager

19. What will Mr. Conner buy now?
 - (A) Coffeemakers.
 - (B) Ovens.
 - (C) Microcomputers.
 - (D) Refrigerators.
20. What does he say that he likes about the product he has selected?
 - (A) It reduces mess.
 - (B) It is durable.
 - (C) It has a good price.
 - (D) It will be delivered regularly.
21. How often will he order refills?
 - (A) Once a day.
 - (B) Once a week.
 - (C) Every month.
 - (D) When he needs them.
22. The word *provider* in line 2 of the first letter, is closest in meaning to
 - (A) consumer
 - (B) supplier
 - (C) maker
 - (D) designer
23. The word *stock* in line 19 of the first letter, is closest in meaning to
 - (A) have
 - (B) repair
 - (C) buy
 - (D) use

Lesson 8

WORDS TO LEARN

appreciation
be made of
bring in
casually
code
expose
glimpse
out of
outdated
practice
reinforce
verbally

Office Procedures

Study the following definitions and examples.

1. **appreciation** n., recognition, understanding; thanks
 - a. In appreciation of your hard work on the Castcon project, the department will hold a casual lunch party on November third.
 - b. Your appreciation of my efforts inspired me through the final stages of the construction.
2. **be made of** v., to consist of
 - a. This job will really test what you are made of.
 - b. People say that the negotiator has nerves made of steel.
3. **bring in** v., to hire or recruit; to cause to appear
 - a. The company president wanted to bring on an efficiency consultant.
 - b. The company brought in a new team of project planners.
4. **casually** adv., informally
 - a. On Fridays, most employees dress casually.
 - b. Martin spoke casually, as if he were chatting with friends.
5. **code** n., rules of behavior
 - a. The new employees observed the unwritten code of conduct in their first week on the job.
 - b. Even the most traditional companies are changing their dress code to something less formal.
6. **expose** v., to make aware; to give experience
 - a. Mergers require that employees be exposed to different business practices.
 - b. The new hires' week in each department exposed them to the various functions in the company.
7. **glimpse** n., a quick look
 - a. The secretary caught a glimpse of her new boss as she was leaving the office.
 - b. After one year with the company, he still felt as though he had only a glimpse of the overall operations.
8. **out of** adj., no longer having, missing
 - a. Orders should be placed before you run out of the supplies.
 - b. The presenter ran out of time before he reached his conclusion.
9. **outdated** adj., obsolete; not currently in use
 - a. The purpose of the seminar is to have employees identify outdated methods and procedures.
 - b. Before you do a mailing, make sure that none of the addresses is outdated.
10. **practice** n., method of doing something; v., to repeat in order to learn
 - a. The manager had started her practice of weekly breakfast meetings more than twenty years ago.
 - b. Bill practiced answering the telephone until he was satisfied.
11. **reinforce** v., to strengthen, support
 - a. The financial officer's unconventional method of analyzing data was reinforced by the business journal article.
 - b. Employees reinforced their learning with practice in the workplace.
12. **verbally** adv., in spoken form
 - a. She verbally reprimanded the new hire in front of his entire team.
 - b. The guarantee was made only verbally.

WORD FAMILIES

noun	appreciation	In appreciation for your hard work, we are giving you a top-priority project.
verb	appreciate	We appreciate the time that you have put into this project, but we need to see more positive results.
adjective	appreciated	The intern felt appreciated, like a member of the team.

noun	code	The programmer spent three days searching for the bug in his code.
adjective	coded	Their web page contained a coded message for insiders.
verb	code	If we code the password into each user's ID number, can users avoid one step for logging on?

verb	expose	As a matter of company policy, we try to expose all managers to the challenging work of telephone sales through hands-on experience.
noun	exposure	Exposure to the elements will corrode the container for the sensor.
adjective	exposed	Mr. Lee was exposed to Chinese business practices during his three-year assignment as a manager in Beijing.

noun	practice	He was surprised at the difference in office practices from one local office to another.
verb	practice	All managers are expected to practice caution in their spending until the end of the year.
adjective	practical	We need a practical solution to this common problem.

verb	reinforce	The practical training reinforced the theoretical studies.
noun	reinforcement	If reinforcement is needed, you have the support of the executive committee.
gerund	reinforcing	Reinforcing the preferred way of selling the product was one of their job requirements.

adverb	verbally	No employees should be verbally reprimanded in front of their peers.
verb	verbalize	Well-established procedures are often difficult to verbalize.
adjective	verbal	The company operated on a practice of verbal and not written contracts.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

10. Ms. Handa was unable to express her _____ for all that her colleagues had done for her.
(A) appreciation (C) appreciating
(B) appreciated (D) appreciates
11. The programmer is _____ the message so that it's not accessible to everyone.
(A) code (C) coded
(B) coding (D) coder
12. It looks like this disk was _____ to intense heat, because it's warped and pocked.
(A) expose (C) exposing
(B) exposed (D) exposure
13. The _____ of answering each telephone call on the third ring requires a dedicated receptionist.
(A) practices (C) practiced
(B) practical (D) practice
14. Human Resources tries to _____ employees' understanding by offering workshops twice a year.
(A) reinforce (C) reinforced
(B) reinforcing (D) reinforcement
15. Senior employees are often asked to _____ office procedures.
(A) verbally (C) verbal
(B) verbalize (D) verbalizing

Part 6 Text Completion**Notice—Casual Fridays**

A number of staff members have expressed an interest in Casual Friday. I realize that this custom 16 in many offices nowadays. I appreciate the fact that many of you have discussed this matter with me 17, and pointed out that our strict dress code is outdated. Because so many people have expressed an interest in dressing casually once a week, we will have Casual Friday in this office starting next week. While we want to be relaxed, we do not want 18 our coworkers to styles of dress that may make them feel uncomfortable. So, while the dress code will be relaxed, it does not mean that you can wear anything you want. Shoes and shirts are required, and beach and gym attire are unacceptable.

Amanda Jones, Director

16. (A) practices
(B) practiced
(C) is practiced
(D) is practicing
17. (A) verb
(B) verbal
(C) verbally
(D) verbalize
18. (A) expose
(B) to expose
(C) exposing
(D) have exposed

Part 7 Reading Comprehension

Questions 19–23 refer to the following article.

When you bring in a new employee, it is important to make sure that he or she understands the usual office procedures as well as the codes of behavior. These things should be outlined clearly in the employee handbook. New employees should understand that they are expected to do more than just glimpse at the handbook and then hide it in a drawer. A thorough reading of it will help them understand many things they need to know about the workplace culture. Employees also appreciate verbal reinforcement. Supervisors should let them know when they have completed a job well, or if they are bending the rules too far. More experienced coworkers can be asked to support new employees while they are getting used to their new positions and explain procedures to them, but ultimately it is the supervisor's responsibility to make sure that the normal office practices are carried out. When everyone understands what is expected, then the office procedures run more smoothly. In fact, it is not a bad idea to review the codes and procedures with the entire staff from time to time. This can be done on a regular basis at staff meetings, or it can be part of a training session.

19. What should new employees do with the handbook?
- (A) Read it quickly.
 - (B) Study it completely.
 - (C) Hide it in a drawer.
 - (D) Share it with coworkers.
20. What should the supervisor do when an employee breaks a rule?
- (A) Punish her.
 - (B) Fire her.
 - (C) Tell her.
 - (D) Retrain her.
21. How can experienced coworkers help new employees?
- (A) By writing a new handbook.
 - (B) By explaining office procedures.
 - (C) By inviting them to staff meetings.
 - (D) By telling the supervisor when a rule has been broken.
22. The words *bring in* in line 1, are closest in meaning to
- (A) invite
 - (B) train
 - (C) hire
 - (D) meet
23. The word *codes* in line 3, is closest in meaning to
- (A) rules
 - (B) lessons
 - (C) mistakes
 - (D) types

Lesson 9

WORDS TO LEARN

disk
facilitate
network
popularity
process
replace
revolution
sharp
skill
software
store
technically

Electronics

Study the following definitions and examples.

1. **disk** n., an object used to store digital information
 - a. The head of the optical disk reader was dirty.
 - b. Rewritable compact discs are more expensive than read-only CDs.
2. **facilitate** v., to make easier
 - a. The computer program facilitated the scheduling of appointments.
 - b. The director tried to facilitate the transition to the new policy by meeting with all staff who would be affected.
3. **network** v., to connect; to broadcast; n., an interconnected group or system over a radio or TV; to engage in informal communication
 - a. The recent graduate networked with her mother's coworkers.
 - b. We set up a new network in my office to share files.
4. **popularity** n., the state of being widely admired, sought, or accepted
 - a. After the new commercials began running, the popularity of the batteries increased significantly.
 - b. This brand of computers is extremely popular among college students.
5. **process** v., to put through a series of actions or prescribed procedure; n., a series of operations or actions to bring about a result
 - a. I've processed the data I collected and have gotten some interesting results.
 - b. There is a process for determining why your computer is malfunctioning.
6. **replace** v., to put back in a former place or position; to take the place of
 - a. I've replaced the hard drive that was malfunctioning.
 - b. We have been looking for three months and we've found no one who can replace our former administrator.
7. **revolution** n., a sudden or momentous change in a situation; a single complete cycle
 - a. We see a revolution in the computer field almost every day.
 - b. My CD player is broken; the disk cannot make a complete revolution around the magnet.
8. **sharp** adj., abrupt or acute; smart
 - a. There was a sharp decline in calls to the help desk after we upgraded each employee's computer.
 - b. The new employee proved how sharp she was when she mastered the new program in a few days.
9. **skill** n., a developed ability
 - a. The software developer has excellent technical skills and would be an asset to our software programming team.
 - b. Salman's job as designer of electronic tools makes good use of his manual dexterity skills.
10. **software** n., the programs for a computer
 - a. This software allows me to integrate tables and spreadsheets into my reports.
 - b. Many computers come pre-loaded with software.
11. **store** v., to keep
 - a. You can store more data on a zip drive.
 - b. We store the master disks in the fireproof safe.
12. **technically** adv., with specialized skill or knowledge
 - a. Technically speaking, the virus infected only script files.
 - b. The office was finally up-to-speed technically.

WORD FAMILIES

verb	popularize	The Internet has popularized last-minute travel.
noun	popularity	The popularity of the product was extremely short-lived, and it soon disappeared from the store shelves.
adjective	popular	The new computer program was extremely popular, and people asked for it at all the stores.

verb	replace	I replaced your music CDs that I borrowed from your desk last week.
noun	replacement	A replacement for this damaged computer will not be cheap.
adjective	replaceable	That hard disk is not easily replaceable.

verb	revolutionized	Using diamond has revolutionized the pressure sensor industry during the last decade.
noun	revolution	The revolution in electronics technology has allowed products such as phones to get smaller and more portable.
adjective	revolutionary	The Internet is revolutionary in how it has changed the way we communicate.

noun	skill	Her marketing skills inspired Jason to return to school for his MBA.
adjective	skilled	Our carpenters are skilled in everything from cabinetry to furniture making.
adverb	skillfully	He negotiates so skillfully that both parties end up feeling that they've gotten what they wanted.

verb	store	He stored too much information on the hard drive, making the computer sluggish.
noun	store	The store's inventory has to be entered manually into the database.
noun	storage	The storage closet is where you will find all our office supplies.

adverb	technically	Technically, she was fired from her job.
adjective	technical	The computer can only be repaired by someone with technical knowledge.
noun	technicality	After we go over these minor technicalities, the agreement will be set.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

10. The _____ of the new computer network was apparent among the employees after only a few months.
(A) popular (C) popularity
(B) popularize (D) population
11. We will _____ all of our outdated software with the newest versions.
(A) replacement (C) replaceable
(B) replaced (D) replace
12. There is a _____ approach to software design integration that all the big software developers are currently learning.
(A) revolutionized (C) revolution
(B) revolutionary (D) revolt
13. While Fabio's _____ with computers surpasses the technicians, he is unable to communicate his personal needs to the office manager.
(A) skill (C) skillful
(B) skilled (D) skillfully
14. The hard disk can _____ up to 25 gigabytes of data.
(A) stores (C) store
(B) storage (D) storing
15. The newspaper article on the development of new fiber-optic cables was so full of _____ language that nobody could understand it.
(A) technical (C) technicality
(B) technically (D) technique

Part 6 Text Completion

Computer technology has brought about a 16 in the workplace. Now employees all around the country do all or part of their jobs from home. This phenomenon is called telecommuting and has been made possible by the widespread use of the Internet. Telecommuting has become 17 among employees, although the reactions of employers are mixed. Some like telecommuting and some don't. But most agree that it facilitates work for employees who live at a distance from the worksite. Telecommuting enables companies to keep skilled employees who move out of the area or who have family obligations that require them to stay close to home. 18 the regular nine-to-five office job? Probably not entirely, but we are sure to see more and more of it in the future.

16. (A) revolted
(B) revolution
(C) revolutionary
(D) revolutionize
17. (A) sharp
(B) technical
(C) popular
(D) replaceable
18. (A) It replaces
(B) It will replace
(C) Will it replace
(D) Will it be replaced by

Part 7 Reading Comprehension

Questions 19–23 refer to the following two e-mails.

