

SOLUTIONS MANUAL




GRAMMAR/MECHANICS CHALLENGE – 1
FOREST COMMUNICATION SERVICES

259 Elm Street, Suite 400
 Cambridge, MA 02124
 (617) 830-2871
 conferencing@forest.com

April 12, 200x

Ms. Rachel M. Fisher
 Workplace Monthly Magazine
 302 Northland Boulevard
 Cincinnati, OH 45246

Dear Ms. ~~Fletcher~~^{Fisher}:

Thank you for giving Forest Communication Services an opportunity to contribute to the magazine article that you are writing about Web conferencing for Workplace Monthly Magazine. My specialty here at Forest Communication is conferencing services for North America.

Online meetings are definitely becoming more frequent. Web conferencing began in the 1990s, but it has grown rapidly in the 2000s. Many companies find that such meetings save time and money. Participants can hold live, interactive meetings and share documents and presentations without ever leaving their offices or homes. Web conferencing is simply more convenient than having to attend meetings in person. Let me summarize a few Web conferencing features:

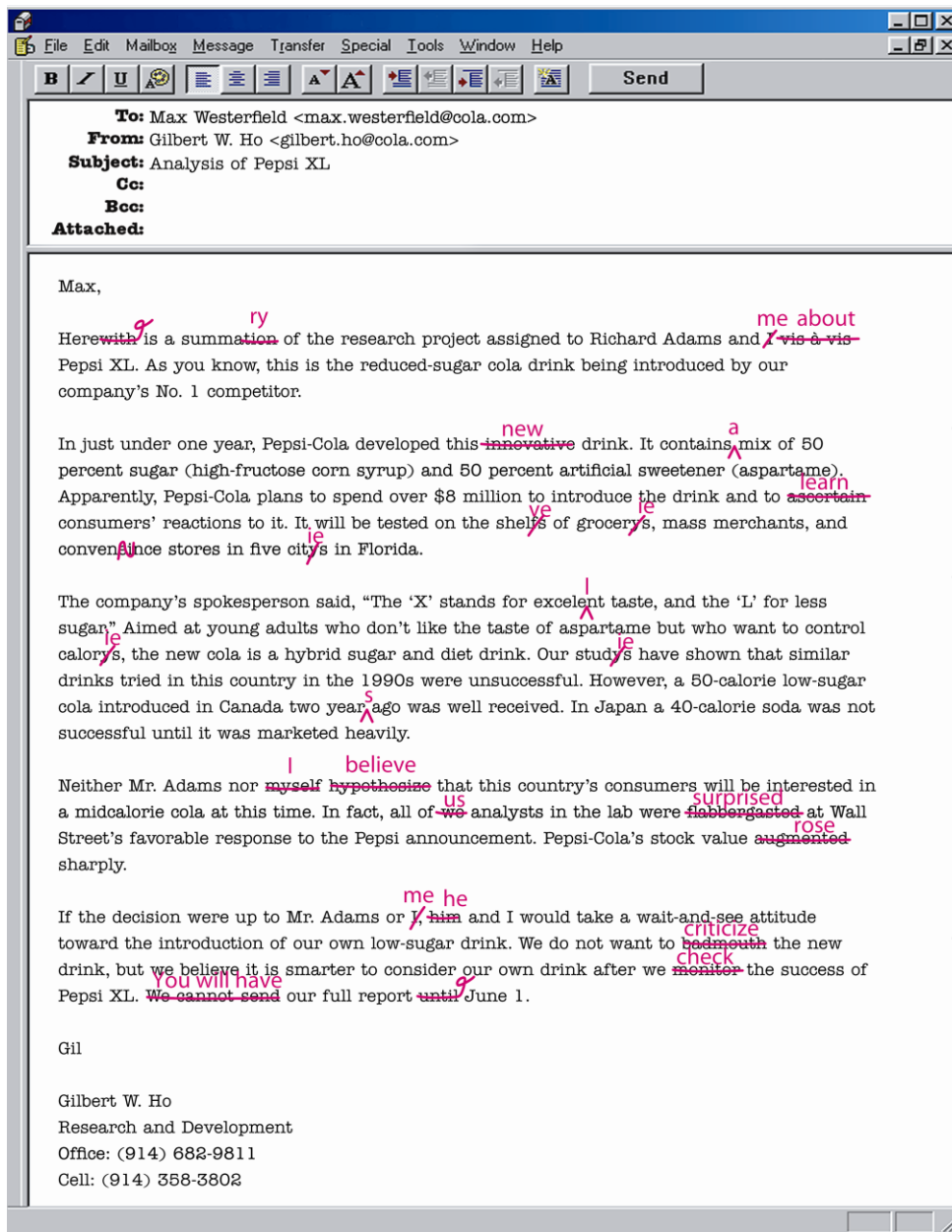
- **Participant ID.** This feature displays on your screen the names of all attendees and indicates who is talking over the phone line.
- **PowerPoints/Document Sharing.** Presenters can show batches of Web-based visuals and describe them by talking on the telephone.
- **Polling/Surveys.** A virtual “show of hands” can speed consensus and shorten a meeting. Many users consider this feature one of the real luxuries of Web conferencing.

