

## 『英語で読む力。』付録一穴埋めトレーニング・ドリル！

頭や末尾の文字をヒントに（ ）の中に単語を書き込もう。

※ 解答はテキスト本文をご参照ください。

### Section 1

#### Unit 01

① Like much of South and Southeast Asia, Malaysia is rapidly shifting its demographic (f ) the country to the city. ② Its urbanization rate has increased from just 28.4% in 1970 (t ) 75.1% in 2020. ③ 1991 marks the first year (w ) the country's urban population exceeded its rural population. ④ During the same time period, the population has more than (t ) d), from roughly 10 million in 1970 to over 34 million in 2020. ⑤ These trends are set to continue, with over 80% of the population projected to dwell in urban areas by 2030, a figure roughly equal (t ) the United States.

#### Unit 02

① From the north exit of Ladbrooke Grove station, go straight to Oxford Gardens. ② Turn left onto Oxford Gardens and continue onto Highlever Road. ③ Turn right and continue on for 100 meters. ④ Then turn into the entranceway at 740-750 Highlever Road on your left-(h ) d) side. ⑤ From White City station's north exit, go straight to North Pole Road, and turn right. ⑥ Turn right onto Highlever Road and find 740-750 Highlever Road on your right-hand side. ⑦ (A ) y) take bus route 220 from White City (t ) s) Harlesden alighting at North Pole Road and turning right onto Highlever Road. ⑧ 740-750 Highlever Road will (b ) )

on (y r) right-hand side.

## Unit 03

① Precious metals are an extremely important commodity, primarily (a ) investment holdings, essential components of the tech industry, and for use in jewelry. ② In the mid '20s, the global market size is just over 300 billion USD with expectations of it rising (t ) nearly 550 billion USD by 2034. ③ (A ) the chart shows, the Asia Pacific region, led by China, accounts (f ) the largest slice of the pie by far, with 180 billion USD in precious metal holdings in 2025. ④ Europe and North America, respectively, hold the 2nd and 3rd positions. ⑤ (A h) the African continent is a vital source of rare earth minerals used in cellular devices, its overall share of the precious metals market is minimal, due to its low ownership of higher valued gold and silver.

## Unit 04

① The mall can (b ) accessed from both Montgomery Street and Central Street, with (b h) entrances providing wheelchair access. ② The historic Clock Cafe stands at the entrance of the Montgomery Street entrance. ③ Directly in front of the entrance, you will find an Information Booth, and escalators (t t) take you to the second and basement floor. ④ Past the escalators (a ) the Lingerie, Swimwear (Women's) and Cosmetics departments. ⑤ The Central Street entrance leads into the Men's and Children's departments, and through to Fountain Square, (w e) events are held on a daily basis. ⑥ Surrounding the square are Raymond's Shoes, X Sounds, The Denim Studio, The Juice Stand, Auntie Mae's Muffins, The Gap and Shana's Photography Studio.

## Unit 05

① The Central Indiana High School Basketball Playoffs will (b ) held from Monday, March 17th until Sunday, March 23rd. ② Sixteen squads will compete (t ) represent their region in the statewide tournament that will be held in early April. ③ Eight teams each will vie to represent both North and South Divisions in the final match. ④ The tournament will be held at (t ) locations, with the First-Round games split between Clareton College Gymnasium and Barton Memorial Arena. ⑤ The quarterfinal matches will all take place on weeknights at Barton Memorial Arena, (w e) the semifinals games will be held on Saturday evening at Clareton College. ⑥ The championship game will be held at Barton Memorial on Sunday, March 23rd at 6pm. ⑦ Please check the Indiana H.S. Basketball Association website for (f r) information about first-round games.