To: mary@acme.com
 From: fred@acme.com
 Subject: software training

Mary,

As you know, we have decided to replace our old software with a new program that will facilitate our work better. Although the new software is not technically difficult to use, it is significantly different from our old software. The entire staff will need to be trained to use it. Of course, not everyone can attend a training session together, because we need some staff members to be in the office at all times. The trainer suggests that each person attend one training session and one follow-up session. The sessions will last three to four hours each. The trainer can be here once a week. Please develop a training schedule so that everyone can be trained over the next two months. Thank you.

Fred

To: fred@acme.com
 From: mary@acme.com
 Subject: re: software training

Fred,

I have written up a schedule that will facilitate the training process. There will be eight weekly training sessions all together. Since we have four departments, the easiest way is to send one person from each department to each training session during the first month. Of course it will be a different person each week. We can repeat the process during the second month for the follow up sessions. This way everyone will have a chance to develop their skills on the new software. I am attaching a copy of the schedule. Please let me know what you think.

Mary

19. What is true about the new software?
 - (A) It's difficult to use.
 - (B) It's very different from the old software.
 - (C) It requires many months of training.
 - (D) It's very expensive.
20. Which staff members will be trained to use the new software?
 - (A) Just one from each department.
 - (B) Fred and Mary only.
 - (C) Only four of them.
 - (D) All of them.
21. How many training sessions will each person attend?
 - (A) One.
 - (B) Two.
 - (C) Four.
 - (D) Eight.
22. The word *skills* in line 9 of the second e-mail is closest in meaning to
 - (A) abilities
 - (B) opportunities
 - (C) tasks
 - (D) ideas
23. The word *replace* in line 1 of the first e-mail is closest in meaning to
 - (A) sell
 - (B) change
 - (C) keep
 - (D) locate

Lesson 10

WORDS TO LEARN

assemble
beforehand
complication
courier
express
fold
layout
mention
petition
proof
register
revise

Correspondence

Study the following definitions and examples.

1. **assemble** v., to put together; to bring together
 - a. Her assistant copied and assembled the documents.
 - b. The mail room clerk read the directions before assembling the parts to the new postage printer.
2. **beforehand** adv., in advance, in anticipation
 - a. To speed up the mailing, we should prepare the labels beforehand.
 - b. The goods could have been shipped today had they faxed the order beforehand.
3. **complication** n., difficulty, complex situation
 - a. She will have to spend two more days in the hospital due to complications during the surgery.
 - b. Complications always arise when we try to cover too many topics in one letter.
4. **courier** n., a messenger, an official delivery person
 - a. We hired a courier to deliver the package.
 - b. The courier service will clear the goods through customs.
5. **express** adj., fast and direct
 - a. It's important that this document be there tomorrow, so please send it express mail.
 - b. Express mail costs more than regular mail service, but it is more efficient.
6. **fold** v., to bend paper
 - a. Fold the letter into three parts before stuffing it into the envelope.
 - b. Don't fold the document if it doesn't fit the envelope.
7. **layout** n., a format; the organization of material on a page
 - a. We had to change the layout when we changed the size of the paper.
 - b. The layout for the new brochure was submitted by the designer.
8. **mention** n., something said or written; v., to refer to
 - a. There was no mention of the cost in the proposal.
 - b. You should mention in the letter that we can arrange for mailing the brochures as well as printing them.
9. **petition** n., a formal, written request; v., to make a formal request
 - a. The petition was photocopied and distributed to workers who will collect the necessary signatures.
 - b. We petitioned the postal officials to start delivering mail twice a day in business areas.
10. **proof** v., to look for errors; n., evidence
 - a. This letter was not proofed very carefully; it is full of typing mistakes.
 - b. In order to get the rebate, you must send in proof of purchase.
11. **register** v., to record, to track; n., a record
 - a. You can register this mail for an additional \$2.20.
 - b. Everybody needs to sign the register before entering the mail room.
12. **revise** v., to rewrite
 - a. The brochure was revised several times before it was sent to the printer.
 - b. We will need to revise the form letter since our address has changed.

WORD FAMILIES

verb	complicate	Don't try to complicate things by making two-sided copies; single-sided will do.
noun	complication	There are a few complications with your layout, but they can be easily solved.
adjective	complicated	The revisions in the document made it more complicated, rather than simpler.

noun	mention	The mention of layoffs made us worry.
verb	mention	As I mentioned in my note to you, you should try to be less wordy and more concise in your writing.
adjective	mentionable	No one considered the mediocre design a mentionable achievement.

noun	petition	In order to be valid, the contents of the petition need to be printed at the top of each page that will contain signatures.
verb	petition	The welders petitioned the factory to install air conditioning.
noun	petitioners	The petitioners spent the night outside of the courthouse.

verb	proof	It is your responsibility to proof your own work before sending it out.
noun	proofreader	The proofreader did not find the errors.
gerund	proofing	Proofing a document is best done by starting at the end and reading backward.

verb	register	Register this letter and bring back the receipt.
noun	registration	Registration for the seminar can be done by fax.
adjective	registered	Always get a receipt for registered mail.

verb	revise	After you revise the document, give it a new name so that we will still have access to both drafts.
adjective	revised	His revised memo was easier to read.
noun	revision	You may have to do three or four full revisions to this document before it is acceptable.

READING

Part 5 Incomplete Sentences

Choose the word that best completes the sentence.

10. I don't want to _____ matters, but have you considered using color to make your brochure stand out?
(A) complicate (C) complicated
(B) complication (D) complicating
11. It's worth _____ in the memo that we've finished the draft of the proposal.
(A) mentionable (C) mentions
(B) mentioning (D) mentioned
12. The signatures on the _____ weren't all legible because rain had caused the ink to run.
(A) petition (C) petitioners
(B) petitioning (D) petitioned
13. To send out business letters without _____ them is unprofessional.
(A) proofing (C) proofreader
(B) proof (D) proofread
14. The mail room is rarely asked to send letters by _____ mail.
(A) registers (C) register
(B) registered (D) registration
15. After each _____, you need to reread what you've written and note your suggestions for changes.
(A) revise (C) revision
(B) revised (D) will revise

Part 6 Text Completion

Memo

To: Production Staff
From: George Jones
Re: Document Preparation

In order to avoid extra work and waste of supplies, please observe the following guidelines when preparing documents for reproduction and distribution. The goal is to keep things simple and avoid 16.

- When you work on the final revision of a document, pay special attention to the layout. The presentation of material is as important as the content itself.
- Don't rush to the copier as soon as the final revision is complete. 17 each document carefully beforehand.
- We have technology to help with the assembly of documents. The large copier on the second floor can 18 paper in addition to stapling. This will help you complete tasks efficiently.
- If a document needs to be delivered the same day it is finished, please use a courier service.

16. (A) complicate
(B) complicates
(C) complicated
(D) complications
17. (A) Proof
(B) Proofs
(C) To proof
(D) Proofing
18. (A) folder
(B) folded
(C) folds
(D) fold

Part 7 Reading Comprehension

Questions 19–23 refer to the following advertisement.

Do you run a small business? If so, you likely don't have a large enough staff to deal with developing, reproducing, and mailing all your documents and correspondence. Why not let Office Systems, Inc., take care of this work for you? We provide the following services:

Editing

Don't send out your documents until you are sure they are absolutely perfect. We provide revision and proofreading services on all documents, large or small.

Design and Production

Our professional graphic designers work with you to develop the best format and layout for your documents. We also provide copying and assembling services, including folding, stapling, and packaging.

Delivery

We can connect you with several different delivery services, including the postal system and private courier companies. Is your correspondence urgent? Our express delivery service gets it to the recipient within 24 hours or less, guaranteed.

Visit any one of our branches to open up an account with us today. You can download an application from our web site and fill it out beforehand to make the process go more smoothly. Don't let the details of correspondence and document development complicate your life. Let Office Systems, Inc., handle it all for you.

Visit www.officesys.com to find the branch nearest you.

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>19. Who is the audience for this advertisement?</p> <p>(A) Editors.
(B) Couriers.
(C) Corporate directors.
(D) Small business owners.</p> <p>20. Which of the following is a service offered by Office Systems, Inc.?</p> <p>(A) Accounting.
(B) Web site development.
(C) Assembling documents.
(D) Reading letters.</p> <p>21. How can a customer open an account with Office Systems, Inc.?</p> <p>(A) By visiting a company branch.
(B) By sending an e-mail.
(C) By completing an online questionnaire.
(D) By writing a letter.</p> | <p>22. The word <i>revision</i> in line 5 is closest in meaning to</p> <p>(A) copying
(B) rewriting
(C) delivery
(D) development</p> <p>23. The word <i>beforehand</i> in line 14 is closest in meaning to</p> <p>(A) by hand
(B) thoroughly
(C) in advance
(D) in person</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Word Review #2**Lessons 6–10 Office Issues**

Choose the word that best completes the sentence.

1. Who is _____ hiring?
(A) in charge by
(B) in charge on
(C) in charge of
(D) in charge for
2. Most office furniture is bought more on the basis of _____ than comfort.
(A) afford
(B) affording
(C) afforded
(D) affordability
3. The office _____ samples of its products.
(A) display
(B) displayed
(C) displaying
(D) displayable
4. The staff expressed their _____ for the leadership of their boss.
(A) appreciate
(B) appreciated
(C) appreciating
(D) appreciation
5. Ms. Ming was pleased that the new employee showed such _____.
(A) initiate
(B) initiative
(C) initiated
(D) initiating
6. Before you send the letter, you should _____ it to make sure there are no errors.
(A) proof
(B) fold
(C) petition
(D) assemble
7. The secretary sent a copy of the revised contract by _____ mail.
(A) register
(B) registered
(C) registering
(D) registration
8. Many office supply businesses specialize in furniture that is as _____ as it is affordable.
(A) duration
(B) durable
(C) durability
(D) durableness
9. The office manager finally _____ why the new software wasn't working properly.
(A) figured in
(B) figured for
(C) figured out
(D) figured about
10. The letter from our accountant _____ that our petty cash spending was almost equal to budgeted items.
(A) mention
(B) mentioned
(C) mentioning
(D) mentionable

Choose the one word or phrase that best completes each sentence.

The use of computers 11 the workplace. Thirty years ago, many people had never touched a computer. Now almost everyone uses a computer for work. Computers facilitate work so that jobs can be completed more efficiently. Documents are easily duplicated and distributed with computers. The Internet has made it easy 12 for information. Computers have become very 13. Even the smallest businesses are able to buy them.

11. (A) revolutionize
(B) will revolutionize
(C) had revolutionized
(D) has revolutionized
12. (A) search
(B) to search
(C) searching
(D) can search
13. (A) afford
(B) affording
(C) affordably
(D) affordable

To: George Stanley
 From: Marya Obermeyer
 Subject: Photocopier issues

George,

We are almost out 14 paper for the photocopier. There is just one package left in the supply closet. I would appreciate your ordering a new box today. In the future, please stay on top of things like this. The order should have been made much sooner.

Also, we will have to 15 the photocopy machine sometime in the near future. We need a new one that doesn't break down so often. Please start researching this and see if you can find one that is affordable. I would also like one that is not 16 to use.

Marya

14. (A) of
 (B) on
 (C) at
 (D) to

16. (A) complicate
 (B) complicated
 (C) complicating
 (D) complication

15. (A) report
 (B) repeal
 (C) replace
 (D) repeat

Memo

To: All office staff
 From: Office Manager
 Re: New photocopier

We have finally purchased a new photocopier. 17, it is a great improvement over our old one. It can 18 documents so you don't have to put them together yourself. It also folds documents for mailing. However, it does not correct mistakes in your writing. When making multiple copies of a document, please 19 it beforehand and correct any errors. This will save us a great deal in both paper and time. Please let me know if you have any questions about using the new machine.

17. (A) Technical
 (B) Technician
 (C) Technicality
 (D) Technically

19. (A) probe
 (B) proof
 (C) prove
 (D) prompt

18. (A) assemble
 (B) assume
 (C) assuage
 (D) assert

Lesson 11

Job Advertising and Recruiting

WORDS TO LEARN

abundant
accomplishment
bring together
candidate
come up with
commensurate
match
profile
qualifications
recruit
submit
time-consuming

Study the following definitions and examples.

