

Answer Key

Answers for all the exercises are provided either in boldface or in square brackets, unless otherwise noted.

The total possible points for each exercise are indicated in parentheses, *e.g.* (5).

Other answers or wordings are possible—but should be grammatically correct and make sense. The instructor can decide whether to deduct points for grammatical errors made that are unrelated to the targeted grammatical concept.

Lesson 1: Split Infinitives and Dangling Modifiers

Quick Exercise – Split Infinitives (3)

1. The statistical reports have allowed us to ~~quite~~ successfully postulate trends and correlations.
2. The forum also provides the opportunity to ~~truly~~ showcase the thought-leadership of the firm.
3. Please be sure **to read** the proposal **carefully** and contact me with your decision.

Quick Exercise – Dangling Modifiers (5)

1. **While the author was signing books**, the fans asked **him** to recite his best-known poem.
2. **Amateur enthusiasts gave Nostra the highest rating, and** wine connoisseurs agree that **it** is a wine of amazing quality.
3. Under pressure from the executive board, **the team finished the project** much faster than planned.
4. Cerulean **offers discounts** for gym memberships **after employees join the company's wellness program**.
5. Citing unexpected costs, **the company terminated the project before completion**.

Revision Exercise (3)

The goal of this workshop is **to understand** the Tutwiler method **thoroughly**. Drew Mainerd and Allison Fawkes will present. Drawing on systems theory, **they will explain the six steps in detail**. Understanding the relationship among the various steps and among the elements of the organization will be crucial to effectively implementing the Tutwiler method. Managers will receive packets of information to help them learn the new method and **to share and teach effectively** the ideas to employees in their divisions.

Lesson 2: The Art of Commas

Quick Exercise (10)

1. Nick D'Alosio[,] the teenage creator of the Summly app[,] which he sold to Yahoo! for purportedly \$30 million[,] is a self-taught programmer.
2. Campus Cooks[,] Greek House Chefs[,] and College Chefs are all catering businesses that provide in-house meals to college sororities and fraternities.
3. Tomorrow's speaker[,] Adam Behr[,] will be presenting at 10:00 instead of 9:30.
4. Pizza Hut was started in June 1958 by two brothers[,] Frank and Dan Carney of Wichita[,] Kansas.
5. The newest model of the Mikado console table needs a shinier[,] stronger lacquer finish that should be in muted green and in gray blue.

Revision Exercise (11)

SABMiller[,] which sells 46 local brands across Africa[,] expects to spend about \$300 million to \$500 million a year on the continent outside of South Africa[,] building breweries and bottling facilities[,] says Mark Bowman[,] managing director at SABMiller Africa. In Uganda and Zimbabwe, the company already produces Eagle Lager using sorghum in place of some barley malt. The new beers have a more bitter taste than brews made from barley malt, and Bowman acknowledges that it's "not supposed to be quite as nice as mainstream beers." The difference will be a turnoff for some drinkers [] accustomed to smoother more expensive quaffs.

Still[,] the newer localized brews helped SABMiller achieve a 9 percent increase in beer production in Africa[,] excluding South Africa for the quarter ended in March [] 2012. And sales of low-cost, locally sourced drinks could grow to [] "double or triple the size of the premium beer market as people move" from home-brewed concoctions, Bowman says. "These beers are a clear way to reach a market that wants to drink beer [] but can't afford to."

Lesson 3: Clauses and Conjunctions

Quick Exercises (12)

1. While Musico blames the economy for its woes[,] brand consultants say it has also failed to change with the times.
2. Skinner decided to give a greatly shortened talk [] and lead a conversation on areas of improvement.
3. The combination of managerial maturity [] and the fact that the company has younger and “hipper” decision makers has been successful.
4. The lender would decide how quickly the mortgage should be repaid[,] and this decision could potentially affect the hiring process.
5. Today’s teens are radically different from other generations [] because they reject uniforms.
6. After opening up a new store [] and kiosk[,] Rickshaw Dumpling Bar faced a squeezed budget.
7. Like Instagram, the Chinese app PaPa allows for special effects to be added to photos[;] however, the app goes further to allow similarly altered voice messages to accompany the photos.
8. The technology worked [] only if a shopper stood still near the store’s entryway.
9. Authors can receive up to 10 percent from royalties[,] but [] if the book sells fewer copies than predicted, authors may receive nothing.
10. Due to the Affordable Care Act (ACA)[,] independent purchasers of insurance may see premiums increase by 32 percent or more.