Businessmen and businesswomen from countries around the world are turning to Web conferencing because of the many pluses and few minuses. Do you plan to discuss the pros and cons of conferencing in your article? Our Web site has a list of FAQs that you might find interesting. I would be happy to provide more information if you call me at (617) 830-8701.

Cordially,

Tamara Lippman

Tamara Lippman
 Director, Conferencing Services


GRAMMAR/MECHANICS CHALLENGE – 2


To: Max Westerfield <max.westerfield@cola.com>
From: Gilbert W. Ho <gilbert.ho@cola.com>
Subject: Analysis of Pepsi XL
Cc:
Bcc:
Attached:

Max,

Here^gwith^{ry} is a summation of the research project assigned to Richard Adams and ~~X-vis-a-vis~~^{me about} Pepsi XL. As you know, this is the reduced-sugar cola drink being introduced by our company's No. 1 competitor.

In just under one year, Pepsi-Cola developed this ~~new~~^{innovative} drink. It contains a mix of 50 percent sugar (high-fructose corn syrup) and 50 percent artificial sweetener (aspartame). Apparently, Pepsi-Cola plans to spend over \$8 million to introduce the drink and to ~~ascertain~~^{learn} consumers' reactions to it. It will be tested on the shelves of grocery^{ye}s, mass merchants, and convenience stores in five cities in Florida.

The company's spokesperson said, "The 'X' stands for ~~excellent~~^I taste, and the 'L' for less sugar." Aimed at young adults who don't like the taste of aspartame but who want to control calori^{le}s, the new cola is a hybrid sugar and diet drink. Our study^{le}s have shown that similar drinks tried in this country in the 1990s were unsuccessful. However, a 50-calorie low-sugar cola introduced in Canada two year^s ago was well received. In Japan a 40-calorie soda was not successful until it was marketed heavily.

Neither Mr. Adams nor ~~myself~~^I ~~hypothesize~~^{believe} that this country's consumers will be interested in a midcalorie cola at this time. In fact, all of ~~we~~^{us} analysts in the lab were ~~flabbergasted~~^{surprised} at Wall Street's favorable response to the Pepsi announcement. Pepsi-Cola's stock value ~~augmented~~^{rose} sharply.

If the decision were up to Mr. Adams or ~~I~~^{me} ~~him~~^{he} and I would take a wait-and-see attitude toward the introduction of our own low-sugar drink. We do not want to ~~boast~~^{criticize} the new drink, but we believe it is smarter to consider our own drink after we ~~check~~^{check} the success of Pepsi XL. ~~We cannot send~~^{You will have} our full report ~~until~~^g June 1.

Gil

Gilbert W. Ho
 Research and Development
 Office: (914) 682-9811
 Cell: (914) 358-3802



GRAMMAR/MECHANICS CHALLENGE – 3

Body Fitness

Training Massage Wellness

3392 Econlockhatchee Trail • Orlando, FL 32822 • (407) 551-8791

June 4, 200x

Mr. Allen C. Fineberg
3250 Ponciana Way
Palm Beach Gardens, FL 33410

Dear Mr. Finebu^eg:

You probably choo^gse Body Fitness because it has become o^one of the top-rated gyms in the Palm Beach area. Making your work out^o enjoyable has always been our principal goal. To continue to provide you with the best equipment and programs, your feedback is ~~needed by my partner and myself.~~ need your feedback.

We have build^t an outstanding program with quality equipment, excellent training programs, and our support staff is ^{helpful} very helpful. We feel, however, that we could have a more positive affect and give more individual attention if we could extend our peak usage time. You have probably^y noticed that attendance at the gym ^{rises} rises from 4 p.m. to 8 p.m. We wish it was ~~possible to accommodate all our customers on their favorite equipment during those hours.~~ ^{were} possible to accommodate all our customers on their favorite equipment during those hours. Although we can't stretch an hour. We would like to make better use of the time between 8 p.m. and 11 p.m. With more members' ^{are} coming later, we would have less crush from 4 to 8 p.m. Our exercise machines and strength-training equipment is lying^{are} idle later in the evening.