1. **abundant** adj., plentiful, in large quantities
 - a. The computer analyst was glad to have chosen a field in which jobs were abundant.
 - b. The recruiter was surprised by the abundant number of qualified applicants.
2. **accomplishment** n., an achievement, a success
 - a. The success of the company was based on its early accomplishments.
 - b. In honor of her accomplishments, the manager was promoted.
3. **bring together** v., to join, to gather
 - a. Every year, the firm brings together its top lawyers and its newest recruits for a training session.
 - b. Our goal this year is to bring together the most creative group we can find.
4. **candidate** n., one being considered for a position, office, or award
 - a. The recruiter will interview all candidates for the position.
 - b. The president of our company is a candidate for the Outstanding Business Award.
5. **come up with** v., to plan, to invent, to think of
 - a. In order for that small business to succeed, it needs to come up with a new strategy.
 - b. How was the new employee able to come up with that cost-cutting idea after only one week on the job?
6. **commensurate** adj., in proportion to, corresponding, equal to
 - a. Generally the first year's salary is commensurate with experience and education level.
 - b. As mentioned in your packets, the number of new recruits will be commensurate with the number of vacancies at the company.
7. **match** n., a fit, a similarity; v., to put together, to fit
 - a. It is difficult to make a decision when both candidates seem to be a perfect match.
 - b. A headhunter matches qualified candidates to suitable positions.
8. **profile** n., a group of characteristics or traits
 - a. The recruiter told him that, unfortunately, he did not fit the job profile.
 - b. As jobs change, so does the company's profile for the job candidate.
9. **qualifications** n., requirements, qualities, or abilities needed for something
 - a. The job seeker had done extensive volunteer work and was able to add this experience to his list of qualifications.
 - b. The applicant had so many qualifications that the company created a new position for her.
10. **recruit** v., to attract people to join an organization or a cause; n., a person who is recruited
 - a. When the consulting firm recruited her, they offered to pay her relocation expenses.
 - b. The new recruits spent the entire day in training.
11. **submit** v., to present for consideration
 - a. Submit your résumé to the human resources department.
 - b. The applicant submitted all her paperwork in a professional and timely manner.
12. **time-consuming** adj., taking up a lot of time, lengthy
 - a. Even though it was time-consuming, all of the participants felt that the open house was very worthwhile.
 - b. Five interviews later, Ms. Lopez had the job, but it was the most time-consuming process she had ever gone through.

WORD FAMILIES

verb	accomplish	You can accomplish anything if you put your mind to it.
noun	accomplishment	The company is proud of our team's accomplishments.
adjective	accomplished	The accomplished artist had his paintings in all the major galleries.

noun	match	The former marketing director is a good match for this position in public relations.
verb	match	We need to match both job experience and personality for this position.
adjective	matching	The matching cushions look better on the chair.

noun	profile	His customer profile shows that he always pays on time.
verb	profile	Through telephone surveys, we try to profile our clientele in order to understand who is using our services.
adjective	profiled	The profiled candidate only met half of the job requirements.

verb	qualify	In order to qualify, you must have two years of work experience.
noun	qualifications	The manager made a list of qualifications for the vacant job position.
adjective	qualified	He found himself overqualified for the entry-level position.

verb	recruit	Large accounting firms recruit on college campuses every spring.
noun	recruitment	The company's recruitment resulted in ten highly qualified new employees.
noun	recruiter	As a recruiter, he traveled around the country speaking to recent college graduates.

verb	submit	Anyone who is interested in the position should submit a résumé and writing samples.
noun	submission	I'm very sorry, the submission date was last week. We can't take any more applications.
noun	submittal	The submittal of his resignation prompted his colleagues to apply for his job.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

10. Your résumé shows you have _____ a great deal in your last position.
(A) accomplish (C) accomplished
(B) accomplishment (D) accomplishing
11. This program is used to scan résumés and search for key words that _____.
(A) match (C) matching
(B) matched (D) will match
12. It is illegal to _____ candidates based on gender or ethnicity.
(A) profile (C) profiled
(B) profiling (D) will profile
13. The applicants who _____ will be flown to the corporate office and interviewed there.
(A) qualification (C) qualifying
(B) qualify (D) qualifies
14. The company hired a professional _____ to fill the vacant positions.
(A) recruited (C) recruitment
(B) recruiting (D) recruiter
15. After _____ all his materials, he had no option but to sit back and wait for some response.
(A) submitting (C) submission
(B) submitted (D) submit

Part 6 Text Completion**Attention Job Seekers!**

Attend the National Recruiting Fair to be held next Saturday, May 11, at the Hinton Hotel. This fair _____16_____ representatives of over 150 major national corporations. They are all looking for qualified candidates to apply for thousands of currently available job openings. Attendees are advised to bring 15 copies of a current résumé that lists education, job experience, and professional _____17_____. Many interviews will be conducted on site. Now you can stop that _____18_____ job search, making call after call and sending out résumé after résumé. All the companies you want to work for will be together under one roof. You are sure to find the company that is the best match for you. Admission is free.

16. (A) bring together
(B) brings together
(C) brought together
(D) to bring together
17. (A) accomplishes
(B) accomplished
(C) accomplishing
(D) accomplishments
18. (A) time-consuming
(B) submitting
(C) recruiting
(D) profiling

Part 7 Reading Comprehension

Questions 19–23 refer to the following two e-mail messages.

To: Marjorie Morgan
From: Bill Smithers
Subject: Recruiting

Marjorie,

We need to start looking at recruiting some new staff members over the summer. Our company has gotten lots of new contracts recently. We have abundant work and need to take on two or three new employees to help with it. We should advertise the positions as entry-level with room for promotion. We should choose the job candidates carefully as I don't want to have to end up firing anyone who turns out to be a bad match. I would like the new staff members to start work by June 10. Therefore, we should ask interested candidates to submit their applications before the end of April so that we can start interviewing in early May. Please come up with a recruiting plan and let me know. Thanks.

Bill.

To: Bill Smithers
From: Marjorie Morgan
Subject: re: Recruiting
Attachment: ad draft

Bill,

Here is my plan for recruiting new staff members for this summer. I will place ads in our local newspapers, in two major national papers, and on the major web sites by April 1. The deadline for submission of applications will be April 30. We will start interviews on May 8. In the ads I will carefully outline the qualifications we are looking for. I am attaching a draft of the ad. Please look it over and send me your comments. I want to make sure it contains all the details you want.

Marjorie

19. Why does Mr. Smithers need to hire new staff members?
 - (A) He has recently fired several employees.
 - (B) His company has a lot of work.
 - (C) Marjorie Morgan is leaving her job.
 - (D) Several employees have been promoted.
20. What does Mr. Smithers ask Ms. Morgan to do?
 - (A) Interview job candidates.
 - (B) Send him comments.
 - (C) Make a plan to recruit new employees.
 - (D) Read the major national newspapers.
21. What will happen by April 30?
 - (A) Job candidates will submit their applications.
 - (B) Interviews will begin.
 - (C) Two or three new staff members will be hired.
 - (D) The new staff members will begin working.
22. The word *candidates* in line 7 of the first e-mail is closest in meaning to
 - (A) advertisements
 - (B) descriptions
 - (C) recommendations
 - (D) applicants
23. The word *qualifications* in lines 6–7 of the second e-mail is closest in meaning to
 - (A) quantities
 - (B) positions
 - (C) abilities
 - (D) salaries

Lesson 12

WORDS TO LEARN

ability
apply
background
be ready for
call in
confidence
constantly
expert
follow up
hesitant
present
weakly

Applying and Interviewing

Study the following definitions and examples.

1. **ability** n., a skill, a competence
 - a. The designer's ability was obvious from her portfolio.
 - b. The ability to work with others is a key requirement.
2. **apply** v., to look for; to submit an application
 - a. The college graduate applied for three jobs and received three offers.
 - b. Everyone who is interested should apply in person at any branch office.
3. **background** n., a person's experience, education, and family history
 - a. Your background in the publishing industry is a definite asset for this job.
 - b. The employer did a complete background check before offering him the job.
4. **be ready for** v., to be prepared
 - a. Thanks to her careful research, the applicant felt that she was ready for the interview with the director of the program.
 - b. The employer wasn't ready for the applicant's questions.
5. **call in** v., to ask to come; to beckon
 - a. The young woman was so excited when she was called in for an interview that she told everyone she knew.
 - b. The human resources manager called in all the qualified applicants for a second interview.
6. **confidence** n., a belief in one's abilities, self-esteem
 - a. Good applicants show confidence during an interview.
 - b. He had too much confidence and thought that the job was his.
7. **constantly** adj., on a continual basis, happening all the time
 - a. The company is constantly looking for highly trained employees.
 - b. Martin constantly checked his messages to see if anyone had called for an interview.
8. **expert** n., a specialist
 - a. Our department head is an expert in financing.
 - b. The candidate demonstrated that he was an expert in marketing.
9. **follow up** v., to take additional steps, to continue; n., the continuation of a previous action
 - a. Always follow up an interview with a thank-you note.
 - b. As a follow up, the candidate sent the company a list of references.
10. **hesitant** adj., reluctant; with reservation
 - a. Marla was hesitant about negotiating a higher salary.
 - b. The recent college graduate was hesitant about accepting his first offer.
11. **present** v., to introduce; to show; to offer for consideration
 - a. The human resources director presents each candidate's résumé to the department supervisor for review.
 - b. The candidate presented her qualifications so well that the employer offered her a job on the spot.
12. **weakly** adv., without strength; poorly
 - a. Her hands trembled and she spoke weakly at the interview.
 - b. She wrote so weakly we couldn't read it.

WORD FAMILIES

verb	apply	Your chances are better if you apply for a job in the spring.
noun	applicant	The manager selected him from all the applicants.
noun	application	The department can't process your application until all documents have been received.

noun	confidence	It's refreshing to see a manager with so much confidence in her employees.
adjective	confident	Don't be too confident until you actually have an offer.
adverb	confidently	The applicant confidently walked into the interview, sat down, and began to talk about himself.

noun	expert	Don't portray yourself as an expert if you aren't.
noun	expertise	The worker gained expertise over the years and was promoted to a higher position.
adjective	expert	As an expert negotiator, she should have no problems getting what the company wants.

adjective	hesitant	The applicant was hesitant to explain his reason for leaving his last job.
noun	hesitation	Her hesitation about accepting the job made the department wonder if she was really interested.
verb	hesitate	Don't hesitate to call if you have any questions concerning the job.

verb	present	I'd like to present my résumé for your consideration.
noun	presentation	The applicant's presentation made a favorable impression.
adjective	presentable	The applicant was well dressed and presentable.

adverb	weakly	The applicant shook hands weakly, making me question her strength of character.
adjective	weak	She gave a weak description of her computer skills.
noun	weakness	Interviewers often ask candidates about their strengths and weaknesses.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

10. So many well-qualified people _____ for the position that we won't be able to make a decision for several weeks.
(A) apply (C) applicant
(B) application (D) applied
11. As the interview continued, the applicant's _____ began to decline.
(A) confidently (C) confidence
(B) confident (D) confidential
12. The applicant's unique _____ enabled her to have almost any job that she wanted.
(A) expertise (C) expertly
(B) experts (D) expert
13. She spoke without _____, expressing self-confidence and projecting that she had a firm handle on the information.
(A) hesitant (C) hesitatingly
(B) hesitate (D) hesitation
14. During an interview, it is important to _____ your weaknesses in a way that shows you are working to improve them.
(A) presentation (C) presentable
(B) present (D) presenting
15. Her handshake had always felt like a dead fish and it was taken as a sign of a _____ character.
(A) weak (C) weakness
(B) weakly (D) weakening

Part 6 Text Completion

When you go on a job interview, the most important thing to remember is to present yourself well. Before you go, prepare yourself by dressing neatly and professionally. When you arrive, enter the interview room 16. Look the interviewer in the eye when you shake hands. When you talk about yourself, do not be shy about your abilities. You are there to prove that you can do the job. Explain your work and educational background briefly and discuss the skills you have developed through experience. 17 to point out areas in which you have expertise. The worst thing you can do is discuss your experience weakly. Remember, if you believe in yourself, other people will, too. Don't forget to 18 the interview with a thank-you note before a week has passed.

16. (A) confident
(B) confidently
(C) confide
(D) confidence
17. (A) No hesitation
(B) Not hesitating
(C) Don't hesitate
(D) Doesn't hesitate
18. (A) call in
(B) apply to
(C) be ready for
(D) follow up

Part 7 Reading Comprehension

Questions 19–23 refer to the following letter.

Matilda Moreno,
Human Resources Director
Milestone Marketing, Inc.
1476 Honeycutt Avenue
Riverdale

Dear Ms. Moreno,

I am writing in response to your ad in last Sunday's newspaper. I am interested in applying for the marketing research assistant position. I have the background and abilities you are looking for. I have recently graduated from a four-year university program with a degree in Marketing. My work experience includes three months working as an intern for a local marketing firm, so I have on-the-job marketing experience in addition to my university training. I have also worked for the past two years as a part-time office manager while going to school. My experience at this job allowed me to develop important managerial and organizational skills.

I currently live in Deerfield but am interested in relocating to Riverdale. I will be visiting Riverdale during the first week of next month and am ready to come in for an interview any time during that week.

I am enclosing my résumé and three letters of reference. Please don't hesitate to contact me if you have any questions or need further information. I believe I am a good match for your company, and I am confident that I can do the job. I look forward to hearing from you.

Sincerely,

Samuel Rutherford

19. What kind of job is Mr. Rutherford looking for?
(A) Office manager.
(B) Human resources director.
(C) Marketing research assistant.
(D) Newspaper reporter.
20. When does he want to have an interview?
(A) Sunday.
(B) Next week.
(C) Next month.
(D) In three months.
21. What does he include with this letter?
(A) A copy of his university degree.
(B) Three reference books.
(C) A job description.
(D) His résumé.
22. The word *background* in line 2 is closest in meaning to
(A) experience
(B) location
(C) position
(D) age
23. The word *confident* in line 13 is closest in meaning to
(A) afraid
(B) lucky
(C) glad
(D) sure

Lesson 13

WORDS TO LEARN

conduct
generate
hire
keep up with
look up to
mentor
on track
reject
set up
success
training
update

Hiring and Training

Study the following definitions and examples.