Revision Exercise (12)

Correctly added punctuation is indicated in square brackets. Those commas that were present in the original article but that could be considered optional are highlighted in gray. If commas have been placed at other points because of a different interpretation of the sentence, no points should be deducted as long as the commas are correctly used.

Rice[,] however[,] had not wanted to be a U.N. ambassador. She had taken a huge risk with a promising career when she decided in 2007 to support Obama over his Democratic rival[,] Hillary Clinton. Rice had served all eight years of Bill Clinton’s presidency[,] first on the National Security Council staff and then as assistant secretary of state for African affairs. But when Obama decided to seek the presidency[,] Rice threw in her lot with him because[,] unlike Hillary Clinton[,] he had opposed the war in Iraq. What’s more[,] as she told me at the time[,] she thought that Obama (and not Clinton) had a “21st-century view of the world.” Rice became a leader of Obama’s foreign policy team and his most important surrogate on foreign affairs; early in the campaign[,] they e-mailed and spoke constantly. When Obama won[,] Rice hoped to be national security advisor[,] or at least deputy. But Obama was a young black man with no foreign-policy experience; in Gen. James Jones[,] his first national security advisor[,] he chose an older[,] tall and craggy white man with many stars on his shoulders. Rice got the United Nations.

Lesson 4: Commas, Semicolons, and Colons

Quick Exercise (23)

1. After hosting a car wash [,] the volunteer group had earned over \$3,000.
2. Offering low prices may not be enough [;] customers also want a pleasing shopping experience.
3. If the nearest distributor closes [,] the plant may relocate.
4. Fortune 500 companies with female CEOs include HP [,] Campbell Soup [,] Lockheed Martin [,] and PepsiCo.
5. A U.S. regulation from 1968 requires automobile headlights to have two settings [:] high and low beams.
6. Five experts make up the panel [:] Sharon Goldman [,] from Longworth [,] Goldman [,] and Sachs [;] James Lightner [,] Singeltary and Fitch [;] Mark Wasserberg [,] Integriteam [;] Anneliese Conrad [,] Peach and Associates [;] and Giles Vassar [,] NHT Inc.
7. “History is repeating itself on a minor scale [,]” says Barofsky.
8. Weiner writes [,] “Who needs to be a star when you can be a meme?”
9. The financial environment during March 2013 was unimpressive and even unsettling [;] that said [,] companies are hopeful for an upswing in the economy.

Revision Exercise (11)

Armstrong’s equivalent of SEC fines will be steep[:] the probable voiding of his seven Tour de France wins (including the return of \$7 million in prize money)[;] forfeiting his 2000 Olympic bronze medal[;] and[,] at age 40[,] a lifetime ban from professional Olympic-style sports—no more New York marathons[,] triathlons[,] or Iron Mans (an announced aspiration). It’s a hefty price to pay[,] but consider the alternative[:] hearings expected to include eye-witness testimony that he took testosterone and the blood booster EPO[,] got illicit blood transfusions[,] and conspired to help his entire team dope.

Lesson 5: Run-On Sentences

Quick Exercise (5)

Except for #4, these run-on sentences have been corrected by creating two sentences. Students may choose instead to use a semicolon, dash, or colon or to use a conjunction to revise. These other means are accepted as long as the revised sentences are grammatically and syntactically correct.

1. The negotiator cannot just make a viewpoint known. **He has to persuade others to adopt it.**
2. Storytelling is not about opening your presentation with a funny anecdote. **It is about building a message using a powerful story line with a conflict and a resolution.**
3. As costs in China and Taiwan grew, Senco began to urge suppliers to move their operations to new lower cost areas. **Most companies complied with this request.**
4. Both groups have become combative, perhaps as a result of miscommunication, **and** the conversation has lost balance.
5. Please let me know when you are available. **I look forward to helping to move the initiative forward.**

Revision Exercise (3)

The run-on portions, now corrected, are in boldface. Students may choose to use other ways to correct the run-on sentences, which is fine as long as the revisions are grammatically and syntactically correct.

