

ENGLISH FOR WORK / ENGLISH FOR RECEIVING, STOCK, AND DISPATCH

Warehouse and Distribution English

Exact quantities. Clear status.



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Eight practical lessons. Eleven extended conversations.

Vocabulary, phrase banks, guided speaking, and explained answers.

Revised 2026 edition / Upper-intermediate to advanced

Your route through the book

01 Receiving against the expected shipment, page 4

Report an inbound overage with matching item labels while preserving the original order and the limit of your authority.

02 Locating and identifying stock, page 14

Read back similar item codes, distinguish location labels from product labels, and request a record check without substituting stock.

03 Picking the right unit and quantity, page 26

Resolve a unit-of-measure misunderstanding, calculate the product-specific case equivalent, and confirm the requested total.

04 Reporting a short pick and replenishment need, page 36

Quantify a pick-face shortfall, distinguish system reserve stock from available stock, and escalate against a stated cutoff.

05 Packing and label discrepancies, page 48

Interrupt a possible labeling error politely, compare carton and recipient references, and distinguish prevention from a completed error.

06 Staging and dispatch status, page 58

Compare staged goods with a dispatch record and report a cutoff risk without claiming departure or an approved correction.

07 Returns and stock status, page 70

Confirm return identity, qualify an external observation, and refer condition review without releasing the item as saleable.

08 Inventory and shift handoffs, page 80

Transfer a verified count difference, distinguish completed recount from pending investigation, and preserve adjustment authority.

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Suggested study range: B2-C1. This is an editorial study range, not a certified proficiency assessment.

The item, the unit, and the status.

Warehouse English connects physical goods to records without confusing the two. Useful messages identify the exact item and location, state quantities with their units, and make clear whether goods are merely present, available, approved, staged, or actually dispatched.

Keep the unit beside the number

Six each and six cases can describe very different quantities. Confirm the product-specific pack size before making a conversion; do not assume that all cartons or cases contain the same number.

"Six trays are requested; this item has six trays per case, so that is one case."

Read the item, not just the location

A bin sign can conflict with the label on the stock. Report both identifiers and the location rather than treating a familiar bin as proof that the product is correct.

"A12 is marked BK-14-B, but the stock label reads BK-14-G."

Separate presence from availability

Stock shown in reserve may be allocated or otherwise unavailable. Staged cartons may still be missing from dispatch records. Name the uncompleted check before promising a full order or a departure.

"Four are at the pick face; the twelve shown in reserve still need an availability check."

Distinguish a count from permission to change it

An agreed recount can establish an observed quantity without establishing the cause of a difference or authorizing an adjustment. Transfer the figures, completed checks, and next owner together.

"Both counts give eighteen; the system shows twenty. Sam owns the transaction review."

Professional boundaries

All orders, goods, locations, quantities, workers, times, and decisions are fictional. This book teaches workplace English, not equipment operation, manual handling, warehouse-system configuration, product-safety inspection, or inventory authorization. Follow actual site procedures, training, safety controls, product requirements, and approval limits. The dialogues do not authorize stock movement, relabeling, release for sale, shipment, or record adjustment. Do not enter restricted areas or operate equipment based on a language exercise.

A Read the situation

LESSON 01 / RECEIVING AGAINST THE EXPECTED SHIPMENT

Report an inbound overage with matching item labels while preserving the original order and the limit of your authority.

Two cartons over the order

Receiving clerk Nia checks a shipment against purchase order 740, which expects twenty cartons. The physical count is twenty-two cartons, and the item labels match the ordered item. The supplier has not explained the additional two cartons. Nia can flag the overage to inventory coordinator Ben, but neither can treat this conversation as approval to change the order. Matching item labels do not settle quantity acceptance, payment, stock release, or the cause of the difference.

People: Nia, Receiving clerk; Ben, Inventory coordinator.

Read the record

Choose one answer per question using the facts above.

1. What does purchase order 740 expect?

- A. Two cartons
- B. Twenty individual products
- C. Twenty cartons
- D. Twenty-two cartons

2. What does receiving count?

- A. Twenty-two cartons with matching item labels
- B. Twenty cartons with wrong labels
- C. Two cartons with no labels
- D. Twenty-two verified individual products

3. What has not been established?

- A. The matching item labels
- B. Why two extra cartons arrived or whether an order change is approved
- C. The original expected count
- D. The physical carton count

[Answers and explanations, page 104](#)

B Vocabulary in use

CORE TERMS

purchase order

Buyer document specifying ordered goods and quantities, often PO.

check the purchase order

expected quantity

Amount required by the reference order or record.

state the expected quantity

overage

Quantity above the expected or ordered amount.

flag an overage

item label

Label identifying the goods or product reference.

compare the item label

quantity exception

Difference requiring review against the stated quantity.

report a quantity exception

receiving clerk

Worker checking and recording incoming shipments.

brief the receiving clerk

inbound shipment

Goods arriving at a warehouse or receiving location.

identify the inbound shipment

received count

Number physically counted on arrival, distinct from approval status.

report the received count

carton

Outer package used as the counting unit here.

count the cartons

item match

Correspondence between the observed and ordered product identity.

confirm the item match

supplier

Business providing the ordered goods.

contact the supplier

inventory coordinator

Person coordinating stock records and related checks.

notify the inventory coordinator

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

purchase order PURCHASE ORDER

check the purchase order

Keep the meaning precise: Buyer document specifying ordered goods and quantities, often PO.

carton CARTON

count the cartons

Keep the meaning precise: Outer package used as the counting unit here.

B Precision and professional shorthand

EXTEND YOUR RANGE

order line

Individual entry specifying an item and quantity on an order.

review the order line

delivery note

Document accompanying delivered goods and their descriptions.

check the delivery note

quantity variance

Difference between expected and observed amounts.

quantify the quantity variance

order amendment

Authorized change to an existing purchase order.

request an order amendment

acceptance status

Whether the goods or quantity have been accepted under the process.

clarify acceptance status

invoice quantity

Number of units billed by the supplier.

verify the invoice quantity

packing slip

Supplier document describing the shipment contents.

compare the packing slip

advance shipping notice

Electronic notice of expected shipment details, often ASN.

compare the advance shipping notice

supplier explanation

Supplier account of why a discrepancy occurred.

await the supplier explanation

approval limit

Boundary of a person's authority to accept or change something.

respect the approval limit

stock release

Authorization to make goods available for the relevant use.

distinguish stock release

reconciliation

Comparison of records and actual figures to explain differences.

begin quantity reconciliation

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

inventory coordinator INVENTORY COORDINATOR

notify the inventory coordinator

Keep the meaning precise: Person coordinating stock records and related checks.

quantity variance QUANTITY VARIANCE

quantify the quantity variance

Keep the meaning precise: Difference between expected and observed amounts.

Phrases that move the work forward

Identify the order

I am checking the shipment against purchase order 740.

State the count

I have counted twenty-two cartons.

Confirm the item match

The item labels match the ordered item.

Keep the cause open

The supplier has not explained the additional two.

Flag the exception

I will report the overage for review.

State the authority limit

I cannot approve an order change.

Distinguish payment

This count does not approve payment for the extras.

Read back both figures

Twenty expected, twenty-two counted, item labels matching.

State the expectation

The order expects twenty cartons.

Quantify the excess

That is an overage of two cartons.

Separate item and quantity

Matching labels do not resolve the quantity difference.

Avoid an assumption

I cannot call the extra cartons a free addition.

Preserve the original figure

Keep twenty as the original ordered quantity.

Avoid a false amendment

The order has not been changed to twenty-two.

Distinguish release

The count alone does not authorize stock release.

Close with the open question

The extra quantity still needs an explanation and a decision.

Precision in real exchanges

Purpose: Quantify the excess

Useful wording: That is an overage of two cartons.

Purpose: Confirm the item match

Useful wording: The item labels match the ordered item.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which report includes all checked facts?

- A.** PO 740 now orders twenty-two because they arrived.
- B.** Two cartons arrived and all others are missing.
- C.** Matching labels prove the supplier intended a free bonus.
- D.** PO 740 expects twenty; twenty-two counted; item labels match.

2. Which figure describes the variance?

- A.** No difference because labels match.
- B.** Two cartons over the order.
- C.** Two cartons short of the order.
- D.** Twenty-two cartons over the order.

3. A colleague needs the term for this meaning: Number physically counted on arrival, distinct from approval status. Which term fits?

- A.** quantity exception
- B.** delivery note
- C.** received count
- D.** acceptance status

D Choose the response that fits / continued

4. Rebuild the exchange from "Two cartons over the order". Nia: "All right. I'll leave the ordered figure at twenty. I don't want my count to make it look as though we'd ordered twenty-two." Ben: [missing response] Nia: "My receiving note can say twenty-two physically counted, but that sounds different from accepting twenty-two. Which wording do you need?" Which response belongs in the gap?

- A.** Keep the expected quantity unchanged. The discrepancy would disappear on paper if we quietly increased the order to match the truck.
- B.** That's enough to start reconciliation. I'll take the discrepancy for review; don't describe it as resolved before we have the answer.
- C.** Yes, the item match tells us which product arrived. It doesn't answer what to do with the two extra cartons.
- D.** So we're two over. I'll log an overage, with the product match noted separately. Have we heard from the supplier?

[Answers and explanations, page 104](#)

One useful distinction

The expected count is twenty cartons and the observed count is twenty-two: an overage of two cartons. Matching item labels support product identity, not approval of the additional quantity or a change to purchase order 740.

E Conversation

Two cartons over the order

Two cartons over the order

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

overage / item match / reconciliation / order amendment / approval limit /
supplier explanation / Stock release / received count / expected quantity /
quantity variance

- 01 **Nia:** Ben, can you check PO 740 with me? It calls for twenty cartons. I've counted twenty-two, and the item labels match.
- 02 **Ben:** So we're two over. I'll log an ¹ _____, with the product match noted separately. Have we heard from the supplier?
- 03 **Nia:** Not yet. Could these be extras from an earlier shortage? I don't have anything linking them to another order.
- 04 **Ben:** Then we need a ² _____. Don't put replacement stock in the note unless that is actually confirmed.
- 05 **Nia:** All right. I'll leave the ordered figure at twenty. I don't want my count to make it look as though we'd ordered twenty-two.
- 06 **Ben:** Keep the ³ _____ unchanged. The discrepancy would disappear on paper if we quietly increased the order to match the truck.
- 07 **Nia:** My receiving note can say twenty-two physically counted, but that sounds different from accepting twenty-two. Which wording do you need?
- 08 **Ben:** Say ⁴ _____ and make the unresolved acceptance clear. Use our actual status fields; don't select a status that approves more than you've checked.
- 09 **Nia:** The labels are right, at least. I'll put that beside the count instead of describing the whole delivery as correct.
- 10 **Ben:** Yes, the ⁵ _____ tells us which product arrived. It doesn't answer what to do with the two extra cartons.

Conversation continues on the next page.

Two cartons over the order

CONVERSATION / CONTINUED

- 11 **Nia:** Can I amend the order once you've seen the count, or does that still go through the approval process?
- 12 **Ben:** An ⁶ _____ still needs authorization. Neither this call nor the matching labels gives you that authority.
- 13 **Nia:** Understood. I'll flag it to you. I haven't agreed to pay for the extras or made them available for use.
- 14 **Ben:** Good. ⁷ _____ remains a separate decision. Keep that separate from the quantity record so the next shift doesn't assume they're cleared.
- 15 **Nia:** For the summary, should I say plus two cartons, rather than simply twenty-two? Both numbers seem useful.
- 16 **Ben:** Include both. The ⁸ _____ is plus two, against twenty ordered and twenty-two counted. That makes the comparison clear.
- 17 **Nia:** I'll send that with PO 740 and the label match. The supplier's explanation is still the open question.
- 18 **Ben:** And retain your ⁹ _____ in the handoff. Someone reviewing the note needs to know what has not been authorized.
- 19 **Nia:** Read-back: twenty ordered, twenty-two counted, labels matching, two over. No explanation yet and no approved order change.
- 20 **Ben:** That's enough to start ¹⁰ _____. I'll take the discrepancy for review; don't describe it as resolved before we have the answer.

CHECK THE GAPS

1. overage / 2. supplier explanation / 3. expected quantity / 4. received count / 5. item match / 6. order amendment / 7. Stock release / 8. quantity variance / 9. approval limit / 10. reconciliation

[Why these answers fit, page 105](#)

F Check accuracy and scope

Two cartons over the order

Return to the case

Receiving clerk Nia checks a shipment against purchase order 740, which expects twenty cartons. The physical count is twenty-two cartons, and the item labels match the ordered item. The supplier has not explained the additional two cartons. Nia can flag the overage to inventory coordinator Ben, but neither can treat this conversation as approval to change the order. Matching item labels do not settle quantity acceptance, payment, stock release, or the cause of the difference.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. Which action exceeds Nia's authority?

- A. Asking for a supplier explanation.
- B. Approving the order change to twenty-two.
- C. Flagging the extra quantity.
- D. Stating that labels match.

2. Which conclusion does not follow from the labels?

- A. The additional quantity is approved for payment and release.
- B. The observed labels match the ordered item.
- C. Quantity review is still needed.
- D. The original order remains twenty cartons.

[Answers and explanations, page 107](#)

Listen for the distinction

Repeat the two-carton overage and the separate item-label match.

A matching item can still have a quantity exception

Positive wording such as the labels match is useful, but it must not conceal an overage. Give the expected and observed counts in one message. Report what needs review without making the record agree by quietly changing the order quantity.

F Say it / transfer to a new case

Flag another inbound overage

Purchase order 851 expects twelve cartons. Receiving counts fifteen with matching item labels. The extra quantity is unexplained, and the clerk cannot approve an order change.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

three / twelve / fifteen / approved

- 01 **Clerk:** The order expects ¹ _____ cartons.
- 02 **Coordinator:** The physical count is ² _____ cartons.
- 03 **Clerk:** That is an overage of ³ _____ cartons.
- 04 **Coordinator:** An order amendment is not ⁴ _____.

CHECK THE GAPS

1. twelve / 2. fifteen / 3. three / 4. approved

[Why these answers fit, page 107](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "Two cartons over the order". Nia: "Understood. I'll flag it to you. I haven't agreed to pay for the extras or made them available for use." Ben: [missing response] Nia: "For the summary, should I say plus two cartons, rather than simply twenty-two? Both numbers seem useful." Which response belongs in the gap?

- A. That's enough to start reconciliation. I'll take the discrepancy for review; don't describe it as resolved before we have the answer.
- B. Good. Stock release remains a separate decision. Keep that separate from the quantity record so the next shift doesn't assume they're cleared.
- C. So we're two over. I'll log an overage, with the product match noted separately. Have we heard from the supplier?
- D. Keep the expected quantity unchanged. The discrepancy would disappear on paper if we quietly increased the order to match the truck.

[Answers and explanations, page 108](#)

A Read the situation

LESSON 02 / LOCATING AND IDENTIFYING STOCK

Read back similar item codes, distinguish location labels from product labels, and request a record check without substituting stock.

The bin sign and stock disagree

Picker Luis needs BK-14-B, blue folders, from bin A12. The bin sign names BK-14-B, but the stock in the bin is labelled BK-14-G, green folders. Inventory clerk Mei can check the putaway record. No stock move, bin-sign change, or substitution has been approved. The location mismatch does not prove why the green folders are there or establish where the blue folders are. Luis needs to report both complete codes and the location without picking the wrong color.

People: Luis, Picker; Mei, Inventory clerk.

Read the record

Choose one answer per question using the facts above.

1. Which item is required?

- A. BK-14-B, blue folders
- B. BK-14-G, green folders
- C. Either color of folder
- D. Any stock in A12

2. What is actually labelled on the stock in A12?

- A. BK-14-B, blue folders
- B. No item code at all
- C. An approved substitute code
- D. BK-14-G, green folders

3. What can Mei do next?

- A. Check the putaway record
- B. Approve a substitution automatically
- C. Declare the blue folders lost
- D. Move the green folders without authorization

[Answers and explanations, page 109](#)

B Vocabulary in use

CORE TERMS

item code

Identifier assigned to a product or variant.

read back the item code

product variant

Version of an item differing in a feature such as color.

distinguish the product variant

bin sign

Location display indicating assigned stock information.

compare the bin sign

location mismatch

Conflict between assigned location information and observed stock.

report a location mismatch

putaway record

Record of where goods were placed after receiving.

review the putaway record

item master

Central record of product information in the inventory system.

consult the item master

stock-keeping unit

Internal identifier for a stock item or variant, often SKU.

verify the stock-keeping unit

bin location

Identified storage position within the warehouse.

confirm the bin location

stock label

Identifier attached to the actual goods or their packaging.

read the stock label

putaway

Process of placing received goods in an assigned storage location.

check the putaway record

location history

Record of stock movements involving a location.

examine the location history

suffix

Final part of a code, here the letter B or G.

clarify the suffix

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

item code **ITEM CODE**

read back the item code

Keep the meaning precise: Identifier assigned to a product or variant.

stock label **STOCK LABEL**

read the stock label

Keep the meaning precise: Identifier attached to the actual goods or their packaging.