1. **conduct** n., one's behavior; v., to hold, to take place, to behave
 - a. The trainees' conduct during training was unacceptable.
 - b. Interviews were conducted over a period of three weeks.
2. **generate** v., to create, to produce
 - a. The new training program generated a lot of interest among employees.
 - b. The job fair at the college campus should generate interest in our company.
3. **hire** n., an employee; v., to employ, to offer a job or position
 - a. The new hire has integrated well with his colleagues.
 - b. She was hired after her third interview.
4. **keep up with** v., to stay equal with
 - a. The workers were told that they must keep up with the changes or they would find themselves without jobs.
 - b. Employees are encouraged to take courses in order to keep up with new developments.
5. **look up to** v., to admire, to think highly of
 - a. Staff members looked up to the director because he had earned their respect over the years.
 - b. There are few people in this world that I look up to as much as I look up to you.
6. **mentor** n., a person who guides and instructs, a resource
 - a. The mentor helped her make some decisions about combining career and family.
 - b. One problem with many programs is that the mentors don't feel invested in the progress of the employees with whom they are working.
7. **on track** adj., on schedule; focused
 - a. If we stay on track, the meeting should be finished at 9:30.
 - b. You have a lot of work; if you can't stay on track, let me know immediately.
8. **reject** n., something that has been turned down; v., to turn down; to say no, to not accept
 - a. We put the rejects in this box.
 - b. Even though Mr. Lukin rejected their offer, they remained in contact.
9. **set up** adj., established, arranged; v., to establish, to arrange
 - a. Check with your supervisor to make sure that your office is all set up before you begin work.
 - b. Set up a time and place for the meeting and then inform everyone who is involved.
10. **success** n., an accomplishment; reaching a goal
 - a. The director's success came after years of hiring the right people at the right time.
 - b. When the manager won an award, he attributed his success to his colleagues.
11. **training** n., the preparation or education for a specific job
 - a. The new hire received such good training that, within a week, she was as productive as the other workers.
 - b. The training is designed to prepare all workers, new and old, for the changes that the company will face.
12. **update** v., to make current; n., the latest information
 - a. The personnel officer updated the employees on the latest personnel changes.
 - b. Our latest update shows that business is down 15 percent.

WORD FAMILIES

noun	conduct	Your conduct during the meeting reflected poorly on the company.
verb	conduct	If you conduct yourself with professionalism, you will always impress your coworkers.
noun	conductor	The conductor gathered tickets before the first stop.

verb	generate	The purpose of the demonstration is to generate interest in the new product.
noun	generator	The generator goes on automatically when the electricity goes off.
adjective	generated	The sales that were generated by the giveaway surprised even the sales department.

verb	hire	The personnel director needed to hire 15 people within a week.
noun	hire	The new hire quickly gained a reputation for excellent work.
gerund	hiring	The hiring took the company much longer than expected.

verb	reject	The candidate rejected the offer the first time, but the second time she accepted it.
noun	rejection	Rejections are difficult, but you can learn something from them.
gerund	rejecting	Rejecting a job offer before you have it is not a smart thing to do.

verb	succeed	In order to succeed in this business, you must be persistent.
noun	success	Don't let success go to your head!
adjective	successful	The trainers were very successful with this last group of new hires.

verb	train	Even though you were trained on a Macintosh, you'll have to learn how to use a PC.
noun	trainer	The trainer stayed after the meeting to answer any questions.
noun	trainee	Each new employee spends six weeks as a trainee.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

10. The presentation was _____ seamlessly, giving an impressive image of the team.
(A) conduct (C) conducting
(B) conducted (D) conductor
11. You need to consider how many new sales you _____ in comparison to how many standing clients put in orders.
(A) generator (C) generating
(B) generated (D) generation
12. After he was _____, he continued to take classes to upgrade his skills.
(A) hiring (C) hired
(B) hires (D) hire
13. Unfortunately, not all candidates can be offered a job; some have to be _____.
(A) rejected (C) rejection
(B) rejecting (D) reject
14. The _____ of the program depends on the active participation of everyone.
(A) successfully (C) successful
(B) succeed (D) success
15. In all my years of _____, I have never seen such a motivated group of new hires.
(A) trainee (C) trains
(B) training (D) trainer

Part 6 Text Completion**Mentoring**

In order to ensure the 16 of new hires, many companies have implemented a mentor program. This is a formal way to provide new hires with the guidance they need to 17 the responsibilities of their new position. With a mentor in place, the new hire knows exactly who to go to when confused about policies and procedures. In addition, many mentors conduct regular meetings with the people they are responsible for. This way they can make sure that no serious problems arise. A mentor does not necessarily replace formal 18 programs. In fact, they often go hand in hand. New hires may need a lot of support initially. Mentors are a good way to provide this.

16. (A) success
(B) succeed
(C) successful
(D) successfully
17. (A) set up
(B) look up to
(C) keep up with
(D) stay on track with
18. (A) train
(B) trainer
(C) trained
(D) training

Part 7 Reading Comprehension

Questions 19–23 refer to the following memo and e-mail message.

Memo

To: All new hires
 From: Edwin Mallory, Human Resources Director
 Re: Training session

All new hires are required to attend a training session which will take place on Friday, October 12 from 9:30 A.M. until 3:30 P.M. The session will be conducted in Meeting Room 3, and lunch will be provided. During the session you will get an overview of company policies and procedures. You will also be updated on changes in the benefits package and learn about professional development opportunities you will be required to participate in so that you can keep up with changes in your field. Attendance at this training is mandatory for everyone hired since June of this year. There will be no excuses.

To: Edwin Mallory
 From: Amelia Foote
 Subject: Training session

Dear Mr. Mallory,

I just learned from your memo that I will be required to attend the training session on October 12. Unfortunately, I had already planned to be out of the office that week attending my niece's wedding. My supervisor has given me permission to take that time off, and I have already purchased my plane tickets. I didn't know about the date of the training session when I set up these plans, and it will be very difficult to change them now. My mentor suggested that I ask you for permission to miss this training session. I am willing to attend the next session instead. I hope you don't reject this offer. It is very important to me to be able to attend this family event. Thank you.

Amelia Foote

19. How long will the training session last?
 - (A) Three hours.
 - (B) Six hours.
 - (C) Nine hours.
 - (D) Twelve hours.
20. Who must attend the training session?
 - (A) All company employees.
 - (B) Only members of the Human Resources Department.
 - (C) Mentors and supervisors.
 - (D) All new hires.
21. Why doesn't Amelia Foote want to attend the training session?
 - (A) She has an important family event.
 - (B) She thinks it won't be useful.
 - (C) She believes the next session will be better.
 - (D) She doesn't have permission from her supervisor.
22. The word *conducted* in line 3 of the memo is closest in meaning to
 - (A) announced
 - (B) informed
 - (C) learned
 - (D) held
23. The word *reject* in line 12 of the e-mail is closest in meaning to
 - (A) consider
 - (B) accept
 - (C) say no
 - (D) agree to

Lesson 14

WORDS TO LEARN

basis
be aware of
benefit
compensate
delicately
eligible
flexibly
negotiate
raise
retire
vested
wage

Salaries and Benefits

Study the following definitions and examples.

1. **basis** n., the main reason for something; a base or foundation
 - a. The manager didn't have any basis for firing the employee.
 - b. On the basis of my ten years of loyalty to this company, I feel that I deserve three weeks vacation.
2. **be aware of** v., to be conscious of; to be knowledgeable about
 - a. The new staff member wasn't aware of the company's position on working a second job.
 - b. Are you aware of the new employee's past work history?
3. **benefit** n., an advantage provided to an employee in addition to salary; v., to take advantage of
 - a. Although the analyst earned a better salary at his new job, his benefits were better at his previous job.
 - b. We all benefit from the company's policy of semiannual reviews.
4. **compensate** v., to pay; to make up for
 - a. The company compensates employees for overtime by paying double for extra hours.
 - b. The company will compensate employees for any travel expenses.
5. **delicately** adv., with sensitivity
 - a. Senior management is handling these contract negotiations delicately.
 - b. The manager delicately asked about the health of his client.
6. **eligible** adj., able to participate in something; qualified
 - a. Some employees may be eligible for the tuition reimbursement plan.
 - b. I don't understand why I'm not eligible if I have been with the company for over a year.
7. **flexibly** adv., with the ability to change; loosely
 - a. My manager thinks flexibly, enabling herself to solve many sticky problems.
 - b. We need to respond flexibly if we want to keep customers in this competitive market.
8. **negotiate** v., to talk for the purpose of reaching an agreement, especially on prices or contracts
 - a. You must know what you want and what you can accept when you negotiate a salary.
 - b. The associate looked forward to the day that she would be able to negotiate her own contracts.
9. **raise** n., an increase in salary; v., to move up
 - a. With his raise, Mr. Drvoshanov was able to afford to buy a new car.
 - b. We need to raise the standard for timeliness.
10. **retire** v., to stop working; to withdraw from a business or profession
 - a. She retired at the age of 64 but continued to be very active with volunteer work.
 - b. Many people would like to win the lottery and retire.
11. **vested** adj., guaranteed as a right, involved
 - a. The day that Ms. Weng became fully vested in the retirement plan, she gave her two weeks' notice.
 - b. The company has a vested interest in the happiness of its employees.
12. **wage** n., the money paid for work done, usually hourly
 - a. Hourly wages have increased by 20 percent over the last two years.
 - b. The intern spends more than half of her wages on rent.

WORD FAMILIES

noun	basis	Your raise will be determined on the basis of performance alone.
verb	base	We base promotions on seniority.
adjective	based	Based on the assumption that you will earn more in your new position, you can afford the car you've been wanting.

verb	benefit	In order to benefit from the plan, you must fill out the paperwork and submit it to the personnel office.
noun	benefits	The new employee's benefits went into effect three months after his start date.
adjective	beneficial	The service that the insurance has provided has been very beneficial.

verb	compensate	The company compensates its full-time employees well.
noun	compensation	Compensation will be based on your work performance over the past six months.
adjective	compensatory	Compensatory time is given in lieu of overtime pay.

adverb	flexibly	She approaches problems flexibly, looking at the situation from every different angle.
adjective	flexible	Younger workers tend to be more flexible with their work schedules.
noun	flexibility	His flexibility on benefits was one of the main reasons we were able to hire him at this time.

verb	negotiate	The employee prepared a list of her accomplishments to share with her supervisor so that she could negotiate a higher salary.
noun	negotiation	The director was very pleased that the negotiations brought about the end of the strike.
noun	negotiator	I should take lessons from Mr. Tarsa; he is such a skilled negotiator.

verb	retire	Many people don't know what to do with all their time when they retire from work.
noun	retirement	The administrator added more money to the fund for her retirement.
adjective	retired	The retired worker came back to the office from time to time to see his friends.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

10. All temporary workers are paid on an hourly _____ and receive no benefits.
(A) base (C) basis
(B) based (D) basic
11. What is the company's policy on _____ for part-time workers?
(A) benefited (C) benefits
(B) beneficial (D) benefit
12. The tired employee hoped that she would be _____ for all the long hours she kept and weekends she worked.
(A) compensation (C) compensated
(B) compensates (D) compensate
13. Sometimes the manager is too _____ and his workers take advantage of him.
(A) flex (C) flexibly
(B) flexible (D) flexibility
14. If the _____ continue into the evening, we will break for dinner at six.
(A) negotiator (C) negotiate
(B) negotiations (D) negotiated
15. No one is sure what will happen to the company when the president finally _____.
(A) retires (C) retired
(B) retirement (D) retiree

Part 6 Text Completion

To all union members:

Your union has been working for you. You may 16 aware that we have been negotiating with management for improvements in the benefits package. Yesterday an agreement was reached on the following points:

- 1) All employees of the company will be 17 for an increase in wages every six months, following a performance review. Reasons for refusal to give a raise must be carefully documented according to union guidelines.
- 2) Employees 18 at one and a half times their usual hourly wages for overtime hours. Any time worked beyond 40 hours a week counts as overtime.
- 3) Part-time employees can now receive full health benefits. It is each employee's responsibility to complete and submit the application forms. Part-time employees are also guaranteed five days of paid vacation per year. These two benefits apply to employees who work a minimum of 20 hours per week on a permanent basis.

16. (A) be
(B) is
(C) are
(D) were
17. (A) flexible
(B) beneficial
(C) eligible
(D) negotiable
18. (A) will compensate
(B) are going to compensate
(C) will be compensated
(D) have to compensate

Part 7 Reading Comprehension

Questions 19–23 refer to the following e-mail message.

To: James Porter
 From: Helene Bourassa
 Subject: Re: Benefits questions

Dear James,

I will try to clarify for you your questions about retirement benefits.

Time of retirement: The time at which an employee can retire is calculated on the basis of age and number of years of service to the company. An employee of the company can retire with full benefits at age 55 if he or she has worked a minimum of 30 years for the company. Employees can retire at age 60 or above with 25 years of service to the company. Since you are younger than 60 years old and have worked for the company for 22 years, you won't be eligible to retire for another few years.

Benefits for your spouse: I know this is a delicate matter, but it is important to know about. If you die before your spouse, she will continue to receive full retirement benefits for the rest of her life.

Health insurance: Retirees are eligible to receive health insurance. There are several packages to choose from, and I will send you brochures about them. Your spouse will also be eligible for health coverage when you retire. If you happen to have any dependent children under the age of 21 and living at home, they, too, will be eligible for health coverage.

