

NEAUTORIZOVANE BELESKE SA PREDAVANJA I VEZBI ENGLISKI JEZIK II

BUSINESS ACROSS THE LANGUAGE GAPS

Communications today between companies are becoming faster and faster. But there is still one problem that has not been completely resolved- the problem of language. In the United States or Britain, for example, most companies are used to dealing in English. This is fine if you are buying from a German, Indian or Nigerian Company. However, when it comes to selling abroad, American and British companies are finding that things are not so simple

Take the case of a London-based supplier of plastics. Managers were delighted when they landed a multi-million pound contract to supply casings for computers and other electronic equipment to a factory in Iran... Everything went well at first... However, problems began to develop after a few months. The British Company had received a large quantity of correspondence in Farsi. But there was no one in the London office that could read the faxes and letters. So they were sent out to a firm of translators and there was a long delay in replying to them. The Iranian Company grew increasingly frustrated at the delays and finally cancelled the contract. It placed its orders instead with a French firm employing a number of Farsi speakers.

Most companies faced with problems like this have little idea of how to set up language training programmes. Some companies then rely on managers' individual efforts. Others hope that secretaries picked up enough French at night school to be able to deal with correspondence.

These responses are not good enough according to a report from the University of London Language in Business Programme (ULLBP). The report suggests that personnel and training managers need to think more carefully about the way they plan language training in a Company.

Effective language training programmes must begin with an assessment of language needs in a Company. One approach is to make a list of the company's main overseas customers and suppliers. This gives a clear idea of which languages are necessary. If your main markets are in South America, then Spanish, and possibly Portuguese, should be high on the agenda.

The next step is to look at the linguistic abilities of employees in a Company. A "language awareness test" can help trainers to select those workers who will benefit most from spending time on a new language. A ULLBP study suggests that English speakers who have never studied a language before learn more slowly. They can take three or even four times longer to reach intermediate level in French or German than experienced language learners.

This type of language audit can help a Company to plan its training coherently and, in the long run, to make large cost savings.

CONFIRMATION AND EXECUTION OF ORDERS

When an order is received the usual practice is to confirm (acknowledge) it at once. Some firms use a standard printed form for this purpose. It is better, however, to send a letter in which the confirmation takes the form of a repetition of the order. This turns the order into a firm contract,

After the order has been confirmed, the required goods should be sent without delay, if they are in stock. When the goods are sent, the customer must be informed a) what has been sent; b) the time it was sent; c) the means of transport by which it has been sent. If the order is for a future delivery, it is entered

into the order book, while orders, which can be executed from stock, are passed to the warehouse.

There are always some orders, which cannot be executed according to the offer given. The reasons for this may include the following: some articles may be out of stock, the seller cannot promise the delivery date, which the customer requires. In all these cases further correspondence is necessary until everything has been cleared,

EXERCISES:

Put into direct speech:

1. Mr. Smith said that they had 300 cars in stock
2. Tom wanted to know how many orders they had received.
3. Mr. Harris explained they did not produce that article any longer.
- 4 The Manager asked if the customers were satisfied with the quality.
5. He told them to stress the favorable price of the product.
6. Mr. Carlson announced that they would be forced to increase the prices.
7. He said they could not promise prompt delivery.
8. The customer asked what the prices included.

Make these sentences passive:

1. We do not know that firm.
2. We have increased our sales.
3. I would like to know if the price includes VAT
4. I sent the inquiry by telex
5. Who did you address it to?
6. They will load the goods on the next ship.
7. They did not indicate the port of destination
8. Where did they exhibit their new product?

COUNTER OFFERS

If the customer wants the goods, which are out of stock or are no longer produced, the seller will offer substitutes rather than refuse the customer. He will have to persuade the buyer to take the substitute. To achieve this the seller will stress such aspects as the good quality of the product offered new features of the product or the favorable price.

PACKING

Every exporter is faced with the problem of packing because the goods have to be packed in such a way as to reach the customer in perfect condition. Some big firms have a special department for packing and some leave the packing and transport of goods to Forwarding Agents

All goods must be packed with great care, even more so those that have to travel a long distance. Packing should protect the goods from damage, movement or dampness. Therefore they should be packed neither too tight, or too loose. It is sometimes necessary to have cases made to measure to suit the type and dimensions of the goods.

Cotton and wool are packed in bales. Bales are used for soft goods and can be made in different

sizes.

Cans or tins are used for packing paint and foodstuffs.

Chemicals are packed in carboys and drums.

Nowadays many goods are carried in large containers. This is practical, because goods need little packing before they are put into a container. It is also safe because goods do not break. Another advantage is that it is very simple to transport goods in containers, as containers can be put on any form of transport. In short, containers save time are easy to handle and protect the goods. Many companies buy containers designed specially for their goods.

Different goods require different methods of packing. Wheat or cement is packed in bags or sacks.

Kegs, casks or barrels are used for liquids.

Cases are used for various kinds of goods (machinery, etc.) and are made of wood.

Crates are also used for various types of goods. They are sometimes open on top and can be made in different sizes to suit the particular goods they have to carry.

A bundle is a number of things fixed or tied together.

Marking is very important, as every package must be marked in the export trade. Marks serve as identification. They may show the port of destination, weights and dimensions or instructions for handling. These warnings are usual: This side up! Use no hooks! Handle with care! Fragile!

Examples of instructions on packing;

- We supply these machines in specially designed crates. If you do not return the empty crates to us within 4 weeks, you will be charged £ 5 each.

- These products are available in strong metal drums.

- We will pack the material in bales.

- If cartons are used, please supply each chemical in strong polythene bags to ensure protection from damp.

- Please wrap each item separately.

- Crates must not exceed an overall length of 8 feet.

- On the attached sheet you will find full details regarding packing and marking. They must be strictly observed.

- Please use normal export containers unless you receive special instructions from our agents.

- When packing is complete, please inform our agents.

- Please mark all cases K R Durban.

SHIPPING AND FORWARDING

The arrangements for transport of goods can be made by the seller or the buyer according to who is making the arrangements; we must know how much it will cost to ship the goods. Many use the services of a forwarding agent that then arranges the transportation of goods. As forwarding agents usually book a great deal of shipping space they obtain more favorable prices

Freight is one of the expenses, which must be calculated into the price of the goods, increasing freight charges may lead to increasing prices, which may decrease sales.

The price of sending goods by sea, the freight charge, is calculated according to the measurement of weight. If the goods are made of heavy materials (iron, steel) the freight is usually calculated according to weight. If they are made of light materials (fruit) the freight is calculated according to volume.

When the goods leave the possession of the seller, documents must be obtained from all those people who handle the consignment on its way to the buyer. When the goods are sent by road, rail and air. The Consignment note or Waybill must be obtained. It is evidence of contract used by road, rail and air carriers. It is usually made in three copies: one is for the sender, one for the carriers and one for the receivers This document is not negotiable, which means that it cannot be used to pass on the right to the

goods.

Examples:

- Please advise of frequency of sailing and if cargo space must be
- Please let us know on which day the ship closes for cargo
- Please advise us of the loading dates.
- Our rates are subject to change without previous notice.
- We can offer you a substantial discount for regular shipments.
- The tractors can be delivered to FAS s/s ORIENT, Port of London.
- The goods are to be shipped by the first available vessel to Antwerp.
- All charges are payable by us and the Bills of Lading must be marked freight prepaid.
- The closing date for cargo is 11 April.
- According to the terms of contract the shipment is to be made by 15 March and we must have the Bills of Lading by 10 March.

BILL OF LADING B/L

A Bill of Lading is a consignment note used when goods are sent by sea. It is a proof that goods have left the seller and that the Transport Company has taken them.

A B/L is made in three copies. One copy is for the seller, one for the Master of the ship and one for the buyer.

When goods are loaded at the docks they are checked and the Bill of Lading acknowledges that the goods have been put on board the ship in good condition. It is a "clean" Bill of Lading and the Master of the vessel signs it. If the goods do not arrive on board in good condition it is noted and such Bill of Lading is "unclean" or "dirty",

A Bill of Lading is a document of title that is proof of ownership of goods. The consignee (buyer, importer) can get his goods only when he presents the Bill of Lading.

Another characteristic of the Bill of Lading is that it is a negotiable document, which means that it can be sold. The buyer (importer) can endorse the Bill of Lading and sell goods in this way, even before they arrive. The buyer endorses it by writing his name on the back of the Bill. The advantage of this is that the importer can sell the goods while the ship is still at sea. The buyer then presents the B/L and collects the goods when the ship arrives at the port of destination. The first importer has the money to start another transaction.

The Bill of Lading contains the following details:

- The name of the ship carrying the goods
- The port of loading
- The port of destination
- The name of the shipper
- The consignee
- The marks and numbers of packages
- The quantity
- The description of the goods
- The type of packing
- The weight and measurements

Answer the following questions:

- What is a Bill of Lading?
- In how many copies is it Made?
- Who are the copies for?
- What types of Bill of Lading are there?
- Which is the main characteristic of the Bill of Lading?
- What is a negotiable document?
- When will the importer endorse the Bill of Lading?
- How does he endorse it?
- What details does the Bill of Lading contain?

Translate the following text into Serbian.

When *a* consignment is loaded, an officer or agent of the shipping Company signs the B/L that the goods have been "received in apparent good order and condition" In other words, the consignment must be exactly as written on the Bill and not different. If there is any difference between what it says on the Bill and the actual condition of the consignment, the Shipping Company has to write a clause on the Bill giving the damage or loss. In this case it is no longer a "clean" Bill of Lading and the bank representing the importer may not accept it. So the exporter's bank may not be able to get payment for the goods. For this reason "foul" or "closed" Bill of Lading must be avoided at all costs and exporters must make sure their goods arrive at the docks in good order and condition.

SHIPPING DOCUMENTS

The Bill of Lading, invoice and the insurance policy (certificate) are called shipping documents. The buyer sometimes requires other documents to be included, documents that are usually connected with the question of duty to be paid on the imported goods. Such documents are the Consular Invoice, the Certificate of Origin, Certificate of Value, etc.