B Precision and professional shorthand

EXTEND YOUR RANGE

color variant

Product version distinguished by color.
confirm the color variant

read-back

Repetition of information to verify accuracy.
request a full read-back

stock move

Transfer of goods between locations.
request approval for a stock move

assigned location

Storage position shown for an item in the relevant record.
verify the assigned location

picking error

Selection of an incorrect item or quantity.
prevent a picking error

SSCC

Serial Shipping Container Code: an 18-digit GS1 identifier for a logistic unit, such as one pallet.
verify the full SSCC

look-alike code

Identifier visually similar to another code.
distinguish look-alike codes

substitution

Use of a different item in place of the requested one.
avoid an unapproved substitution

relabeling

Changing an existing label under the proper process.
distinguish relabeling from checking

observed stock

Goods actually seen at the location.
describe the observed stock

location correction

Authorized change to inaccurate location information.
request a location correction

GTIN

Global Trade Item Number identifying a trade item, not a unique pallet shipment instance.
distinguish the GTIN from the SSCC

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

suffix **SUFFIX**

clarify the suffix

Keep the meaning precise: Final part of a code, here the letter B or G.

stock move **STOCK MOVE**

request approval for a stock move

Keep the meaning precise: Transfer of goods between locations.

Phrases that move the work forward

State the requirement

I need BK-14-B, blue folders.

Read the sign

The bin sign says BK-14-B.

Clarify the differing letter

B as in blue, not G as in green.

Avoid a substitution

Green folders are not the requested item.

Keep the cause unknown

I do not yet know why the green folders are here.

Avoid a false correction

No bin-sign change has been approved.

Preserve both codes

Please keep BK-14-B and BK-14-G separate in the note.

Distinguish checking and approval

A record check is not permission to substitute.

Name the location

I am checking bin A12.

Read the stock

The stock label says BK-14-G.

Report the conflict

The sign and the actual stock label disagree.

Ask for the record

Can you check the putaway record?

Keep location unknown

We have not established where the blue folders are.

Avoid an unapproved move

I will not move the stock based on a guess.

Confirm the next owner

I will check the record for A12.

Close the clarification

The item mismatch remains open pending verification.

Precision in real exchanges

Purpose: Read the stock

Useful wording: The stock label says BK-14-G.

Purpose: Clarify the differing letter

Useful wording: B as in blue, not G as in green.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which message is precise?

- A.** The blue folders are definitely in the next bin.
- B.** A12 sign says BK-14-B; stock says BK-14-G.
- C.** A12 has the right item because the sign says so.
- D.** The two codes mean the same thing.

2. Which clarification targets the code difference?

- A.** BK-14, with the color suffix omitted.
- B.** A12 as the requested product code.
- C.** B as in blue, not G as in green.
- D.** B as in blue, not B as in the bin location.

3. A colleague needs the term for this meaning: Identified storage position within the warehouse. Which term fits?

- A.** bin location
- B.** read-back
- C.** picking error
- D.** putaway record

D Choose the response that fits / continued

4. Rebuild the exchange from "The bin sign and stock disagree". Luis: "I haven't picked the green ones. Can you check how they were put away before we go any further?" Mei: [missing response] Luis: "Could be the sign or the stock location. I don't know which, and I don't want to blame the last putaway without checking." Which response belongs in the gap?

- A.** Good. An unapproved substitution would not resolve the issue. I can check the putaway record to see what information we have for A12.
- B.** Yes. The suffix matters even when the rest of the code is identical. A familiar-looking reference is not enough to confirm the requested variant.
- C.** The putaway record is a useful next check. We should not assign a cause simply because the sign and the goods disagree.
- D.** Correct. I own the verification request. I will check the putaway information without claiming that it has already located the blue folders.

[Answers and explanations, page 109](#)

One useful distinction

BK-14-B is the requested blue-folder item; BK-14-G is the green-folder item observed at A12. The bin sign and stock label conflict. Neither their similarity nor the shared location authorizes substituting the green folders.

Conversation

The bin sign and stock disagree

The bin sign and stock disagree

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

stock move / bin sign / substitution / read-back / location mismatch / putaway record / suffix / verification request / color variant / observed stock

- 01 **Luis:** Mei, can you check A12? I need blue folders, BK-14-B, but the stock here says BK-14-G.
- 02 **Mei:** Let us separate the ¹ _____ from the stock label. What does the sign at A12 say, and what color are the folders you actually see?
- 03 **Luis:** The sign says B, blue. The stock says G, green. It's just that last letter, but it changes the item.
- 04 **Mei:** Then the ² _____ is different. You need B as in blue, while the stock label has G as in green.
- 05 **Luis:** I haven't picked the green ones. Can you check how they were put away before we go any further?
- 06 **Mei:** Good. An unapproved ³ _____ would not resolve the issue. I can check the putaway record to see what information we have for A12.
- 07 **Luis:** Could be the sign or the stock location. I don't know which, and I don't want to blame the last putaway without checking.
- 08 **Mei:** The ⁴ _____ is a useful next check. We should not assign a cause simply because the sign and the goods disagree.
- 09 **Luis:** Please don't mark the blue folders missing everywhere. I've only checked what is in A12.
- 10 **Mei:** Agreed. This is a ⁵ _____ at A12. We have not established where the blue folders are or why the green folders are in this bin.

Conversation continues on the next page.

The bin sign and stock disagree

CONVERSATION / CONTINUED

- 11 **Luis:** I'll include A12. Just sending the two codes wouldn't tell you where I found the mismatch.
- 12 **Mei:** Include a complete ⁶ _____: requested BK-14-B, sign BK-14-B, observed stock BK-14-G, location A12. That gives us the exact conflict.
- 13 **Luis:** That's right. Am I authorized to move anything or change the sign while you're checking?
- 14 **Mei:** No ⁷ _____ has been approved, and no sign change has been approved either. A check is not permission to make the records agree by changing something.
- 15 **Luis:** Understood. I'll leave the correction to the proper process and report the labels as they are.
- 16 **Mei:** Yes. The ⁸ _____ matters even when the rest of the code is identical. A familiar-looking reference is not enough to confirm the requested variant.
- 17 **Luis:** You'll check the record, then. I still don't have confirmed blue stock for this pick.
- 18 **Mei:** Correct. I own the ⁹ _____. I will check the putaway information without claiming that it has already located the blue folders.
- 19 **Luis:** Final read-back: A12 sign, BK-14-B blue; actual stock, BK-14-G green. Both codes stay in the note.
- 20 **Mei:** Exactly. Keep the ¹⁰ _____ distinct from the assigned location information. No substitution, move, or relabeling is approved by this discussion.

CHECK THE GAPS

1. bin sign / **2.** color variant / **3.** substitution / **4.** putaway record / **5.** location mismatch / **6.** read-back / **7.** stock move / **8.** suffix / **9.** verification request / **10.** observed stock

[Why these answers fit, page 110](#)

F Check accuracy and scope

The bin sign and stock disagree

Return to the case

Picker Luis needs BK-14-B, blue folders, from bin A12. The bin sign names BK-14-B, but the stock in the bin is labelled BK-14-G, green folders. Inventory clerk Mei can check the putaway record. No stock move, bin-sign change, or substitution has been approved. The location mismatch does not prove why the green folders are there or establish where the blue folders are. Luis needs to report both complete codes and the location without picking the wrong color.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. Which claim lacks evidence?

- A. A specific worker put the stock away incorrectly.
- B. The bin sign and stock label disagree.
- C. Mei can check the putaway record.
- D. No substitution is approved.

2. Which next step matches the authority supplied?

- A. Luis changes the bin sign immediately.
- B. The stock label is changed to match the bin sign.
- C. Mei checks the putaway record.
- D. Luis silently substitutes green folders.

[Answers and explanations, page 112](#)

Listen for the distinction

Repeat the sign, observed stock, and A12 location as three separate facts.

Say the part of the code that differs

Similar product codes can sound identical in a noisy warehouse. Repeat the full reference, then clarify the final letter in ordinary words. A confident location instruction should not override conflicting product information, and a discrepancy report should not become an accusation.

F Say it / transfer to a new case

Clarify a different variant mismatch

Bin C08 is signed for BX-20-R, red binders. The stock label reads BX-20-Y, yellow binders. Red is requested. Jo can check the putaway record; no move or substitution is approved.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

BX-20-R / C08 / approved / BX-20-Y

- 01 **Picker:** The requested item is ¹ _____.
- 02 **Clerk:** The observed stock label is ² _____.
- 03 **Picker:** The conflicting location is ³ _____.
- 04 **Clerk:** No substitution is ⁴ _____.

CHECK THE GAPS

1. BX-20-R / 2. BX-20-Y / 3. C08 / 4. approved

[Why these answers fit, page 112](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "The bin sign and stock disagree". Luis: "That's right. Am I authorized to move anything or change the sign while you're checking?" Mei: [missing response] Luis: "Understood. I'll leave the correction to the proper process and report the labels as they are." Which response belongs in the gap?

- A.** Yes. The suffix matters even when the rest of the code is identical. A familiar-looking reference is not enough to confirm the requested variant.
- B.** Agreed. This is a location mismatch at A12. We have not established where the blue folders are or why the green folders are in this bin.
- C.** Let us separate the bin sign from the stock label. What does the sign at A12 say, and what color are the folders you actually see?
- D.** No stock move has been approved, and no sign change has been approved either. A check is not permission to make the records agree by changing something.

[Answers and explanations, page 113](#)

Review 1 / Meaning and context

Use language from the lessons you have completed. Choose one answer per question.

Case file

Revisit "Receiving against the expected shipment" and "Locating and identifying stock". Choose precise terminology, then reconstruct the missing responses using both neighboring turns. The final two questions also revisit earlier conversations.

1. A colleague needs the term for this meaning: Amount required by the reference order or record. Which term fits?

- A. approval limit
- B. expected quantity
- C. item match
- D. packing slip

2. A colleague needs the term for this meaning: Process of placing received goods in an assigned storage location. Which term fits?

- A. assigned location
- B. item code
- C. putaway
- D. color variant

3. Rebuild the exchange from "Two cartons over the order". Nia: "The labels are right, at least. I'll put that beside the count instead of describing the whole delivery as correct." Ben: [missing response] Nia: "Can I amend the order once you've seen the count, or does that still go through the approval process?" Which response belongs in the gap?

- A. So we're two over. I'll log an overage, with the product match noted separately. Have we heard from the supplier?
- B. And retain your approval limit in the handoff. Someone reviewing the note needs to know what has not been authorized.
- C. Keep the expected quantity unchanged. The discrepancy would disappear on paper if we quietly increased the order to match the truck.
- D. Yes, the item match tells us which product arrived. It doesn't answer what to do with the two extra cartons.

Review 1 / Meaning and context / continued

4. Rebuild the exchange from "The bin sign and stock disagree". Luis: "You'll check the record, then. I still don't have confirmed blue stock for this pick." Mei: [missing response] Luis: "Final read-back: A12 sign, BK-14-B blue; actual stock, BK-14-G green. Both codes stay in the note." Which response belongs in the gap?

- A.** Good. An unapproved substitution would not resolve the issue. I can check the putaway record to see what information we have for A12.
- B.** Correct. I own the verification request. I will check the putaway information without claiming that it has already located the blue folders.
- C.** The putaway record is a useful next check. We should not assign a cause simply because the sign and the goods disagree.
- D.** Then the color variant is different. You need B as in blue, while the stock label has G as in green.

[Answers and explanations, page 144](#)

A Read the situation

LESSON 03 / PICKING THE RIGHT UNIT AND QUANTITY

Resolve a unit-of-measure misunderstanding, calculate the product-specific case equivalent, and confirm the requested total.

Six each is not six cases

Pick ticket S18 requests six each of a storage tray. For this item, one standard case contains six trays. Coworker Omar initially reads the request as six cases, which would contain thirty-six trays. Picker Asha clarifies that the requested six individual trays equal one standard case of this item. The correction does not establish the pack size of any other product, authorize a different quantity, or confirm that picking and dispatch have already been completed.

People: Omar, Warehouse coworker; Asha, Picker.

Read the record

Choose one answer per question using the facts above.

1. What does S18 request?

- A. Six individual trays
- B. Six cases of trays
- C. Thirty-six trays
- D. One individual tray

2. What is the stated pack size for this item?

- A. One tray per case
- B. Six cases per tray
- C. Thirty-six trays per case
- D. Six trays per standard case

3. How many standard cases equal the requested quantity?

- A. One
- B. Six
- C. Thirty-six
- D. Twelve

[Answers and explanations, page 114](#)

B Vocabulary in use

CORE TERMS

pick ticket

Record specifying items and quantities to select for an order.

read the pick ticket

each

Counting unit meaning one individual item.

order six each

case pack

Number of individual items in one standard case.

confirm the case pack

individual unit

One item counted separately from grouped packaging.

count individual units

case equivalent

Number of cases corresponding to a stated item quantity.

calculate the case equivalent

per case

For each single case.

state six trays per case

unit of measure

Defined basis for expressing a quantity, often UOM.

confirm the unit of measure

case

Grouped package containing the stated number of items.

verify the case quantity

pack size

Quantity contained in a particular packaged unit.

check the pack size

requested quantity

Amount specified by the order or picking instruction.

preserve the requested quantity

conversion factor

Numeric relationship used to convert one unit to another.

verify the conversion factor

total units

Complete number of individual items represented.

calculate the total units

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

pick ticket **PICK TICKET**

read the pick ticket

Keep the meaning precise: Record specifying items and quantities to select for an order.

pack size **PACK SIZE**

check the pack size

Keep the meaning precise: Quantity contained in a particular packaged unit.

B Precision and professional shorthand

EXTEND YOUR RANGE

overpick

Selection of more units than requested.

prevent an overpick

full-case pick

Selection of a complete case under the picking process.

distinguish a full-case pick

inner pack

Smaller grouped package within a larger case, where used.

distinguish an inner pack

product-specific conversion

Unit relationship that applies to the particular item.

use a product-specific conversion

stocking unit

Unit used to record inventory for the relevant item.

check the stocking unit

pick confirmation

Record that the actual required picking work has been completed.

distinguish pick confirmation

underpick

Selection of fewer units than requested.

identify an underpick

each pick

Selection measured in individual units rather than cases.

clarify an each pick

outer case

Larger package containing individual items or inner packs.

identify the outer case

order unit

Unit in which the order quantity is stated.

confirm the order unit

quantity read-back

Repetition of both number and unit to verify accuracy.

give a quantity read-back

quantity correction

Amendment of an incorrect interpretation or recorded quantity.

explain the quantity correction

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

total units **TOTAL UNITS**

calculate the total units

Keep the meaning precise: Complete number of individual items represented.

inner pack **INNER PACK**

distinguish an inner pack

Keep the meaning precise: Smaller grouped package within a larger case, where used.

Phrases that move the work forward

Name the ticket

Let us check pick ticket S18.

Expand each

That means six individual trays.

Calculate the equivalent

Six divided by six gives one case.

Quantify the overpick

That would be thirty trays more than requested.

Limit the conversion

This pack size applies to this item.

Ask for a read-back

Please repeat both the number and the unit.

Confirm the agreed interpretation

One standard case contains the six requested trays.

Avoid changing the order

The ticket has not been increased to six cases.

Read number and unit

It requests six each.

State the pack size

This item has six trays per standard case.

Correct the misunderstanding

Six cases would be thirty-six trays.

Preserve the order

The requested total remains six trays.

Avoid a universal assumption

We must check the pack size for other products separately.

Distinguish packaging

An outer case is not the same as one individual item.

Separate calculation and completion

We have clarified the quantity, not confirmed the pick.