I hope this answers your questions. Please don't hesitate to contact me if you need any further information.

Helene

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>19. How old is James Porter?
 (A) Between 22 and 25.
 (B) 25.
 (C) Younger than 60.
 (D) Exactly 60.</p> | <p>22. The word <i>basis</i> in line 2 is closest in meaning to
 (A) solution
 (B) formula
 (C) amount
 (D) foundation</p> |
| <p>20. Who can receive retirement benefits after James dies?
 (A) His children.
 (B) His wife.
 (C) All of his dependents.
 (D) Nobody.</p> | <p>23. The word <i>delicate</i> in line 7 is closest in meaning to
 (A) sensitive
 (B) complicated
 (C) necessary
 (D) interesting</p> |
| <p>21. Who can get health coverage when James retires?
 (A) His 19-year-old son who lives at home.
 (B) His 20-year-old daughter who lives with her spouse.
 (C) Any of his children who want it.
 (D) Only his wife.</p> | |

Lesson 15

WORDS TO LEARN

achievement
contribute
dedication
look forward to
look to
loyal
merit
obviously
productive
promote
recognition
value

Promotions, Pensions, and Awards

Study the following definitions and examples.

1. **achievement** n., an accomplishment, a completed act
 - a. Your main achievements will be listed in your personnel file.
 - b. Joseph's achievements in R&D will go down in company history.
2. **contribute** v., to add to; to donate, to give
 - a. Make sure your boss is aware of the work you contributed to the project.
 - b. All employees are asked to contribute a few minutes of their spare time to clean up the office.
3. **dedication** n., a commitment to something
 - a. The director's dedication to a high-quality product has motivated many of his employees.
 - b. We would never be where we are today if it weren't for many long hours and so much dedication.
4. **look forward to** v., to anticipate, to be eager for something to happen
 - a. The regional director was looking forward to the new, larger offices.
 - b. We look forward to seeing you at the next meeting.
5. **look to** v., to depend on, to rely on
 - a. The workers always looked to him to settle their disagreements.
 - b. The staff is looking to their supervisor for guidance and direction.
6. **loyal** adj., faithful, believing in someone or something
 - a. You have been such a loyal advisor for so many years, I'm not sure what I'll do without you.
 - b. Even though your assistant is loyal, you have to question his job performance.
7. **merit** n., excellence, high quality
 - a. Employees are evaluated on their merit and not on seniority.
 - b. Your work has improved tremendously and is of great merit.
8. **obviously** adv., clearly, evidently
 - a. Her tardiness was obviously resented by her coworkers.
 - b. This is obviously not the first time that the customer has had problems with this particular model of sander.
9. **productive** adj., useful, getting a lot done
 - a. The researcher wasn't as productive when he first started working here.
 - b. The managers had a very productive meeting and were able to solve many of the problems.
10. **promote** v., to give someone a better job; to support, to make known
 - a. Even though the sales associate had a good year, it wasn't possible to promote him.
 - b. The assistant director promoted the idea that the director was incompetent.
11. **recognition** n., credit, praise for doing something well
 - a. The president's personal assistant was finally given the recognition that she has deserved for many years.
 - b. Recognition of excellent work should be routine for every manager.
12. **value** v., to state the worth
 - a. Employees value their colleagues' opinions.
 - b. The expert valued the text at \$7,000.

WORD FAMILIES

noun	achievement	His achievements were noticed by the vice president and he was sent to the London office.
verb	achieve	Making a list of your objectives will help you achieve them.
noun	achiever	Mr. Vadji always considered himself a high achiever.

verb	contribute	All employees were urged to contribute something useful at the staff meetings.
noun	contribution	Each of you has made a significant contribution to our team's success.
noun	contributor	As contributors to the company's outstanding year, all employees will receive an additional holiday bonus.

verb	dedicate	The manager dedicates too much time to reports and not enough time to the customer.
noun	dedication	Margo's dedication to the company was rewarded with a two-week trip to Hawaii.
adjective	dedicated	Before the change in management, he used to be a more dedicated worker.

adjective	loyal	He has been both a loyal coworker and a loyal friend.
noun	loyalty	Her loyalty to the company impressed even the owners.
adverb	loyally	The security officer loyally guarded the company's vault.

adjective	productive	The most productive team in the department will win a two-day vacation in the Bahamas.
noun	product	The new product will be released in the early spring.
verb	produce	The film was produced in Manila.

verb	promote	In order to move ahead in the company, you must promote yourself.
noun	promotion	Promotions are given to those who prove their worth.
noun	promoter	As the main promoter of the product, Ms. Ross was responsible for the marketing campaign.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

10. When he thought about his long career, he realized that his biggest _____ was in developing the new leaders of the company.
(A) achiever (C) achievement
(B) achieved (D) achieves
11. She has _____ so much time and energy to the project that her name should appear on the award.
(A) contributes (C) contributed
(B) contribution (D) contributor
12. Hard work and _____ will help you move up the corporate ladder.
(A) dedicated (C) dedication
(B) dedicates (D) dedicated
13. There is no reason to question her _____ to our company.
(A) loyal (C) loyalty
(B) loyally (D) laurels
14. These microchips are _____ faster and more cheaply in Asia.
(A) produce (C) product
(B) produced (D) production
15. Because you are a valued and dedicated employee, we are _____ you to director of the department.
(A) promoting (C) promotion
(B) promote (D) promoter

Part 6 Text Completion

Dear Harry,

We are pleased to inform you of your promotion within our company. Starting the first of next month, you will begin in your new position as manager of the Fulfillment Department. During your years as a member of the Fulfillment Department staff, you have made many 16 to the productivity and smooth operation of the department. We have always valued your dedication to your job, and now we are pleased to be able 17 your hard work and fine skills with this promotion. We know you will do a wonderful job. The Personnel Department will contact you soon regarding the changes in your salary and benefits. We 18 welcoming you to your new position next month.

Sincerely,

Madeline Kovacs
President

16. (A) contribute
(B) contributes
(C) contributors
(D) contributions
17. (A) recognize
(B) to recognize
(C) recognizing
(D) will recognize
18. (A) look forward to
(B) look in on
(C) look for
(D) look to

Part 7 Reading Comprehension

Questions 19–23 refer to the following memo and e-mail message.

To: All company staff
 From: Claude Dubois, Personnel Manager
 Re: Annual Awards Ceremony

It is time to start getting ready for the company's annual awards ceremony. It will take place at the Merrimack Hotel on Friday, November 10. Up to 15 staff members will receive awards from the company president that evening. We look to you, our company staff, to help us select deserving award recipients. Please send in your nominations for colleagues who you think merit the recognition of an award. Obviously, we would like to see names of people who have contributed more than average to the company. Send me your nominations by e-mail before October 15 so that we can have the list finalized before November 5. Thank you.

To: `claudio_dubois@starco.com`
 From: `marilyn_freeland@starco.com`
 Subject: nomination

Hi Claude,

I would like to nominate my coworker, Janet McGhee, assistant manager of the research department, for an award. Her dedication to her job is far above average. She always works long hours to make sure she gets her job done. If she is working on an important project, she will come into the office on weekends if she thinks it's necessary to completing her job on time. The rest of us in the department always look to Janet as an example of how to get a job done right. If anyone deserves the recognition of an award for loyalty and dedication, it's Janet. I hope you will consider her as an award recipient.

Thank you.

Marilyn

19. When will the awards ceremony be held?
 (A) October 15.
 (B) November 5.
 (C) November 10.
 (D) November 15.
20. Who will suggest award recipients?
 (A) The personnel manager.
 (B) The company president.
 (C) The assistant manager.
 (D) The company staff members.
21. Why does Marilyn Freeland think Janet McGhee deserves an award?
 (A) She works on important projects.
 (B) She always works long hours.
 (C) She looks to others as an example.
 (D) She manages the research department.
22. The word *Obviously* in line 9 of the first e-mail is closest in meaning to
 (A) clearly
 (B) quickly
 (C) usually
 (D) importantly
23. The word *dedication* in line 3 of the second e-mail is closest in meaning to
 (A) ability
 (B) commitment
 (C) knowledge
 (D) attendance

Word Review #3**Lessons 11–15 Personnel**

Choose the word that best completes the sentence.

1. _____ with a good ad is time-consuming.
(A) Coming up
(B) Coming to
(C) Coming by
(D) Coming on
2. To _____ the best and the brightest, companies have to be willing to pay well.
(A) recruit
(B) recruits
(C) recruiting
(D) recruitment
3. A qualified candidate usually exudes _____.
(A) confident
(B) confidence
(C) confidential
(D) confidentially
4. Any applicant is wise to _____ an interview with a note or a phone call.
(A) follow after
(B) follow behind
(C) follow up
(D) follow with
5. Workers are promoted on their _____ and merits.
(A) achieve
(B) achieved
(C) achiever
(D) achievements
6. The benefits package is an important aspect of contract _____.
(A) negotiate
(B) negotiable
(C) negotiations
(D) negotiated
7. Some employees have to wait years before they are fully _____ in the company pension plan.
(A) vest
(B) vested
(C) vesting
(D) vests
8. Health _____ are very important for an employee who develops a serious medical problem.
(A) benefit
(B) benefits
(C) beneficial
(D) beneficiary
9. A _____ and hard-working employee can look forward to rapid promotions.
(A) dedicate
(B) dedication
(C) dedicating
(D) dedicated
10. A company that recognizes _____ merit will receive employee loyalty in return.
(A) obvious
(B) obviously
(C) oblivious
(D) obliviously

Choose the one word or phrase that best completes each sentence.

Thank you for your interest in working at Plytel Corporation. To apply for a position, please 11 a résumé and a letter explaining your background and interest. We will keep your information on file for a year. If your qualifications match available openings, we will call you 12 for an interview. Please do not call us; we will contact you if we have a position suited to your 13.

11. (A) submit
(B) will submit
(C) to submit
(D) submitting

13. (A) able
(B) ably
(C) enable
(D) abilities

12. (A) on
(B) in
(C) to
(D) at

When your company has a job opening, it is important to hire the right person for the job. The job interview offers you, the employer, an opportunity to get to know each 14 and assess his or her ability to do the job. You will have many questions for the applicants, but you should also 15 ready for questions from them. In addition to understanding the job duties, they may want to know about 16 offered by your company such as vacations and health care.

14. (A) expert
(B) mentor
(C) supervisor
(D) candidate

16. (A) beneficiaries
(B) beneficial
(C) beneficent
(D) benefits

15. (A) be
(B) do
(C) have
(D) will be

Getting a promotion is a great honor. It means your company 17 your merits. When you are promoted to the position of supervisor, your work life changes. You are now in a position of responsibility. It is important to set a good example because your staff 18 you. If you carry out your job responsibilities 19, you will gain their respect. This is the key to success in your new position.

17. (A) recruits
(B) contributes
(C) recognizes
(D) dedicates

19. (A) confident
(B) confidence
(C) confidently
(D) confidentia

18. (A) looks for
(B) looks up to
(C) looks down on
(D) looks forward to

Lesson 16

WORDS TO LEARN

bargain
bear
behavior
checkout
comfort
expand
explore
item
mandatory
merchandise
strictly
trend

Shopping

Study the following definitions and examples.

1. **bargain** v., to negotiate; n., an advantageous purchase
 - a. She bargained for over an hour, finally reducing the price by half.
 - b. Lois compared the sweaters carefully to determine which was a better bargain.
2. **bear** v., to have tolerance for; to endure
 - a. Moya doesn't like crowds so she cannot bear to shop during the holiday rush.
 - b. If you can bear with me, I'd like to stop in one more store.
3. **behavior** n., the manner of one's actions
 - a. Annu is conducting a survey on whether consumer behavior differs between men and women.
 - b. Suspicious behavior in a department store will draw the attention of the security guards.
4. **checkout** n., the act, time, or place of checking out, as at a hotel, library, or supermarket
 - a. The line at this checkout is too long, so let's look for another.
 - b. Get in the checkout line now and I'll join you with the last items.
5. **comfort** v., to calm somebody; n., a condition or feeling of pleasurable ease, well-being, and contentment
 - a. Comfort yourself with a down quilt this winter.
 - b. I like to dress for comfort if I'm spending the day shopping.
6. **expand** v., to increase the size, volume, quantity, or scope of; to enlarge
 - a. The new manager has significantly expanded the store's inventory.
 - b. The shoe store is out of room and is thinking about expanding into the adjacent vacant building.
7. **explore** v., to investigate systematically
 - a. The collector likes to explore antique shops looking for bargains.
 - b. While his mother shopped for clothes, Michael wandered off to explore the toy section.
8. **item** n., a single article or unit
 - a. The grocery store has a special checkout line for people who are purchasing fewer than ten items.
 - b. Do you think I can get all these items into one bag?
9. **mandatory** adj., required or commanded; obligatory
 - a. The jewelry store has a mandatory policy of showing customers only one item at a time.
 - b. There is a mandatory limit of nine items for use of this checkout line.
10. **merchandise** n., items available in stores
 - a. I am very impressed with the selection of merchandise at this store.
 - b. Helen wanted to make sure that the store had a wide variety of merchandise before she committed to buying a gift certificate.
11. **strictly** adv., rigidly, without flexibility
 - a. Our store strictly enforces its return policy.
 - b. Their high turnover rate is no surprise, considering how strictly the manager deals with them.
12. **trend** n., the current style; vogue
 - a. The clothing store tries to stay on top of all the new trends.
 - b. Mioshi followed market trends closely before she bought a clothing franchise.