## Unit 06

① This chart shows the frequency of an advertising campaign's viewership. ② The campaign was run by a client of ours, and the data is our own. ③ The chart (s s) the breakdown of viewers of the advertisement on television. ④ The survey was conducted over one week, and the sample size was (a .) 10,000. ⑤ The largest segment of viewers is those (w ) saw the ad over ten times, accounting (f ) roughly a quarter of all people surveyed. ⑥ Surprisingly, the second largest segment was those who saw the advertisement one or zero times, 21%. ⑦ The average number of times the advertisement was viewed was 8.5 times, but the average does not represent a balanced distribution, (a ) the bulk of viewers were either those who saw the advertisement well above ten times or those who saw it once or not at all.

## Unit 07

① A night of Gershwin! The work of one of America's greatest Jazz Age composers will be showcased for two nights at the Freeman Performing Arts Centre. ② This special event presents music (b ) one of America's most popular composers. ③ The performance moves chronologically through the composer's best known works, starting (w h) Rhapsody in Blue featuring guest pianist Leslie Marshall. ④ The orchestral section will continue with An American in Paris and Cuban Overture. ⑤ Finally, two Perth City Opera performers – Andre Conti and Beverly Scott-Willis – will lend their powerhouse vocal talents (t ) some of the best loved songs from Gershwin's operatic masterwork, Porgy and Bess, including Summertime, Bess, You Is My Woman Now and It Ain't Necessarily So. ⑥ This is certain to be (o ) of the most popular events of the season!

## Unit 08

① Among nations, Japan ranks seventh in smartphone market penetration. ② This chart compares Japan (w ) the five highest ranking countries (i ) terms of smartphone users. ③ Unsurprisingly, China and India rank (f ) and second, in accordance with their status as the world's two most populous countries. ④ The United States and Indonesia follow, ranking 3rd and 4th both in population (though much lower than China and India) and smartphone usage. ⑤ One interesting point (t ) note is that India, a rapidly developing technological power, is the only country on the chart with a usage rate below 50% of the population. ⑥ Penetration in India is expected to exceed half the population by 2030. ⑦ Japan's usage rate is similar to (t t) in the United States, and ranks above all other nations in the top 5.

## Unit 09

① This graph outlines our corporate structure. ② The chain of command flows (from) our headquarters in Dallas, Texas, (where) the company started in 1970. ③ Corporate planning and operations are conducted at the Dallas head office, subdivided into Administration and Sales/Marketing divisions. ④ Nearly eight hundred fifty people are employed at the Dallas office. ⑤ We have two manufacturing plants: one in El Paso (TX) where we also have our R&D facility, and the (one) near the port of Galveston (TX), where we produce products for overseas customers. ⑥ Our sprawling distribution center is also set in our Galveston facilities. ⑦ (Both) the El Paso and Galveston facilities employ just over 2,000 workers, so (in) total we have approximately 5,000 employees.

## Unit 10

① Toledo Glassworks, Inc. produces glass (for) both the retail and automotive industries. ② The production and distribution channels are roughly the same in either case. ③ When a customer places an order, procurement begins, and the product can be delivered, either to the store or the automotive assembly plant, within two months of the (placement) of the order. ④ Approx. 3 weeks after receiving an order, we will have begun production at our factory, and the product will (be) ready after ten working days. ⑤ The process of inspecting, packaging and otherwise finalizing an order for shipment generally (takes) slightly under 2 weeks; i.e. 9 working days (this applies to general orders; with specialty orders time may vary).  
\*⑥ For retail orders, please note (that) the time for delivery from wholesaler to retailer may vary widely (depending on order size, delivery to brick and mortar or online retailer, etc).

## Unit 11

① Hamilton Pet Foods has been the quality leader in nutrition for all dog breeds (for ) over fifty years. ② Our Pure 'n' Good brand of Complete Nutrition dog foods ensures that your dog can get the most (of ) of its adult years (ages 2-9). ③ Scientifically selected optimal levels of omega-6 fatty acid enriches your dog's skin and keeps its coat thick and shiny. ④ Choose (from ) three flavors (chicken, steak and lamb). ⑤ Orders over \$50.00 are delivered free (of ) shipping costs (this applies only to regular orders; click (on ) the 'overnight delivery' icon for details about expedited shipping).