To encourage you to stay later, ^{we are considering} security cameras for our parking area are being ~~considered~~ ^{given} by us. Cameras for some inside facilities ^{has} may also be added. We have ^{gone} given this ^{is} matter a great deal of thought. Although Body Fitness ^{has} have never had an incident that endangered a member. We have ^{went to} gone to considerable trouble to learn about security cameras. Because we think that you will feel more comfortable with them in action.

Please tell us what you think, ^{fill} fill out the enclosed questionnaire, and drop it the ballot box ^{at the desk} during your next visit ~~at the desk.~~ We are asking for your feedback about scheduling your workouts, selecting your equipment, and if ~~you would consider coming~~ ^{you} would consider coming later in the evening. If you have any other suggestions for reducing the crush at peak times. Please ^{let} tell us on the enclosed form.

Cordially,

Nicolas Barajas

Nicolas Barajas, Manager

Enclosure

◆ GRAMMAR/MECHANICS CHALLENGE – 4

FIRST FINANCIAL SERVICES

3410 Willow Grove Boulevard
Philadelphia, PA 19137
215.593.4400
www.rstnancial.com

June 9, 200x

Ms. Bonnie Jeffers
First Trust Guaranty, Inc.
1359 North Grand Avenue
Walnut, CA 91790

Dear Ms. Jeffers:

We are in appreciation of the fact that you have shown patience with us during the time of our merger with Capital One.

Pursuant to our telephone conversation this morning, this is to advise that two (2) agent's packages will be delivered to you next week. Due to the fact that new forms had to be printed, we do not have them immediately available.

Although we cannot offer a 50/50 commission split, we are able to offer new agents a 60/40 commission split. There are two new agreement forms that show this commission ratio. When you get ready to sign up a new agent have her fill in these up to date forms.

When you send me an executed agency agreement, please make every effort to tell me what agency package was assigned to the agent. On the last form that you sent you overlooked this information. We need this information to distribute commissions in an expeditious manner.

If you have any questions, don't hesitate to call on me.

Yours very sincerely,

Brian Simpson

Brian Simpson
Senior Sales Manager



GRAMMAR/MECHANICS CHALLENGE – 5

MEMORANDUM

DATE: April 20, 200x
 TO: Department Heads, Managers, and Supervisors
 FROM: Donna Cooper-Grey, Director, Human Resources
 SUBJECT: Submitting Appraisals of Performance by June 1

This is to inform you that performance appraisals for all you employees must be submitted by June 1. These appraisal are especially important and essential this year because of job changes, new technology's and because of office reorganization.

To complete your performance appraisals in the most effective way, you should follow the procedures described in our employee handbook. Let me briefly make a review of those procedures.

1. Be sure each and every employee has a performance plan with three or four main objective.
2. For each objective make an assessment of the employee on a scale of 5 (consistently exceeds requirements) to 0 (does not meet requirements).
3. You should identify three strengths that he brings to the job.
4. Name three skills that he can improve. These should pertain to skills such as Time Management rather than to behaviors such as habitual lateness.
5. You should meet with the employee to discuss his appraisal.
6. Then, be sure to obtain the employees signature on the form.

We look upon appraisals as a tool for helping each worker assess his performance and enhance his output. Please submit and send each employees performance appraisal to my office by June 1. If you would like to discuss this farther, please do not hesitate to call me.

 **GRAMMAR/MECHANICS CHALLENGE – 6**

May 25, 200x

Ms. Breanna Lee, Manager
White-Rather Enterprises
1349 Century Boulevard
Wichita Falls, TX 76308

Dear Mr. Lee:

Subject: Your May 20 Inquiry About WorkZone Software

Yes, we do offer personnel record-keeping software specially designed for small businesses like yours. Here are answers to your three questions about this software:

1. Our Work Zone software provide standard employee forms so you are always in compliance with current government regulations.
2. You receive an interviewer's guide for structured employee interviews and you also receive a scripted format for checking references by telephone.
3. Yes you can up date your employees records easy with out the need for additional software, hardware or training.

Our WorkZone software was specially designed to provide you with expert forms for interviewing, verifying references, recording attendance, evaluating performance and tracking the status of your employees. We even provide you with step by step instructions and suggested procedures. You can treat your employees as if you had a Professional Human Resources Specialist on your staff.