WORD FAMILIES

noun	comfort	This car is designed with plush seats for your comfort and air bags for your safety.
adjective	comfortable	I prefer this sweater because it's more comfortable.
adverb	comfortably	I'd suggest buying the larger table, which comfortably seats six.

verb	expand	The music store expanded its selection by offering more classical music on compact discs.
noun	expansion	The expansion of our sales territory into a new region will mean more stock will have to be ordered.
adjective	expanded	The expanded inventory is great, but it's hard to find room to store it.

verb	explore	Ms. Marce explored the bins of hardware, looking for the right size nails.
noun	exploration	The store designer's exploration of the art of different cultures gave the store an exotic look.
adjective	exploratory	The oil company's exploratory drill led to a new supply of petroleum.

adjective	mandatory	Ankle-high boots are mandatory with that skirt.
noun	mandate	One of the company mandates is to treat the customer with the greatest respect.
verb	mandate	The handbook mandates that all keys be turned in to the night shift supervisor by 9:00.

noun	merchandise	The store's buyer is aggressive about finding unique, high-quality merchandise.
verb	merchandise	The home superstore merchandises hardware and other goods for do-it-yourself home improvements.
noun	merchant	The Downtown Merchants Association is offering free gift wrapping this year.

noun	strictness	Ms. Judd was appalled by the strictness of the store's policy not to renew her gift certificate after it had expired.
adjective	strict	Our store has a strict policy of no returns.
adverb	strictly	The no-food-or-drinks rule is strictly enforced in the bookstore.

READING

Part 5 Incomplete Sentences

Choose the word that best completes the sentence.

10. It's hard to tell if these shoes will be _____ because the leather is so stiff.
(A) comfort (C) comfortable
(B) comfortably (D) comforting
11. Due to the store's success, the owners began to plan an _____ into a larger location.
(A) expansion (C) expanse
(B) expand (D) expanded
12. I'd like to _____ this issue with you, but I don't have time today.
(A) exploratory (C) explorer
(B) exploration (D) explore
13. Our company policy used to _____ that male employees keep their hair short, but that policy was considered sexist.
(A) mandate (C) mandated
(B) mandates (D) mandatory
14. When you select _____ for the display windows, be sure to include seasonal gifts and clothing.
(A) merchant (C) merchandise
(B) merchants (D) merchandising
15. We _____ adhere to the store's policy of only specially ordering products that have been paid for in advance.
(A) strictness (C) strictly
(B) strict (D) strictest

Part 6 Text Completion

Attention Bargain Hunters!

Greene's Department Store is having its biggest sale ever. Every single item in the store is on sale at unbelievable prices. That's right—all merchandise, including clothes, shoes, toys, sports equipment, home furnishing, music, and music equipment, is 25 to 75 percent off the usual price.

- * Have you always wanted ___16___ the underwater world? We have diving equipment on sale at 50 percent off.
- * Would you like to sleep in a more ___17___ bed? The prices of beds, mattresses, and bedroom furniture have been reduced by 35 percent.
- * Do you dream of ___18___ your CD collection? Now you can, at a more than affordable price. All CDs, including classical, jazz, rock, and pop, are on sale at three for the price of one.

Visit Greene's for the bargains of a lifetime. Sale ends Sunday.

16. (A) explore
(B) explores
(C) to explore
(D) exploring
17. (A) comfort
(B) comforter
(C) comfortable
(D) comfortably
18. (A) will expand
(B) can expand
(C) expansion
(D) expanding

Part 7 Reading Comprehension

Questions 19–23 refer to the following article.

Designing retail space takes careful planning. Attention should be paid to what research tells us about consumer behavior. Stores must be designed with the comfort of shoppers in mind. The aisles should be wide enough to allow shoppers to move through them comfortably. Items should be placed where they can be easily seen by shoppers. Nothing should be put on high shelves where it cannot be reached. Pleasant lighting and music also contribute to the comfort and good feeling of shoppers. Shoppers who feel happy and relaxed will make more purchases.

When organizing the merchandise in a store, the trends of each season should be kept in mind. Picnic and beach equipment should be prominently displayed in the summer, for example, while warm clothing should be featured in the winter. Then, shoppers will return to the store because they will see it as a place that provides what they need.

There should be plenty of checkout aisles so that long lines are avoided. Many people cannot bear long waits, and long checkout lines scare shoppers away from stores. Many stores are now using self-service checkout aisles, although they have not yet been completely accepted by shoppers. They are often confusing to use, and many shoppers find them impersonal. The old-fashioned human cashier is still popular in most retail outlets. Therefore, it is still considered mandatory for stores to have at least some full-service checkout lines manned by cashiers.

When a store is properly designed, shoppers have a pleasant experience and will want to return. This helps the bottom line of the store owner which is, of course, increased sales.

19. According to the article, which shoppers buy more?
(A) Those who have more money.
(B) Those who can reach high shelves.
(C) Those who feel comfortable in the store.
(D) Those who shop in the summer.
20. What does the article say about self-service checkout aisles?
(A) They are popular everywhere.
(B) They aren't always easy to use.
(C) They are personal.
(D) They are mandatory.
21. According to the article, what is the most important thing for a store owner?
(A) More sales.
(B) Lighting and music.
(C) Pleasant cashiers.
(D) Wide aisles.
22. The word *behavior* in line 2 is closest in meaning to
(A) questions
(B) desires
(C) interests
(D) actions
23. The word *bear* in line 9 is closest in meaning to
(A) tolerate
(B) understand
(C) refuse
(D) decrease

Lesson 17

WORDS TO LEARN

diversify
enterprise
essentially
everyday
function
maintain
obtain
prerequisite
quality
smooth
source
stationery

Ordering Supplies

Study the following definitions and examples.

1. **diversify** v., to broaden, to make more varied
 - a. The stationery department plans to diversify its offering of paper products.
 - b. The consultant that we hired recommends that we don't diversify at this time.
2. **enterprise** n., a business; a large project
 - a. The new enterprise quickly established an account with the office supply store.
 - b. This enterprise has become unmanageable and is beginning to lose money.
3. **essentially** adv., necessarily, basically, finally
 - a. Essentially, she wants to win the contract and put the competition out of business.
 - b. After distributing all of the cartridges that were ordered, we were essentially left with none.
4. **everyday** adj., routine, common, ordinary
 - a. Though they are more expensive, these folders will withstand everyday wear and tear.
 - b. This everyday routine of having to check inventory is boring.
5. **function** v., to perform tasks; n., a purpose
 - a. She functioned as the director while Mr. Gibbs was away.
 - b. What is the function of this device?
6. **maintain** v., to continue; to support, to sustain
 - a. I've been maintaining a list of office supplies that are in greatest demand.
 - b. Trying to maintain two different stockrooms is too much work.
7. **obtain** v., to acquire
 - a. I've been trying to obtain a list of supplies from the administrator for three weeks now.
 - b. The employee obtained the report from her supervisor.
8. **prerequisite** n., something that is required or necessary as a prior condition
 - a. One of the prerequisites for this job is competence in bookkeeping.
 - b. Here are the prerequisites that you need to purchase before coming to class.
9. **quality** n., a distinguishing characteristic; a degree of excellence
 - a. The most important qualities we look for in a supplier are reliability and quick response.
 - b. The quality of their clothes has fallen ever since they started using cheaper fabrics to make them.
10. **smooth** adj., without difficulties; deliberately polite and agreeable in order to win favor
 - a. Thanks to our smooth transition to the new supplier, there was no interruption in shipments.
 - b. Her smooth manner won her the appreciation of the manager but not her colleagues.
11. **source** n., the origin
 - a. I can't tell you the source of this information.
 - b. The source of this rare pottery that we are selling in our shop is a small village in India.
12. **stationery** n., writing paper and envelopes
 - a. We do not have enough stationery, so please order some more.
 - b. The new stationery featured the company's logo in blue ink at the top of the page.

WORD FAMILIES

verb	diversify	We are going to diversify our product line and start selling software as well as computers.
noun	diversity	The diversity of services that your company offers amazes me.
adjective	diverse	The wholesaler offered a more diverse range of computer accessories than I expected.

noun	enterprise	When she began this enterprise, she had no idea of the time it would require.
adjective	enterprising	The program gives enterprising young people a chance to test their entrepreneurial skills.
noun	enterpriser	Many enterprisers find themselves in daring and exciting ventures that lack the structure for long-term success.

adverb	essentially	Essentially, you will be sitting in a bath of mud for two hours.
adjective	essential	Having Ann on this team is essential if we are to win the contract.
noun	essence	The essence of the problem lies in Jeff's relationship with his manager.

verb	function	He is still functioning as administrator until they find a replacement.
noun	function	The function was attended by all the leading scientists.
adjective	functional	This machine is not functional; we need to purchase a new one.

verb	maintain	Don't worry, I'll maintain the good relationships that you've established with our clients.
noun	maintainability	The maintainability of our second office is called into question by next year's budget cutbacks.
adjective	maintainable	This level of performance will not be maintainable without increasing salaries.

verb	smooth out	In order to smooth out the process of ordering supplies, we're going to use this new software to keep track of purchases and deliveries.
adverb	smoothly	The meeting went smoothly, and the contract was signed without any disagreements.
adjective	smooth	The vendor was so smooth on the phone that he had no difficulty in obtaining an appointment with the busy executive.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

10. Many customers find that product _____ is confusing and deceptive.
 (A) diversify (C) diversity
 (B) diverse (D) diversified
11. For the _____ designer, this job is full of rewards and opportunities.
 (A) enterprise (C) enterprising
 (B) enterpriser (D) enterpriseless
12. Your full participation is _____ to our timely completion of this project.
 (A) essence (C) essential
 (B) essences (D) essentially
13. We need to have a spare copier since the only one that is _____ is on its last leg.
 (A) functioned (C) functional
 (B) functions (D) function
14. In order to _____ our lead in the market, we'll have to find a cheaper source of industrial supplies.
 (A) maintainable (C) maintaining
 (B) maintain (D) maintainability
15. She _____ changed the topic of conversation, thus preventing a disagreement between her colleagues from turning into an argument.
 (A) smoothly (C) smooth
 (B) smooth out (D) smoothed

Part 6 Text Completion**Memo**

To: All office staff
 From: Luis Mendez, Office Manager
 Re: Ordering office supplies

There has been a lot of confusion recently regarding the ordering of office supplies. In order to maintain a consistent stock of 16 supplies, from now on all supply orders must go through me. There are forms in my office that you may use to order the supplies that you need. I can 17 supplies for you within three days of receiving your order form if it is filled out properly. By following this procedure, the office will function more 18, and we can be sure that we will always have quality supplies on hand when we need them. We will also avoid the problem of ordering supplies that we already have. Thank you for your cooperation.

16. (A) essence
 (B) essential
 (C) essentials
 (D) essentially
17. (A) obtaining
 (B) to obtain
 (C) obtains
 (D) obtain
18. (A) smooth
 (B) smoothly
 (C) smoother
 (D) smoothness

Part 7 Reading Comprehension

Questions 19–23 refer to the following letter and memo.

April 12

Dear Business Owner,

The Supply Closet, Inc., is a new office supply store in your neighborhood. We opened last month right across the street from the post office. We are your local source for quality office supplies, including all office stationery, packing materials, folders, pens, note pads, and more. We provide you with the everyday items you need to keep your business functioning smoothly. In order to introduce ourselves to you, we are enclosing a coupon for 20 percent off your entire purchase during your first visit to the Supply Closet. Please visit us soon.

Sincerely yours,

Martha and Bill Heywood
Owners

Coupon expires June 30.

Memo

To: Gisela Freeman
From: James Riley
Re: New supply store

Please see the attached letter from the Supply Closet, Inc. I think we should try them out. I know we maintain an account with the Riverdale Supply Company, but I am not completely satisfied with them as a source for supplies. I would like to find a supplier with more diverse merchandise. I'd like you to visit the Supply Closet sometime this week and purchase some stationery. We need to do a big mailing at the beginning of May, so we'll need some manila envelopes and letter paper. You can use the coupon that came with the letter. Look at the items they have for sale and see how it compares with the Riverdale Supply Company. If it looks like they're a better source for supplies, we can start ordering from them regularly. Thank you.

19. When did the Supply Closet open?
(A) March.
(B) April.
(C) May.
(D) June.
20. What can a customer get during his first visit to the store?
(A) A free pen.
(B) An introduction.
(C) A discount.
(D) A stamp.
21. Why doesn't James Riley like the Riverdale Supply Company?
(A) It's too near the post office.
(B) It doesn't function smoothly.
(C) It's far from the neighborhood.
(D) It doesn't have a variety of merchandise.
22. The word *smoothly* in line 8 of the letter is closest in meaning to
(A) easily
(B) quickly
(C) profitably
(D) carefully
23. The word *maintain* in line 3 of the memo is closest in meaning to
(A) open
(B) pay
(C) apply
(D) keep

Lesson 18

WORDS TO LEARN

accurately
carrier
catalog
fulfill
integral
inventory
minimize
on hand
remember
ship
sufficiently
supply

Shipping

Study the following definitions and examples.