Since the company did not have 30 internal auditors they could use to staff the group, management decided to use a few of its own staff and then hired an external consulting firm to fill the remaining positions. **Part of the plan was that the external consultants would be phased out over time.** The company estimated that the internal staff on the audit group would need to spend no more than 25 to 50 percent of their time monitoring the control points. The expectation was that they would spend the remainder of their time acting as project managers for improvement projects.

One year passed, **and nothing had gone according to plan.** The audit group was still under development and the company was still shelling out big dollars for external consultants. Internally, many of the owners of the control points were struggling **because they had so much data and documentation to organize.**

In an attempt to solve the problem, the company launched a Six Sigma DMAIC project sponsored by the director of finance to improve the SOX audit process. The team included several internal auditors, control owners, and external audit support (consultants). The objective of the group was to improve the quality of the SOX compliance while reducing the cost. Estimated financial benefit could be up to \$2 million (the cost of paying the external consulting firm to do the work that the company had wanted to accomplish through an internal audit group) plus what was expected to be significant time savings.

The team evaluated the key issues that were driving the company's inability to support the SOX implementation as it currently existed **and mapped out several control points.**

Lesson 6: Hyphenating Compound Words

Quick Exercise (14)

1. a (**short-term**) project
2. negotiating a (**turf war**)
3. interviewed the (**ex-commissioner**)
4. form a (**four-person**) team
5. the strategy is (**short-sighted**) (or **shortsighted**)
6. receives (**on-the-job**) training
7. counts as a (**welfare society**)
8. build bigger, (**farther reaching**) programs (or **farther-reaching**)
9. a (**close-up**) of the mechanism
10. the proposal looks (**all-encompassing**)
11. plans to (**water-ski**) (or **water ski**)
12. news on the (**labor market**)
13. a (**multimillion-dollar**) deal
14. her (**ill-tempered**) colleague

Revision Exercise (6)

However, many **takeovers**, especially those executed by China's private sector groups, ended quickly and badly. Some acquirers had to sell off their investments, some scaled back their ambitions radically, and some even went broke. To understand why things went wrong, we studied three big **headline-grabbing** acquisitions of the time—one by an SOE, one by a private company, and one by a joint venture. Together they provide a comprehensive picture of Chinese acquirers' mistakes.

Shanghai Automotive Industry Corporation's **short-lived** attempt to run the South Korean automaker Ssangyong demonstrated that Chinese companies weren't ready to deal with changes in the global **marketplace**. . . . After the deal an SAIC-Ssangyong joint management team drew up plans to swiftly expand manufacturing capacity in South Korea and launch five new models **worldwide**. However, things did not go as planned. Rising gasoline prices in 2006 and stringent new emissions standards in Europe and North America sent SUV sales tumbling. During this crisis, SAIC's relations with Ssangyong's powerful trade unions grew strained, culminating in a **seven-week** strike, and because of cultural reasons, Chinese and Korean executives couldn't agree on how to improve performance. . . .

Lesson 7: Homophones

Quick Exercise (8)

1. We do not anticipate that the recent dip in the stock prices will [**affect** / effect] our quarterly earnings.
2. CompumarK believes that the new EnKode will [compliment / **complement**] the product line.
3. Rather [then / **than**] focusing on packaging design, Ensign spent more time on streamlining customer service.
4. When they arrived at the construction [sight / **site** / cite], the architects could not believe the [**sight** / site / cite] before them: the large tower crane in two pieces.
5. Disappointing profits are forcing Munsch-Olafson to [pair / pear / **pare**] down the budget and [**rein** / reign / rain] in spending.
6. [Loosing / **Losing**] the Badeker account could actually be a positive thing; our employees were incredibly stressed because the client was so difficult.

Revision Exercise (14)

As a new employee, be sure to read the following safety rules carefully. Hard hats are always to be worn on **site**. When using the forklift to move **pallets**, make sure the **pallets** are secured before lifting or moving. Do not raise the forklift to the peak of **its** lift when heavily loaded. Heavy loads can **affect** the balance of the forklift; if **too** heavy, the forklift may fall over or **lose its** load. If lifting items by hand, maintain a **straight** back and use the legs to lift. Use the legs and keep a **straight** back when **laying** items on the ground. This will prevent injury or strain to the back. If possible, pick up **pairs** of items – one item in each hand – to balance the load **you're** carrying. Wear long-sleeved shirts and long pants. Some materials may cause chemical burns if they come into contact with **bare** skin.