On page 6 of the enclosed pamphlet you can read about our WorkZone software. to receive a preview copy or to ask questions about it's use just call 1-800-354-5500. Our specialists are eager to help you week days from 8 to 5 PST. If you prefer visit our Web site at www.workzone.com for more information or to place an order.

Sincerely,



Jacob Scott
Senior Marketing Representative

Enclosure



GRAMMAR/MECHANICS CHALLENGE – 7

Current date

Mr. John Brumfield
 Human Resources Development
 Gulfport Energy Enterprises
 1400 Longhorn Blvd.
 Houston, TX 76400

Dear Mr. Brumfield:

Did you know about the direct link between the health of your employees and the health of your profits? Because we are in the midst of tough economic times, you are probably looking for benefits to offer your employees that help both you and them.

The benefits of healthier employees includes lower health care costs, fewer medical claims, improved productivity, better morale and absenteeism is reduced. Here is how you can help your employees to have sound bodies and also improve your company's profits:

- Provide them with Galaxy Fitness health club discounts.
- Bring our aerobics, massage, weight loss and educational programs on-site.
- You should have us manage your on-site fitness center.

Business Fortune magazine recently reported the following: "After a prevention and early intervention health program was implemented at L. L. Bean, loss claims dropped by approximately 40 percent."

Please call (713) 839-2300 and speak to Jan Novak, who is our corporate fitness expert, to learn how you can add to the health of each and every employee and also to your bottom line.

Sincerely,
 GALAXY FITNESS

Missy Mischke

Missy Mischke
 Senior Marketing Manager


GRAMMAR/MECHANICS CHALLENGE – 8

Current date
 Mrs. E. R. Churchill
 224 Oak Grove Avenue
 Chapel Hill, NC 27514

Dear Mrs. Churchill:

~~This message is to inform you that~~ we appreciate receiving your recent letter requesting that a curve in Highway 35 be rebuilt. The Department of Transportation shares your concern about the safety of the stretch between Mount Vernon and Pittsboro which is near your home.

Highway 35 as you mentioned has many hills, curves, and blind spots. However, its accident rate which is 4.05 per million vehicle miles is far from the worst in the state. In fact, at least 49 other state highways have worse safety records.

~~At this point in time I want you to know that~~ we do have studies under way that will result in the relocation of sections of highway 35 to terrain that will provide safer driving conditions. As you are aware such changes take time. We must coordinate our plans with town, county, state, and federal authorities. Money is assigned to these projects by priority and Highway 35 does not have top priority. In addition, accidents along Highway 35 are not concentrated at any one curve, they are spread out over the entire highway.

For all of the above reasons, we do not anticipate immediately rebuilding any curves on Highway 35. ~~In the near future~~ ^{Soon} we plan to install guardrails and we will be certain to place a guardrail at the curve that concerns you.

We appreciate your concern for safety, Mrs. Churchill. Please write to us again if you have other ideas for reducing accidents.

Sincerely,

Mitchell M. Overton

Mitchell M. Overton
 Office of Safety and Speed Management



GRAMMAR/MECHANICS CHALLENGE – 9

Date: November 9, 200x
To: Eric Sternlicht, President
From: Durene Washington, Development Officer
Subject: Progress Report on Construction of Seattle Branch Office

Construction of Apex Realty's Portland Branch Office has entered Phase ~~three~~^{three}. Although we are ~~one~~^{one} week behind the contractors original schedule the building should be ~~ready~~^{ready} for occupanc~~e~~^y on March 10.

Past Progress

Phase ~~one~~^{one} involved development of the architects plans; this process was completed on June 5. Phase ~~two~~^{two} involved submission of the plans for county building department approval. Each of the plans ~~was~~^{was} then given to the following ~~two~~^{two} contractors for the purpose of eliciting estimates; Steven Duffy Construction, and Titan Builders. The lowest bidder was Steven Duffy Construction; consequently this firm began construction on July 15.

Present Status

Phase ~~three~~^{three} includes initial construction processes. We have completed the following steps as of November 9:

- Demolition of existing building at 11485 North 27 Avenue
- Excavation of foundation footings for the building and for the surrounding wall
- ~~Installation of~~^{Installation of} steel reinforcing rods installed in building pad and wall
- Pouring of concrete foundation

Steven Duffy Construction indicated that ~~he~~^{it} was ~~one~~^{one} week behind schedule for these reasons. The building inspectors required more steel reinforcement than was showed on the architects blueprints. In addition excavation of the footings required more time than the contractor anticipated because the 18 inch footings were all below grade.