Close the correction

S18 is six trays in total, equivalent to one case for this item.

Precision in real exchanges

Purpose: State the pack size

Useful wording: This item has six trays per standard case.

Purpose: Calculate the equivalent

Useful wording: Six divided by six gives one case.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which read-back is correct?

- A.** One tray total, because one case is mentioned.
- B.** Thirty-six cases, because both numbers are six.
- C.** Six trays total, equivalent to one standard case of this item.
- D.** Six cases total, because the ticket says six.

2. How many trays would six cases contain?

- A.** Twelve
- B.** One
- C.** Thirty-six
- D.** Six

3. A colleague needs the term for this meaning: Grouped package containing the stated number of items. Which term fits?

- A.** stocking unit
- B.** case
- C.** case equivalent
- D.** full-case pick

D Choose the response that fits / continued

4. Rebuild the exchange from "Six each is not six cases". Omar: "Then the case count is one. Six trays required, divided by six trays in a case. Have I got that the right way round?" Asha: [missing response] Omar: "If I'd taken six cases, I'd have thirty-six trays. I was multiplying the request instead of converting it." Which response belongs in the gap?

- A.** Yes, the case equivalent is one. Say six trays total as well, so nobody hears one and assumes you mean one tray.
- B.** Read the unit of measure beside it. It's six each: six individual trays. The number alone isn't the instruction.
- C.** Exactly. An overpick needs its unit stated too. Five extra cases and thirty extra trays describe the same excess here.
- D.** No. This is a product-specific conversion. The folder pack must come from the folder record, not the appearance of its carton.

[Answers and explanations, page 114](#)

One useful distinction

S18 requests six each, meaning six individual trays. Six trays per case makes that one case equivalent. Six cases would be thirty-six trays: thirty more than requested. The conversion applies only to this stated item and pack size.

Conversation

Six each is not six cases

Six each is not six cases

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

unit of measure / product-specific conversion / requested quantity / total units / case pack
/ Pick confirmation / quantity read-back / overpick / pack size / case equivalent

- 01 **Omar:** Asha, can you check this before I confirm the pick? S18 says six, and I was about to read that as six cases.
- 02 **Asha:** Read the ¹ _____ beside it. It's six each: six individual trays. The number alone isn't the instruction.
- 03 **Omar:** You're right; I skipped each. What is the pack for this tray? I need the conversion for this item, not the last one I picked.
- 04 **Asha:** Its ² _____ is six trays. One standard case contains the complete six-tray quantity on S18.
- 05 **Omar:** Then the case count is one. Six trays required, divided by six trays in a case. Have I got that the right way round?
- 06 **Asha:** Yes, the ³ _____ is one. Say six trays total as well, so nobody hears one and assumes you mean one tray.
- 07 **Omar:** If I'd taken six cases, I'd have thirty-six trays. I was multiplying the request instead of converting it.
- 08 **Asha:** Those would be the ⁴ _____ in the mistaken pick. Thirty-six is thirty above what this ticket asks for.
- 09 **Omar:** So the excess would be thirty trays, not five. Five is the difference in cases, using this particular case pack.
- 10 **Asha:** Exactly. An ⁵ _____ needs its unit stated too. Five extra cases and thirty extra trays describe the same excess here.

Conversation continues on the next page.

Six each is not six cases

CONVERSATION / CONTINUED

- 11 **Omar:** I shouldn't use six per case for the folders on my next ticket, though. Their cartons look similar.
- 12 **Asha:** No. This is a ⁶ _____. The folder pack must come from the folder record, not the appearance of its carton.
- 13 **Omar:** What about another size of tray? Same product family, different item code. I'd check that separately as well.
- 14 **Asha:** Yes, confirm the ⁷ _____ for the exact item. A different variant may have a different quantity per case.
- 15 **Omar:** Let me try the radio message: S18, six storage trays each, one standard case equivalent. No pick confirmation yet.
- 16 **Asha:** That ⁸ _____ is clear. I'd say six individual trays rather than six trays each, which can sound awkward.
- 17 **Omar:** Six individual trays total. Thanks. We've corrected my reading, but I haven't said the stock has been picked or sent.
- 18 **Asha:** Right. ⁹ _____ belongs to the actual work record. The calculation cannot stand in for it.
- 19 **Omar:** I'll use the corrected quantity in the proper picking process. I won't change the order to six cases just because that was my first reading.
- 20 **Asha:** Good. The ¹⁰ _____ remains six trays. We caught the unit error before calling the pick complete.

CHECK THE GAPS

1. unit of measure / 2. case pack / 3. case equivalent / 4. total units / 5. overpick / 6. product-specific conversion / 7. pack size / 8. quantity read-back / 9. Pick confirmation / 10. requested quantity

[Why these answers fit, page 115](#)

F Check accuracy and scope

Six each is not six cases

Return to the case

Pick ticket S18 requests six each of a storage tray. For this item, one standard case contains six trays. Coworker Omar initially reads the request as six cases, which would contain thirty-six trays. Picker Asha clarifies that the requested six individual trays equal one standard case of this item. The correction does not establish the pack size of any other product, authorize a different quantity, or confirm that picking and dispatch have already been completed.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. How many excess trays would the mistaken six-case pick contain?

- A. Five
- B. Thirty
- C. Six
- D. Thirty-six

2. Which statement wrongly generalizes the pack size?

- A. Every product in the warehouse has six units per case.
- B. This item has six trays per case.
- C. Another item's case pack needs checking.
- D. S18 requests six individual trays.

[Answers and explanations, page 117](#)

Listen for the distinction

Contrast thirty-six trays with six requested; say thirty excess trays, not five trays.

Correct the unit before debating the number

Two coworkers can agree that the number is six and still prepare different quantities. State the unit attached to the order, the units per case for this item, and the resulting total. Make the correction about the shared record rather than the other person being careless.

F Say it / transfer to a new case

Convert a different pack size

Pick ticket T29 requests twelve each of a folder. This item has four folders per standard case. A coworker misreads the request as twelve cases. No picking work has yet been confirmed.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

forty-eight / three / folders / four

- 01 **Picker:** The order requests twelve individual ¹ _____.
- 02 **Coworker:** There are ² _____ folders per case.
- 03 **Picker:** The correct case equivalent is ³ _____.
- 04 **Coworker:** Twelve cases would contain ⁴ _____ folders.

CHECK THE GAPS

1. folders / 2. four / 3. three / 4. forty-eight

[Why these answers fit, page 117](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "Six each is not six cases". Omar: "What about another size of tray? Same product family, different item code. I'd check that separately as well." Asha: [missing response] Omar: "Let me try the radio message: S18, six storage trays each, one standard case equivalent. No pick confirmation yet." Which response belongs in the gap?

- A.** That quantity read-back is clear. I'd say six individual trays rather than six trays each, which can sound awkward.
- B.** Read the unit of measure beside it. It's six each: six individual trays. The number alone isn't the instruction.
- C.** Yes, confirm the pack size for the exact item. A different variant may have a different quantity per case.
- D.** Those would be the total units in the mistaken pick. Thirty-six is thirty above what this ticket asks for.

[Answers and explanations, page 118](#)

A Read the situation

LESSON 04 / REPORTING A SHORT PICK AND REPLENISHMENT NEED

Quantify a pick-face shortfall, distinguish system reserve stock from available stock, and escalate against a stated cutoff.

Reserve stock is not a delivery promise

Order D55 requires ten baskets, but picker Elena finds four at pick face B04. The system lists twelve baskets in reserve. Their allocation, availability, and replenishment timing have not been checked. Replenishment clerk Dev can review the situation. The order cutoff is 15:00, but no promise to complete the order by then is supported. Elena must report the six-basket shortfall without declaring a warehouse-wide stockout or assuming the reserve quantity is already available to D55.

People: Elena, Picker; Dev, Replenishment clerk.

Read the record

Choose one answer per question using the facts above.

1. How many baskets does D55 require?

- A. Four
- B. Twelve
- C. Six
- D. Ten

2. What is the shortfall at B04?

- A. Two baskets
- B. Six baskets
- C. Four baskets
- D. Twelve baskets

3. What is known about the twelve in reserve?

- A. They are all available for D55
- B. They have already replenished B04
- C. They guarantee completion by 15:00
- D. They are listed in the system; allocation and availability are unchecked

[Answers and explanations, page 119](#)

B Vocabulary in use

CORE TERMS

pick face

Location from which items are normally selected for orders.

check the pick face

replenishment

Supplying stock to a picking location from another source.

request replenishment

order requirement

Quantity or specification needed to fulfill an order.

state the order requirement

shortfall

Amount needed beyond what is currently present.

quantify the shortfall

allocation

Assignment of stock to a particular order or demand.

check stock allocation

available stock

Stock that is actually usable for the relevant demand under the process.

confirm available stock

reserve stock

Stock recorded in a storage area used to support picking needs.

check reserve stock

short pick

Picking shortfall against the requested quantity.

report a short pick

pick-face quantity

Number of units currently present at the picking location.

confirm the pick-face quantity

system quantity

Amount shown in the inventory system.

distinguish system quantity

reservation

Earmarking of inventory under the actual system process.

verify a stock reservation

on-hand balance

Recorded quantity held, not automatically free for a particular order.

examine the on-hand balance

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

pick face PICK FACE

check the pick face

Keep the meaning precise: Location from which items are normally selected for orders.

pick-face quantity PICK-FACE QUANTITY

confirm the pick-face quantity

Keep the meaning precise: Number of units currently present at the picking location.

B Precision and professional shorthand

EXTEND YOUR RANGE

replenishment request

Request to review or supply stock for a picking location.

raise a replenishment request

release status

Whether stock is authorized for the relevant use.

check release status

location shortfall

Insufficient quantity at a specified location.

report the location shortfall

fulfillment commitment

Promise to supply the required order under stated conditions.

avoid an unsupported fulfillment commitment

demand

Quantity needed by orders or other requirements.

review competing demand

availability check

Verification of stock usable for the specific requirement.

complete an availability check

replenishment task

Assigned work to move stock to the required location.

confirm the replenishment task

stockout

Absence of available stock at the relevant scope.

avoid an unsupported stockout claim

order cutoff

Latest stated time relevant to processing the order.

state the order cutoff

timing estimate

Provisional expectation for when work may be completed.

request a timing estimate

FEFO

First-expire, first-out: prioritizing eligible stock by expiry rather than receipt date.

apply FEFO to eligible batches

remaining shelf life

Time between the relevant delivery date and expiry, assessed against customer requirements.

check remaining shelf life

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

on-hand balance ON-HAND BALANCE

examine the on-hand balance

Keep the meaning precise: Recorded quantity held, not automatically free for a particular order.

location shortfall LOCATION SHORTFALL

report the location shortfall

Keep the meaning precise: Insufficient quantity at a specified location.

Phrases that move the work forward

Identify the demand

D55 needs ten baskets.

State the observed quantity

There are four baskets at B04.

State the system figure

The system lists twelve in reserve.

Avoid promising the reserve

I cannot say those twelve are free for D55.

Keep the cutoff visible

The order cutoff is 15:00.

Limit the shortage claim

This is a B04 shortfall, not a confirmed warehouse-wide stockout.

Confirm the needed amount

Six more baskets would meet the ten-basket requirement.

Avoid automatic priority

The cutoff needs review, not an invented priority approval.

Name the location

The pick face is B04.

Calculate the shortfall

We are six short at the pick face.

Preserve the uncertainty

Allocation and availability have not been checked.

Ask for review

Can the replenishment desk review the requirement?

Avoid a timing promise

We do not yet have a confirmed replenishment time.

Separate request and movement

The request does not mean the stock has moved.

Preserve the order reference

Keep the review attached to D55.

Close with next checks

We need allocation, availability, and timing checked before promising fulfillment.

Precision in real exchanges

Purpose: Calculate the shortfall

Useful wording: We are six short at the pick face.

Purpose: State the system figure

Useful wording: The system lists twelve in reserve.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which escalation contains the essential facts?

- A.** Twelve in reserve guarantees the order.
- B.** The warehouse has no baskets anywhere.
- C.** B04 has ten because the order requires ten.
- D.** D55 needs ten; B04 has four; twelve shown in reserve are unchecked; cutoff 15:00.

2. How many additional baskets are needed at the pick face?

- A.** Ten
- B.** Twelve
- C.** Six
- D.** Four

3. A colleague needs the term for this meaning: Picking shortfall against the requested quantity. Which term fits?

- A.** demand
- B.** short pick
- C.** release status
- D.** allocation

D Choose the response that fits / continued

4. Rebuild the exchange from "Reserve stock is not a delivery promise". Elena: "Then I'll report ten needed, four here, six short, twelve in reserve unchecked. What else do you need?" Dev: [missing response] Elena: "I'll include D55 and the exact item, so we don't get a different basket sent to B04." Which response belongs in the gap?

- A.** Right. A replenishment request needs the exact demand and location. Raising it does not mean a replenishment task has already been completed.
- B.** Include the order cutoff of 15:00 as well. That tells us why timing matters without claiming that replenishment can definitely meet it.
- C.** Good. A fulfillment commitment still needs support. We are taking the next review step, with allocation, availability, and replenishment timing still unresolved.
- D.** Correct. We need an availability check for this requirement, followed by a realistic timing assessment. The arithmetic alone does not supply those results.

[Answers and explanations, page 119](#)

One useful distinction

D55 needs ten baskets and B04 has four, so the location is six short. Twelve shown in reserve is a possible source to investigate, not proof that six can be allocated and replenished in time for 15:00.

E Conversation

Reserve stock is not a delivery promise

Reserve stock is not a delivery promise

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

replenishment request / timing estimate / location shortfall / order cutoff /
fulfillment commitment / availability check / system quantity / replenishment desk /
allocation / pick face

- 01 **Elena:** Dev, D55 is short at B04: ten baskets needed, four here. The cutoff is fifteen hundred.
- 02 **Dev:** You are six short at the ¹ _____. Does the system show any reserve stock for the same item, and has its availability been checked?
- 03 **Elena:** Twelve shown in reserve, but I haven't checked whether they're allocated. I can't say they're free for us.
- 04 **Dev:** Keep that distinction. The ² _____ is a possible source for review, not confirmation that the stock can be assigned and brought to B04.
- 05 **Elena:** Then I'll report ten needed, four here, six short, twelve in reserve unchecked. What else do you need?
- 06 **Dev:** Include the ³ _____ of 15:00 as well. That tells us why timing matters without claiming that replenishment can definitely meet it.
- 07 **Elena:** I'll include D55 and the exact item, so we don't get a different basket sent to B04.
- 08 **Dev:** Right. A ⁴ _____ needs the exact demand and location. Raising it does not mean a replenishment task has already been completed.
- 09 **Elena:** Could those twelve already be committed? I can see the balance, not the allocation detail.
- 10 **Dev:** That is why ⁵ _____ needs checking. Twelve on the screen does not necessarily mean twelve uncommitted baskets for D55.

Conversation continues on the next page.

Reserve stock is not a delivery promise

CONVERSATION / CONTINUED

- 11 **Elena:** So I can't tell packing we'll have ten in time just because twelve appears on the screen.
- 12 **Dev:** Correct. We need an ⁶ _____ for this requirement, followed by a realistic timing assessment. The arithmetic alone does not supply those results.
- 13 **Elena:** I won't call it a warehouse-wide stockout, either. My count is only for B04.
- 14 **Dev:** Exactly. It is a ⁷ _____ of six baskets. We should not expand that into a claim that no baskets are available anywhere in the warehouse.
- 15 **Elena:** Six more at B04 would cover the quantity. We still need to know if those six can get here in time.
- 16 **Dev:** Yes. Any ⁸ _____ must follow the actual review. No confirmed replenishment time has been supplied so far.
- 17 **Elena:** Can you take the review? I'll keep the order and location together with the unanswered stock and timing questions.
- 18 **Dev:** I can review it at the ⁹ _____. Keep D55, ten required, four at B04, six short, twelve shown in reserve, and the 15:00 cutoff together.
- 19 **Elena:** Thanks. I'll tell packing you've taken the review, with no confirmed replenishment time or completion promise.
- 20 **Dev:** Good. A ¹⁰ _____ still needs support. We are taking the next review step, with allocation, availability, and replenishment timing still unresolved.