## Unit 12

① The above data was acquired through asking our customers to rank our company and our two main competitors in five categories (on ) a scale of 1 to 10, (with ) 10 being the highest score. ② As the chart shows, in each category we either held (on ) tied for the top rank, resulting in a substantial edge in the overall score. ③ Our highest score (9) comes in product quality, reflecting our commitment to excellence in this category. ④ Receiving similarly high marks for price (8) and customer service (8), it is clear (that ) we are the top company in our industry in terms of total cost performance. ⑤ We feel that the chart is a reflection of our commitment to providing our customers with (both ) quality and affordability.

## Section 3

### Unit 23

#### A

To: pamschnell@bastion.com

From: b-nabers@iaf.org

Subject: Your submission has been accepted

Dear Ms. Schnell,

① Congratulations! ② I am writing to inform you you're your presentation submission, If A.I. Could Read Your Mind has been accepted as part of International Advertising Forum's (IAF) Annual Conference, to (b ) held on Nov. 3-5, 2026 at the Atlanta Convention Center. ③ Your talk will appear on the second day in the afternoon, as part of a series of presentations related (t ) technology and innovation.

④ The judges greatly admired the originality of your concept, and also spoke highly (o ) the humorous tone of your abstract. ⑤ We think that your research into AI's impact on consumer choices in the near future will be of great interest to the many advertising professionals from around the world (w ) attend our annual conferences.

⑥ ASAP, please confirm the title, and also include a subtitle for your presentation, as (w l) as the first and last names, titles, etc. of all the researchers who will be presenting (I believe it is three?) as you would like them to appear in our announcement, which will appear on our website in early February, and also in our quarterly magazine, (w h) will be laid out in June (and sent out the first week of August).

⑦ The deadline to submit slides is October 12th. ⑧ You will have more time to finalize the transcript. ⑨ Please find attached our

'Guidelines for Presentation Visual Aids,' and adhere to these as closely as possible.

⑩ More information will be sent shortly. ⑪ In the meantime, please feel free to ask any questions you may have. ⑫ Once again, congratulations! ⑬ We are greatly looking (f d) to your presentation!

Warm regards,  
Bev Nabers  
Asst. Communications Director

**B**

To: b-nabers@iaf.org

From: pamschnell@bastion.com

Subject: Re: Your submission has been accepted

Dear Ms. Nabers,

① Thank you! ② That is thrilling news! ③ I am very happy to hear (t ) the judges liked our concept, and look forward to presenting our ideas on Day 2 of the conference alongside other tech-related talks.

④ I am sorry (f ) any confusion my submission may have caused, but there will (o y) be two presenters; myself (Pam Schnell, Researcher at Bastion Communications) and Alex McCarthur, Phd, Professor of Media & Communication Studies, The New School. ⑤ The other person I mentioned, Abigail Pike, is my senior supervisor at Bastion, (b ) her role in the research was only advisory.

⑥ As (f ) the title/subtitle for our talk, they are as follows:  
If A.I. Could Read Your Mind;  
Will future home devices do your shopping for you?

⑦ Thank you so much for this amazing opportunity! ⑧ Dr. McCarthur and I look forward to receiving more information about deadlines, etc.

Warmest regards,  
Pam Schnell

## Unit 24

### A

To Whom It May Concern,

① I work in the PR department at Connor Technologies, a biotech firm in Middleton. ② We are planning to hold a one-day event in March next year for our clients and members of the press. ③ The date is TBD, but will be held on either a Wednesday (o ) Thursday, preferably in the latter half of the month.

④ I am writing to inquire (i ) it is possible to stage our event at your hotel. We will require the following:

⑤ - two large meeting rooms, (w ) we will hold seminars for between ten and fifteen participants

⑥ - a banquet room which will be used for (b ) the morning kickoff meeting and the closing dinner, for between 80 and 100 guests

⑦ - catering (coffee, danishes and sandwiches at the kick-off meeting and throughout the day; dinner and wine/beer in the evening)

⑧ - projectors for both meeting rooms and a full AV system for the banquet room

⑨ (l ) possible, we would like the two meeting rooms to be adjacent (t ) the banquet room. Could you (l t) me know a.) the availability of the above facilities on all Wednesdays and Thursdays of March, next year (particularly the 3rd and 4th weeks) and b.) the charges for the above, in an itemized list?