Commercial Invoice is the name of an invoice for imported goods. It contains full details of the order, as well as charges for transport and insurance. Its main function is that it is a record of the transaction for exporters, importers and Customs authorities, it may be required by the bank, the Shipping Company and the Customs authorities. The bank needs it to effect payment and the Customs authorities need it to calculate duties.

The invoice can be sent to the buyer by post, through an agent or through a bank.

Consular Invoice is a certificate given by the Consul of the buyer's country in the seller's country, because some countries insist that their consulate in the seller's country certify invoices. The Consular Invoice gives details, which are necessary for assessing import duty it is necessary for importing goods into some countries. Like most documents in foreign trade it is made in triplicate. Two are sent to the port of importation authorities and the third copy is added to the shipping documents.

Certificate of Origin is a document, which is usually required when countries have arranged lower import duties between themselves. Its function is to show and guarantee the country of origin of the goods.

Translate the following text into Serbian:

Commercial invoices contain all the details of export transactions including a list of goods, the value of the order, export terms, terms of payment and, sometimes, detailed breakdowns of costs.

All this information is required by the organizations concerned with the export transactions.

These are insurance companies, exporters, importers, banks and the Customs.

Exporters and importers as records of transactions use invoices.

Banks use them to effect payment.

The Customs use them to calculate import taxes. Insurance companies use them to fix the values of consignments.

The amount of detail required on an invoice varies from one importing country to another.

Exporters send their invoices with the other shipping documents to their bank so that their bank may present them for payment.

BILL OF EXCHANGE B/E

The Bill of Exchange is an order from a creditor (exporter) to a debtor (importer) to pay on demand or at a given date a certain sum of money to the person named in the bill, or to his order.

It functions in the following way.

The exporter writes (draws) a draft to the importer telling him to pay a certain amount of money to a third party.

The exporter is the drawer, the importer is the draw, and the third party (which will receive the money) is the payee (it is either the exporter or his bank).

DRAWER ---- DRAWEE ----- PAYEE

The drawee accepts to pay the draft (bill) when it becomes due.

He accepts the bill by signing his name across the face of the bill, and it is now a legal promise to pay.

If the importer (drawee) does not pay, the bill is "dishonored" and the bank will "protest" it that is obtaining legal proof that the bill has not been paid.

The Bill of Exchange is payable "at sight", that is when it is presented to the debtor (a sight bill), or a certain number of days "after sight" (a usance bill).

It means that the bill will be paid "at maturity", that is 60, 120, or 180 days after sight (the day the draft was accepted) In that way the importer does not have to pay for the goods immediately; he has credit until the Bill matures.

On the other hand the exporter has the Bill of Exchange and no money and he might need his money to use in new transactions.

He can easily get it.

A very important characteristic of the B/E is that it is negotiable.

It means that the holder (exporter) can transfer it to somebody else.

To do this, the holder must endorse it. They are signing his name on the back of the Bill.

As a negotiable instrument the Bill of Exchange can be sold.

Buyers and Sellers who trade in Bills for profit are mainly banks.

Translate into Serbian:

Credit is normal in export trade.

When the importer has signed a Bill of Exchange, the exporter usually has to wait about 90 days before it can be exchanged for money.

As a Bill of Exchange is negotiable, the exporter may discount the Bill at his bank before 90 days have passed.

The exporter has the money to start another transaction immediately and the bank collects the money when the Bill of Exchange is paid.

Begin the following sentences with: Please inform us...

1. Can you allow us credit terms?
2. When can you supply us with references?
3. Have you drawn a sight draft?
4. When did you present the draft for payment?
5. When will the bank release the document?
6. When was the B/E sent?
7. Did the drawee accept the Bill?
8. Did the drawee name the bank?
9. Which bank did he name?
10. Why didn't you pay the bill on the due date?
11. Will the bill be paid in pounds or in dollars?
12. When does the bill become due?

WHAT ECONOMICS IS

Years ago, beginners used to want a one-sentence definition of economics: and in response to this strong demand, there was no shortage of supply. Here are a few such definitions:

1. Economics is the study of those activities that involve money and exchange transactions among people.
2. Economics is the study of how men choose to use scarce or limited productive resources (land, labor, capital goods such as machinery, and technical knowledge) to produce various commodities (such as wheat, beef, overcoats, concerts, roads and yachts) and to distribute them to various members of society for their consumption.
3. Economics is the study of men in their ordinary business of life, earning and enjoying a living.
4. Economics is the study of how mankind goes about the business of organizing its consumption and production activities.
5. Economics is the study of wealth.

The list is a good one; yet, by spending one hour in the proper corner of a good library, a scholar can extend it many times over. It is always hard to compress into a few lines an exact description of any subject, one that will differentiate its boundaries from those of other disciplines and convey to the beginner all the things it is. Economics certainly does involve all the elements stressed in these various definitions - and all those implied in the larger list that could be compiled.

Today, if forced to choose but one of the listed definitions, experts would probably incline towards the second. They know that money is important; but if China were to abandon the use of all money next year, it would still have numerous problems of the kind that economics is designated to deal with. Robinson Crusoe and the self-sufficient frontiersmen who engage in no exchange or barter of goods still fall within the province of economics.

To speak of the ordinary business of life does call attention to the fact that economics cannot describe how a man feels in church on Sunday, the goose flesh he gets when Eliot reads or Sinatra sings, the pangs of love, or the travail of dying. The best things in life are not free; but they are not for sale in the market place either.

In brief, no one definition of economics is precise, or is one really needed. However, an informative introductory description would be the following:

Economics is the study of how men and society choose, with or without the use of money, to

employ scarce productive resources to produce various commodities over time and distribute them for consumption, now and in the future, among various people and groups in society.

("Economics" by Paul A Samuelson)

THE EXECUTIVE'S PLACE IN BUSINESS

Leadership, in directing the combined efforts of men and women towards some common objective, is as old as civilization. Since the dawn of human history men have collaborated with one another in the various activities of life. Such working together for a common end implies arrangements for a division of labor, which in turn assumes the existence of a leader - someone whose task is to make plans and see that the group carries them out.

Leadership plays a dominant role in any activity involving groups of people, but we are particularly concerned with business, whether it is called industry, commerce, profession, or trade.

A business exists to serve human ends as well as to make profits. An efficient and profitable business, in creating a customer and satisfying his needs by providing goods or services, should make a positive and valuable contribution to the well being and satisfaction of everybody concerned with it. Those who control it have a responsibility to the proprietors, fellow-workers, customers and the community. Business must be considered in terms of the people who provide the money with which it is run the people whom work in it, the people who buy the goods and services, and the community of which it is part. All of them must profit from its activities. All of them are vitally affected by the way, in which it is conducted.

The proprietor may conduct a small business himself. He will have first-hand experience not only of the work but also of all his workers, and he finds it possible by himself to balance the needs of the work with his knowledge of the abilities of his people to carry it out. As the business grows and the number of people employed increases, the work must be divided and subdivided to meet the new requirements.

ELEMENTS OF MANAGEMENT PLANNING

The maxim, "managing means looking ahead" gives some idea of importance attached to planning in the business world, and it is true that if foresight is not the whole of Management at least it is an essential part of it. To foresee, in this context, means both to assess the future and make provision for it, that is foreseeing is itself action already. Planning is manifested on a variety of occasions and in variety of ways, its chief manifestation, apparent sign and most effective instrument being the plan of action. The plan of action is, at one and the same time, the result envisaged, the line of action to be followed, the stages to go through, and methods to use. It is a kind of future picture wherein proximate events are outlined with some distinctness, whilst remote events appear progressively less distinct, and it entails the running of the business as foreseen and provided against over a definite period.

The plan of action rests: (1) on the firm's resources (buildings, tools, raw materials, personnel, productive capacity, sales outlets, public relations, etc); (2) on the nature and importance of work in progress; (3) on future trends which depend partly on technical, commercial, financial and other conditions, all subject to change, whose importance and occurrence cannot be pre-determined. The preparation of the plan of action is one of the most difficult and most important matters of every business and brings into play all departments and all functions, especially the management function. It is, in effects, in order to carry out his managerial function that the manager takes the initiative for the plan of action, that he indicates its objective and scope, fixes the share of each department in the communal task, co-ordinates the parts, and harmonizes the whole; that he decides, in fine, the line of conduct to be followed.

In this line of conduct it is not only imperative that nothing should clash with principles and rules of good management, but also that the arrangement adopted should facilitate application of these principles and rules. Therefore, to the divers technical, commercial, financial and other abilities necessary on the part of a business head and his assistants, there must be added considerable managerial ability.

BANKING

AGENCY ARRANGEMENTS

- Establishing, maintaining and enhancing agency arrangements
- Circular letters
- Credit lines
- Requesting and rendering information to correspondents

ESTABLISHING MAINTAINING AND ENHANCING AGENCY ARRANGEMENTS

These are initial steps in establishing relations between two banks. Whether the domestic or foreign bank takes the initiative, the other party should accept it. Banks usually welcome agency arrangements as they facilitate interbank relations, especially if they are of long-term character.

If these relations are not expected to be particularly active, or if the arrangements for a single contract or job, banks will most probably agree to settle their debts through their already-existing accounts with other banks. Otherwise, they agree to exchange accounts, i.e. to establish account-maintaining relations in one or more currencies. In the latter case banks exchange Control documents (such as test Keys, specimen signature books), tariffs, annual reports, mailing lists and determine short-term credit financing and credit lines. At this starting stage it is recommendable to state the credit limit of the overdraft, if it is permitted, so that fewer problems would arise between the banks later on.

No matter how much care is taken to avoid complications in interbank relationship, issues of one sort or other are inevitable. They may be such issues, which arise from incorrect messages sent to correspondents, or their failure to carry out some instructions received etc. Whatever the case may be the correspondent banker will do his best to put things right at least possible inconvenience for the other party. Correspondent bankers will always exercise high degree of patience, goodwill and understanding. If not, their letters may sound unfriendly and even rude, so that it may lead to disturbance of fine bank relations, which is by no means in the interest of either of them. Ultimately, that may bring about discontinuance of the arrangement. Agency arrangement may be terminated when it is no longer economic or business-like to maintain the accounts or the arrangements because the volume of transactions has decreased to a very low level. Yet such instances are too sporadic at the international level.