CHECK THE GAPS

1. pick face / **2.** system quantity / **3.** order cutoff / **4.** replenishment request / **5.** allocation / **6.** availability check / **7.** location shortfall / **8.** timing estimate / **9.** replenishment desk / **10.** fulfillment commitment

[Why these answers fit, page 120](#)

F Check accuracy and scope

Reserve stock is not a delivery promise

Return to the case

Order D55 requires ten baskets, but picker Elena finds four at pick face B04. The system lists twelve baskets in reserve. Their allocation, availability, and replenishment timing have not been checked. Replenishment clerk Dev can review the situation. The order cutoff is 15:00, but no promise to complete the order by then is supported. Elena must report the six-basket shortfall without declaring a warehouse-wide stockout or assuming the reserve quantity is already available to D55.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. Which claim is unsupported?

- A. The cutoff is 15:00.
- B. All twelve reserve baskets are available for D55.
- C. Allocation needs checking.
- D. Four baskets are at B04.

2. What must happen before a supported completion promise?

- A. Remove the cutoff from the message.
- B. Review stock allocation, availability, and replenishment timing.
- C. Repeat the system total confidently.
- D. Assume a request completes movement.

[Answers and explanations, page 122](#)

Listen for the distinction

Repeat allocation, availability, and timing as three checks still required.

Give the shortage and the possible source separately

Saying we have twelve in reserve can sound like a promise that the order is covered. Pair the system quantity with the checks still needed. A useful escalation includes the required quantity, current pick-face quantity, location, order reference, and cutoff.

F Say it / transfer to a new case

Report a different pick-face gap

Order E66 needs fourteen bins. Pick face C05 has five. The system lists twenty in reserve, but allocation and availability are unchecked. The order cutoff is 16:30.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

unchecked / twenty / 16:30 / nine

- 01 **Picker:** The pick face is short by ¹ _____ bins.
- 02 **Clerk:** The system lists ² _____ in reserve.
- 03 **Picker:** Allocation and availability remain ³ _____.
- 04 **Clerk:** The order cutoff is ⁴ _____.

CHECK THE GAPS

1. nine / 2. twenty / 3. unchecked / 4. 16:30

[Why these answers fit, page 122](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "Reserve stock is not a delivery promise". Elena: "I won't call it a warehouse-wide stockout, either. My count is only for B04." Dev: [missing response] Elena: "Six more at B04 would cover the quantity. We still need to know if those six can get here in time." Which response belongs in the gap?

- A.** You are six short at the pick face. Does the system show any reserve stock for the same item, and has its availability been checked?
- B.** I can review it at the replenishment desk. Keep D55, ten required, four at B04, six short, twelve shown in reserve, and the 15:00 cutoff together.
- C.** Keep that distinction. The system quantity is a possible source for review, not confirmation that the stock can be assigned and brought to B04.
- D.** Exactly. It is a location shortfall of six baskets. We should not expand that into a claim that no baskets are available anywhere in the warehouse.

[Answers and explanations, page 123](#)

Review 2 / Meaning and context

Use language from the lessons you have completed. Choose one answer per question.

Case file

Revisit "Picking the right unit and quantity" and "Reporting a short pick and replenishment need". Choose precise terminology, then reconstruct the missing responses using both neighboring turns. The final two questions also revisit earlier conversations.

1. A colleague needs the term for this meaning: Counting unit meaning one individual item. Which term fits?

- A. underpick
- B. order unit
- C. requested quantity
- D. each

2. A colleague needs the term for this meaning: Amount shown in the inventory system. Which term fits?

- A. fulfillment commitment
- B. replenishment request
- C. pick face
- D. system quantity

3. Rebuild the exchange from "The bin sign and stock disagree". Luis: "Please don't mark the blue folders missing everywhere. I've only checked what is in A12." Mei: [missing response] Luis: "I'll include A12. Just sending the two codes wouldn't tell you where I found the mismatch." Which response belongs in the gap?

- A. No stock move has been approved, and no sign change has been approved either. A check is not permission to make the records agree by changing something.
- B. Agreed. This is a location mismatch at A12. We have not established where the blue folders are or why the green folders are in this bin.
- C. Let us separate the bin sign from the stock label. What does the sign at A12 say, and what color are the folders you actually see?
- D. Yes. The suffix matters even when the rest of the code is identical. A familiar-looking reference is not enough to confirm the requested variant.

Review 2 / Meaning and context / continued

4. Rebuild the exchange from "Reserve stock is not a delivery promise". Elena: "Can you take the review? I'll keep the order and location together with the unanswered stock and timing questions." Dev: [missing response] Elena: "Thanks. I'll tell packing you've taken the review, with no confirmed replenishment time or completion promise." Which response belongs in the gap?

- A.** I can review it at the replenishment desk. Keep D55, ten required, four at B04, six short, twelve shown in reserve, and the 15:00 cutoff together.
- B.** You are six short at the pick face. Does the system show any reserve stock for the same item, and has its availability been checked?
- C.** Exactly. It is a location shortfall of six baskets. We should not expand that into a claim that no baskets are available anywhere in the warehouse.
- D.** Keep that distinction. The system quantity is a possible source for review, not confirmation that the stock can be assigned and brought to B04.

[Answers and explanations, page 146](#)

A Read the situation

LESSON 05 / PACKING AND LABEL DISCREPANCIES

Interrupt a possible labeling error politely, compare carton and recipient references, and distinguish prevention from a completed error.

The loose label belongs to another carton

At packing station 3, packer Rosa has cartons C70 and C71. The screen for C70 names Harbor Shop. A loose label beside C70 names Hillside School and refers to C71. No label has been applied. Quality colleague Arun asks Rosa to pause the label match while both carton references and recipients are checked. The conversation prevents an unverified label application; it does not establish a completed mislabeling, a shipment departure, or permission to relabel either carton from memory.

People: Arun, Quality colleague; Rosa, Packer.

Read the record

Choose one answer per question using the facts above.

1. Who is named on the screen for C70?

- A. Harbor Shop
- B. Hillside School
- C. Both recipients
- D. No recipient

2. Which carton does the loose Hillside School label reference?

- A. An unknown unlisted carton
- B. C71
- C. C70
- D. Both C70 and C71

3. What is the current labeling status?

- A. C70 has already been mislabeled
- B. Both cartons have departed
- C. Relabeling has been completed
- D. No label has been applied

[Answers and explanations, page 124](#)

B Vocabulary in use

CORE TERMS

packing station

Work area used to prepare goods and packaging for dispatch.

identify the packing station

shipping label

Label carrying shipment-routing and identification information.

match the shipping label

recipient

Intended receiving person or organization.

confirm the recipient

label match

Verification that a label belongs to the intended carton.

pause the label match

mislabeled

Applying incorrect identifying information to an item or carton.

prevent mislabeling

adjacent carton

Nearby carton that may belong to a different shipment.

distinguish the adjacent carton

carton reference

Identifier distinguishing one packed carton from another.

verify the carton reference

loose label

Label not yet attached to a package.

check the loose label

screen record

Information displayed in the relevant system view.

compare the screen record

label application

Attaching a label to the intended package.

verify before label application

reference cross-check

Comparison of identifiers across items and records.

complete a reference cross-check

workstation mix-up

Confusion between materials or records at one work area.

report a workstation mix-up

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

packing station PACKING STATION

identify the packing station

Keep the meaning precise: Work area used to prepare goods and packaging for dispatch.

screen record SCREEN RECORD

compare the screen record

Keep the meaning precise: Information displayed in the relevant system view.

B Precision and professional shorthand

EXTEND YOUR RANGE

shipping address

Destination details on the shipment record.
confirm the shipping address

tracking number

Identifier used to follow a particular shipment.
check the tracking number

human-readable text

Printed characters a person can read without decoding equipment.
compare human-readable text

label reprint

Another print of a label under the actual process.
authorize a label reprint

unapplied

Not yet attached to the carton.
keep the label unapplied

prevention

Action that stops an error before it occurs.
distinguish prevention from correction

order association

Link between a carton and the relevant order.
verify the order association

barcode

Machine-readable representation used to identify records or items.
verify the barcode

label printout

Printed label output before or after verification.
inspect the label printout

record selection

Choice of the system record currently being viewed or used.
check the record selection

verification pause

Temporary pause to resolve a specific uncertainty.
request a verification pause

shipment departure

Actual movement of a shipment away from the facility.
confirm shipment departure

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

workstation mix-up WORKSTATION MIX-UP

report a workstation mix-up

Keep the meaning precise: Confusion between materials or records at one work area.

human-readable text HUMAN-READABLE TEXT

compare human-readable text

Keep the meaning precise: Printed characters a person can read without decoding equipment.

Phrases that move the work forward

Request a precise pause

Please pause before applying that label.

Identify the screen

The C70 screen names Harbor Shop.

State the mismatch

The carton reference and the loose label do not match.

Check both cartons

Let us verify C70 and C71 separately.

Avoid an accusation

I am flagging a possible mismatch before application.

Ask for the full match

Check the carton reference and recipient together.

Distinguish prevention and repair

This is a verification pause, not a completed relabeling.

Read back the pairs

C70 with Harbor Shop; the loose C71 label with Hillside School.

Name the station

This is packing station 3.

Identify the loose label

This label names Hillside School and references C71.

Avoid a proximity assumption

Being beside C70 does not make it the C70 label.

Preserve application status

No label has been applied yet.

Keep recipients separate

Harbor Shop and Hillside School are different recipients.

Avoid a memory correction

Do not relabel from memory.

Keep departure separate

No shipment departure is established by this check.

Close with the required check

Both carton-label associations need verification before application.

Precision in real exchanges

Purpose: Identify the loose label

Useful wording: This label names Hillside School and references C71.

Purpose: State the mismatch

Useful wording: The carton reference and the loose label do not match.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which interruption is most precise?

- A.** Please pause: C70 names Harbor Shop, but this loose label names C71 and Hillside School.
- B.** C70 has already been sent to Hillside School.
- C.** Please reprint C70 before checking either record.
- D.** C71 belongs to Harbor Shop because it is beside C70.

2. Which status report is accurate?

- A.** Relabeling is complete.
- B.** Both recipients have received their cartons.
- C.** No label has been applied; both references need checking.
- D.** C70 has already shipped with the wrong label.

3. A colleague needs the term for this meaning: Label not yet attached to a package. Which term fits?

- A.** mislabeling
- B.** loose label
- C.** tracking number
- D.** unapplied

D Choose the response that fits / continued

4. Rebuild the exchange from "The loose label belongs to another carton". Arun: "Thanks for pausing. I caught it before anything went on, so we don't have a mislabeled carton to report at this point." Rosa: [missing response] Arun: "Can you check both references, not just change the one in your hand? I don't want C71 left with an assumed match." Which response belongs in the gap?

- A.** Exactly. The order association comes from the matching record. We need more than the names looking familiar.
- B.** I haven't attached it. I'll check the carton reference first. Does the loose one actually say C70?
- C.** Then it's a verification pause, not a relabeling job. I'll keep the current status accurate.
- D.** Understood. Label application and dispatch readiness are separate from identifying the two recipient names.

[Answers and explanations, page 124](#)

One useful distinction

C70 corresponds to Harbor Shop on the screen. The loose Hillside School label references C71. Being physically beside C70 does not make it the correct label for C70. No label has yet been applied.

Conversation

The loose label belongs to another carton

The loose label belongs to another carton

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

carton reference / order association / Label application / verification pause /
reference cross-check / loose label / screen record / workstation mix-up /
shipment departure / prevention

- 01 **Arun:** Rosa, stop a moment before you use that loose label. C70 says Harbor Shop on the screen; the label beside it says Hillside School.
- 02 **Rosa:** I haven't attached it. I'll check the ¹ _____ first. Does the loose one actually say C70?
- 03 **Arun:** No, it says C71. We're at station 3 with both cartons here. I think we're looking at two different recipient pairs.
- 04 **Rosa:** I see C71 on the ² _____, with Hillside School underneath. C70 on the screen is Harbor Shop.
- 05 **Arun:** Thanks for pausing. I caught it before anything went on, so we don't have a mislabeled carton to report at this point.
- 06 **Rosa:** Then it's a ³ _____, not a relabeling job. I'll keep the current status accurate.
- 07 **Arun:** Can you check both references, not just change the one in your hand? I don't want C71 left with an assumed match.
- 08 **Rosa:** Yes, the ⁴ _____ covers C70 and C71. I'll use their records rather than swap labels from memory.
- 09 **Arun:** The print could be perfectly right for C71 and still be wrong for C70. Being next to this carton doesn't make it its label.
- 10 **Rosa:** Exactly. The ⁵ _____ comes from the matching record. We need more than the names looking familiar.

Conversation continues on the next page.

The loose label belongs to another carton

CONVERSATION / CONTINUED

- 11 **Arun:** Read the two pairs back once, please. I nearly said Hillside for C70 myself because I'd just read the loose label.
- 12 **Rosa:** C70's ⁶ _____ names Harbor Shop. The loose C71 label names Hillside School. Neither label has been applied.
- 13 **Arun:** That's what I saw. We don't know why the loose label was there, and there's no need to guess who put it there.
- 14 **Rosa:** I'll report the possible ⁷ _____ with the exact references. A useful note doesn't need an accusation.
- 15 **Arun:** Right. Please don't write corrected wrong label. That would tell the next person a label was already attached and removed.
- 16 **Rosa:** I'll describe ⁸ _____ instead: mismatch spotted before application, both references being checked. That's the stage we're at.
- 17 **Arun:** Once the records are verified, label handling follows the normal process. I haven't checked either carton for dispatch readiness.
- 18 **Rosa:** Understood. ⁹ _____ and dispatch readiness are separate from identifying the two recipient names.
- 19 **Arun:** I'll leave the handoff as station 3, C70 Harbor Shop on screen, loose C71 Hillside School label, no labels applied.
- 20 **Rosa:** Agreed. We have no ¹⁰ _____ to record here. I'll finish the reference check before reporting any later stage.

CHECK THE GAPS

1. carton reference / 2. loose label / 3. verification pause / 4. reference cross-check / 5. order association / 6. screen record / 7. workstation mix-up / 8. prevention / 9. Label application / 10. shipment departure

[Why these answers fit, page 125](#)

F Check accuracy and scope

The loose label belongs to another carton

Return to the case

At packing station 3, packer Rosa has cartons C70 and C71. The screen for C70 names Harbor Shop. A loose label beside C70 names Hillside School and refers to C71. No label has been applied. Quality colleague Arun asks Rosa to pause the label match while both carton references and recipients are checked. The conversation prevents an unverified label application; it does not establish a completed mislabeling, a shipment departure, or permission to relabel either carton from memory.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. What does the loose label's location prove?

- A. C71 has already departed.
- B. Only that it is beside C70, not that it belongs to C70.
- C. It must be the correct label for C70.
- D. The C70 screen is necessarily wrong.

2. Which next step preserves accuracy?

- A. Mark both cartons dispatched to clear the station.
- B. Verify both carton references and recipient associations.
- C. Swap labels from memory.
- D. Merge the two recipients into one record.

[Answers and explanations, page 127](#)

Listen for the distinction

Repeat the interruption and the statement that no label has been applied.

Interrupt the action, not the person

A short, specific pause request works better than a vague warning or accusation. Name the conflicting carton and recipient details immediately. If the label has not been applied, preserve that fact rather than describing a mistake as already completed.

F Say it / transfer to a new case

Pause another loose-label mismatch

At station 5, the screen for carton D80 names Maple Clinic. A loose label beside it names Meadow Cafe and references D81. No label has been applied.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

Maple Clinic / Meadow Cafe / D81 / applied

- 01 **Colleague:** The D80 screen names ¹ _____.
- 02 **Packer:** The loose label references ² _____.
- 03 **Colleague:** Its recipient is ³ _____.
- 04 **Packer:** No label has been ⁴ _____ yet.

CHECK THE GAPS

1. Maple Clinic / 2. D81 / 3. Meadow Cafe / 4. applied

[Why these answers fit, page 127](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "The loose label belongs to another carton". Arun: "That's what I saw. We don't know why the loose label was there, and there's no need to guess who put it there." Rosa: [missing response] Arun: "Right. Please don't write corrected wrong label. That would tell the next person a label was already attached and removed." Which response belongs in the gap?

- A.** I'll describe prevention instead: mismatch spotted before application, both references being checked. That's the stage we're at.
- B.** I'll report the possible workstation mix-up with the exact references. A useful note doesn't need an accusation.
- C.** Exactly. The order association comes from the matching record. We need more than the names looking familiar.
- D.** I haven't attached it. I'll check the carton reference first. Does the loose one actually say C70?