1. **accurately** adv., correctly; without errors
 - a. To gauge these figures accurately, we first need to get some facts from the shipping department.
 - b. The container company must balance the load accurately or there could be a disaster at sea.
2. **carrier** n., a person or business that transports passengers or goods
 - a. Lou, our favorite carrier, takes extra care of our boxes marked "fragile."
 - b. Mr. Lau switched carriers in order to get a price savings on deliveries out of state.
3. **catalog** n., a list or itemized display; v., to make an itemized list of
 - a. The upcoming fall catalog shows a number of items from Laos that Mr. Lau has never before been able to offer.
 - b. Ellen cataloged the complaints according to severity.
4. **fulfill** v., to finish completely
 - a. The engineers fulfilled a client's request for larger display screens.
 - b. Her expectations were so high, we knew they would be hard to fulfill.
5. **integral** adj., necessary for completion
 - a. Good customer relations is an integral component of any business.
 - b. A dependable stream of inventory is integral to reliable shipping of orders.
6. **inventory** n., goods in stock; an itemized record of these goods
 - a. The store closes one day a year so that the staff can take inventory of the stockroom.
 - b. Their inventory has not changed much over the years.
7. **minimize** v., to reduce; to give less importance to
 - a. The shipping staff minimized customer complaints by working overtime to deliver the packages quickly.
 - b. To keep the customers happy and to minimize the effect of the carrier strike, we shipped orders directly to them.
8. **on hand** adj., available
 - a. We had too much stock on hand, so we had a summer sale.
 - b. The new employee will be on hand if we need more help with shipping orders.
9. **remember** v., to think of again; to retain in the memory
 - a. I remembered the delivery clerk's name as soon as I got off the phone.
 - b. I will remember the combination to the safe without writing it down.
10. **ship** v., to transport; to send
 - a. Eva shipped the package carefully, since she knew the contents were made of glass.
 - b. Very few customers think about how their packages will be shipped, and are seldom home when the packages arrive.
11. **sufficiently** adv., enough
 - a. The boxcar was sufficiently damaged that it could not be loaded on the truck.
 - b. We are sufficiently organized to begin transferring the pallets tomorrow.
12. **supply** n., stock; v., to make available for use; to provide
 - a. By making better use of our supplies, we can avoid ordering until next month.
 - b. Gerald supplied the shipping staff with enough labels to last a year.

WORD FAMILIES

noun	accuracy	His firm was well known for its accuracy in predicting how long shipping would take.
adjective	accurate	Don't forget to keep accurate records; you will need them when you have your annual inventory.
adverb	accurately	The in-depth shipping records made it possible for Max to accurately estimate when the mixing bowls would arrive in the store.

verb	fulfill	We take pride in fulfilling customers' unusual requests.
gerund	fulfilling	Fulfilling the requirement of the contract will necessitate hiring extra staff.
noun	fulfillment	Fulfillment of duties can be tedious, but job satisfaction demands attention to detail.

adjective	integral	This paperwork is integral to our ability to track packages.
verb	integrate	The new foreman is unable to integrate information about shipping perishables.
noun	integration	His full integration into the team could take weeks.

verb	minimize	To minimize any potential risk of injury, all workers must wear closed-toed shoes in the stockroom.
adjective	minimal	Luckily, the leak from the roof did only minimal damage to the inventory in the stockroom.
noun	minimum	The minimum is \$50; orders of less will be assessed a shipping charge.

verb	ship	We ship all orders within 24 hours of your phone call.
noun	shipper	We can rely on our shipper to pack large, fragile items carefully.
noun	shipment	The shipment from the supplier was short a number of items, so we complained.

adverb	sufficiently	If you are sufficiently certain that the crate is in this room, I will check them one by one.
adjective	sufficient	The postage on that box is not sufficient to get it to its destination.
verb	suffice	Will this much Styrofoam suffice?

READING

Part 5 Incomplete Sentences

Choose the word that best completes the sentence.

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>10. To assure that your order is _____ filled, it will be checked by a two-person team.
 (A) accurately (C) accurate
 (B) accurateness (D) accuracy</p> | <p>13. Keeping customer complaints to a _____ is the job of everyone who works in the store.
 (A) minimum (C) minimize
 (B) minimal (D) minimally</p> |
| <p>11. The suppliers have _____ the terms of our agreement and are now our supplier of choice.
 (A) fulfilling (C) fulfilled
 (B) fulfillment (D) fulfill</p> | <p>14. To keep distribution costs low, we have selected only two _____ firms for the region.
 (A) ship (C) shipping
 (B) shipment (D) shipper</p> |
| <p>12. Scanning the shipment number is an _____ part of tracking these containers.
 (A) integral (C) integrating
 (B) integrate (D) integration</p> | <p>15. Based on their credit check, it seems likely that they have _____ funds to cover this order.
 (A) suffice (C) sufficiently
 (B) sufficient (D) sufficed</p> |

Part 6 Text Completion

Packing Guidelines

In order to 16 breakage of merchandise and loss of shipments and to ensure accurate fulfillment of orders, please observe the following guidelines when preparing packages for shipment:

- 1) Check the order form carefully to make sure the item number matches the item number and description in the catalog.
- 2) Make sure that the address label has been 17 filled out, and particularly that names have been spelled correctly.
- 3) Each box must be 18 filled with packing material to protect the contents from damage.
- 4) Packages must be ready to be picked up by the carrier before 3:30 p.m. daily.

Following these guidelines is of the utmost importance. Lost and damaged shipments cost the company valuable time and money.

- | | |
|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| <p>16. (A) minimum
 (B) minimize
 (C) minimal
 (D) minimally</p> | <p>18. (A) sufficiently
 (B) sufficient
 (C) suffice
 (D) suffuse</p> |
| <p>17. (A) acutely
 (B) accessibly
 (C) actively
 (D) accurately</p> | |

Part 7 Reading Comprehension

Questions 19–23 refer to the following letter.

April 15

Customer Service Department
Fleetwood Fashions
21986 North Featherstone Avenue
Hiawatha, MN

Dear Customer Service,

I am writing about an order I made from the Fleetwood Fashions catalog over a month ago, which I have not yet received. When I called to order two new purses and several spring shirts, the customer service representative assured me that there was sufficient inventory on hand to fulfill the order. He told me that it would be shipped before the end of the week and that I would receive it within ten days. When I still had not received the shipment after 14 days, I called the company. The customer service representative checked the ordering information on the computer, and we discovered that my address had not been accurately recorded. He promised to reship the order with my correct address and told me I would receive it within ten days. That was over two weeks ago, and I still have not received the shipment. I cannot understand this. Perhaps the carrier that you use is not reliable. In any case, I am tired of waiting for my order and would like to cancel it. I am not sure whether I will make an order from your company again. This is unfortunate since it is one of the few places that carry dresses and shoes in my size and at a reasonable price. However, this is the second time I have had a problem with an order, and I don't want this to happen again. Please cancel my order #20857631. Thank you.

Sincerely,

Lucinda Walker

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>19. When did Lucinda Walker make an order from Fleetwood Fashions?</p> <p>(A) Last week.
(B) Ten days ago.
(C) Fourteen days ago.
(D) Last month.</p> <p>20. What did she order?</p> <p>(A) Purses.
(B) Skirts.
(C) Shoes.
(D) Dresses.</p> <p>21. What is the problem with her order?</p> <p>(A) The price is unreasonable.
(B) The dress size is wrong.
(C) She hasn't received it yet.
(D) It contained the wrong merchandise.</p> | <p>22. The word <i>fulfill</i> in line 3 is closest in meaning to</p> <p>(A) pay for
(B) complete
(C) send
(D) receive</p> <p>23. The word <i>carrier</i> in line 8 is closest in meaning to</p> <p>(A) communication
(B) employee
(C) transporter
(D) operator</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Lesson 19

WORDS TO LEARN

charge
compile
customer
discount
efficient
estimate
impose
mistake
order
promptly
rectify
terms

Invoices

Study the following definitions and examples.

1. **charge** v., to demand payment; n., an expense or a cost
 - a. The customer service representative was responsible for telling all existing customers that higher prices would be charged next month.
 - b. The extra charge for gift wrapping your purchase will appear on your invoice.
2. **compile** v., to gather together from several sources
 - a. I have compiled a list of the most popular items in our sales catalog.
 - b. The clerk is responsible for compiling the orders at the end of the day.
3. **customer** n., one who purchases a commodity or service
 - a. Let's make sure all invoices sent to customers are kept in alphabetical order.
 - b. As part of our customer satisfaction plan, let's offer a discount to customers who pay their invoices within a week.
4. **discount** n., a reduction in price; v., to reduce in price
 - a. We are offering a 10 percent discount to all new customers.
 - b. They discounted the price on the merchandise damaged in shipment.
5. **efficient** adj., acting or producing effectively with a minimum of waste or unnecessary effort
 - a. The accountant was so efficient in processing the customer receipts that she had the job done before lunch.
 - b. Electronic invoicing has helped us to be efficient.
6. **estimate** v., to approximate the amount or value of something; to form an opinion about something; n., an approximation
 - a. We estimated our losses this year at about five thousand dollars.
 - b. In the owner's estimation, the high level of customer satisfaction was an adequate measure of how well the company was doing.
7. **impose** v., to establish or apply as compulsory; to force upon others
 - a. The company will impose a surcharge for any items returned.
 - b. We should not impose upon our staff by requiring them to work on weekends.
8. **mistake** n., an error or a fault
 - a. I made a mistake in adding up your bill and we overcharged you twenty dollars.
 - b. It was a mistake thinking that my boss would be reasonable when I explained my situation to him.
9. **order** n., a request made to purchase something; v., to command or direct
 - a. The customer placed an order for ten new chairs.
 - b. We were ordered to take inventory immediately, so we could account for the missing items.
10. **promptly** adv., on time, punctually
 - a. We always reply promptly to customers' letters.
 - b. The new sales agent promptly offered a full refund for the damaged goods.
11. **rectify** v., to set right or correct
 - a. He rectified the problem by giving the customer credit for the unused items that she returned.
 - b. Embarrassed at his behavior, he rectified the situation by writing a letter of apology.
12. **terms** n., conditions
 - a. The terms of payment were clearly listed at the bottom of the invoice.
 - b. The terms of the agreement required that items be fully paid for before they would be shipped.

WORD FAMILIES

verb	compile	Once the data is compiled, we will know more about sales of the R500 model.
noun	compilation	A compilation of factors led us to believe that employee theft had led to the missing inventory.
adjective	compiled	According to the numbers we've compiled, sales remained flat in the second quarter.

adjective	efficient	Counting by twos or threes is much more efficient than counting by one.
adverb	efficiently	If we work efficiently, we may be done by midnight.
noun	efficiency	His efficiency makes him one of the finest operators in the company.

verb	estimate	We need to estimate the number of work hours spent on this project.
noun	estimation	Clients prefer itemization to estimation on their invoices.
gerund	estimating	Estimating an order for office supplies is difficult because of the increased size of the staff.

verb	impose	The state intends to impose an additional tax on certain office equipment.
noun	imposition	Clients complained when they discovered the contractor's imposition of charges that should have been included under the terms of the contract.
adjective	imposing	The new clients found the company's reputation imposing.

verb	mistaken	The receptionist dialed the wrong number because she had mistaken a "7" for a "4" in the phone number she wrote down.
noun	mistake	The manager called the supplier as soon as he saw the mistake on his invoice.
adjective	mistaken	The director admitted that he was mistaken about the amount of the discount for payment received in 30 days.

verb	prompt	The computer cursor prompted the temporary employee about where to insert information on the billing form.
noun	promptness	Employers appreciate promptness in their employees.
adjective	prompt	I am happy to receive statements that thank me for prompt payment.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

10. After we have _____ all of the necessary documents, we will begin our analysis of the data.
(A) compile (C) compiling
(B) compiled (D) compilation
11. Though he worked very _____ with machines and figures, he was slow and awkward with customers and coworkers.
(A) efficient (C) efficiency
(B) efficiently (D) efficacy
12. Although _____ expenses works well when applying for a contract, clients appreciate itemization on their invoices.
(A) estimate (C) estimated
(B) estimator (D) estimation
13. The customers usually pay their invoices promptly in order to avoid the _____ of late charges.
(A) imposed (C) impose
(B) imposingly (D) imposition
14. The customer was angry at the _____ on her invoice.
(A) mistakes (C) mistakable
(B) mistaken (D) mistaking
15. The client would appreciate it if the invoice could be sent _____ so he can pay it before the end of the fiscal year.
(A) promptly (C) prompted
(B) promptness (D) prompt

Part 6 Text Completion

Invoices are an essential part of any business and should be given their due attention. Without invoices, after all, a business would not receive payment for services rendered. The 16 of the invoice must be stated clearly, that is, the customer needs to know exactly what he is being charged for and when the payment is due. If a customer discovers a mistake on the invoice, it should be rectified as soon as possible. If a final charge is much greater than the original estimate, the reason for this should be explained as clearly and simply as possible on the invoice. Some businesses 17 a late fee on late payments. In such cases, this must also be made clear on the invoice. Finally, the invoice must be sent to the customer 18 in order to encourage timely payment.