CIRCULAR LETTERS

These letters are frequently written to all correspondents and as a rule they contain the details of general importance for all of them. They concern the information such as a change of address or name, establishment of a facility to enhance execution of banking operations, e.g. opening a P O Box for a particular segment of mail, introduction of SIFT services, mergers, lost, stolen and forged cheques.

What characterizes circulars, as their main feature is lack of personal contact: they are not addressed to an individual but either to a department or the bank in general. They are commonly, though not necessarily, sent unsigned.

Whenever some general information is required, the circular is most practical. Circulars are frequently applicable as reminders,

However, following the principle of general importance, circulars may also refer to some particular subject areas.

REQUESTING AND RENDERING INFORMATION TO CORRESPONDENTS

It is a common case that a domestic banker requires and obtains information which is not of a strictly financial nature, but may be relevant to his risk-taking when deciding whether or not to support a client in his New business with an unknown partner. This information-rendering banker is considered free of any responsibility and the information it self is highly confidential. Such a service is always done bona fide and may be of great importance for a correspondent who asks for it.

CREDIT LINES

If establishment of a credit line as a form of short-term financing is not initiated at the very beginning when agency arrangement is made, the need to do so may arise soon.

The main reason why a bank draws a credit line is the lack of foreign currency when funds must be provided for current payments in foreign trade it is one of the ways to support export-import business.

The importer's banker draws a credit line from the exporter's banker, i.e. his correspondent with whom he has established agency arrangement. This means that the former borrows from the latter certain amount of currency at LIBOR (London Inter-Bank Offered Rate) to which the agreed interest margin is added. So, the borrower, the importer's banker, is charged LIBOR plus the agreed margin.

Credit lines are not extremely easy to obtain. Before granting such a loan the exporter's banker will approach the relevant institution in his country (the ECGD in Great Britain, Hermes in Germany, JUBMES in Yugoslavia, etc.) in order to obtain a guarantee, which takes the form of a loan insurance. These institutions will determine the terms of the loan, i.e. credit line, whether it is a mid-term or a long-term one. The terms of a credit line will be dependent on the risk rating of the borrower's country and the length of the credit line validity period

As for (he repayment of credit lines, disbursements are spread over the agreed period so that there can be a number of payments in smaller amounts which are effected on different dates.

The correspondence in case of *a* credit line is very simple and may be presented in the form of *a* concise request. However, some more complex and longer correspondence may follow later on for a number of various reasons. These reasons may be stated or not, implied or not, but in any case they may even bring about disruption of good relations. That stage would call for some very tactful clarification.

In some cases, one of the correspondents decides to amend the terms, or even to cancel further utilization of a credit line. The other party will react tactfully to ensure that the relations be carried on as smoothly and as successfully as possible.

CLEAN PAYMENTS

- Cheques
- Drafts
- Payment orders

Unlike the documentary payments, where banks are instructed to make payments against certain

documents, clean payments do not include any commercial documents. Clean payments are transfers, which may be classified into private cheques, banker's cheques or drafts and payment orders.

As far as private cheques are concerned, individual clients may drawee them in payment of some invoices abroad or as remittances to other persons. The drawee bank may enclose the advice with the cheques. On the basis of this advice the paying bank will readily encase the cheque, as the invoice is the actual guarantee that the cheque will be honored by the drawee.

Many banks have their pre-printed forms which help carry out such transactions very speedily as paper work is minimized.

DRAFTS

The Banker's Draft is a method of foreign payment similar to cheques in the home trade. It is also payable on demand like the cheque but differs from it by being risk-free since the risk is taken by the banker who issues it.

Many an importer settles his debt by buying drafts from his banker and by sending them to his partners/exporters who may deposit the amount into their accounts. The draft is drawn by the exporter or his foreign partner/importer, i.e. his banker and is presented for payment through the exporter's banker and his correspondent in the importer's country (preferably the importer's banker).

PAYMENT ORDERS

Payment order, also called Banker's Transfer is a very simple instrument of international payment. Following the instructions of the Order Party (importer or debtor) given either by letter or on a standard printed form, the banker/remitter will send the payment to the beneficiary's bank (the paying bank). Currently the most common types of transfer are those sent by fax or SWIFT which are authenticated by means of tests. In cases when remitter and the paying bank have not established account-maintaining relations, the third bank is brought into play to provide reimbursement for the paying bank, i.e. to cover it (thus its name Covering/Reimbursing Bank).

BANKERS GUARANTEES

Though guarantees may refer to various things, we shall consider bank guarantees here, which apply to a number of debt-securing instruments. By definition the guarantee is a written undertaking by the guarantor given to a banker (the creditor) to be answerable for the debt of another person (the debtor) to the banker upon default of the debtor.

Apart from being either Nostro/Outgoing or Lore/Incoming Guarantees, they can also be tender/bid bonds, performance bonds, advance payment guarantees, etc. dependent of what they warrant. In certain cases it is essential to establish a combination of payment-securing or performance-securing instruments.

SECURITIES

Securities in their widest sense are documents giving title to property or claims on income, which may be lodged e.g. as securities for a bank bar. There are various types of securities ranging from cheques and bills of exchange as used in commerce on the one hand, and those concerning stock exchanges on the other, such as stocks (USA) or shares (GB), bonds, bills and notes. The latter types of securities are kinds of investment and they differ from the USA to Great Britain.

Securities can be classified into long-term and short-term ones on the one hand, and those issued either by business companies or governments on the other.

Banks in the USA do not deal with securities other than cheques and bills of exchange since that is prohibited by the Federal Law. Therefore there are Certificates of Deposit, which work just like bonds. People invest some money into Certificates of Deposit (Cds) and earn some interest on them.

Bonds are commonly used by governments or states, city or municipality authorities or, indeed, by highly reputable companies in which cases they are referred to as "guilt-edged bonds". They are long-term securities as they may be issued up to a 30-year-long term.

Bills are issued to terms varying between 30 days and 30 years, whereas notes are yet shorter-term securities

Unlike the American system briefly described above, British securities system consists of government loans in form of stocks, which may be Guilt-Edged Stocks, Treasury Bills, and National Savings Stocks.

A great presentation is like a good espresso

After dragging myself out of bed at 6:30 each morning, I shower, shave and head out to order my morning coffee: a single tall mocha, light on the chocolate, extra hot, and double-cup it please. With those relatively simple instructions, you'd think that no matter where I went for my espresso, it would all taste the same. But guess what? It doesn't. Even if I go back to the same coffee shop, my "usual" tastes a little different from one day to the next. All the ingredients remain the same – the coffee beans, the chocolate, the milk – so how can it get screwed up?

The answer, of course, is that the flavor of a single tall mocha depends as much on the person behind the counter as the ingredients in the cup.

When it comes to the quality of the presentations we create, the difference between a good presentation and a great one seldom comes down to software. Instead, it's the person "behind the counter" – crafting the message and using the tools creatively – who ultimately makes the difference.

Among the many presentation graphics programs to choose from – PowerPoint, Freelance, Corel Presentations, Astound – it really doesn't matter which one you decide to use. (I'm guessing that statement got your attention.) Personally, I take it as a bit of an insult when someone describes my presentation in terms of the software I used to make it. After all, you're probably not too concerned about which Web development tool was used to lay out this newsletter, are you?

Regardless of the claims made by the world-class marketing organizations behind these products, a truly great presentation doesn't hinge on clip-art galleries, transition effects, chart types or bullet-point shapes. These things are all well and good, to the degree they can help you become more productive (and occasionally, more creative). But a great presentation relies far more on three mission-critical things that all great presenters do.

Craft a Compelling Message

Your presentation software may have all the bells and whistles, but I guarantee you're not going to find a "message wizard" to help stake out your content. A good business message starts from a high-level, big-picture view and flows down to an appropriate level of detail. A good message isn't preoccupied with itself, but rather focuses on the value it brings to the audience.

Good content will seamlessly steer your audience through your entire message, keeping the topics clean and well defined and making the relationship among various topics clear. Graphical sign-posts along the way let the audience know where they are and where they're headed.

At its conclusion, a good presentation summarizes the key themes in a way that makes the audience feel like they just got off the Jungle Cruise at Disneyland. They learned some stuff, had an enjoyable ride with a few surprises along the way – and knew exactly where they were when the ride was over.

Avoid the Text Trap

Bullet-point text is one of the easiest ways for presenters to communicate information. Unfortunately, it's also one of the worst ways to do so. Why? Processing text is very much a left-brain kind of thing. When we read, we filter and eliminate based on existing perceptions; whatever information our brains don't filter out goes into short-term memory. This approach may be good if you're building nuclear weapons, but it can be very bad if you're trying to sell a product or service to a tough audience.

The Other Half of the Presentation: Your Audience

Sometimes you can just tell. Maybe it's their body language or something in their eyes but you just get a feeling about some audiences. That was certainly the case one Friday morning last fall. As I set up for the presentation, the group slowly funneled into the room. Some seemed interested in what I was doing while others were visibly distant. I guess this is where we learn a lot about the skills we bring to the table.

One size rarely fits all

One size fits all may be true with sunglasses and socks, but when it comes to presentations, presenters need to exercise some discretion in the volume and detail of content delivered. Because of the time it takes many to create a presentation in the first place, presenters often try to leverage that investment by using the presentation in its entirety with every audience. Here's why that rarely works. Each audience represents a group with a unique set of filters that our presentations are viewed through. Senior staff members may be looking for summary information from you and might just be sizing you up for a promotion based on your knowledge of a certain topic. A group of product engineers embrace detail because that's the world they live in. A group of marketing or public relations individuals may be looking for more visually oriented materials and less text. Same presentation - three unique audience perspectives. To create truly good presentations we need to get into our audience's skin and see our content through their eyes. Unsure how to do that? Take someone out for a lunch and ask.