[Answers and explanations, page 128](#)

A Read the situation

LESSON 06 / STAGING AND DISPATCH STATUS

Compare staged goods with a dispatch record and report a cutoff risk without claiming departure or an approved correction.

Three staged, two on the manifest

Order L66 has three cartons staged in lane 2. Its dispatch manifest lists only two cartons. The carrier cutoff is 16:00, and the goods have not departed. Staging colleague Imani asks dispatch clerk Noah to investigate the missing carton entry. No cause or specific missing carton identifier has been established. The discrepancy concerns the recorded carton count, not a verified physically missing carton. A review request does not confirm a corrected manifest, carrier acceptance, or departure before cutoff.

People: Imani, Staging colleague; Noah, Dispatch clerk.

Read the record

Choose one answer per question using the facts above.

1. How many L66 cartons are staged in lane 2?

- A. One
- B. Six
- C. Three
- D. Two

2. What does the manifest list?

- A. No cartons
- B. Two pallets
- C. Two cartons
- D. Three cartons

3. What is the actual departure status?

- A. All cartons have departed
- B. Only two cartons have departed
- C. Carrier acceptance is confirmed
- D. The goods have not departed

[Answers and explanations, page 129](#)

B Vocabulary in use

CORE TERMS

staging

Placing goods in a designated area ahead of a later process.

confirm staging status

dispatch manifest

Record listing shipments or units included in a dispatch.

compare the dispatch manifest

manifest count

Number recorded on the dispatch manifest.

state the manifest count

record discrepancy

Difference between documented and observed information.

report a record discrepancy

departure status

Whether goods have actually left the facility.

preserve departure status

dispatch release

Authorization to proceed with the relevant outgoing shipment process.

await dispatch release

staging lane

Designated area for grouped outgoing goods.

identify the staging lane

staged count

Number physically present in the staging area.

verify the staged count

carton entry

Individual or counted carton record in the relevant document.

investigate a missing carton entry

carrier cutoff

Latest stated time for the relevant carrier process.

confirm the carrier cutoff

carrier acceptance

Carrier's acceptance of goods under the actual process.

verify carrier acceptance

manifest correction

Authorized amendment to an inaccurate dispatch record.

confirm a manifest correction

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

staging STAGING

confirm staging status

Keep the meaning precise: Placing goods in a designated area ahead of a later process.

carton entry CARTON ENTRY

investigate a missing carton entry

Keep the meaning precise: Individual or counted carton record in the relevant document.

B Precision and professional shorthand

EXTEND YOUR RANGE

shipment grouping

Association of cartons or items under one outgoing shipment.

verify shipment grouping

outbound order

Order being prepared for shipment from the facility.

identify the outbound order

departure confirmation

Evidence or record confirming goods have left.

obtain departure confirmation

dispatch clerk

Worker coordinating outgoing records and shipment information.

contact the dispatch clerk

reconciliation check

Comparison intended to explain and resolve inconsistent figures.

perform a reconciliation check

status distinction

Separation of stages that must not be treated as interchangeable.

preserve the status distinction

lane assignment

Designation of the staging lane for an order.

check the lane assignment

loading status

Whether goods have been loaded, distinct from staging.

check loading status

missing entry

Record absent from the document, not necessarily a missing physical item.

investigate the missing entry

cutoff risk

Possibility that an unresolved issue affects the stated deadline.

flag the cutoff risk

unverified cause

Explanation not established by the available evidence.

avoid an unverified cause

pending correction

Record amendment that has not yet been completed.

report a pending correction

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

manifest correction **MANIFEST CORRECTION**

confirm a manifest correction

Keep the meaning precise: Authorized amendment to an inaccurate dispatch record.

departure confirmation **DEPARTURE CONFIRMATION**

obtain departure confirmation

Keep the meaning precise: Evidence or record confirming goods have left.

Phrases that move the work forward

Identify the order and lane

L66 is staged in lane 2.

State the document count

The manifest lists two cartons.

Distinguish record and goods

We are investigating a missing entry, not a confirmed missing carton.

Ask for investigation

Can dispatch check the missing carton entry?

Avoid a completion claim

The manifest has not been corrected yet.

Keep the cause open

We do not know why the record differs.

Separate loading and departure

Loaded would not by itself prove departure.

Read back both counts

Three staged, two listed, with departure still pending.

State the physical count

There are three cartons in the lane.

Give the discrepancy

The manifest is one carton below the staged count.

Keep the deadline visible

The carrier cutoff is 16:00.

Keep departure accurate

The goods have not departed.

Avoid an invented identifier

We have not identified which carton reference is omitted.

Separate staging and loading

Staged does not mean loaded.

Avoid a cutoff guarantee

I cannot promise departure before 16:00 from these facts alone.

Close with the next owner

Dispatch will investigate while the current status stays explicit.

Precision in real exchanges

Purpose: Give the discrepancy

Useful wording: The manifest is one carton below the staged count.

Purpose: Distinguish record and goods

Useful wording: We are investigating a missing entry, not a confirmed missing carton.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which status update is accurate?

- A.** The manifest is corrected because someone will check it.
- B.** L66 has three staged in lane 2, two listed, and no departure yet.
- C.** L66 has departed because the cartons are staged.
- D.** One physical carton is definitely lost.

2. What is the known discrepancy?

- A.** Three cartons missing from the warehouse.
- B.** No discrepancy because the order number matches.
- C.** One carton fewer on the manifest than in staging.
- D.** One carton fewer in staging than on the manifest.

3. A colleague needs the term for this meaning: Number physically present in the staging area. Which term fits?

- A.** departure status
- B.** staged count
- C.** reconciliation check
- D.** outbound order

D Choose the response that fits / continued

4. Rebuild the exchange from "Three staged, two on the manifest". Imani: "Please call it a missing entry, not a lost carton. The third carton is here with the other two." Noah: [missing response] Imani: "I haven't identified which carton reference is omitted yet. I have L66, lane 2, and the count difference." Which response belongs in the gap?

- A.** I am taking the investigation. A manifest correction is not complete, and I should not tell you that the count has been fixed before the check.
- B.** I will check the dispatch manifest. First, are we talking about three cartons physically present, rather than a system quantity you have not verified?
- C.** That is the right status distinction. A record can be incomplete while all the staged cartons are present. We still need to establish which entry is missing.
- D.** I will flag the cutoff risk at 16:00. That gives the issue its timing context, but it does not mean I can promise a completed correction or departure by then.

[Answers and explanations, page 129](#)

One useful distinction

Three cartons are staged, but only two are listed. The manifest is one carton below the staged count. That is not evidence that a physical carton is missing, and the specific omitted carton reference has not been identified.

Conversation

Three staged, two on the manifest

Three staged, two on the manifest

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

status distinction / departure confirmation / missing entry / manifest correction /
reconciliation check / unverified cause / cutoff risk / staged count / Staging /
dispatch manifest

- 01 **Imani:** Noah, there's a manifest discrepancy on L66. Three cartons in lane 2, but only two listed. Carrier cutoff is sixteen hundred.
- 02 **Noah:** I will check the ¹ _____. First, are we talking about three cartons physically present, rather than a system quantity you have not verified?
- 03 **Imani:** Three physically staged, yes. Nothing has departed. I'm comparing what's in lane 2 with the manifest.
- 04 **Noah:** Then the ² _____ is three and the document count is two. We should not describe that as a physically missing carton.
- 05 **Imani:** Please call it a missing entry, not a lost carton. The third carton is here with the other two.
- 06 **Noah:** That is the right ³ _____. A record can be incomplete while all the staged cartons are present. We still need to establish which entry is missing.
- 07 **Imani:** I haven't identified which carton reference is omitted yet. I have L66, lane 2, and the count difference.
- 08 **Noah:** I will investigate the ⁴ _____ without inventing an identifier. The check needs to connect the correct carton records with L66.
- 09 **Imani:** Can you flag sixteen hundred with it? Dispatch needs the deadline as well as the discrepancy.
- 10 **Noah:** I will flag the ⁵ _____ at 16:00. That gives the issue its timing context, but it does not mean I can promise a completed correction or departure by then.

Conversation continues on the next page.

Three staged, two on the manifest

CONVERSATION / CONTINUED

- 11 **Imani:** The order may look ready because it's staged. I don't want that turned into a departed status.
- 12 **Noah:** Yes. ⁶ _____ is not the same as loading or carrier acceptance, and neither of those should be assumed from their position in lane 2.
- 13 **Imani:** Have you corrected the record, or are you taking the check now? I need to pass on the right stage.
- 14 **Noah:** I am taking the investigation. A ⁷ _____ is not complete, and I should not tell you that the count has been fixed before the check.
- 15 **Imani:** I haven't established what caused the missing entry. It could be several things; I don't have evidence yet.
- 16 **Noah:** Keep the ⁸ _____ out of the factual conclusion. We can report the discrepancy accurately without assigning blame.
- 17 **Imani:** Read-back: L66, lane 2, three staged, two listed, cutoff sixteen hundred, nothing departed.
- 18 **Noah:** That is a clear ⁹ _____ to take forward. I will investigate the omitted entry while keeping those figures and the cutoff in view.
- 19 **Imani:** I'll name you for the investigation and keep it open. I won't tell the next shift the order has gone.
- 20 **Noah:** Correct. No ¹⁰ _____ exists here. Three staged, two listed, and the manifest question is still open while I investigate.

CHECK THE GAPS

1. dispatch manifest / 2. staged count / 3. status distinction / 4. missing entry / 5. cutoff risk / 6. Staging / 7. manifest correction / 8. unverified cause / 9. reconciliation check / 10. departure confirmation

[Why these answers fit, page 130](#)

F Check accuracy and scope

Three staged, two on the manifest

Return to the case

Order L66 has three cartons staged in lane 2. Its dispatch manifest lists only two cartons. The carrier cutoff is 16:00, and the goods have not departed. Staging colleague Imani asks dispatch clerk Noah to investigate the missing carton entry. No cause or specific missing carton identifier has been established. The discrepancy concerns the recorded carton count, not a verified physically missing carton. A review request does not confirm a corrected manifest, carrier acceptance, or departure before cutoff.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. Which statement invents an outcome?

- A. The carrier cutoff is 16:00.
- B. Dispatch can investigate.
- C. No goods have departed.
- D. The goods will definitely depart before 16:00.

2. What should Noah investigate?

- A. The physical location of a carton assumed lost.
- B. The carrier's receipt assumed to cover three cartons.
- C. A replacement shipment assumed necessary.
- D. The missing carton entry and correct association with L66.

[Answers and explanations, page 132](#)

Listen for the distinction

Repeat lane 2, L66, and the 16:00 cutoff in one handoff.

Ready-looking goods may still have unfinished records

Cartons in a staging lane can look ready to leave, but their physical position does not prove the dispatch record is complete. Name the lane, order, physical count, manifest count, and cutoff. Keep the record discrepancy separate from the actual movement status.

F Say it / transfer to a new case

Report a different manifest gap

Order M77 has five cartons staged in lane 4. The manifest lists four. The carrier cutoff is 17:00, and nothing has departed. Dispatch will investigate the missing entry.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

five / 17:00 / departed / four

- 01 **Colleague:** There are ¹ _____ cartons staged.
- 02 **Clerk:** The manifest lists ² _____ cartons.
- 03 **Colleague:** The cutoff is ³ _____.
- 04 **Clerk:** No goods have ⁴ _____ yet.

CHECK THE GAPS

1. five / 2. four / 3. 17:00 / 4. departed

[Why these answers fit, page 132](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "Three staged, two on the manifest". Imani: "Have you corrected the record, or are you taking the check now? I need to pass on the right stage." Noah: [missing response] Imani: "I haven't established what caused the missing entry. It could be several things; I don't have evidence yet." Which response belongs in the gap?

- A.** Yes. Staging is not the same as loading or carrier acceptance, and neither of those should be assumed from their position in lane 2.
- B.** I am taking the investigation. A manifest correction is not complete, and I should not tell you that the count has been fixed before the check.
- C.** That is the right status distinction. A record can be incomplete while all the staged cartons are present. We still need to establish which entry is missing.
- D.** I will check the dispatch manifest. First, are we talking about three cartons physically present, rather than a system quantity you have not verified?

[Answers and explanations, page 133](#)

Review 3 / Meaning and context

Use language from the lessons you have completed. Choose one answer per question.

Case file

Revisit "Packing and label discrepancies" and "Staging and dispatch status". Choose precise terminology, then reconstruct the missing responses using both neighboring turns. The final two questions also revisit earlier conversations.

1. A colleague needs the term for this meaning: Label carrying shipment-routing and identification information. Which term fits?

- A. record selection
- B. label application
- C. order association
- D. shipping label

2. A colleague needs the term for this meaning: Latest stated time for the relevant carrier process. Which term fits?

- A. carrier cutoff
- B. shipment grouping
- C. staging
- D. dispatch clerk

3. Rebuild the exchange from "Reserve stock is not a delivery promise". Elena: "Could those twelve already be committed? I can see the balance, not the allocation detail." Dev: [missing response] Elena: "So I can't tell packing we'll have ten in time just because twelve appears on the screen." Which response belongs in the gap?

- A. Right. A replenishment request needs the exact demand and location. Raising it does not mean a replenishment task has already been completed.
- B. Yes. Any timing estimate must follow the actual review. No confirmed replenishment time has been supplied so far.
- C. That is why allocation needs checking. Twelve on the screen does not necessarily mean twelve uncommitted baskets for D55.
- D. Include the order cutoff of 15:00 as well. That tells us why timing matters without claiming that replenishment can definitely meet it.

Review 3 / Meaning and context / continued

4. Rebuild the exchange from "Three staged, two on the manifest". Imani: "Read-back: L66, lane 2, three staged, two listed, cutoff sixteen hundred, nothing departed." Noah: [missing response] Imani: "I'll name you for the investigation and keep it open. I won't tell the next shift the order has gone." Which response belongs in the gap?

- A.** Then the staged count is three and the document count is two. We should not describe that as a physically missing carton.
- B.** I will check the dispatch manifest. First, are we talking about three cartons physically present, rather than a system quantity you have not verified?
- C.** That is a clear reconciliation check to take forward. I will investigate the omitted entry while keeping those figures and the cutoff in view.
- D.** Yes. Staging is not the same as loading or carrier acceptance, and neither of those should be assumed from their position in lane 2.

[Answers and explanations, page 148](#)

A Read the situation

LESSON 07 / RETURNS AND STOCK STATUS

Confirm return identity, qualify an external observation, and refer condition review without releasing the item as saleable.

Unopened-looking is not ready for sale

Returns intake worker Theo receives kettle K25, which matches its return reference. The packaging appears unopened, but the required condition review is still pending. Returns checker Mira owns that review. Theo cannot mark the kettle ready for sale. Colleague Hana needs a clear handoff separating reference matching, apparent packaging condition, review status, and release authority. No refund, functional check, product-safety finding, or saleable-stock decision has been completed in this scenario.

People: Theo, Returns intake worker; Hana, Inventory colleague.

Read the record

Choose one answer per question using the facts above.

1. What has been matched?

- A.** A completed refund and an invoice
- B.** A safety certificate and a new sale
- C.** A confirmed repair and replacement
- D.** Kettle K25 and its return reference

2. What does the packaging observation establish?

- A.** All return checks are complete
- B.** It appears unopened, without completing condition review
- C.** The kettle is definitely unused and functional
- D.** The item is certified safe for sale

3. Who owns the pending review?

- A.** The next customer
- B.** No one
- C.** Mira
- D.** Theo with automatic sale-release authority

[Answers and explanations, page 134](#)

B Vocabulary in use

CORE TERMS

return intake

Initial receiving and recording of returned goods.
complete return intake

returned item

Product brought back through a return process.
identify the returned item

packaging appearance

Visible external state of the packaging.
describe packaging appearance

condition review

Examination required to assess returned-item condition.
await condition review

pending review

Status indicating the required examination is unfinished.
preserve pending-review status

ready for sale

Status indicating required sale-release conditions have been met.
verify ready-for-sale status

return reference

Identifier linking goods to a specific return arrangement.
match the return reference

reference match

Correspondence between the item and the return record.
confirm the reference match

appears unopened

Looks unopened without proving past use or internal condition.
report appears unopened

returns checker

Person responsible for the relevant return examination.
name the returns checker

saleable stock

Inventory approved as suitable for sale under the applicable process.
distinguish saleable stock

release authority

Permission to approve an item for a particular use or status.
confirm release authority

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

return intake RETURN INTAKE

complete return intake

Keep the meaning precise: Initial receiving and recording of returned goods.

appears unopened APPEARS UNOPENED

report appears unopened

Keep the meaning precise: Looks unopened without proving past use or internal condition.