Future Schedule

~~In spite of the fact that~~^{Although} we lost time in Phase 3 we are substantially on target for the completion of this office building by March 1. Phase 4 include the following activities; framing, drywalling and installation of plumbing.


GRAMMAR/MECHANICS CHALLENGE – 10
HOW PURE IS BOTTLED WATER?**EXECUTIVE SUMMARY****Problem**

Bottled water has become a \$4 billion-a-year business in the United states. Millions of consumers use bottled water as their primary source of drinking water. Although most bottled water is of good quality, some bottled water contains bacterial contaminants. Reassurances from the water industry's executives that bottled water is totally safe are false.

Summary of Findings

Commissioned by the National Resource's Defense Commission, this report analyzes tests of bottled water. The tests showed that most bottled water is not contaminated; however, after testing more than 1,000 bottles, we found that about one fourth were contaminated at levels violating many states' limits. Bottled water contaminated with microbes may raise public health issues, and today's consumers are rightfully concerned.

There are government bottled water regulations and programs that have serious deficiencies. Under the FDA's control, the regulation of most bottled water is left to ill-equipped and understaffed state governments. Although in spite of the fact that voluntary bottled water industry controls are commendable, they are an inadequate substitute for strong government rules. FDA officials have stated that bottled water regulation carries a low priority. In addition, the marketing of bottled water can be misleading. However, the long-term solution to drinking water problems is to fix tap water rather than switching to bottled water.

Recommendations

Based on our tests and analysis, we submit the following recommendations:

1. Fix tap water quality so that consumers will not resort to bottled water.
2. Establish the public's right to know about the contents of bottled water.
3. Require FDA inspections of all bottling facilities and their water sources.
4. Institute a penny-per-bottle fee to ensure bottled water safety.
5. Bottled water certification should be established.


GRAMMAR/MECHANICS CHALLENGE – 11
Honolulu-Pacific Federal Interagency Board

Policy Board Committee

Room 25, 310 Ala Moana Boulevard, Honolulu

February 4, 200x

Present: Debra Chinnapongse, Tweet Jackson, Irene Kishita, Barry Knaggs, Kevin Poepoe, and Ralph Mason

Absent: Alex Watanabe

The meeting was call^{ed} to order by Chair Kevin Poepo^e at 9:02 a.m. ~~in the morning~~. Minutes from the January 6th^e meeting ~~was read~~^{were} and approve^d.

Old Business

Debra Chinnapongse discussed the cost of the annual awards luncheon^g that honors outstanding employees. The ticket price ~~ticket~~^g does not cover all the expenses incurred^r. Major expenses include^g awards, leis, and compleⁱmentary lunches for the judges, VIP guests[^], and volunteers. Honolulu-Pacific Federal Interagency Board canⁿ not continue to make up the difference between ~~income from tickets~~^{ticket} and costs ~~for the luncheon~~^g.

Ms. Chinnapongse reported that it ~~had come to her attention that other~~^g interagency boards relied on members^v contributions for their awards ^g programs.

MOTION: To send a ⁿ letter to board members asking for ~~their~~^{their} contributions to support the annual awards luncheon. (Chinapongse/Kishita). PASSED 6-0.

Reports

Barry Knaggs reported that the homeland defense committee sponsored a getⁿ acquainted meeting in November. More than ~~eighty~~^{so} people from ~~various agencies~~^{ie} attended.

The Outreach Committee reports that ~~they have~~^{it has} been asked to assist the Partnership for Public Service, a non profit mainⁿ and organizationⁿ, in establishing a speakers^v bureau of Hawaiian ^{They} federal employees. It would be available to speak at schools and colleges about ^f federal jobs and employment.

New Business

The chair announced a ⁿ Planning Meeting to be held in March regarding revising the emergency dismissal plan. In other New Business Ralph Mason reported that the staff had purchased ~~fifty~~^{so} tickets for members^g and our committees to attend the Zig Ziglar seminar in ~~the month~~^g of March.

Next Meeting

The next meeting of the Policy Boar^d Committee will be held in early Aprilⁱ at the Fleet and Industrial Supply Center, Pearl harbor. ~~At that time~~^g the meeting will include a tour of the Red Hill underⁿ ground fuel storage facility.

The meeting ^{was} adjourned at 10:25 am by Kevinⁱ Poepoe.