I've learned to trust my instincts and with the group I now stood in front of, I needed to have a very strong opener. I wasn't too worried about those who already seemed interested but the others had to come along quickly so their disinterest did not impact the entire group. I enlisted their assistance as newly deputized presentation consultants to help me evaluate one rather inept presenter - Dilbert. Several years back, I found a perfect screen saver of Dilbert delivering a presentation in his inevitable style. He was doing everything wrong, and from the looks of the characters around the conference room table, he had lost them long ago. At first, the critique from the audience was pretty slow. "He has his back to the audience" one person said. Another added, "He's not making eye contact with them." (This was actually a trick answer. No one has ever really seen Dilbert's eyes) "His overhead transparencies are really horrible." Now we were on a roll and the comments came quicker and with keener insight. We had a few laughs at Dilbert's expense but it pointed out some interesting things. It's always so easy to spot inadequacies in others, but so hard to see them in ourselves. Conscientious and objective self-examination is not a natural thing for most of us - all the more reason to enlist the aid of objective coaches.

The importance of good strong starts

I can't emphasize enough how important the first 5 minutes are to a presenter. Whether we like it or not, audiences will make decisions in those critical moments that will impact their attention for the balance of the presentation. For that reason we need to carefully think through how we will start. We need to convey

that this presentation will be different than what they are accustomed to. A concise and well-told personal story that cleanly ties in your theme, an unexpected voiceover from an industry expert, asking your audience to respond to a certain question that causes them to relate to their own experience - all techniques to start strong but it doesn't end there. They're also making decisions about you. Be open and personable. Also, your agenda slide will validate for them that you're taking them down a path that is relevant. Spend 30% of your pre-presentation practice time working on the first and last 5 minutes.

I was off to a pretty good start. Just 15 minutes into the presentation I seemed to have their attention. Then I made an unfortunate miscalculation. I moved into what I call the MARCOM (Marketing Communication) Value Matrix. The whole purpose of this series of visuals is to bring a group of new or seasoned presenters to the point where they look at their presentations in a different light. Until we have a genuine sense for the "stakes" every time we get up to present, we will always treat the presentation as an after-thought, a necessary evil. This little illustration normally resonates with my audiences but somehow this time it wasn't working. This business practical perspective did not resonate with this audience. Whether they simply lacked the personal experience to relate to the example or they wanted something else from me - a third of the group started to fade. How I brought them back in the next minute would determine success or failure for the morning.

Reading your audience

It's not enough to simply prepare ahead of time for our presentations - we need to sense the mood of our audience during the presentation. As I watched a recent football game, I was reminded about how much planning went into that game. As much as they prepared however, the players would still call audibles (a spontaneous change in the play initiated by the players before the snap of the ball). There's a lesson in that for us as well. If the level of detail seems to be sending our audience into LaLa Land, insert an unplanned interaction with the audience to draw on their experiences or move to more summary statements until you find a topic that resonates with them. If the senior staff seems restless, stop and ask if the information being provided is helpful. If the audience seems to stay riveted on the screen and not you, perhaps you need to black out your screen (B key during PowerPoint Show) to refocus their attention on you.

Suddenly, the bell rang signaling the end of first period sending the twenty students scrambling for the door. A few stopped to thank me for coming while others seemed to be more enthralled with my small multimedia projector than anything I had said that morning. Every semester I join Cheryl Bailey's PowerPoint class at Newberg High School for an hour to help them look at the next few months as not something to simply endure - but rather an opportunity to learn an essential life skill. You see, whether we like it or not, we'll always be presenters. In the future, those students may be presenting to class of high school peers, a prospective employer, a college class or perhaps to a Board of Directors. The ability to distill our thoughts into applications like PowerPoint, create meaningful images to support our story and deliver it with some level of confidence can be career changing if not life changing.

I may not have totally won the battle that morning but I got them thinking. All things considered, that was a big success. Besides, next semester I'd know I'd get another crack at a whole new batch of future presenters.

Fifty Problem Solving Strategies Explained

Introduction

The comprehensive nature of the list of problem solving strategies allows individuals to use a checklist approach to problem solving. It also could facilitate training others in problem solving. The classification

of the strategies into types may facilitate the development of new strategies that fit into a specific category. The explanations and examples given could serve as a valuable supplement to other explanations and examples available in books and on the web.

The strategies on this list are in themselves not original. The original aspects of this list are (a) putting all these specific strategies together, (b) organizing them into the types described below, and (c) giving each type of strategy a fresh explanation with new examples.

Problem Solving Strategies Listed by Type

Strategies to help you understand the problem

Clarify the problem

Identify key elements of the problem

Visualize the problem or a relevant process or situation

Draw a picture or diagram of the problem or a relevant process or situation

Create a model of the problem or a relevant process

Imagine being the problem, a key process, or the solution

Simulate or act out a key element of the problem

Consider a specific example

Consider extreme cases

Change perspective

Consider levels and systems

Strategies to help you simplify the task

Simplify the problem

Solve one part at a time

Redefine the problem

Strategies to help you determine the cause of the problem

Collect information about what happens before, during, and after the problem

Organize information into a table, chart, or list and look for a pattern

Try to make the problem worse

Compare situations with and without the problem

Consider multiple causes and interactions

Consider non-linear effects

Strategies involving the use of external aids to help you identify possible solutions

Ask someone, especially an expert

Seek the answer in written material

Use a tool or technology

Apply a theory

Apply the scientific method

Use mathematics

Use a formula

Strategies involving the use of logic to help you identify possible solutions

Reason by analogy in using what you have learned about similar problems

Use deductive reasoning

Use inductive reasoning

Question assumptions

Strategies using a possible solution as a starting point to help you solve a problem

Guess, check, and adjust

Work backward

Strategies to help you determine which possible solution is best

Estimate the likely costs and benefits of possible solutions

Choose one or more options to implement

Implement the best solutions and collect information about the effects of it
 Strategies to help you function optimally while problem solving
 Think of options without immediately evaluating them
 Set a goal with a purpose you value
 Avoid distraction
 Work in a new setting
 Adjust time limit to optimum
 Work with someone
 Create a positive mood with an optimum arousal level
 Think of the problem as a challenge or opportunity
 Think confidently
 Take a break
 Persist
 Strategies to help you solve multiple problems
 Adopt a problem solving orientation
 Apply triage
 Solve one problem at a time
 Back to top

Problem Solving Strategies Explained, with Examples

Strategies to help you understand the problem:

Clarify the problem. It is easier to solve a specific problem than a vague one. So clarify the problem before you start looking for a solution. If your problem is that your spouse tells you that you are not supportive enough, find out what he or she means by supportive. If your problem is that your mother can't get the new VCR to work, determine what doesn't happen that she wants to happen. If your problem is a math homework question, read carefully the question (usually at the end it says that the answer supposed to be in meters or centimeters, rounded or not, square or not, etc.

Identify key elements of the problem. Problems come to us with varying amounts of important and useless information. Focusing on useless information distracts us and wastes time. So identify the key elements of the problem before you start looking for a solution. If the problem is that of a couple who come to you for counseling because they argue continually, ask them what they argue about, when, and where. If the problem is that your bike squeaks when you ride it, determine what part squeaks.

Visualize the problem or relevant process or situation. Sometimes we can see the problem and all its important details right in front of us. This helps us understand the problem. Other times we can't see important elements because they have already occurred or are not visible. In these cases, it is valuable to visualize important elements of the problem. So, if you want to predict the future of the universe, visualize the big bang and the ensuing events. If you want to open a lock without a key, visualize the lock mechanism. If you want to determine how a murder was committed, visualize events that would explain the physical evidence.

Draw a picture or diagram of the problem or a relevant process or situation. Visualizing a problem can aid understanding. However, we can keep only some much visual information in our minds at once. Hence, it is often useful to draw a picture or diagram. So, if you want to calculate when two airplanes will collide, draw their paths and speeds. If you plan to assault a house where a terrorist holds hostages, draw a

picture of the room, doors, windows, hostages, etc. If you want to speed up delivery of goods to retailers, draw a diagram showing the steps in the process.

Create a model of the problem or a relevant process. Creating a model of a problem or relevant process helps us focus on essential elements and gives us the potential to alter the model and see what happens. For instance, if you want to minimize harm to individuals in auto accidents, create a computer model of the structures and forces involved. If you want to build a Mars rover, build a model. If you want to reduce international strife, create a model of causes.

Imagine being the problem, a key process, or the solution. Imagination can help us understand a problem by visualizing it. More understanding can occur in some cases if we go farther and imagine being the problem, a key process, or the solution. So, if you want to understand space and time, you can imagine, as Einstein did, riding a light beam. If you want to help a person who is very paranoid, you can imagine being that person and seeing the world as he does. If you want to get a hit in a big baseball game, you can imagine going up to bat, seeing the ball clearly, and swinging crisply while you step into the pitch, etc.

Simulate or act out a key element of the problem. Understanding complex or vague problems can be difficult. Simulating or acting out some key element of the problem can be productive. For instance, if you are calculating probabilities of some event happening, you can simulate the situation and observe outcomes yourself. If you want to help someone become more socially successful, you can act as that person does and observe the consequences. If you want to determine why a spacecraft exploded, simulate its flight, and try ways of recreating the explosion.

Consider a specific example. Problems often come to us in the abstract. Creating a concrete example helps us explore the problem just as we might explore a specific example of dinosaur bones to understand dinosaurs. So, if you want to determine what makes a person psychotic, consider real people who have become psychotic. If you want to learn how to calculate the volume of a sphere, use a specific radius, such as one meter, and apply the formula. If you want to determine why frogs are dying right and left in your community, examine dead frogs.

Consider extreme cases. Considering extreme cases is a type of considering a specific example. Here the example is chosen to test the limits of a relevant parameter. Sometimes this gives insight into important processes. So, if you want to determine whether level of intelligence affects retention on a police force, consider officers with the highest and lowest intelligence on the force. If you want to determine what happens to black holes in the long run, consider black holes that continue for infinitely long or black holes that suck up everything in the universe. If you want to determine how temperature affects the flow of electricity, consider a temperature of absolute 0.