B Precision and professional shorthand

EXTEND YOUR RANGE

functional check

Examination of whether a product operates as required.

distinguish a functional check

unused condition

State of not having been used, requiring appropriate evidence.

verify unused condition

review owner

Person responsible for completing the pending assessment.

identify the review owner

restocking

Returning goods to the relevant inventory under the actual process.

clarify restocking authorization

refund status

Whether a financial return to the customer has been approved or completed.

keep refund status separate

review completion

Actual finishing of the required assessment.

confirm review completion

product-safety finding

Established conclusion about relevant safety requirements.

avoid an unsupported product-safety finding

intake observation

Fact or qualified impression recorded during initial receipt.

preserve the intake observation

stock status

System or process classification of inventory condition and availability.

confirm stock status

disposition

Authorized decision about the next treatment of returned goods.

await the disposition

condition evidence

Information supporting a conclusion about item condition.

check condition evidence

status release

Authorized change from a restricted or pending state.

distinguish status release

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

release authority **RELEASE AUTHORITY**

confirm release authority

Keep the meaning precise: Permission to approve an item for a particular use or status.

review owner **REVIEW OWNER**

identify the review owner

Keep the meaning precise: Person responsible for completing the pending assessment.

Phrases that move the work forward

Identify the return

This is kettle K25.

Qualify the observation

The packaging appears unopened.

State the review status

Condition review is still pending.

Explain your limit

I cannot mark it ready for sale.

Avoid a functional claim

No functional check is confirmed here.

Keep finance separate

This handoff does not confirm a refund.

Ask for an accurate handoff

Please include the observation and the named reviewer.

Distinguish assignment and completion

Mira owning the review does not mean it is finished.

Confirm the reference

It matches the return reference.

Avoid a use-history claim

I cannot confirm that the kettle has never been used.

Name the owner

Mira owns that review.

Separate identity and condition

A reference match is not a condition approval.

Avoid a safety claim

We have no established product-safety finding from this intake.

Preserve the existing status

Keep the review status pending until the required decision.

Avoid a false release

The item has not been approved as saleable stock.

Close with the next step

The next step is Mira's condition review.

Precision in real exchanges

Purpose: Avoid a use-history claim

Useful wording: I cannot confirm that the kettle has never been used.

Purpose: State the review status

Useful wording: Condition review is still pending.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which handoff is accurate?

- A.** K25 is unused and safe because the box looks closed.
- B.** K25 is already released for sale.
- C.** Mira has completed the review because she owns it.
- D.** K25 matches its reference; packaging appears unopened; Mira's review is pending.

2. Which conclusion overstates the observation?

- A.** The packaging appears unopened.
- B.** Condition review remains pending.
- C.** Theo lacks sale-release authority.
- D.** The kettle is definitely functional and unused.

3. A colleague needs the term for this meaning: Correspondence between the item and the return record. Which term fits?

- A.** reference match
- B.** pending review
- C.** unused condition
- D.** refund status

D Choose the response that fits / continued

4. Rebuild the exchange from "Unopened-looking is not ready for sale". Hana: "Then I won't call it ready for sale just because the box looks good. What has actually been completed?" Theo: [missing response] Hana: "Who's taking the review? I need a named person for the handover, not just someone to look at it." Which response belongs in the gap?

- A.** Thank you. Review completion is still pending with Mira. K25 is matched to the return, but it has not been marked ready for sale.
- B.** That keeps the stock status accurate. It also avoids claiming that the item is either approved or rejected before the review provides its result.
- C.** Exactly. A disposition still needs to follow the actual review process. We should not choose sale, rejection, repair, or another outcome from appearance alone.
- D.** Exactly. Condition review has not been completed. We have matched the identity, but that does not tell us the result of the required examination.

[Answers and explanations, page 134](#)

One useful distinction

K25 matches the return reference, and its packaging appears unopened. Neither fact completes the condition review or proves unused, functional, safe, or saleable condition. Mira owns the review, and Theo cannot mark the kettle ready for sale.

E Conversation

Unopened-looking is not ready for sale

Unopened-looking is not ready for sale

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

functional check / Refund status / review owner / release authority / Review completion /
Condition review / disposition / stock status / reference match / intake observation

- 01 **Hana:** Theo, is returned kettle K25 cleared for sale, or is the condition review still outstanding?
- 02 **Theo:** It has a ¹ _____ with the return record. The packaging appears unopened, but the condition review is still pending.
- 03 **Hana:** The box looks untouched. Are you saying it appears unopened, or that you've confirmed the kettle was never used?
- 04 **Theo:** It is an ² _____, not a confirmed history. I cannot say the kettle has never been used based only on how the packaging looks.
- 05 **Hana:** Then I won't call it ready for sale just because the box looks good. What has actually been completed?
- 06 **Theo:** Exactly. ³ _____ has not been completed. We have matched the identity, but that does not tell us the result of the required examination.
- 07 **Hana:** Who's taking the review? I need a named person for the handover, not just someone to look at it.
- 08 **Theo:** Mira is the ⁴ _____. She owns the condition review. Assigning that work to her does not mean we already have a decision.
- 09 **Hana:** Can you release it while we're waiting, or is that outside your authority?
- 10 **Theo:** No. I do not have that ⁵ _____. I cannot turn an intake observation into permission to return the kettle to saleable stock.

Conversation continues on the next page.

Unopened-looking is not ready for sale

CONVERSATION / CONTINUED

- 11 **Hana:** And we haven't established that it works. Matching the return reference isn't a function test.
- 12 **Theo:** Correct. No ⁶ _____ is confirmed here. Nor does our conversation establish a product-safety finding or an approved sale-ready condition.
- 13 **Hana:** What about the refund? I shouldn't tell customer service it's approved from this warehouse note, should I?
- 14 **Theo:** Yes. ⁷ _____ is not established by this handoff. Identity, condition, inventory status, and a customer remedy are different questions.
- 15 **Hana:** I'll read the note back: K25 matched, packaging appears unopened, condition review with Mira, no sale release.
- 16 **Theo:** That keeps the ⁸ _____ accurate. It also avoids claiming that the item is either approved or rejected before the review provides its result.
- 17 **Hana:** So pending isn't the same as rejected, either. We don't have the condition decision yet.
- 18 **Theo:** Exactly. A ⁹ _____ still needs to follow the actual review process. We should not choose sale, rejection, repair, or another outcome from appearance alone.
- 19 **Hana:** I'll pass on exactly that, with Mira as owner. The next shift will know what remains outstanding.
- 20 **Theo:** Thank you. ¹⁰ _____ is still pending with Mira. K25 is matched to the return, but it has not been marked ready for sale.

CHECK THE GAPS

1. reference match / 2. intake observation / 3. Condition review / 4. review owner / 5. release authority / 6. functional check / 7. Refund status / 8. stock status / 9. disposition / 10. Review completion

[Why these answers fit, page 135](#)

F Check accuracy and scope

Unopened-looking is not ready for sale

Return to the case

Returns intake worker Theo receives kettle K25, which matches its return reference. The packaging appears unopened, but the required condition review is still pending. Returns checker Mira owns that review. Theo cannot mark the kettle ready for sale. Colleague Hana needs a clear handoff separating reference matching, apparent packaging condition, review status, and release authority. No refund, functional check, product-safety finding, or saleable-stock decision has been completed in this scenario.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. Who has the next defined task?

- A. Mira, to perform the condition review.
- B. Theo, to mark it saleable without review.
- C. Hana, to promise a refund.
- D. A customer, to decide the warehouse stock status.

2. Which status should not be claimed yet?

- A. Packaging appears unopened.
- B. Review pending.
- C. Ready for sale.
- D. Matched return reference.

[Answers and explanations, page 137](#)

Listen for the distinction

Repeat the matched return reference and the condition review pending with Mira.

A careful observation can still be useful

Appears unopened reports what the packaging looks like without claiming that the item has never been used or is safe to sell. Confirm the return reference, name the reviewer, and preserve the pending status instead of letting a positive appearance substitute for the required decision.

F Say it / transfer to a new case

Hand over another pending return review

Returned toaster T36 matches its return reference. Packaging appears unopened, but condition review is pending with Jo. Intake staff cannot release it for sale.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

authorized / Jo / T36 / appears

- 01 **Intake:** The returned item is ¹ _____.
- 02 **Colleague:** The packaging ² _____ unopened.
- 03 **Intake:** The review owner is ³ _____.
- 04 **Colleague:** Sale release is not ⁴ _____.

CHECK THE GAPS

1. T36 / 2. appears / 3. Jo / 4. authorized

[Why these answers fit, page 137](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "Unopened-looking is not ready for sale". Hana: "What about the refund? I shouldn't tell customer service it's approved from this warehouse note, should I?" Theo: [missing response] Hana: "I'll read the note back: K25 matched, packaging appears unopened, condition review with Mira, no sale release." Which response belongs in the gap?

- A.** Mira is the review owner. She owns the condition review. Assigning that work to her does not mean we already have a decision.
- B.** Correct. No functional check is confirmed here. Nor does our conversation establish a product-safety finding or an approved sale-ready condition.
- C.** Yes. Refund status is not established by this handoff. Identity, condition, inventory status, and a customer remedy are different questions.
- D.** It has a reference match with the return record. The packaging appears unopened, but the condition review is still pending.

[Answers and explanations, page 138](#)

A Read the situation

LESSON 08 / INVENTORY AND SHIFT HANDOFFS

Transfer a verified count difference, distinguish completed recount from pending investigation, and preserve adjustment authority.

The recount agrees, the cause does not

At shift change, inventory clerk Priya hands item T9 in B11 to evening clerk Sam for follow-up. The first cycle count found eighteen units; a completed recount also found eighteen. The system still shows twenty. The two-unit difference has no confirmed cause. Sam can review transaction history, but no stock adjustment is approved. Priya must make clear that recounting is already complete while cause investigation and any adjustment decision remain unfinished.

People: Priya, Outgoing inventory clerk; Sam, Evening inventory clerk.

Read the record

Choose one answer per question using the facts above.

1. What do both physical counts show?

- A. Eighteen cases with an unknown pack size
- B. Eighteen units
- C. Twenty units
- D. Two units

2. What does the system show?

- A. Twenty units
- B. Eighteen units after an approved adjustment
- C. Two units
- D. No item record

3. What is Sam's next task?

- A. State that theft is proved
- B. Review transaction history
- C. Perform the recount that has not yet occurred
- D. Approve an adjustment automatically

[Answers and explanations, page 139](#)

B Vocabulary in use

CORE TERMS

cycle count

Physical inventory check of selected stock on a recurring basis.

perform a cycle count

verified count

Quantity supported by the completed checking process.

report the verified count

count variance

Difference between counted and system quantities.

quantify the count variance

transaction history

Record of inventory receipts, issues, transfers, and adjustments.

review transaction history

issue transaction

Record of stock taken out for an order or use.

check the issue transaction

stock adjustment

Authorized change to recorded inventory to correct a difference.

request a stock adjustment

recount

Second count to verify a previous quantity.

confirm the recount

system balance

Quantity currently recorded in the inventory system.

compare the system balance

two-unit deficit

Count two units below the reference balance.

report a two-unit deficit

receipt transaction

Record of stock received into the relevant inventory.

check the receipt transaction

transfer transaction

Record of stock moved between locations or inventory categories.

review the transfer transaction

adjustment approval

Permission to make the relevant inventory correction.

await adjustment approval

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

cycle count CYCLE COUNT

perform a cycle count

Keep the meaning precise: Physical inventory check of selected stock on a recurring basis.

two-unit deficit TWO-UNIT DEFICIT

report a two-unit deficit

Keep the meaning precise: Count two units below the reference balance.

B Precision and professional shorthand

EXTEND YOUR RANGE

posting

Recording a transaction in the relevant system, possibly later than physical movement.

compare movement and posting times

audit trail

Record allowing changes and actions to be traced.

preserve the audit trail

item-location pair

Specific combination of product and storage position.

confirm the item-location pair

incoming clerk

Worker taking responsibility on the next shift.

identify the incoming clerk

pending investigation

Further inquiry whose result is not yet established.

hand over the pending investigation

handoff acknowledgment

Confirmation that the next person accepts the stated follow-up.

obtain a handoff acknowledgment

unposted movement

Movement not yet reflected in the relevant records.

investigate a possible unposted movement

count sheet

Document recording an inventory count and its context.

retain the count sheet

outgoing clerk

Worker transferring responsibility at the end of a shift.

brief the outgoing clerk

completed check

Verification step already performed and recorded.

distinguish a completed check

cause finding

Supported conclusion explaining the discrepancy.

avoid an unsupported cause finding

inventory integrity

Reliability of inventory records and their supporting evidence.

protect inventory integrity

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

adjustment approval ADJUSTMENT APPROVAL

await adjustment approval

Keep the meaning precise: Permission to make the relevant inventory correction.

item-location pair ITEM-LOCATION PAIR

confirm the item-location pair

Keep the meaning precise: Specific combination of product and storage position.

Phrases that move the work forward

Name the item and location

This handoff concerns T9 in B11.

Give the recount result

The completed recount also found eighteen.

Quantify the difference

The count is two units below the system balance.

Name completed work

The recount is complete, not still pending.

Accept ownership

I will take the transaction review.

Avoid an invented explanation

An unposted movement is a possibility to check, not a finding.

Preserve the evidence

Keep both counts and the system figure in the record.

Request a read-back

Please repeat the figures and the remaining task.

Give the first count

The first count found eighteen units.

Give the system figure

The system still shows twenty.

Keep the cause open

No cause has been confirmed.

Name the next check

Please review the transaction history.

Preserve the authority limit

No stock adjustment is approved.

Avoid an accusation

The difference does not by itself prove theft.

Separate acknowledgment and outcome

Taking the handoff does not resolve the variance.

Close with the current status

Eighteen verified, twenty recorded, cause unknown, adjustment unapproved.

Precision in real exchanges

Purpose: Give the system figure

Useful wording: The system still shows twenty.

Purpose: Quantify the difference

Useful wording: The count is two units below the system balance.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which handoff is accurate?

- A.** T9 in B11: recount still missing and theft confirmed.
- B.** T9 was adjusted to eighteen without approval.
- C.** T9 has two physical units in total.
- D.** T9 in B11: eighteen counted and recounted, twenty recorded, cause unknown.

2. Which task is already complete?

- A.** The transaction-history review by Sam.
- B.** The recount that also found eighteen.
- C.** The cause investigation.
- D.** The approved system adjustment.

3. A colleague needs the term for this meaning: Quantity currently recorded in the inventory system. Which term fits?

- A.** issue transaction
- B.** audit trail
- C.** system balance
- D.** pending investigation

D Choose the response that fits / continued

4. Rebuild the exchange from "The recount agrees, the cause does not". Priya: "No. A movement or transaction might explain it, but I haven't checked enough to say that one does." Sam: [missing response] Priya: "Also, no adjustment is approved. Two matching counts don't mean I had authority to replace the recorded twenty with eighteen." Which response belongs in the gap?

- A.** Is the recount finished? I want to be sure I'm taking an investigation, not a request for a second count.
- B.** T9, B11: eighteen counted and recounted; system balance twenty; cause unknown; adjustment unapproved. Recount complete, history review with Sam.
- C.** That's important for the audit trail. Keep the original figures and count results so we can trace what happened.
- D.** I'll take the transaction history review. We need the actual records before turning a possible explanation into a finding.

[Answers and explanations, page 139](#)

One useful distinction

Both counts are eighteen, while the system shows twenty: the verified physical quantity is two units below the recorded balance. The recount is complete. The cause is not confirmed, and no adjustment has been approved.