Thank you and best regards,  
Tom Murley, Connor Technologies

## B

Dear Mr. Murley,

① Thank you for your inquiry. We would be delighted to host your event. ② (A ) present, there are rooms available for all the dates you mentioned. However, it would be helpful (i ) you could confirm a date and book asap in order to ensure availability.

③ (U ) y), we do not have meeting rooms adjacent to banquet rooms. ④ However, it will be possible (again, if you book asap) to provide adjacent meeting rooms directly across the hallway (f m) the banquet room.

⑤ The fee for one meeting room, including projector and whiteboard is \$1,500.00 for one day.

⑥ The fee for an AV-equipped banquet room is \$3,000.00 between eight am till eight pm. ⑦ The room is available for an additional three hours (until 11 pm) at a rate of \$250.00 (p r) hour.

⑧ The catering fee is calculated on a per capita basis. ⑨ Coffee and snacks run from \$50.00-\$75.00 (depending on your selection) and dinner, lunch and drinks run from \$150.00-\$325.00.

⑩ Please feel (f e) to ask any questions regarding the above.

⑪ We thank you for your interest, and look forward to (s g) you.

Kindest regards,  
Samuel Weeks  
Manager, Corporate Reservations

## Unit 25

### A

Dear Mr. Mineo,

① We hired your photography studio to take photographs at our daughter's wedding, (w            h) was held June 23rd. ② The photographs are lovely; we really appreciate the quality of the work you and your assistants (d            ). ③ In terms (o        ) that, I would be happy to recommend you to anyone who is holding a similar event. ④ As would my daughter, who has a wide circle of friends and colleagues the same age as her who are, or will be, considering marriage in the near future.

⑤ (H            r), we were not nearly (a        ) satisfied with the quality of the albums the pictures came in. ⑥ They are NOT the ones you have on display in your display room, and are of a much lower quality. ⑦ Frankly, we feel they look a bit cheap, and my daughter was actually in tears when she saw them. ⑧ I am sure you can imagine her disappointment as she opened the package, expecting something truly beautiful (t            t) she will keep as a treasured heirloom all her life.

⑨ I would like to ask you to replace the albums at no cost, with the type shown in your room. ⑩ (S            e) we paid the 'deluxe' fee you're your services, I must insist about this. ⑪ As I wrote above, we would be happy to recommend you, based on the quality of your work, but would also be willing to make a stink if we feel that you do not deliver work as promised.

Thank you for your attention to this matter.

Regards,  
Pauline Caplan

## B

Dear Ms. Caplan,

① We are terribly sorry that you were disappointed (w ) the quality of the albums you were sent. ② It is unfortunate, (b ) we checked our records, and it appears you misunderstood the order form you filled out. ③ You did not order the 'deluxe' set. ④ It is true, the amount you paid was similar, but this is due to your choosing Option B (please see the attached copy of your order form) which provides thirty extra photographs per set.

⑤ The albums you (w ) sent are made by the same company that makes the albums included in the deluxe package, and are of the same high quality. ⑥ We assure you they are not 'cheap.' ⑦ (B h) samples are displayed in our show room, so there is no attempt to mislead our customers.

⑧ As there was no error at our (e ), we cannot replace the albums (f ) of charge. ⑨ However, since we want you and your daughter, and all our customers, to be fully satisfied, we can offer you a 30% discount (o ) the charge for placing the photos in deluxe albums. ⑩ You can bring them to our studio at any time and it should take about a week.