Change perspective. If you want to reduce crime in a community, look at crime from the perspective of criminals and victims. If you want to convince a hostage taker to surrender, take that person's perspective. If you want to avoid being bitten by a vicious dog, take the dog's perspective.

Consider levels and systems. If you want to prevent skin cancer, consider events that trigger the cancer at the level of the external environment, the intercellular level, and the intracellular level. If you want to reduce school violence, consider systems such as communities, families, and individuals. If you want to predict the weather, consider local conditions and approaching fronts.

Strategies to help you simplify the task:

Simplify the problem. Some problems overwhelm us with their complexity. In such cases, it may pay off to simplify the problem. So, if you want to solve an equation $(a^2 - 2a + 1) = 0$, simplify it to $(a - 1)^2 = 0$. If you want to determine how far you can drive on the fuel remaining in your tank, you can estimate the amount of fuel and divide by the estimated kilometers per liter. To simplify the task, round the amounts. If you want to protect your country from terrorist attack, identify the countries most likely to aid the terrorists and defend against the potential methods of those countries.

Solve one part at a time. It is sometimes possible to make a problem easier to solve by attacking one part at a time. For instance, if you want to reduce international conflict in the Middle East, choose two countries with continuing conflict and focus on those. If you want to send a human to Mars, send and retrieve information-gathering robots first. If you want to improve your personality, choose one characteristic to improve at a time, starting, for instance, with your outgoingness.

Redefine the problem. If a problem seems presently unsolvable, consider what value underlies the desire to solve that problem, and redefine the problem into something solvable. For example, if a farmer cannot solve the problem of how to grow a specific crop on his land, he might analyze why he finds growing this crop is desirable. If he decides that the reason is that the crop generally has a high profit margin, he might review what other crops have a high profit margin or even consider profitable uses of his land that do not involve farming. He thereby has redefined the problem from raising a certain crop on his land to making a high profit with his land.

Strategies to help you determine the cause of the problem:

Collect information about what happens before, during, and after the problem. Problems are often triggered by something observable and reinforced by something that happens afterward. So if Carrie often has temper tantrums, observe her and the situation carefully to collect information about what happens before, during, and after the tantrum. You may find that pressing her to do difficult schoolwork usually happens before and allowing her to avoid the schoolwork happens after. If Jake often has digestive problems, you might find that nothing special happens before, during, or after. No specific foods seem to trigger the problem, so diet restriction is unlikely to help. If you want to help heart surgery patients avoid depression after their surgery, observe them before, during, and after surgery.

Organize information into a table, chart, or list and look for patterns. Information collected about a problem often becomes easier to search for patterns when put into a table, chart, or list. The patterns may reveal causes of the problem. So, if you want to predict the next time a man will beat his wife, organize information about his prior instances of wife beating and look for a pattern, such as beating being delivered after he suffered an affront and drank heavily. If you want to determine how to prevent auto accidents, put information about causes of past accidents into a table and look for patterns in the aggregated data, such as a high proportion of the accidents being caused by young males who have been drinking and were driving faster than the speed limit. If you want to predict when a stock will rise, chart its price fluctuations over time and events in the past.

Try to make the problem worse. One way to determine whether you know what causes a problem is to try to make the problem worse. This may be worth doing when the supposed solution is so difficult, inconvenient, expensive, or dangerous as to justify caution in trying it. So, if you suspect that eating strawberries is causing your nose to turn red, wait until your nose is its usual color and eat a few strawberries. If you think that a mentally retarded child has tantrums because of changes in his routine, change the routine substantially on a few occasions and observe his behavior.

Compare situations with and without the problem. Comparing situations with and without the problem can sometimes shine light on a difference that causes the problem. So, if you want to eliminate bacterial infections that kill women giving birth, compare the care given women who become infected with those who don't. You might see, as a 19th Century researcher did, that the women who are "helped" by physicians who don't wash their hands between patients women become ill and the women who are helped by midwives who do wash their hands do not become ill. If you want to know what causes AIDS, compare people who do and don't have HIV and observe the people for several years. If you want to know what causes violent crime, compare the intelligence of individuals who have and have not been convicted of violent crimes.

Consider multiple causes and interactions. Sometimes two or more variables or influences cause a problem to occur. For instance, level of drunkenness depends on many factors, including the amount of alcohol consumed and the body weight of the person. A harmful level of carbon monoxide gas may flow into a house only if the wind is blowing hard in a certain direction, the heat exhaust pipe is less than a meter above the roof, and the heat is on high. If we do not look for all the causes of a problem, we may never find them. So if you want to determine what causes autism, wood rot in a house, or the cause of someone's death, consider multiple causes and interactions.

Consider non-linear effects. Variables sometimes cause problems in a linear way, e.g., the more lead a child eats, the greater the harm. However, some variables have curvilinear effects. For instance, some arousal aids human performance, while a great deal of arousal impairs performance. So, if you want to determine what causes a problem, consider non-linear effects.

Strategies involving use of external aids to help you identify possible solutions:

Ask someone, especially an expert. If we look hard enough we can usually find someone who knows more about how to solve a particular problem than we do. The fastest way to solve the problem may be to ask that person. So if you don't know how to fix a leaking faucet, or help your child act more outgoing, or improve your job interviewing success, ask an expert.

Seek the answer in written material. Written materials exist that show how to solve many problems. New devices often come with instruction manuals. Libraries and bookstores are loaded with "How To" books. The Internet offers answers to many problems – if we ask the right question and use judgment about which web sites are credible. So if you want to learn how to improve the appearance of your nose, you could look up "cosmetic" or "nose" surgery in an Internet search engine and in a medical encyclopedia in the library.

Use a tool or technology. Some problems require the right tool, which could be a hammer, a computer, or a metal detector. So whenever you have a problem to solve, consider whether some type of technology might help you.

Apply a theory. Good theories can point us in the right direction to find a solution to a problem. For instance, Albert Bandura's social learning theory suggests that if we want to teach a child to act altruistically, we would set an altruistic model in our behavior, talk about our altruistic goals, and reward the child (perhaps with praise) when she acts altruistically. Other theories in fields as different as economics and physics provide possible solutions to various types of problems.

Apply the scientific method. The scientific method has helped to produce many of the great accomplishments of recent human history, such as doubling the average human lifespan, putting a human on the moon, and discovering planets orbiting other stars. The method involves systematically collecting data to test a hypothesis, applying certain types of research design and analysis methods to the data, and being skeptical about the results. For more information, see:

Use mathematics. Mathematics is essential to solving some problems, such as how to put an exploring robot on Mars, how to determine whether one treatment is generally more effective than another for pancreatic cancer, and how to defend an area from enemy missiles. There are many types of mathematics, but even the simplest can be helpful in problem solving. For example, if you want to make yourself happier, you might start by counting the number of days in the next 14 that you feel happy. Then you have a baseline to use as a comparison after you make some behavioral or situational changes in pursuit of more happiness. If you wanted to determine whether a new treatment for diabetes is better than the usual treatment, you might use a t test to compare the blood sugar levels are of the group of people using the new treatment with a group of people using the usual treatment.

Use a formula. Sometimes, a formula can help solve a problem. The formula could be a recipe, a set of chemicals, pressures, and heat levels, or an established method of doing something else. So, if you want to develop a permanent way of marking the right lens for contact lens wearers, start with the formulas for permanent pens and markers. If you want to create a better toothpaste, start with a typical formula and try altering its components.

Strategies involving the use of logic to help you identify possible solutions:

Reason by analogy, using what you have learned about similar problems. Going through life we solve many problems. Often the problem solving methods we used and the actual solutions we found effective in the past can work to solve a current problem. So, if you have solved before a problem with a neighbor's dog barking all night, the same solution may work with another neighbor who plays loud music all night. In fact, the same solution might be something to try with anyone who is chronically annoying.

Use deductive reasoning. Deductive reasoning involves going from a general rule to an application in a specific instance. So, if we assume that people commit murder only if they have a motive, then we look for murder suspects among people who had a motive. If we start with a premise that people do what they think is in their best interest, we try to provide employees incentives to work productively. If we believe causes must occur prior to effects, we can conclude that a huge grass fire did not cause the high level of asthma attacks that started two days before the fire.

Use inductive reasoning. Inductive reasoning involves drawing on specific instances to form a general rule. So, if you want to know whether your child will leave your yard if left outside alone, one thing you could do would be to set up that situation and covertly observe the child on several occasions. If you want to find out whether eating chocolate causes you acne, eat chocolate every day for two weeks, then not at all for two weeks, then every day again for two weeks, then not at all for two week, and record the state of your skin every day. If you want to know whether a genetically altered microbe will reproduce in field settings, put a specific number of the microbes in field settings and later count the number.

Question assumptions. Our thinking contains many assumptions or beliefs that have never been well tested, such as that our religion or ethnic group is the best one. If you want to reduce inter-group conflict, questioning these assumptions might help. If you want to stop children from starting to use illegal drugs, question the assumption that educating them about the effects of the drugs will discourage use. If you want to develop close relations with your supervisor, you may benefit from questioning your assumption that all supervisors are power hungry and self-centered.

Strategies using a possible solution as the starting point to help you solve a problem:

Guess, check, and adjust. It may work to guess at a solution, especially if the range of possible solutions is limited as in a multiple-choice test. You can check to see whether your guess is right, and then eliminate the option if it is not. As Sherlock Holmes said, once you have eliminated all the possibilities except one, that one must be the solution. Sometimes guessing can help us even when the range of possible answers is unlimited. For instance, in solving for x in $x + y = 12$ and $2x - y = 3$, if there are no answers from which to choose, and you don't know how to solve simultaneous equations, you can guess at what x is, and if you miss, you can use how much you miss by to make a better second guess, and so on, adjusting your guessing as you go. That, in essence, is how software for structural equation modeling proceeds to a solution.