E Conversation

The recount agrees, the cause does not

The recount agrees, the cause does not

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

pending investigation / audit trail / item-location pair / system balance / recount / transaction history / verified count / handoff acknowledgment / count variance / Adjustment approval

- 01 **Priya:** Sam, I've got one count issue for handover: T9 in B11. Eighteen on the first count, eighteen on the recount, twenty in the system.
- 02 **Sam:** Is the ¹ _____ finished? I want to be sure I'm taking an investigation, not a request for a second count.
- 03 **Priya:** Finished, and it agreed at eighteen. The note needs both results, otherwise the next shift could think we're still waiting for that check.
- 04 **Sam:** I'll retain the ² _____ alongside twenty in the system. Have you established why they differ?
- 05 **Priya:** No. A movement or transaction might explain it, but I haven't checked enough to say that one does.
- 06 **Sam:** I'll take the ³ _____ review. We need the actual records before turning a possible explanation into a finding.
- 07 **Priya:** Also, no adjustment is approved. Two matching counts don't mean I had authority to replace the recorded twenty with eighteen.
- 08 **Sam:** Yes, ⁴ _____ is separate. Taking this handoff doesn't give me permission to post a change either.
- 09 **Priya:** Please keep B11 in the note. We haven't counted every location holding T9, so this isn't a total-stock statement.
- 10 **Sam:** I'll keep the ⁵ _____ explicit. T9 without B11 could send someone to the wrong balance.

Conversation continues on the next page.

The recount agrees, the cause does not

CONVERSATION / CONTINUED

- 11 **Priya:** And say two below the recorded balance, not two remaining. There are eighteen physically here, not two.
- 12 **Sam:** Agreed. The ⁶ _____ is minus two units; the physical count is eighteen. I'll use both figures with their labels.
- 13 **Priya:** The cause stays unknown for now. I don't have evidence of theft or a particular person making an error.
- 14 **Sam:** That's important for the ⁷ _____. Keep the original figures and count results so we can trace what happened.
- 15 **Priya:** Can I name you for the transaction review in my handover? I'd like the next person to know who has that follow-up.
- 16 **Sam:** Yes. My ⁸ _____ covers that review. Mark it assigned to me, with the cause still unresolved.
- 17 **Priya:** Thanks. Read the current position back once, please, including the part that's already done and the part you're taking.
- 18 **Sam:** T9, B11: eighteen counted and recounted; ⁹ _____ twenty; cause unknown; adjustment unapproved. Recount complete, history review with Sam.
- 19 **Priya:** That's it. The physical check is complete, but the reason for the difference and any authorized correction are still outstanding.
- 20 **Sam:** I'll continue the ¹⁰ _____ from that point. I'll preserve the evidence rather than make the record agree before the explanation is established.

CHECK THE GAPS

1. recount / 2. verified count / 3. transaction history / 4. Adjustment approval / 5. item-location pair / 6. count variance / 7. audit trail / 8. handoff acknowledgment / 9. system balance / 10. pending investigation

[Why these answers fit, page 140](#)

F Check accuracy and scope

The recount agrees, the cause does not

Return to the case

At shift change, inventory clerk Priya hands item T9 in B11 to evening clerk Sam for follow-up. The first cycle count found eighteen units; a completed recount also found eighteen. The system still shows twenty. The two-unit difference has no confirmed cause. Sam can review transaction history, but no stock adjustment is approved. Priya must make clear that recounting is already complete while cause investigation and any adjustment decision remain unfinished.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. What does the count variance establish?

- A. Two fewer physical units than the system balance.
- B. The cause is definitely an unposted issue.
- C. Theft by the outgoing clerk.
- D. Permission for any worker to change the balance.

2. Which next statement respects the approval limit?

- A. There is no need to retain the original system figure.
- B. I will review history; no adjustment is approved yet.
- C. I will change twenty to eighteen because I accepted the handoff.
- D. The recount automatically approves posting.

[Answers and explanations, page 142](#)

Listen for the distinction

Repeat minus two as the variance, not the physical quantity.

Do not hand over completed work as if it were still missing

A useful handoff states what has already been verified as well as what remains open. Repeating the count may not answer a transaction-history question. Preserve both figures and the completed recount without implying that an agreed count gives automatic authority to adjust stock.

F Say it / transfer to a new case

Hand over another verified count difference

Item U8 in D03 was counted at twenty-seven units, and the completed recount agrees. The system shows thirty. The cause is unknown. Clerk Jo accepts transaction-history review; no adjustment is approved.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

three / thirty / twenty-seven / Jo

- 01 **Clerk:** Both counts give ¹ _____ units.
- 02 **Colleague:** The system balance is ² _____.
- 03 **Clerk:** The physical count is ³ _____ units below the system.
- 04 **Colleague:** The transaction-history review belongs to ⁴ _____.

CHECK THE GAPS

1. twenty-seven / 2. thirty / 3. three / 4. Jo

[Why these answers fit, page 142](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "The recount agrees, the cause does not". Priya: "The cause stays unknown for now. I don't have evidence of theft or a particular person making an error." Sam: [missing response] Priya: "Can I name you for the transaction review in my handover? I'd like the next person to know who has that follow-up." Which response belongs in the gap?

- A.** Is the recount finished? I want to be sure I'm taking an investigation, not a request for a second count.
- B.** I'll take the transaction history review. We need the actual records before turning a possible explanation into a finding.
- C.** That's important for the audit trail. Keep the original figures and count results so we can trace what happened.
- D.** T9, B11: eighteen counted and recounted; system balance twenty; cause unknown; adjustment unapproved. Recount complete, history review with Sam.

[Answers and explanations, page 143](#)

Review 4 / Meaning and context

Use language from the lessons you have completed. Choose one answer per question.

Case file

Revisit "Returns and stock status" and "Inventory and shift handoffs". Choose precise terminology, then reconstruct the missing responses using both neighboring turns. The final two questions also revisit earlier conversations.

1. A colleague needs the term for this meaning: Product brought back through a return process. Which term fits?

- A. returned item
- B. returns checker
- C. product-safety finding
- D. disposition

2. A colleague needs the term for this meaning: Record of stock received into the relevant inventory. Which term fits?

- A. incoming clerk
- B. cycle count
- C. posting
- D. receipt transaction

3. Rebuild the exchange from "Three staged, two on the manifest". Imani: "Can you flag sixteen hundred with it? Dispatch needs the deadline as well as the discrepancy." Noah: [missing response] Imani: "The order may look ready because it's staged. I don't want that turned into a departed status." Which response belongs in the gap?

- A. That is the right status distinction. A record can be incomplete while all the staged cartons are present. We still need to establish which entry is missing.
- B. I am taking the investigation. A manifest correction is not complete, and I should not tell you that the count has been fixed before the check.
- C. I will flag the cutoff risk at 16:00. That gives the issue its timing context, but it does not mean I can promise a completed correction or departure by then.
- D. I will check the dispatch manifest. First, are we talking about three cartons physically present, rather than a system quantity you have not verified?

Review 4 / Meaning and context / continued

4. Rebuild the exchange from "The recount agrees, the cause does not". Priya: "Thanks. Read the current position back once, please, including the part that's already done and the part you're taking." Sam: [missing response] Priya: "That's it. The physical check is complete, but the reason for the difference and any authorized correction are still outstanding." Which response belongs in the gap?

- A.** Is the recount finished? I want to be sure I'm taking an investigation, not a request for a second count.
- B.** That's important for the audit trail. Keep the original figures and count results so we can trace what happened.
- C.** I'll take the transaction history review. We need the actual records before turning a possible explanation into a finding.
- D.** T9, B11: eighteen counted and recounted; system balance twenty; cause unknown; adjustment unapproved. Recount complete, history review with Sam.

[Answers and explanations, page 150](#)

Language for the next case

Oldest is not always first

remaining shelf life

Eligibility depends on days left at delivery, not simply whether the batch arrived or expires first.

Dev: Check the customer's remaining shelf life requirement before ranking batches. This customer needs thirty days at delivery, calculated as expiry date minus delivery date.

FEFO

First-expire, first-out ranks the eligible stock by expiry; C expires before B, even though B was received earlier.

Dev: Then FEFO, first-expire, first-out, puts C before B here. C expires sooner, despite having arrived three days after B.

batch B

After using six eligible cases from C, two from B complete the eight-case requirement.

Dev: Those two come from batch B. Six plus two gives eight, with both batches meeting the thirty-day minimum.

ineligible

A has eighteen days remaining, below this customer's thirty-day requirement, although it is not yet expired.

Dev: Right. A is ineligible for this order on that requirement. Don't call it expired or assume it needs writing off.

eligible batches

B and C both meet the customer minimum and all other stated checks; A fails the remaining-life requirement.

Dev: Exactly. Among these eligible batches, C is first. B arriving earlier doesn't move it ahead of C in this expiry-based proposal.

batch split

The proposed eight-case quantity consists of six C and two B; the batch identities must remain attached to the quantities.

Dev: Correct. Keep the batch split visible: six C, two B. Writing just eight cases would lose the traceability of the proposal.

Read the phrases aloud. Then complete the conversation on the following pages using the word bank.

Conversation

Oldest is not always first

Fictional eight-case order delivers 12 November 2026 and requires 30 days remaining. Date difference means expiry minus delivery. Available batches: A, 12 cases, received 1 October, expires 30 November; B, 10 cases, received 5 October, expires 31 December; C, 6 cases, received 8 October, expires 15 December. All other eligibility checks pass.

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

remaining shelf life / eligible batches / FEFO / batch B / batch split / ineligible

- 01 **Elena:** Dev, I'm reviewing the eight-case order for November twelfth. Batch A arrived first and expires first. Shouldn't it be first in the proposed pick?
- 02 **Dev:** Check the customer's ¹ _____ requirement before ranking batches. This customer needs thirty days at delivery, calculated as expiry date minus delivery date.
- 03 **Elena:** November thirtieth minus November twelfth is eighteen days. So A is below thirty, even though it won't have expired on the delivery date.
- 04 **Dev:** Right. A is ² _____ for this order on that requirement. Don't call it expired or assume it needs writing off.
- 05 **Elena:** B expires December thirty-first, forty-nine days after delivery. C expires December fifteenth, thirty-three days after delivery. Both meet the minimum.
- 06 **Dev:** Then ³ _____, first-expire, first-out, puts C before B here. C expires sooner, despite having arrived three days after B.
- 07 **Elena:** So receipt order and expiry order aren't interchangeable. FIFO would compare when it came in; FEFO compares when it expires.
- 08 **Dev:** Exactly. Among these ⁴ _____, C is first. B arriving earlier doesn't move it ahead of C in this expiry-based proposal.
- 09 **Elena:** C has six cases, but the order needs eight. We use all six from C in the proposed allocation, then need two more.
- 10 **Dev:** Those two come from ⁵ _____. Six plus two gives eight, with both batches meeting the thirty-day minimum.

Conversation continues on the next page.

Oldest is not always first

CONVERSATION / CONTINUED

- 11 **Elena:** And B would have eight cases remaining after that allocation. A stays at twelve because none of it is proposed for this order.
- 12 **Dev:** Correct. Keep the ⁶ _____ visible: six C, two B. Writing just eight cases would lose the traceability of the proposal.
- 13 **Elena:** Would you describe A as rejected stock on the handoff? I can see how someone might read ineligible that way.
- 14 **Dev:** No. Say it fails this customer's remaining-life requirement for this delivery date. That does not decide its status for another order or authorize disposal.
- 15 **Elena:** If the delivery date moves, we need to calculate again rather than copy today's eligibility result. Less time could remain.
- 16 **Dev:** Yes. And our case assumes every other eligibility check passes. In an actual order, holds, reservations, product requirements, and customer terms still matter.
- 17 **Elena:** Let me read it back: A eighteen days, B forty-nine, C thirty-three. A fails thirty; C expires before B among the eligible batches.
- 18 **Dev:** That's the comparison. We've separated receipt dates, expiry dates, and the customer minimum instead of calling all three the oldest stock.
- 19 **Elena:** The proposed quantity is six C plus two B. This is a planning read-back, not a claim that anything has been picked or dispatched.
- 20 **Dev:** Agreed. Retain the delivery date and batch quantities with that proposal, then use the actual approval and picking process for any work.

CHECK THE GAPS

1. remaining shelf life / 2. ineligible / 3. FEFO / 4. eligible batches / 5. batch B / 6. batch split

[Why these answers fit, page 152](#)

Check a later delivery

Six cases deliver 1 December 2026 with at least 21 days remaining. D expires 20 December and has 8 cases; E expires 10 January 2027 and has 5; F expires 28 December and has 4. All other checks pass. Use expiry minus delivery and earliest eligible expiry first.

Complete the exchange using each phrase once. Read both roles, then switch roles and repeat with the bank covered.

WORD AND PHRASE BANK

nineteen / F / four / two

- 01 **Picker:** D has ¹ _____ days remaining, below the minimum.
- 02 **Coordinator:** The first eligible batch by expiry is ² _____ .
- 03 **Picker:** Allocate ³ _____ cases from F.
- 04 **Coordinator:** Complete the order with ⁴ _____ cases from E.

CHECK THE GAPS

1. nineteen / 2. F / 3. four / 4. two

[Why these answers fit, page 152](#)

Keep the distinction audible

Apply a customer's remaining-shelf-life requirement before comparing eligible batches by expiry date.

Language for the next case

Two scans, one pallet identity

SSCC

The Serial Shipping Container Code identifies a logistic unit; two events with P's same SSCC do not identify two different pallets.

Mei: Look at the SSCC, the Serial Shipping Container Code, in each event. Both events identify P, ending zero nine one eight.

GTIN

A Global Trade Item Number identifies the trade item, not a unique physical pallet instance containing that trade item.

Mei: No. A GTIN, Global Trade Item Number, identifies the trade item. Matching product numbers don't make a missing pallet-identity event appear.

Application Identifier

The Application Identifier is a prefix defining the following data; AI 00 is separate from the eighteen digits of the SSCC.

Mei: That's the Application Identifier, often called AI. Zero zero says the following data is an SSCC; the SSCC itself has eighteen digits.

duplicate scan

The same pallet identifier appears in both events, so the log repeats P rather than demonstrating a scan of Q.

Mei: Exactly. That's a duplicate scan of P in the event log. It does not establish what the receipt system posted.

batch or lot

A batch or lot groups relevant product units; it does not uniquely distinguish P from Q when both contain the same lot.

Mei: Yes. The batch or lot information matters for traceability, but it doesn't distinguish P from Q in this case.

complete identifier

The last four digits are only shorthand here; verification requires the complete identifier, whose distinctness is supplied in the case.

Mei: Correct. And compare the complete identifier. Those four-digit endings are only our spoken shorthand, not enough to validate a label or prove uniqueness.

Read the phrases aloud. Then complete the conversation on the following pages using the word bank.

Conversation

Two scans, one pallet identity

Fictional receiving check: two physical pallets, P and Q, contain the same trade item and lot. Their complete SSCCs are confirmed distinct; staff say ending 0918 for P and ending 0925 for Q only as spoken shorthand. The scan-event log contains P twice and no Q. Neither receipt posting nor quantity acceptance is confirmed.

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

duplicate scan / Application Identifier / batch or lot / GTIN / complete identifier / SSCC

- 01 **Luis:** Mei, I've got two pallets here, P and Q, and two events in the scanner log. At first glance that looks like a complete pair.
- 02 **Mei:** Look at the ¹ _____, the Serial Shipping Container Code, in each event. Both events identify P, ending zero nine one eight.
- 03 **Luis:** Then the event count is two, but the log only contains one distinct pallet identity. Q ending zero nine two five isn't represented.
- 04 **Mei:** Exactly. That's a ² _____ of P in the event log. It does not establish what the receipt system posted.
- 05 **Luis:** Both pallets contain the same product and lot. Could I use the product number to show that Q is the second pallet?
- 06 **Mei:** No. A ³ _____, Global Trade Item Number, identifies the trade item. Matching product numbers don't make a missing pallet-identity event appear.
- 07 **Luis:** And the lot tells us which batch the goods came from. Two pallets can hold goods from that same batch.
- 08 **Mei:** Yes. The ⁴ _____ information matters for traceability, but it doesn't distinguish P from Q in this case.
- 09 **Luis:** On the GS1 reference sheet, I see parentheses around zero zero. Is that part of the eighteen-digit pallet identifier?
- 10 **Mei:** That's the ⁵ _____, often called AI. Zero zero says the following data is an SSCC; the SSCC itself has eighteen digits.

Conversation continues on the next page.