Best regards,  
Paul Mineo  
Mineo Photography Studio

## Unit 26

### A

#### Sonica Professional Home Recording Studio Set

#### What you get:

Everything you need to make professional level recordings at home

#### Includes:

- USB audio/MIDI interface for recording instruments and vocals
- large-diaphragm condenser microphone; ideal for vocals, acoustic instruments, and more - SP4 headphone (l s) you mix, monitor, and produce (w t) bothering anybody - Sonica Recording/Producing Toolkit— over \$1,000 USD of professional software
- cables and desktop mic stand

#### Product Description

① Everything you need to produce professional podcasts or music is (a ) your fingertips with this Studio Set. ② This set features our Sonica 7 USB interface that let you create lush soundscapes just (l e) the professionals! ③ Compatible with instruments as well as microphones, you can go anywhere your imagination takes you, from soloing (t ) orchestral arrangements. ④ Our versatile large-diaphragm condenser microphone is ideal for singers, podcasters and professional narrators. ⑤ The award-winning SP4 headphone eliminates mic feedback during livestreams and allows you to create sounds (w r) the spirit moves you without anyone complaining! ⑥ As a bonus you get over \$1,000 worth (o ) professional audio software designed by pros and FOR pros!

## B

### Product Review

① Basically All I Need

② I'm a podcaster (w ) also has musical aspirations. ③ This setup provides everything I need to do both, and is easy to use. ④ It has an intuitive feel, so (a ) soon as I started working with it, I developed a feel for it. ⑤ It is also easy to set up, so I feel like I've saved a lot of time with it — time I can devote (t ) my show and my music! ⑥ The set comes with all the essentials, as advertised. ⑦ It's also compatible with vocal software I've purchased from other companies. ⑧ So, easy-peasy!

⑨ The main thing, of course, is the quality, and this really delivers. ⑩ (S e) I have started using it, several people have commented on the improvement of my podcast's sound (now I just need to redesign my studio space, lol!).

⑪ I think you get a lot for your money, and won't be disappointed. ⑫ I have a friend who is a professional musician, and he says there are better things on the market. ⑬ (B ) for my needs, I am more than satisfied.

## Unit 27

### A

#### *Beautify the City?*

#### *It Depends on the Cost.*

① This Tuesday, residents of Fayetteville will vote either in favor (o ) or opposition (t ) the mayor's plan to transform one of the city's most notorious eyesores into a modernized eco-friendly corridor (w h) includes cycling trails, parks, a commercial zone and a trolley system that will connect downtown to residential neighborhoods directly to the east and west. ② The old, decommissioned overhead tramway is a relic of Fayetteville's boom era, (w n) the city grew and industrialized rapidly to keep up with its exploding population. ③ Removing the gray, hulking behemoth will beautify the city and make downtown more accessible and attractive. ④ Inspired (b ) the success of New York City's High Line, which replaced a section of unused railway with a green corridor that has become a tourist draw, the mayor sees the project as necessary for Fayetteville's revitalization. ⑤ (H r), she has been tight-lipped about how much the project will cost, and just how long it will be a tax burden that may well drive folks away from the city center and into the suburbs. ⑥ Whether (o ) not this ambitious plan will get the green light comes down to the citizenry and the choice they make next week.

## B

### *I'm Voting For Fayetteville's Future!*

① I'm all (f ) finally taking down that ugly hulk and replacing it with something beautiful! ② Every time I drive into the city I grow depressed (w n) I see the old tramway blocking out the sun and dividing the city in half. ③ Many cities, not just NY, have completed beautification projects that have transformed their cities, and that's (w t) I want for Fayetteville! ④ It's not like we get to pocket the money that won't be spent on the renewal. ⑤ The city will surely find other ways (t ) squeeze us, just not as beneficial. ⑥ Fayetteville has the potential to be so much more (t ) what it is now, and this project has a big role to play in that happening.

## Unit 28

### A

#### *WorkComfort Office Chairs*

① WorkComfort office chairs make your work day brighter (b ) letting you sit in style and comfort! ② Our team of ergonomic design experts have spent years perfecting the design of our affordable and physically-supportive work chairs. ③ Our award-(w g) WorkComfort office chairs come in white, black and charcoal gray, and can be customized in a variety of colors (t t) match your office's interior. ④ Choose (f m) our Basic Model all the way up to our Executive Plush series, all at prices you won't have to work overtime (t ) pay for!