Respectfully submitted,

GRAMMAR/MECHANICS CHALLENGE – 12

EXECUTIVE SUMMARY

Purpose of Report

The purposes of this report ^{are} is (1) To determine the Sun coast university campus community's awareness of the campus recycling program and (2) To recommend ways to increase participation. Sun Coasts recycling program was intended to respond to the increasing problem of waste disposal, to fulfil its social responsibility as an educational institution, and to meet the demands of legislation that made it a requirement for individuals and organizations to recycle.

A Survey was conducted in an effort to learn about the campus communities recycling habits and to make an assessment of the participation in the recycling program that is ^{current} current. ^{A total of} 220 individuals responded to the Survey but ²⁷ twenty-seven Surveys could not be used. Since Sun coast university's recycling program include only aluminum, glass, paper and plastic at this point in time these were the only materials considered in this Study.

Recycling at Sun coast

Most Survey respondents recognized the importance of recycling, they stated that they do recycle aluminum, glass, paper and plastic on a regular basis either at home or at work. However most respondents displayed a low-level of awareness, and use of the on campus program. Many of the respondents ^{were} were unfamiliar with the location of the bins around campus; and therefore had not participated in the Recycling Program. Other responses indicated that the bins were not located in ^{conveniently} convenient locations.

Recommendations for increasing recycling participation

Recommendations for increasing participation in the Program include the following;

1. relocating the recycling bins for greater visibility
2. development of incentive programs to gain the participation of on campus groups
3. training student volunteers to give on campus presentations that give an explanation of the need for recycling, and the benefits of using the Recycling Program
4. we should increase Advertising in regard to the Program


GRAMMAR/MECHANICS CHALLENGE – 13
JONATHAN M. DEMPSEY

2259 ^{Seventh}th Avenue
Tucson, ^{AZ}Ariz. 85021

Summary of qualifications

- Over two years ^vexperience in ^oOffice ^AAdministration interacting with customers
- Ability to keyboard (fifty-five ⁵⁵ wpm) and proficient with ^{ten} 10-key calculator
- Proficient with MS Word, Excel, Powerpoint, and the internet
- Enjoy working with colleagues ^o and customers ^o

Experience

Office Assistant (part time), Western ^{mineral} resources, Tucson, Arizona
June 2009 to present

- Gather and distribute data for minerals ^rrelated reports
- Keyboard and format ^LLetters, ^MMemos, and ^RReports in MS Word
- Respond to inquiries ^{is} from the public, industry and government agencies ^s

Assistant Manager ^a, Southwest Housewares, Tucson, Arizona
July 2008 to May 2009

- Managed store in manager's ^aabsence ^o ^{two} 2 employees; earned rapid promotion
- Assisted manager ^a in opening and closing registers; balanced daily receipts ^s

Education

Mesa ^{community} college, Mesa, Arizona

Major: ^{organizational} leadership

Aa ^{degree} expected June 2010. GPA in major: 3.7 (4.0 = A)

◆ GRAMMAR/MECHANICS CHALLENGE – 14

842 New Durham Rd.
Edison, NJ 08817
June 4, 200x

Mr. Frederick M. Eadgar
Human Resources Department
Marketing and Sales Pros
1050 Avenue of the Americas
New York, NY 10036

Dear Mr. ^aE~~dg~~ar:

I would ~~really~~ ^{really} welcome the opportunity to work for you. I ~~appreciated~~ ^e appreciated the interview yesterday for the newly-listed ~~Position~~ ^{Position} of Sales ~~Trainee~~. It was ~~really~~ ^{really} a pleasure meeting you ~~and~~ ^{and} learning more about Marketing and Sales Pros. ~~you~~ ^{you} have a fine staff and a sophisticated approach to marketing.

Your ^g organization appears to be growing in a directional ^g manner that ~~parallels~~ ^{parallels} my interests and career goals. The interview with you ~~and~~ ^{and} your staff yesterday confirmed my ~~initial~~ ^{initial} positive impressions of Marketing and Sales Pros and I want to reiterate my strong interest in working ~~with~~ ^{with} and for you. My ~~prior~~ ^{prior} retail sales experience as a sales associate with The Gap ^g plus my recent training in Microsoft Word and Excel would enable me to make progress steadily through your programs of ~~training~~ ^{training} and become a productive member of your sales team ~~in no time at all~~ ^{quickly}.

Again, thank you for your ~~kind and gracious~~ ^{kind and gracious} consideration. ~~In the event that you need any additional information from me, all you have to do is give me a jingle at (732) 598-3557.~~ ^{If}

Sincerely yours,