Work backwards. In solving a printed maze, looking at the goal area and working backward sometimes offers the fastest solution. That may occur because the maze maker did not expect you to use this strategy. Also, if you want to recreate the events involved in a crime, you could start with a possible perpetrator and the available evidence, work backward in time, and see what makes sense.

Strategies to help you determine which possible solution is best:

Estimate the likely costs and benefits of possible solutions. Use deductive and inductive reasoning and the scientific method to estimate the costs and benefits of each possible solution. For instance, if you have a wart on your hand, one option is to buy a commercial product that slowly disintegrates the wart. The costs include the financial cost of buying the product, the time spent in applying it daily, the cost of bandages to cover the area, the inconvenience of wearing bandages, the possible embarrassment of being asked why you are wearing a bandage, and the possibility of a life-long scar. On the benefit side the wart is very likely to be eliminated.

Choose one or more options to implement. Solving a problem usually involves doing something. So, use deductive and inductive reasoning and the scientific method to choose one or more options to implement. This usually involves weighing the costs and benefits of each option according to your values. For instance, if you want to eliminate a wart, you might choose to do nothing and bet on the significant chance the wart will go away on its own and leave no scar. You might choose this approach because you have strong feelings against creating a life-long scar, such as those caused by more active approaches.

Implement the best solution and collect information about the effects of it. Use deductive and inductive reasoning and the scientific method to determine the effects of the chosen option. So, if you want to eliminate a wart, you might wait a year and see whether it goes away on its own. If it doesn't, you could choose a more active option.

Strategies to help you function optimally while problem solving:

Think of options without immediately evaluating them. It is often wise to consider a range of solution options when engaged in problem solving. Several options may solve a problem, but one may solve the problem more completely or cheaply. Individuals may squelch their own good ideas or the good ideas of others by immediately evaluating the ideas. Hence, it may help to brainstorm possible solutions, i.e., record them without first evaluating them. Even a very bad idea might point in a useful direction if it is not pushed aside too quickly.

Set a goal with a purpose you value. Setting a goal with an outcome we value tends to help us achieve more. So, if you have an assignment of math problems to complete, you might set a personal goal of completing all of them correctly for the purpose of earning an "A" on the assignment and in the course so that you can improve your chances of gaining admission to medical school, so you can spend your life

helping ill children. If you have a problem of getting your research approved by an ethics board, set a goal of gaining approval so that you can do the research and help others with your findings.

Avoid distraction. Distractions slow the problem solving process. Distractions can include environmental events such as phone calls and machinery noise. Distractions can also include repeated intrusive thoughts (“This is a terrible situation!”) and. One way to avoid external distractions is to go somewhere peaceful where no one can find you. Another way is to disconnect the phone and put up a “Do not disturb, please” sign. One way to reduce intrusive thoughts is to tell yourself that you will think about these emotion-laden matters at a specific later time, but for now you are going to yell “STOP!” every time the thought intrudes. Another way to reducing intrusive thoughts is to write them down or to tell someone close to you about them.

Work in a new setting. New settings sometimes prompt new types of thinking that can be useful in solving hard problems. For instance, go sit and think in the quiet park across from your headquarters, in a forest cabin, or in a different library.

Adjust time limit to optimum. Some problems are easy to solve but tedious. It may facilitate efficiency to set an artificially brief time frame for completion, e.g., “I’m going to finish these math problems in 30 minutes.” For difficult problems, increasing the time frame for solution may help by reducing distraction-provoking anxiety. So if you are asked to solve a difficult problem, ask for an amount of time that will be sufficient to eliminate time pressure but still not so long as to induce inefficiency.

Work with someone. All else being equal, several people working on a difficult problem tend to produce a better solution than one person. Some efficiency may be lost, so working with someone may best be reserved for very difficult problems. So, if you want to clone a bonobo, work with someone. If you want to end your dependency on tobacco, work with someone.

Create a positive mood with an optimum arousal level. People work better when they have a positive mood and a moderate arousal level. To create a positive mood, you could engage in some activity you greatly enjoy, such as listening to music or reading a book, or you could think back about huge triumphs and outstanding moments in your life. To avoid excessive arousal, you could use a relaxation method such as deep breathing, tensing and relaxing muscle groups, and telling yourself to stay calm.

Think of the problem as a challenge or opportunity. No one wants to have “problems.” So we often think of problem solving as an unfortunate, unpleasant task. Such a negative view of the problem solving may impair our performance at the task. In order to keep a positive mood and keep working on a problem, it is helpful to think of the problem as a challenge or opportunity. So, if the barking of your neighbor’s dog is driving you batty, look at the situation as an opportunity to practice your assertion skills. If your PC won’t come on, look at the situation as an opportunity to challenge yourself, as you might with an anagram. If your investments go sour, think of the situation as a challenge. Do you still have what it takes to make yourself rich through earnings or investment?

Think confidently. Confidence helps us persist in problem solving, and confidence comes most powerfully from problem solving success. So, think about past problem solving successes or solve another problem to boost your confidence about solving a specific problem. Useful thoughts include “I have solved more difficult (or similar) problems,” “I know how to approach this problem,” and “I can solve this problem if I try hard enough.”

Take a break. People can get fixed on a certain way of thinking about a problem or a specific class of possible solutions. It sometimes helps to take a break and think about matters unrelated to the problem in order to open the mind to new ideas. Some people benefit from sleeping on a problem.

Persist. Persistence in problem solving often pays off. It took many years to build the Great Wall of China. It may take you some time to solve a problem. Your odds of success often go to 0 when you give up. With continued effort, you have a chance. So, whether you want to become a millionaire or you want to eliminate the use of land mines, persist. If one possible solution fails, try another one or try another problem solving strategy. Note though that persistence can become maladaptive if the goal is unrealistic. In some cases, the best course is to accept a problem as presently unsolvable and focus (with persistence) on other, solvable problems.

Strategies to help you solve multiple problems:

Adopt a problem solving orientation. People who look for problems to solve have a decided advantage over others. These individuals can often identify problems when the problems are small enough to be easily solved and when enough time is available to allow the use of good problem solving strategies. For instance, it is far easier to lose a few kilograms of weight than to lose 50 kilos. Individuals who wait for problems to become unbearable or unavoidable before dealing with them may experience unnecessary stress when circumstances force them to tackle a problem. Naturally, looking for problems to solve will tend to lead to more problems solved. A math student who does all the problems in a textbook rather than just the half assigned is an example of that principle. So is an executive who looks for problems that keep her workers from being productive.

Apply triage. Often there are multiple problems a person could try to solve at any one time. Emergency room physicians have developed the custom of triage, which is assessing the urgency of the health problem of each of the current patients. In problem solving, it is wise to consider during triage which problem has (1) the most important outcome, (2) the greatest chance for solution, and (3) the nearest deadline. So, if you lose your 3-year-old child in an outdoor crowd and your 8-year-old child has a headache, you focus on the lost child because the risk of harm is greater with that child. If you have two problems to solve, and one, such as developing a method of time travel, seems currently unsolvable, work on the other problem first. If you have two important problem-solving assignments, with one due tomorrow and one due in a week, focus first on completing the one due tomorrow. Sometimes the problem with the most important outcome is different from the problem with the best chance of solution or the nearest deadline. Then you have to apply your own judgment in weighing the triage considerations.

Solve one problem at a time. When faced with multiple problems, individuals may panic or lose hope and then quit trying. When facing more than one problem, to the extent possible, focus on solving one at a time. So if you are overweight and smoke, choose one of these problems to work on at a time. If you dislike your job and your roommate, choose one to work on. If you want to improve your writing and speaking skills, choose one with which to start.

More Specific Problem Solving Strategies

The strategies in this document tend to be general (broad band). For instance, using mathematics is a general strategy. Within that general category are many specific types of math strategies for problem solving, such as counting occurrences and using specific statistical strategies such as a t test or cluster analysis. Individuals who want to use specific math strategies may have to use other strategies, such as asking experts or searching for written information, to identify the best specific math strategy to use.

Specific math strategies are quite diverse, and no one book stands out as a reference. However, some books include many specific (narrow band) strategies that fall within the other general strategies described in this document. For instance, these books give specific strategies about how to adopt a problem solving orientation and how to gain a different perspective on the problem.

THE LANGUAGE OF SALES

Language is the basis for all sales. How a salesperson communicates will decide whether he or she closes the deal and gets the business. Whether it's for phone sales or in-person meetings, having effective language skills is vital for all salespeople. Knowing what to say -- using proper VOCAL CUES -- is important. But understanding the right VERBAL MECHANISMS can be more critical. You may be speaking the same language as your client or prospect, but are you really speaking their language?

MAKE IT EASY ON YOURSELF

A colleague of mine once had a journalism professor who said that you need to be able to write on a 6th grade level to be an effective newspaper reporter. What does this mean? It means that most people when reading the newspaper have a short attention span -- they don't want heavy language or a lot of technical terms they need to look up in a dictionary. The journalist who keeps it SIMPLE gets his or her story read and succeeds.

The same is true of sales. Successful salespeople know how to talk simply to their audience. All too often, our verbal skills DISTORT our images as capable, knowledgeable professionals. We hem and haw, trying to find the right word. We may even discount ourselves and our ideas without realizing it, or we might unknowingly offend others with our language. Descriptive simple language and short sentences work the best. When you search for the so-called "impressive" words or try to expand your statements into drawn-out monologues, you tend to run into more trouble with COMPREHENSION and EFFECTIVENESS.

AVOID POWER ROBBERS

Certain expressions, phrases and word selection can rob the speaker of his or her power. These "power robbers" should be avoided because they DETRACT from our confidence, authority, and professionalism. Examples of power robbers are: "I guess," "I hope," "I think," "Maybe," "Sort of," "Kinda," or "Kind of" and "Probably." Salespeople can reduce the effect of power robbers on speaking habits in three ways:

STAY AWAY FROM TAG QUESTIONS AND HEDGES

Tag questions can be power robbers. These are questions at the end of a sentence that give the impression you are UNSURE of what you just said, or are looking for APPROVAL. An example would be: "I think the proposal is good, don't you? The "don't you" gives the sentence a weak ending. If your aim is to stimulate conversation or encourage feedback, ask an independent question. "I think the proposal is good. What are your impressions? This allows you to say what you think or how you feel and encourage a response without DEVALUING your original statement.