16. (A) terms
(B) orders
(C) discounts
(D) compilations
17. (A) imposition
(B) imposing
(C) imposter
(D) impose
18. (A) prompt
(B) prompter
(C) promptly
(D) promptness

Part 7 Reading Comprehension

Questions 19–23 refer to the following invoice and letter.

Clary Closets “Making your world more organized.”	
Invoice	
To: Millicent Pensky 752 Montrose Avenue Proctorville, VT	
Date: November 10, 20—	
Initial consultation fee	\$ 75
Organizing four closets	\$ 800
Supplies	\$ 225
Total due	\$1100
Thank you for doing business with us.	
Please pay by November 30. A 10 percent late fee will be imposed on late payments.	

November 15, 20—

Clary Closets
 18 North Main Street
 Chester, VT

Dear Ms. Clary,

I am writing to dispute the charges on the invoice I recently received from your company. The invoice contained several mistakes. First, I was told that I would not be charged an initial consultation fee if I decided to use your services. Since I did go ahead and hire you to organize my closets, I should not have to pay this fee. Second, the final charge for organizing my four closets was \$250 higher than the original estimate. I think this is too much and that I should be charged no more than the original estimate. Finally, I was charged for supplies that you ordered without my authorization. I could have obtained these same supplies myself at a lower price. Since I did not authorize this charge, I think I should pay a lower price for the supplies.

I chose Clary Closets to organize my closets because several of my friends and business associates have been satisfied customers of yours. However, I find it difficult to believe that an organizing business can be so inefficient when it comes to invoices. Please rectify these mistakes and send me a corrected invoice promptly.

Sincerely,

Millicent Pensky

19. What did Ms. Pensky hire Ms. Clary to do?
 - (A) Write invoices.
 - (B) Collect fees.
 - (C) Organize closets.
 - (D) Buy supplies.
20. According to the terms of the invoice, how much will Ms. Pensky owe if she pays on December 1?
 - (A) \$110.
 - (B) \$1100.
 - (C) \$1110.
 - (D) \$1210.
21. How much was the original estimate?
 - (A) \$250.
 - (B) \$550.
 - (C) \$800.
 - (D) \$850.
22. The word *ordered* in line 11 of the letter is closest in meaning to
 - (A) bought
 - (B) used
 - (C) borrowed
 - (D) enjoyed
23. The word *rectify* in line 20 of the letter is closest in meaning to
 - (A) explain
 - (B) calculate
 - (C) fix
 - (D) see

Lesson 20

WORDS TO LEARN

adjustment
automatically
crucial
discrepancy
disturb
liability
reflection
run
scan
subtract
tedious
verify

Inventory

Study the following definitions and examples.

1. **adjustment** n., a change in order to match
 - a. With these adjustments to the numbers of screws and nuts, we are close to having an accurate count.
 - b. An adjustment to the number of damaged items would help us align our figures.
2. **automatically** adv., independently, without outside prompting
 - a. The program automatically sends an e-mail response to all messages while she's out of town.
 - b. The door opens automatically.
3. **crucial** adj., extremely significant or important
 - a. Knowing how many products we have in stock is crucial to our shipping procedures.
 - b. Inventory is a crucial process and must be taken seriously by all staff.
4. **discrepancy** n., a divergence or disagreement
 - a. We easily explained the discrepancy between the two counts.
 - b. Unless you catch the error immediately, the discrepancy gets entered into the computer and becomes very difficult to correct.
5. **disturb** v., to interfere with; to interrupt
 - a. Let's see how many products we can count in advance of inventory so we disturb fewer customers.
 - b. I hope I'm not disturbing you, but I need to ask you to move so I can record the products behind you.
6. **liability** n., an obligation; a responsibility
 - a. The store's insured liability protects against theft and damaged inventory.
 - b. The slippery steps were a terrible liability for the store.
7. **reflection** n., a likeness, an image
 - a. She saw her reflection in the mirror.
 - b. The reflection in the glass made it hard for her to distinguish how many were on the shelf.
8. **run** v., to operate
 - a. As long as the computer is running, you can keep adding new data.
 - b. We'll be running inventory next weekend, so don't make any other plans.
9. **scan** v., to look over quickly
 - a. The computer's optical disk scanned in the price and ordering information.
 - b. Jasmine quickly scanned the list to see if any information was missing.
10. **subtract** v., to take away; to deduct
 - a. Once you ring up an item, the computer automatically subtracts it from the inventory log.
 - b. Whoever did the inventory forgot to subtract the items that arrived damaged and were never put into the stockroom.
11. **tedious** adj., tiresome by reason of length, slowness, or dullness; boring
 - a. This may be tedious work but you will be glad the inventory is accurate when you hit the busy holiday sales season.
 - b. Counting merchandise all weekend is the most tedious job I can imagine.
12. **verify** v., to prove the truth of
 - a. I can't verify the accuracy of these numbers, since I was not present for inventory weekend.
 - b. The inventory process verifies that you have accounted for all the items that are supposed to be in the store.

WORD FAMILIES

verb	adjust	After you've verified the quantities in the stockroom, I'll adjust the numbers in the computer.
noun	adjustment	While the adjustments are being made to the computer inventory, the computer will be off-line and unavailable for use.
adjective	adjustable	The height of the shelves is adjustable, which makes it easier to reach and count the merchandise.

noun	automation	Computers have brought a heightened level of automation into the retail industry.
adjective	automatic	The automatic updating of the inventory is convenient, but always a day behind.
adverb	automatically	After every cash register transaction, the computer automatically updates the inventory record.

verb	disturb	Count as many of the items on the salesroom floor as you can without disturbing the customers.
noun	disturbance	After considering all the options, Ellen decided that closing the store a day to do the annual inventory would cause the least amount of disturbance for customers.
adverb	disturbingly	The computer count and the physical count were disturbingly incongruous, which distressed the store manager.

verb	reflect	The numbers in the computer log should accurately reflect the actual numbers available on the shelf or in the warehouse.
noun	reflection	Upon reflection, the supply clerk decided that there was an error in the inventory.
noun	reflector	Reflectors were attached to the corners of the shelves to alert the clerks that the shelf edges were sharp.

verb	scan	Scan the aisles and see if you find the missing carton.
noun	scanner	We will install a scanner at two of the computer terminals.
adjective	scanned	These scanned documents need to be returned to their original owners.

verb	subtract	Subtract 50 from the total—I just found an unusable box.
noun	subtraction	If you feel confident doing basic addition and subtraction in your head, you don't have to carry the calculator with you.
adjective	subtracted	These subtracted figures don't add up to the total that was supposed to be subtracted.

READING**Part 5 Incomplete Sentences**

Choose the word that best completes the sentence.

10. The computer's inventory figures will be considered inaccurate until the store manager enters the data from the physical count and _____ the figures.
(A) adjustment (C) adjustable
(B) adjusts (D) adjusted
11. Inventory control cannot be performed _____, but must be done by physically counting the merchandise.
(A) automatically (C) automation
(B) automatic (D) automated
12. Do not _____ the staff when they are counting the items; they need to concentrate.
(A) disturb (C) disturbing
(B) disturbance (D) disturbingly
13. Having an accurate inventory count is a good _____ on a competent store manager.
(A) reflectively (C) reflect
(B) reflective (D) reflection
14. In order to scan the bar code, you need to sweep the bar code directly in front of the _____.
(A) scan (C) scanning
(B) scanned (D) scanner
15. If we _____ the damaged merchandise from the inventory, our figures will accurately reflect what we have on hand.
(A) subtract (C) subtracted
(B) subtracting (D) subtraction

Part 6 Text Completion**Notice**

Our new cash registers will be installed over the weekend so that we can start using them next week. The main reason we have bought these new machines is that they will make it easier to keep track of our inventory. When you 16 customer's purchase into the machine, it will automatically record the purchase in the inventory files of our computer. This will help us track sales and reorder items promptly. It will save us the 17 work of manually entering data into the computer and ensure that our numbers are accurate. All staff members are required to attend a training session on Friday afternoon during which you will learn how 18 the new cash registers. See you there.

16. (A) scan
(B) will scan
(C) scanned
(D) are going to scan
17. (A) tedious
(B) tedium
(C) tenacity
(D) tenacious
18. (A) running
(B) to run
(C) runs
(D) run

Part 7 Reading Comprehension

Questions 19–23 refer to the following memo.

To: All store staff
From: Bill Jones, manager
Re: Next week

This is a reminder that we will be closing the store for two days at the end of next week, Friday and Saturday, for inventory. This is a long and tedious job, and we will need the assistance of each and every one of you to get it done. Therefore, no vacation days will be granted during that time. During the inventory process, we will verify the numbers in our computer files, clear up any discrepancies we may find, and adjust our records as necessary. We need to make sure that our records accurately reflect the stock that we actually have on hand. When you report to work on Thursday, your supervisor will give you your assignment. Some of you will be required to work in the stockroom taking a physical count, and others will be asked to work in the office entering data on the computers. We won't reopen the store until the following Tuesday since Monday is a national holiday. I hope that will give you a chance to rest up a bit after the big job. Thank you in advance for your assistance with this crucial work.

19. Why will the store close next week?
(A) Everyone will be on vacation.
(B) They need to count their stock.
(C) The staff members need a rest.
(D) There will be a computer training session.
20. Who will give the assignments?
(A) The manager.
(B) The assistants.
(C) The supervisors.
(D) The record keeper.
21. When will the store open again?
(A) Monday.
(B) Tuesday.
(C) Thursday.
(D) Friday.
22. The word *adjust* in line 7 is closest in meaning to
(A) enter
(B) write
(C) change
(D) create
23. The word *crucial* in line 16 is closest in meaning to
(A) important
(B) boring
(C) difficult
(D) lengthy

Word Review #4**Lessons 16–20 Purchasing**

Choose the word that best completes the sentence.

- Most merchants are happy to find any way to _____ their customer base.
(A) expand
(B) expanding
(C) expansion
(D) expanded
- All fashion _____ have a limited life span.
(A) trend
(B) trends
(C) trendy
(D) trending
- It is a poorly run office that does not _____ adequate office supplies.
(A) maintain
(B) maintained
(C) maintaining
(D) maintenance
- Sometimes office policy doesn't allow the company to _____ less expensive supplies when they are available from someone other than a preferred provider.
(A) obtain
(B) obtained
(C) obtaining
(D) obtainable
- A supplier who has chronic trouble _____ his obligations to a customer will quickly lose customers.
(A) fulfill
(B) fulfills
(C) fulfilling
(D) fulfillment
- To _____ disruption, buyers should order well ahead of need.
(A) minimum
(B) minimal
(C) minimize
(D) minimally
- It is wise to begin by _____ an inventory of equipment on hand.
(A) compile
(B) compiling
(C) compiler
(D) compilation
- If the provider does not meet his client's demand, he should _____ the problem as soon as possible.
(A) rectify
(B) rectifier
(C) rectifiable
(D) rectification
- If some supplies show a steady rise in consumption, the office manager should make an appropriate _____ in his standard order.
(A) adjust
(B) adjuster
(C) adjusting
(D) adjustment
- The office manager should also ascertain whether the inventory of supplies properly _____ the volume of use in the office.
(A) reflect
(B) reflects
(C) reflecting
(D) reflection

Choose the one word or phrase that best completes each sentence.

Memo

To: Floor Managers
From: Head Manager
Re: Spring Sale

Our large Spring Sale begins next week. Before the store opens on Monday, all sale items should be placed on racks near the 11 area. This ensures that customers will see them right before they pay for their purchases. We expect large crowds in the store during the sale, so it will be important to 12 order. This means picking up any items that fall on the floor or end up on the wrong shelf, and making sure that all items are clearly marked with the correct price. 13, an attractive store attracts more customers.

11. (A) catalog
(B) merchandise
(C) carrier
(D) checkout

12. (A) pertain
(B) maintain
(C) remain
(D) plantain

To: Betsy Barnes
From: Lighting Limited Customer Service
Subject: Your order

Dear Betsy Barnes,

We have received your message about your recent order of a desk lamp with a glass shade. You state that the 14 arrived in damaged condition. We will be happy to replace the damaged merchandise at no extra 15 to you. You will not have to pay anything. Simply place the damaged item back in the box and affix the "postage paid" sticker to the outside. As soon as we receive it, a replacement lamp will be 16 sent to you. We are sorry for any inconvenience this may have caused.

Manuel Gozanlez
Lighting Limited Customer Service Associate

14. (A) ship
(B) shipping
(C) shipment
(D) shippable

15. (A) chase
(B) chance
(C) change
(D) charge

To: Joanne Simmons
From: Bill Smithers
Subject: Supplies

Joanne,

It's time to order some supplies. We need several boxes of 17, including large and small envelopes as well as letter paper. Don't order this from XYZ Printers. I was not satisfied with the 18 of the paper in our last order. It tore very easily. Zippo Printers on Elm Street might be a better source. Let's try them this time. It might be a good idea to get some ink cartridges, too. Why don't you check to see how many we have 19 hand? If we have just one or two boxes left, you should order more. Thanks.

Bill

17. (A) stationery
(B) invoice
(C) bargain
(D) inventory

18. (A) quantity
(B) quarry
(C) quality
(D) quandary

13. (A) Remember
(B) Remembering
(C) To remember
(D) Must remember

16. (A) prompt
(B) promptly
(C) prompter
(D) promptness

19. (A) by
(B) to
(C) up
(D) on