⑤ Basic Model (fixed arm rests / adjustable height and back settings / mock leather covering) \$329.00

-Customized Color \$60.00

⑥ Executive Model (adjustable arm rests / adjustable height and back settings / adjustable neck rest / mock leather covering)

\$475.00

-Customized Color \$80.00

⑦ Executive Plush Model (adjustable arm rests / adjustable height and back settings / adjustable neck rest / plush covering) \$635.00

- Customized Color \$110.00 (color selection limited in comparison to Basic and Executive models)

**B**

*Inquiry*

① We will be fitting a new office in Glendale, and will require approx. three dozen chairs for the main office, one regular meeting room and one executive meeting room. ② We are thinking to order 20 Basic models for the main office, and eight each of the Executive Model and Executive Plush Model for the (t ) meeting rooms. ③ (l ) possible, we (w )d like to custom-order a turquoise color (Pantone 2226-U) for all models. ④ Can you (o )r a discount for an order that size? ⑤ Kindly send an estimate.

(B )t regards,  
Jason Swift  
Purchasing, Avodale Electronics

## C

① Thank you for your (i ) y). ② Unfortunately, we do not offer discounts for orders of less (t ) thirty of any one type of model. ③ If, however, you would consider ordering all 36 units as Executive models, we can offer you the same price for the 8 Executive Plush models as the (o r) 28 units. ④ Unfortunately, we do not carry the color you are requesting in the Executive Plush model (the closest we have for that covering is light blue). ⑤ So, (i ) you go with the above plan, the cost would be \$19980.00 (\$555x36 units). ⑥ For your initial inquiry, the cost would be \$18180 (\$389.00 x 20 Basic units / \$555 x 8 Executive units / \$745 x 8 Executive Plush units).

⑦ Please (l ) us know if you have any questions. ⑧ We look forward to serving you.

Warm regards,  
Stanley Kolchik  
Sales Representative, WorkComfort Office Furniture

## Unit 29

### A

Dear Ms. Laughlin,

① Thank you for your recent stay at the Savannah Lexington Hotel.  
② We hope you enjoyed your stay (w \_\_\_\_\_) us. ③ The management and staff are always interested in hearing (f \_\_\_\_\_) our guests, and are eager to learn if there are ways to enhance the hotel experience at 'The Lex.' ④ (A \_\_\_\_\_) you are a frequent guest (someone who has stayed at the hotel at least three times in the last eighteen months), we are especially interested in hearing from you about your stays here. ⑤ Have your rooms been efficient and attractive? ⑥ Were you happy (w \_\_\_\_\_) the variety at the complimentary breakfast buffet? ⑦ Did you enjoy any of the services at our gym/spa, etc? ⑧ Please do consider taking the time to fill (o \_\_\_\_\_) the questionnaire, and feel free to add any personal comments which will help us serve our guests better. ⑨ Your comments may appear on our website, in exchange (f \_\_\_\_\_) vouchers either for a lunch for two the next time you are here, or one free drink for two patrons at the newly refurbished Grand Belle Bar. ⑩ Thanks again; we value your patronage!

Best (r \_\_\_\_\_) s),  
Timothy Bragg  
Hotel Communications Director

## B

① Recently I spent two nights at the Savannah Lexington Hotel, facing picturesque River Street in the city's historic district. ② Savannah has a lot of great hotels, (b ) this is my favorite. ③ My business takes me to Savannah three or four times a year, and I have been staying at the Lexington for the past two years, based (o ) a business associate's recommendation. ④ The building itself is a gem — classic architecture from the South's Reconstruction Era, and many interesting photographs and paintings that really (g e) you a sense of the city's history. ⑤ The rooms are comfortable, as (a ) the beds. ⑥ The annex has a very modern spa and gym. ⑦ Unfortunately, I haven't had time to use them, but the facilities all seem first rate, even (i ) the setting is a bit of a contrast from the rest of the hotel's historic feel. ⑧ One other, minor, complaint. ⑨ The breakfast buffet is sumptuous, but the French toast has a soggy texture throughout, (w s) I prefer French toast to be crisp on the outside. ⑩ Maybe that's how they eat it down south? ⑪ Truly, though, this is a great hotel at reasonable rates, and I will be going back again soon (f ) some of their 'southern hospitality.'