Hedges are also common power robbers. These are FILLERS we use when we are uncertain about what we have to say or are uncomfortable with silence. "Well," "Um," "Ah," "Like," and "You know" have no place in a sentence and become distracting and annoying if they are abundant. Words like "basically" and

"frankly" are worthless fillers. Think about what you really want to say and how you are going to say it before you start to speak.

BUZZ OFF AND KEEP IT SIMPLE

Another trap that salespeople fall into is using buzz words or JARGON. For example, if a client is in the information technology industry, if you don't know what a VAP (Value Added Provider) or VAR (Value Added Reseller) is, don't use the terms. Not only could it come back to haunt you if your client asks you something you don't know, but your audience may not be as familiar with the terms as you assumed.

What would you think if someone said to you, "Let's coordinate a VTC?" I had one very large pharmaceutical client say that to me recently. He assumed that I knew what this meant. I didn't. How did that make me feel? DUMB. He just as easily could have asked if I was available for a Video Teleconference -- the newest technology to "meet" via video when various parties are spread out over various locations. By using technical jargon I didn't understand, he made me feel less than his equal -- and I doubt that was his intent. If he had been trying to sell me something, I know what the result would be -- failure.

ACCURATE PRESENTATIONS

Stay away from overly aggressive or PRETENTIOUS language as well. A good example of this would be, "We know we are the best in the world." Confidence is one thing, ARROGANCE quite another. And while TRUTH and HONESTY are important values and business practices, those words should be kept out of conversation and presentations. The minute I hear someone say "to be perfectly honest," or "to tell you the truth," I begin to question -- haven't you been truthful all day? Why now are you being honest? These words often are red flags to many listeners.

WHO SHOULD YOU FOCUS ON?

You can be powerful with your vocabulary without sounding arrogant. Two of the most powerful words in the English language are YOU and I. "You" is most effective when influencing, PERSUADING, or selling to someone. The focus should be on the person we are speaking to. Most of our statements in business should be you based. "You're going to love this new copy machine. Imagine all the benefits to you and your company.

The word "I" is best used in a CONFLICT situation. In conflicts, we often begin by accusing and attacking the other person. You were wrong. You made a mistake. You made me look bad. The other person, upon hearing this tirade of "You", begins to withdraw or become defensive. Either way the communication has stopped. A more effective way to approach conflict is to use the word I. "I feel that there was a mistake made. I was embarrassed and felt we could have been better prepared." Nothing in that statement is directly ACCUSING, yet you are still getting your point across and chances are the other person won't feel defensive.

USING POWERFUL WORDS

Other strong words are urge, recommend and suggest. Pick your words carefully. Selecting the wrong one is sure death for a salesperson trying to convince a potential buyer about the merit of his or her product or services.

STANDARD PHRASES FOR CORRESPONDENCE

Most of the phrases are arranged in two columns. Any phrase in the left-hand column can, within the context of the letters, be used with any phrase in the opposite right-hand column. By the intelligent use of the various combinations, a wide variety of letters can be built up, dealing with all the main aspects of Commercial Correspondence, and you will be able to write letters that are at once personal, effective and correct.

- a) some appropriate opening phrases;
- b) an indication of the subject matter;
- c) details, terms, instructions, etc.;
- d) suitable endings.

Inquiries

a)

<p>Please (Kindly) send us We shall (should) be pleased (grateful, obliged) if you will (would) send us We shall be glad to receive</p>	<p>- your price list (catalogue, patterns, samples, range) of ... with your lowest prices.</p>
<p>We have an inquiry for ... We require ... We are interested in ... We are in the market for ... We have seen your advertisement in ... We have seen your stand at the ... Trade Fair</p>	<p>- and would ask you to send us (and would be obliged if you would send us) your price list (etc.) with your best terms.</p>

b)

<p>Please offer qualities (articles, goods) Please send us samples (patterns) of ... We are only interested in goods</p>	<p>-which you can supply from stock (for prompt delivery, for delivery Jan./Feb., etc.) which can be shipped within ... weeks from receipt of order.</p>
<p>We should be grateful if you would quote (Please quote)</p>	<p>f.o.b. London (c.i.f. New York, f.a.s. Liverpool).</p>

c)

<p>If your prices (terms, qualities) are satisfactory (competitive, attractive)</p>	<p>- we shall (may) send you (place) an order (a trial order, a substantial order, regular orders).</p>
---	---

We shall supply (give, submit) the usual trade references (bank and trade references, first class references) with our order (if we place an order).

d) Your immediate attention will oblige

<p>We look forward to having your reply</p>	<p>- as soon as possible (by return by air mail).</p>
---	---

An early reply will oblige.

Offers

a) Thank you for your letter of ...

We than you for your letter (inquiry) of ...
 We acknowledge with thanks ...
 We are obliged for your letter (inquiry) of ...

- b) As requested
 With reference to your inquiry
 In reply to your letter

<p>we are sending you herewith (under separate cover) we have pleasure in sending you we enclose</p>	<p>our latest (illustrated) catalogue (our price list, our spring list, our winter list, our range of patterns, a good selection of samples of ...)</p>
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All details (particulars) are shown (given) in our price list (catalogue).
 We have quoted our best (lowest) prices on the enclosed price list.
 Our offer is without commitment (subject to the goods being unsold on receipt of your order).
 All prices are subject to alteration without notice.
 We can deliver from stock (at once, within ... weeks).
 We are at present accepting order for delivery in ... months (for delivery Sept./Oct., etc.).
 Our quotation includes delivery f.o.b. London (c.i.f. Smyrna, f.a.s. Liverpool).

c) *Terms:* Usual Terms, Terms as before, Net, Strictly Net, Cash with Order (C.W.O.) on new accounts, Cash on Delivery (C.O.D.).
 Payable 10th of following month less 2 ½ %
 30 days 5%, 60 days 2 ½ %, 90 days net.

Export Terms:

Payment by Bank Draft on London against Pro Forma Invoice.
 Documents against payment (D/P).
 Documents against acceptance of our 30 days` sight draft.
 Shipping documents will be surrendered against Irrevocable Letter of Credit.
 Quarterly 30 days` sight (d/s).
 Monthly 60 days` sight.

d) We hope (We trust, We are confident) that you will find the article (the goods) you want in our range (catalogue) and are looking forward to receiving your order.
 Please let us know if our offer does not contain what you require (want); we shall be glad to send you further samples.

As prices are rising As our stocks are rather low As we are booking heavy orders every day	- we would advise you to order soon (by return).
We shall be pleased to receive your order, and remain, Any order which you may place with us will have our prompt and careful attention.	- Yours faithfully,

Orders

a)

We thank you for We refer to We acknowledge with thanks	- your letter (offer, quotation) of ... with price list (catalogue, patterns, samples).
---	---

b)

Please supply (send us) by post (rail, passenger train, next boat, air mail) ...
Please book the following order:

We have pleasure in enclosing our Order No ... We enclose herewith our Order No ...	- with detailed instructions (for your (best, prompt) attention).
We require Please arrange for	- immediate (prompt, punctual) delivery (dispatch, shipment).

The goods are required at once (immediately, within ... weeks).

The order must be dispatched (executed) without delay (not later than ...).

We shall not accept delivery (goods arriving) after ...

The delivery dates (instructions) given in our order must be strictly kept (adhered to).

Please dispatch (delivery, ship, pack, mark) in strict accordance with our instructions.

We expect (await) delivery at the specified dates.

The goods must comply (agree) in every respect with our specifications (with the samples, patterns).

Please do not supply substitutes.

Please choose nearest substitute for any article out of stock.

c)

Please advise us when the order is ready for delivery (shipment).

Detailed (Full) instructions regarding marks and numbers (packing, shipping route) will follow.

Please await our instructions for insurance.

Please insure at invoice value plus 10% (15%, 20%).

We shall take out (effect, cover) insurance here (ourselves).

Please quote our Order no. (the above order No.) on all letters and invoices (documents).

We require invoice in duplicate (triplicate, quadruplicate, with 5 copies) and two consular invoices (certificates of origin).

<p>As this is our first order (our first transaction with you)</p>	<p>- we shall remit on receipt of your pro forma invoice. we enclose cheque (bank draft) for £100 we give you the following references: Messrs Messrs</p>
--	---

If your goods are satisfactory we may be able (we hope) to place substantial orders (repeat orders).

d)

Please give (We hope that you will give) our order your prompt and careful attention.

We shall appreciate your careful attention to our instructions.

We expect careful (prompt, speedy) execution of our order.

Kindly acknowledge (confirm your acceptance of) our order by return of post (by air mail, cable).

Please inform us whether you can accept our order on these terms.

We are awaiting your confirmation (copy order, illustrated copy order by return (of post)).

Acknowledgment and Execution of Orders

a)

<p>We thank you (are obliged for) We are in receipt of (have received) We acknowledge with thanks (are pleased to acknowledge)</p>	<p>- your order of ... (your order No. ...) which is having (receiving) our best attention (which we confirm as follows:)</p>
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Your order No...., for which we thank you, has been booked as instructed and we enclose (have pleasure in enclosing) herewith our confirmation (copy order, illustrated copy order).

b)

<p>Please note (we are pleased to advise (inform) you) that the goods (pieces, articles)</p>	<p>- have been dispatched today. are now for delivery. will be ready for dispatch (shipment) next week.</p>
--	---

We enclose (attach) Enclosed please find We are sending you herewith (we attach) Please find enclose (attached)	- our invoice for £ ... (to the amount of £ ...) invoice and Bill of Lading in duplicate with Insurance Policy. invoice in triplicate, consular invoice in duplicate and Insurance Policy.
--	--

c)

Please let us have (send us) We are awaiting Your order is now complete (ready for shipment) and we shall be pleased (glad) to receive by return	- your shipping instructions. your instructions as regards marks and numbers (packing, insurance).
--	---

As instructed (requested) we have effected insurance and will attach the policy to the shipping documents.