## Unit 30

### A

Ms. Coulter,

① This is your Peer Evaluation, conducted after your first six months working at this company. ② As is standard company policy, eleven of your coworkers (seven from the team(s) you work with on a daily basis, and four from other departments) (w ) asked to grade your performance according (t ) various criteria. ③ As you can see, (a h) your peers appraise you highly in terms of individual performance, initiative, etc., you are not seen as a team player. ④ The most troubling category is 'treats coworkers with respect,' (a ) only two reviewers gave you a positive evaluation. ⑤ Your positive attributes (high capability, proactivity, independence) are highly valued in this company. ⑥ Frankly, however, we are concerned that the majority of your colleagues see you as disrespectful, and (n ) someone (w ) can be fully trusted. ⑦ Be assured, the Peer Evaluation is only part of an ongoing process to help all our employees contribute in the best possible way. ⑧ Please respond to this evaluation, particularly offering an explanation for (w y) you feel you were ranked poorly in certain areas. ⑨ Please submit your report to me by the end of this week.

Thank you,  
Don Volker  
Director, Human Resources

## B

Dear Mr. Volker,

① Thank you for sharing the results of the Peer Evaluation with me. ② Firstly, I have to say that I am very surprised by the poor scores (t        t) I received. ③ Honestly, I have to say that when I first read it, I (w        ) shocked and hurt. ④ I also felt that it was unfair. ⑤ (B        ) then, I reconsidered. ⑥ I think I understand part of the reason why some of my coworkers feel that I am disrespectful and untrustworthy. ⑦ Partly, it is due (t        ) personal issues. ⑧ I joined this company after spending many years trying to build my own business, (w        h) unfortunately did not achieve the results I hoped for. ⑨ In addition, there were some family issues that I won't go into. ⑩ All of this contributed to a certain amount of stress, and I think that made me (l        s) relatable than I normally am. ⑪ Looking back, I feel that there were probably just a few incidents that account for the low evaluations. ⑫ The review was like a wake up call to me. ⑬ I am fully committed to not letting different elements outside of work color my impressions of the people I work with. ⑭ I promise you that I will make (s        e) that the real me (who is not the person reflected in those scores) is the person that my colleagues see and work with from now on.

Jessie Coulter

## Unit 31

### A-1

Hi, Kellyanne

① I've drawn up a rough timeline for the Filcher Enterprises project that will start next month. ② Filcher (b            g) one of our important clients (and this being the biggest project we've ever done for them), we need to (m            e) sure we deliver satisfactory results and avoid screwups.

③ The timeline can be amended as you see fit; (h            r), the client is unlikely to agree with any plan we submit (t            t) extends the final deadline more than a week beyond what they are requesting. ④ As this is a multi-country project, it is extremely important that benchmarks are achieved simultaneously, (a            ) a delay in one country will lead to delays (a            s) the board. ⑤ (T            e), if you plan to use outside suppliers in any of the countries (my preference is that everything gets done in-house), please choose ONLY companies that you've worked with before, and that are supremely reliable. ⑥ Looking forward to your feedback,

Dave

## A-2

### *Business Project Timeline*

⑦ Filcher Enterprises is planning to launch a worldwide diet version of its popular sports drink, 'Bravo,' beginning in the regions where it is currently (m t) popular. ⑧ The initial launch will take place early next year. ⑨ They have asked us (t ) work with them in conducting a test marketing survey of 20-30 year olds in the following countries:  
Japan, Korea, Thailand, Singapore, Vietnam and Indonesia.

⑩ My suggested timeline is:

#### *Phase 1: Test Marketing*

- recruit testing candidates  
(50 candidates per country, 25m/25f)
  - questionnaire
  - finalize English version (2/3)
  - translate (i o) all languages (J, K, T, V, I) (2/17)
  - test marketing carried out in all countries (2/18-2/27)
- Suggested deadline for Phase 1: February 28th

#### *Phase 2: Data Compilation and Quantitative Analysis*

- compile all data (3/20)
  - PowerPoint slides showing results (4/11)
  - written report (4/20)
- Suggested deadline for Phase 2: April 20th

#### *Phase 3: Qualitative Analysis and Report*

- comprehensive analysis of (w t) the data indicates (5/14)
  - report (approx. 50 pg) detailing our advice and suggestions based (o ) the data results (6/8)
- Final deadline for all deliverables: June 11th

## B

Thanks, Dave

① We'd like to make some changes to your suggested timeline; nothing drastic:

② Phase 1 is crucial (i ) terms of coordinating output from all countries. ③ (T e), we would like to extend its completion into the middle of March. ④ We realize that cuts deeply into the next two Phases, (b ) feel there is no getting around it. ⑤ As for the final deadline, it is attainable, but difficult. ⑥ If Filcher can (b ) persuaded to extend the deadline until Friday, June 20th, we can better ensure the quality of the deliverables.

⑦ As for using outside suppliers, because (o ) the necessity of running multiple projects simultaneously, I'm afraid we have no choice. ⑧ There is an excellent company based in Singapore, Electec. ⑨ I think you've worked on projects they've been involved with before. ⑩ I need to check with them, but (i ) they can work in all the APAC countries, they will be the only supplier we need, which will make logistics less of an issue. ⑪ I am pretty sure they will agree, as they promote themselves (a ) a company that serves the whole region. ⑫ Let me know if everything seems okay to you. ⑬ Thanks and all the best,

Kellyanne

## Unit 32

### A

① As a Bremen's U Alumni, you are part of a very special family. ② Having ranked in the Top Ten among US business schools for the last seven years (and eight out of the last ten!), staying connected (b ) posting an update on The Bremen Connector (e s) you to reach some of the most successful and dynamic individuals in the world! ③ If you are announcing a new business venture, you couldn't ask (f ) a better place to do it (t ) the Connector, and we make it so easy! ④ We offer a wide variety of design templates and formats to choose (f m) to help you create a professional looking and unique announcement. ⑤ Your message will appear in one edition of our biweekly print newsletter and appear on the alumni website for a full month.

*Option 1:* 60 words max., no photos or graphics \$150.00

*Option 2:* 60 words max., b&w photo (or illustration or logo) \$200.00

*Option 3:* 100 words, b&w phot, illustration or logo (one image), \$300.00

*Option 4:* 120 words, color photo + illustration or logo (max. 2 images) \$425.00

## B

**Name:** Kathleen Feeney

**Category:** New company launch

**Date you wish your announcement to begin running on website:**

June 16th

**Date of appearance on biweekly print version (from Friday):**

June 20th

**Option:** 4

① Kathleen Feeney (MBA '06) is excited (t ) announce the launch of a new company, 'Charley's Vegan Pet Foods.' ② I have left IT to pursue my dream, a company selling wholly plant based, organic (all produced on farms in the Pacific NW) dog food. ③ Many of you remember Charley, my Corgi (w o) was a fixture at alumni barbecues. ④ He sadly passed (a ) last year, and the company's name is a tribute to my best friend. ⑤ We are starting small, keeping the business regional, (b ) with the goal of expanding nationwide and eventually internationally. ⑥ I would love to connect with Bremen alumni (w ) experience in accounting, marketing and consulting in the (pet) food industry. ⑦ Please contact me at [KFeeney@CharleyCo.com](mailto:KFeeney@CharleyCo.com)

Photo: Charley the Corgi

Image: Company Logo