We have noted that you are covering insurance yourselves (from your side).

We regret (We are sorry) that No. ... is sold out.

Please select (choose) a suitable substitute (another article, quality) from the enclosed patterns (samples, from our catalogue).

For No. ... which is out of stock at present we have substituted the very similar article ... at the same price and hope (trust) that you will agree (approve).

The rest of your order will follow shortly (soon, next month, as soon as possible).

d)

We hope (We shall be pleased) to receive your further orders which shall always have our best attention.

We trust (are confident) that you will find a ready sale for this excellent quality and are looking forward to your further orders (repeat orders).

Please be assured that we shall spare no effort to satisfy your wishes (requirements).

Any future order which you may place with us will be handled with the greatest care and attention.

References

I *Inquiries*

a)

Messrs. A. N. Other & Co. of All town have given us your name (firm) as a reference.

We have received an order from Messrs. A. N. Other & Co. of All town.

b)

May we ask you Would you be good enough	- to give us some information about their financial standing (reputation, reliability). to let us know whether a credit up to £100 can in your opinion be safely given (granted).
--	--

Please let us know We are especially interested to know	- whether your dealings with them have always been satisfactory. whether they have always met their commitments punctually (promptly).
--	---

c)

Your information Any information you may be able to give	- will be treated in strict confidence (strictly confidentially).
---	---

d)

We thank you in anticipation and Thanking you in advance we	- enclose stamped, addressed envelope (an International Reply Coupon) for your answer (reply).
--	--

II Replies

a)

We are in receipt of your letter of ... We write in reply to your letter of ... We refer to your inquiry of	- and give you below the Information you require (you have asked for).
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b) *favourable*

<p>The firm you mention (in question) The firm about which you inquire Messrs. A. N. Other & Co. of All town</p>	<p>- have been regular customers of ours (have had an account with us) for many years. have always met their commitments promptly (without delay, satisfactorily). are well-established dealers of the highest repute.</p>
<p>We think We are of the opinion We have no hesitation in saying</p>	<p>- that a credit of £100 can be granted (given, recommended) with confidence (without risk).</p>

c) unfavourable

<p>The firm whose name is shown on the enclosed slip The firm about which you inquire</p>	<p>- is unknown to us. is a new (recent) customer. has only a very small account with us. has been rather slow in its payments.</p>
<p>We regret that we are unable We feel that we do not know them well enough (sufficiently well)</p>	<p>- to give you (supply) the information you require (need, want).</p>
<p>We are not in a position to recommend We would be reluctant to grant We would hesitate to advise</p>	<p>- a credit of £100 (of the amount you mention).</p>

We would advise the greatest caution.
We would supply on a cash basis only.

d)

This information is given in strict (absolute) confidence.
We give this information in strict confidence and without responsibility.
This information is given in strict confidence and without any responsibility on our part.

Collection of Accounts

First Application

<p>We enclose herewith our monthly (quarterly) statement. We refer to the statement of accounts which we sent you last month. With reference to our letter of ... asking for payment of the overdue balance of £ ...</p>	<p>- We shall be pleased to receive your cheque (remittance) by return (at an early date). We would appreciate (be grateful for) an early settlement (payment by return).</p>
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Second Application

<p>We wrote to you on ... regarding our overdue account. On ... we called your attention to our account of £ ...</p>	<p>- and would ask you to give this matter your immediate attention (to remit this amount (balance) by return of post).</p>
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Third Application

<p>We must remind you again of our overdue account We are still without payment of our long overdue account. We regret that you have ignored our previous applications for a settlement of our account</p>	<p>- and must request you to let us have your payment (cheque, remittance) without further delay (by return of post, at once).</p>
--	--

Final Application

<p>As our previous applications for payment have been without result As you have not replied to three letters asking for a settlement of the overdue balance of our account No replies to our letters of ... and ... having been received,</p>	<p>- we shall have to place the matter in other hands unless we receive payment within 7 days. we shall take legal proceedings (instruct our solicitors) if your remittance has not reached us by the ... the of this month.</p>
--	---

Export Accounts

<p>We enclose herewith our statement (invoice) amounting to £6.29.</p>	<p>- Kindly let us have your cheque (draft) in settlement. May we ask you to remit, as we do not want to draw for this small amount.</p>
--	---

<p>Please find enclosed our invoice for £25.85 covering your order No. ... We have pleasure in sending you herewith our December statement showing a balance due of £68.16</p>	<p>- We would advise you that we have drawn on you at 30 d/s through the Bank of South Africa. Please give our draft your kind (due) protection.</p>
<p>We are pleased to advise you that your order No. ...has been shipped today (is ready for shipment). Enclosed please find our invoice for £126.69 which we trust you will find in order.</p>	<p>- The shipping documents will be delivered (surrendered) against payment (acceptance) of our draft which we recommend to your protection. As agreed (arranged) we would ask you to open an irrevocable credit in our favour and shall hand over shipping documents against acceptance of our draft.</p>

As requested (arranged) we are sending you pro forma invoice.
The goods will be dispatched on receipt of payment (remittance).

Complaints

I Delays

a)

We refer to our letter of ... (telephone call, telegram, cable of today).

b)

<p>Our order No. ... of ... The goods we ordered on ... As we pointed out, our order</p>	<p>- is (are) now considerably (long) overdue should have been delivered (dispatched, shipped) on ... (last month, 4 week ago).</p>
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c)

<p>As the goods are urgently needed (required) As the goods are required (wanted) for next month's sales (for Christmas, for Easter, for Whitsun)</p>	<p>- we must ask (request) you to dispatch them without further delay (by return). we must now insist on immediate delivery (shipment, execution) of our order.</p>
---	---

<p>As these goods (articles, qualities were specially ordered for the spring (autumn) season As the demand for these qualities has now ceased Unless the goods can be des-patched (shipped) immediately (at once, within ... days)</p>	<p>- we have to (must) ask you to cancel our order (contract).</p>
--	--

d)

Please give this matter your immediate (urgent) attention.

Please let us know (inform us) by return (by telegram, cable) when we can expect delivery.

We are expecting your reply (confirmation, advice) by return of post.

II *Goods unsatisfactory or damaged*

a)

We refer to our Order no. ... (to your invoice, Advice Note of ...).

b)

The goods have arrived (been delivered) today.

The consignment (The shipment, The bale, The case, The crate, The parcel) has been received (delivered) today.

c)

<p>When unpacking the bale (case, etc.) we found that On examination we found that We were surprised to find that</p>	<p>- the colour (weight, finish) is unsatisfactory. the goods do not agree with the original pattern. the quality is inferior to that of the sample. the contents do not tally (agree) with your advice note (packing note, invoice). some of the goods have been damaged in transport (transit).</p>
---	---

d)

We are awaiting your reply.
Please look into the matter and let us have your instructions.

III Errors

a)

We have received (we acknowledge) your letter (invoice, statement) of ...

b)

<p>On checking your invoice (statement) we find that When comparing your invoice (your statement) with our order (with our books) we find that</p>	<p>- you have charged quality XYZ at 95p instead of 85p. you show an invoice No. ... for £28.70 of which we have no trace. you have listed (shown) your invoice No. ... with £196.64 instead of £169.64. you have omitted your Credit Note No. ... for £6.16</p>
--	--

c)

<p>Please look into the matter and if you agree kindly send us</p>	<p>- a corrected invoice. - a copy of your invoice No. ... - an adjusted (a corrected) Statement.</p>
--	---

d)

We look forward to your (early) reply,

Apologies, Explanations and Adjustments

a)

We acknowledge your letter (telephone call, telegram cable) of ...

We acknowledge the receipt of your letter (etc.) of ...

We hasten to reply to your letter of ...

b) **I Delays**

<p>We (very) much regret We are very (extremely) sorry about</p>	<p>- the delay in the delivery (dispatch, execution, completion) of your order.</p>
--	---

The delay is due to causes beyond our control (to a strike, breakdown in the factory, shortage of raw material).

II Goods unsatisfactory or damaged

<p>We are (really) sorry to see (learn) from your letter We are very sorry indeed</p>	<p>- that you are not satisfied with our goods (delivery, shipment, consignment). that you are complaining of the quality (weight, colour, finish) of ... that you say (think) that our goods (etc.) are not equal (up) to sample (standard). that you think the price of ... is too high (... is too expensive). that our parcel (consignment, shipment) has been damaged in transit.</p>
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We have examined (gone into, looked into) the matter (your complaint) carefully (thoroughly).
We can assure you that our prices are in every respect competitive (are most carefully calculated, allow only a very small margin).
All our consignments are packed with the greatest possible care.

III Errors

<p>We (want to) express our (sincere) regret for We offer our (sincere) apologies for Please excuse</p>	<p>- the error (mistake) in our Invoice (statement, shipment, consignment).</p>
---	---

c) I Delays

The goods (Your order) will be dispatched tomorrow (next week, within a fortnight, before the end of the month).

We are making every effort to execute (dispatch, complete) your order as soon as possible and hope to dispatch it on ...

As requested we have cabled you today as follows:

As requested we have (regretfully) cancelled your order.

II Goods unsatisfactory or damaged

<p>We are sending you today</p>	<p>- patterns (samples) of goods in stock. Please select the pieces you want. a range of lower priced articles and hope that some of these will meet your requirements (with your approval).</p>
---------------------------------	--

We have taken the matter up with the Post Office (Railway Company, Carrier) and would ask you to hold the goods at our disposal until hear from us.

III Errors

<p>We are sending you herewith We enclose Please find enclosed</p>	<ul style="list-style-type: none">- our corrected invoices.- our Copy Invoices No. ...- our adjusted statement.- our Credit Note for the difference.
--	---

We are dispatching the correct goods (the goods you ordered) and should be grateful if you would kindly return those sent in error.

d)

We trust that the matter is now in order (has been settled to your satisfaction).

Please accept our (sincere) apologies for the delay (the error, the mistake) and the inconvenience (trouble) it has caused you.