Two scans, one pallet identity

CONVERSATION / CONTINUED

- 11 **Luis:** So AI zero zero means SSCC. AI zero one means GTIN, and AI ten means batch or lot. Different fields answer different questions.
- 12 **Mei:** Correct. And compare the 6 _____. Those four-digit endings are only our spoken shorthand, not enough to validate a label or prove uniqueness.
- 13 **Luis:** The briefing confirms the complete P and Q identifiers are different. I'll preserve both full references in the actual record.
- 14 **Mei:** Good. Say two pallets physically present, P scanned twice, Q absent from this scan-event log. Don't reduce that to two pallets received.
- 15 **Luis:** Should I report a duplicated receipt? Two events might sound like we've added P twice to inventory.
- 16 **Mei:** Not yet. We haven't checked receipt posting. A system might reject or handle repeated scans differently; the event log alone doesn't settle that.
- 17 **Luis:** And Q missing from the log doesn't mean Q is physically missing. It's here; its event is what I haven't found.
- 18 **Mei:** Exactly. Physical presence, scan history, and posted inventory are three different checks. Keep each status attached to its own evidence.
- 19 **Luis:** I'll refer the duplicate event and the absent Q event for verification, with the two complete SSCCs and their product and lot information.
- 20 **Mei:** That gives us the right problem to review. Follow the actual receiving process; don't invent a replacement identifier or manually double the quantity.

CHECK THE GAPS

1. SSCC / 2. duplicate scan / 3. GTIN / 4. batch or lot / 5. Application Identifier / 6. complete identifier

[Why these answers fit, page 154](#)

Count identities, not beeps

Three physical pallets R, S, and T have different complete SSCCs but the same product and lot. The event log contains R, R, and S. Receipt posting is unchecked. Use the full identifiers for verification, not shortened verbal references.

Complete the exchange using each phrase once. Read both roles, then switch roles and repeat with the bank covered.

WORD AND PHRASE BANK

T / R / two / unchecked

- 01 **Clerk:** The event log contains ¹ _____ distinct pallet identities.
- 02 **Coordinator:** The pallet absent from this event log is ² _____ .
- 03 **Clerk:** The repeated pallet identity is ³ _____ .
- 04 **Coordinator:** Posted inventory remains ⁴ _____ .

CHECK THE GAPS

1. two / 2. T / 3. R / 4. unchecked

[Why these answers fit, page 154](#)

Keep the distinction audible

Distinguish a logistic-unit identifier from a trade-item identifier and lot, then report duplicate scan events without inventing receipt status.

Language for the next case

Counted when, recorded when?

cutoff time

The snapshot is a balance as of 09:00; it must not be compared as though it described the later 09:15 physical position.

Sam: Give me the cutoff time for each. The balance snapshot is nine o'clock, and the physical count is nine fifteen, correct?

forward

To compare at 09:15, start from the 09:00 balance and subtract the six units that left before the count.

Sam: Right. Roll that balance forward to nine fifteen: one hundred minus six is ninety-four. That's the comparable expected physical quantity.

posting time

09:20 is when the six-unit movement reaches the system; it is not the physical movement time or count time.

Sam: Yes. The posting time belongs to the record update, not to when the goods left. Replacing one timestamp with another would distort the explanation.

movement time

The goods physically left at 09:05, before the count; the later posting time does not delay that physical change.

Sam: Then movement time is nine oh five. That's before the count, even though it is before the system entry as well.

variance

At the same 09:15 time basis, both the adjusted reference quantity and the physical count are ninety-four, leaving zero variance.

Sam: The reconciled variance is zero on these facts. Don't describe six as unexplained shrinkage when the verified movement accounts for it.

inventory adjustment

The movement has already reduced the record to ninety-four; an extra minus-six adjustment would wrongly reduce it again to eighty-eight.

Sam: Exactly. A further minus-six inventory adjustment would count the same reduction twice and take it to eighty-eight. The difference isn't a second loss.

Read the phrases aloud. Then complete the conversation on the following pages using the word bank.

Conversation

Counted when, recorded when?

Fictional item W6, location C14: the 09:00 inventory snapshot is 100 units. A verified outbound movement takes 6 units at 09:05 but posts at 09:20. The physical count at 09:15 is 94. No other movements or differences occur through 09:20. Priya and Sam review the completed timeline, not operating instructions.

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

posting time / movement time / variance / cutoff time / forward / inventory adjustment

- 01 **Priya:** Sam, the count sheet says ninety-four and the snapshot says one hundred. It looks six short, but the two records aren't from the same time.
- 02 **Sam:** Give me the ¹ _____ for each. The balance snapshot is nine o'clock, and the physical count is nine fifteen, correct?
- 03 **Priya:** Correct. Six units left C14 at nine oh five. We have the verified movement record, but it didn't post until nine twenty.
- 04 **Sam:** Then ² _____ is nine oh five. That's before the count, even though it is before the system entry as well.
- 05 **Priya:** So the nine o'clock snapshot still describes one hundred at its own point in time. It isn't automatically a bad count just because the later figure differs.
- 06 **Sam:** Right. Roll that balance ³ _____ to nine fifteen: one hundred minus six is ninety-four. That's the comparable expected physical quantity.
- 07 **Priya:** And ninety-four counted minus ninety-four expected gives zero. The apparent six-unit shortage came from comparing different times.
- 08 **Sam:** The reconciled ⁴ _____ is zero on these facts. Don't describe six as unexplained shrinkage when the verified movement accounts for it.
- 09 **Priya:** The physical movement was at nine oh five, the count at nine fifteen, and the entry at nine twenty. I should keep all three timestamps.
- 10 **Sam:** Yes. The ⁵ _____ belongs to the record update, not to when the goods left. Replacing one timestamp with another would distort the explanation.

Conversation continues on the next page.

Counted when, recorded when?

CONVERSATION / CONTINUED

- 11 **Priya:** By nine twenty the movement has posted. Since nothing else changed, the current balance should now be ninety-four too.
- 12 **Sam:** Exactly. A further minus-six ⁶ _____ would count the same reduction twice and take it to eighty-eight. The difference isn't a second loss.
- 13 **Priya:** Could we instead compare at nine o'clock by adding the six units back to the later physical count?
- 14 **Sam:** For the reconciliation calculation, yes: ninety-four plus six reconstructs one hundred at nine. Don't alter the actual ninety-four count entry to one hundred.
- 15 **Priya:** That distinction helps. A reconstructed comparison figure isn't a replacement for the observation made at nine fifteen.
- 16 **Sam:** Keep the original count, snapshot, movement evidence, and posting timestamp. They explain why the figures changed without overwriting the history.
- 17 **Priya:** Does an open cycle count always stop all stock movement? Someone might assume that nothing could have left between those two times.
- 18 **Sam:** Don't assume that. Site procedures and system settings differ. This case explicitly supplies a verified movement; real counting controls must be followed, not inferred from this example.
- 19 **Priya:** My handoff is W6 in C14, snapshot one hundred at nine, six out at nine oh five, count ninety-four at nine fifteen, posting at nine twenty.
- 20 **Sam:** And zero unexplained difference after reconciling to the same time. That explains this case; it isn't permission to move stock or post adjustments outside the actual process.

CHECK THE GAPS

1. cutoff time / 2. movement time / 3. forward / 4. variance / 5. posting time / 6. inventory adjustment

[Why these answers fit, page 156](#)

Bring a receipt to the count time

Item X7: 14:00 snapshot 80 units. A verified receipt physically adds 12 at 14:05 and posts at 14:30. The 14:20 physical count is 92. No other movements occur through 14:30. Review after posting.

Complete the exchange using each phrase once. Read both roles, then switch roles and repeat with the bank covered.

WORD AND PHRASE BANK

zero / 104 / 92 / 14:30

- 01 **Clerk:** The balance reconstructed for 14:20 is ¹ _____ units.
- 02 **Reviewer:** The unexplained count variance is ² _____ .
- 03 **Clerk:** The receipt posting time is ³ _____ .
- 04 **Reviewer:** Adding another twelve after posting would wrongly show ⁴ _____ .

CHECK THE GAPS

1. 92 / 2. zero / 3. 14:30 / 4. 104

[Why these answers fit, page 156](#)

Keep the distinction audible

Reconcile a physical count with a time-stamped balance using a verified movement, without double-posting an adjustment.

01 / Answers and explanations

A / Read the situation

A1. What does purchase order 740 expect?

C. Twenty cartons

The purchase order specifies twenty cartons, which remains the comparison basis.

[Return to the exercise, page 4](#)

A2. What does receiving count?

A. Twenty-two cartons with matching item labels

Receiving observes twenty-two cartons whose item labels match the ordered item.

[Return to the exercise, page 4](#)

A3. What has not been established?

B. Why two extra cartons arrived or whether an order change is approved

The supplier has not explained the extras, and no order amendment is approved.

[Return to the exercise, page 4](#)

D / Response choices

D1. Which report includes all checked facts?

D. PO 740 expects twenty; twenty-two counted; item labels match.

The correct report preserves the expected count, observed count, and item-label match.

[Return to the exercise, page 8](#)

D2. Which figure describes the variance?

B. Two cartons over the order.

Twenty-two observed minus twenty expected gives an excess of two cartons.

[Return to the exercise, page 8](#)

01 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: Number physically counted on arrival, distinct from approval status. Which term fits?

C. received count

A Not here. quantity exception: Difference requiring review against the stated quantity. The usual combination is "report a quantity exception".

B Not here. delivery note: Document accompanying delivered goods and their descriptions. The usual combination is "check the delivery note".

C Correct. received count: Number physically counted on arrival, distinct from approval status. The usual combination is "report the received count".

D Not here. acceptance status: Whether the goods or quantity have been accepted under the process. The usual combination is "clarify acceptance status".

[Return to the exercise, page 8](#)

D4. Rebuild the exchange from "Two cartons over the order". Nia: "All right. I'll leave the ordered figure at twenty. I don't want my count to make it look as though we'd ordered twenty-two." Ben: [missing response] Nia: "My receiving note can say twenty-two physically counted, but that sounds different from accepting twenty-two. Which wording do you need?" Which response belongs in the gap?

A. Keep the expected quantity unchanged. The discrepancy would disappear on paper if we quietly increased the order to match the truck.

A Correct. This is Ben's response in turn 6. It connects Nia's preceding point with Nia's follow-up. The expected quantity remains twenty, so the original order can still be compared with the physical count.

B Not here. This line belongs to turn 20, after Nia says: "Read-back: twenty ordered, twenty-two counted, labels matching, two over. No explanation yet and no approved order change." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 10, after Nia says: "The labels are right, at least. I'll put that beside the count instead of describing the whole delivery as correct." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 2, after Nia says: "Ben, can you check PO 740 with me? It calls for twenty cartons. I've counted twenty-two, and the item labels match." It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 8](#)

E / Conversation

1. overage

Turn 2. Overage names the two cartons above the order's twenty, not the total quantity received.

01 / Answers and explanations / continued

2. supplier explanation

Turn 4. The supplier has not explained the extra cartons; a possible earlier shortage is not an established cause.

3. expected quantity

Turn 6. The expected quantity remains twenty, so the original order can still be compared with the physical count.

4. received count

Turn 8. Received count describes the physical observation of twenty-two cartons, without approving their acceptance or payment.

5. item match

Turn 10. The labels match the ordered product, but that does not resolve whether the additional quantity is accepted.

6. order amendment

Turn 12. Changing the purchase order requires authorization; Ben's review of a count does not itself provide that approval.

7. Stock release

Turn 14. Stock release is a separate authorization and is not established by reporting that cartons are physically present.

8. quantity variance

Turn 16. The variance is positive two cartons: twenty-two counted minus twenty ordered.

9. approval limit

Turn 18. Nia can report the discrepancy but cannot approve an order change, payment, or release through this conversation.

10. reconciliation

Turn 20. Reconciliation compares the order with the count and follows up the difference without erasing the original figures.

[Return to the conversation, page 10](#)

01 / Answers and explanations / continued

F / Accuracy and scope

F1. Which action exceeds Nia's authority?

B. Approving the order change to twenty-two.

The brief explicitly denies authority to approve an order amendment.

[Return to the exercise, page 12](#)

F2. Which conclusion does not follow from the labels?

A. The additional quantity is approved for payment and release.

Identity information alone establishes neither payment approval nor stock-release permission.

[Return to the exercise, page 12](#)

F / Guided speaking

1. twelve

Clerk: The order expects twelve cartons.

Turn 1. Twelve is the unchanged purchase-order quantity used as the reference.

2. fifteen

Coordinator: The physical count is fifteen cartons.

Turn 2. Fifteen is the actual observed count at receiving in this scenario.

3. three

Clerk: That is an overage of three cartons.

Turn 3. Fifteen minus twelve gives three cartons above the ordered amount.

4. approved

Coordinator: An order amendment is not approved.

Turn 4. No authorized change has been granted by counting or reporting the extra cartons.

[Return to the conversation, page 13](#)

01 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "Two cartons over the order". Nia: "Understood. I'll flag it to you. I haven't agreed to pay for the extras or made them available for use." Ben: [missing response] Nia: "For the summary, should I say plus two cartons, rather than simply twenty-two? Both numbers seem useful." Which response belongs in the gap?

B. Good. Stock release remains a separate decision. Keep that separate from the quantity record so the next shift doesn't assume they're cleared.

A Not here. This line belongs to turn 20, after Nia says: "Read-back: twenty ordered, twenty-two counted, labels matching, two over. No explanation yet and no approved order change." It addresses that point, not the missing turn in the supplied exchange.

B Correct. This is Ben's response in turn 14. It connects Nia's preceding point with Nia's follow-up. Stock release is a separate authorization and is not established by reporting that cartons are physically present.

C Not here. This line belongs to turn 2, after Nia says: "Ben, can you check PO 740 with me? It calls for twenty cartons. I've counted twenty-two, and the item labels match." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 6, after Nia says: "All right. I'll leave the ordered figure at twenty. I don't want my count to make it look as though we'd ordered twenty-two." It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 13](#)

02 / Answers and explanations

A / Read the situation

A1. Which item is required?

A. BK-14-B, blue folders

The pick requirement specifically identifies blue folders under BK-14-B.

[Return to the exercise, page 14](#)

A2. What is actually labelled on the stock in A12?

D. BK-14-G, green folders

The stock labels identify green folders, conflicting with the bin sign.

[Return to the exercise, page 14](#)

A3. What can Mei do next?

A. Check the putaway record

The brief authorizes a record check, not a move or substitute pick.

[Return to the exercise, page 14](#)

D / Response choices

D1. Which message is precise?

B. A12 sign says BK-14-B; stock says BK-14-G.

The precise message preserves both conflicting identifiers and the relevant location.

[Return to the exercise, page 18](#)

D2. Which clarification targets the code difference?

C. B as in blue, not G as in green.

The final letter distinguishes the requested blue variant from the observed green variant.

[Return to the exercise, page 18](#)

02 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: Identified storage position within the warehouse. Which term fits?

A. bin location

A Correct. bin location: Identified storage position within the warehouse. The usual combination is "confirm the bin location".

B Not here. read-back: Repetition of information to verify accuracy. The usual combination is "request a full read-back".

C Not here. picking error: Selection of an incorrect item or quantity. The usual combination is "prevent a picking error".

D Not here. putaway record: Record of where goods were placed after receiving. The usual combination is "review the putaway record".

[Return to the exercise, page 18](#)

D4. Rebuild the exchange from "The bin sign and stock disagree". Luis: "I haven't picked the green ones. Can you check how they were put away before we go any further?" Mei: [missing response] Luis: "Could be the sign or the stock location. I don't know which, and I don't want to blame the last putaway without checking." Which response belongs in the gap?

A. Good. An unapproved substitution would not resolve the issue. I can check the putaway record to see what information we have for A12.

A Correct. This is Mei's response in turn 6. It connects Luis's preceding point with Luis's follow-up. Substitution would replace the requested blue folders with green ones, which this location mismatch does not authorize.

B Not here. This line belongs to turn 16, after Luis says: "Understood. I'll leave the correction to the proper process and report the labels as they are." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 8, after Luis says: "Could be the sign or the stock location. I don't know which, and I don't want to blame the last putaway without checking." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 18, after Luis says: "You'll check the record, then. I still don't have confirmed blue stock for this pick." It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 18](#)

E / Conversation

1. bin sign

Turn 2. Bin sign identifies the location's displayed assignment, which must be compared with the different stock label.

02 / Answers and explanations / continued

2. color variant

Turn 4. Color variant distinguishes blue folders from green folders; similarity of the other code characters does not make them interchangeable.

3. substitution

Turn 6. Substitution would replace the requested blue folders with green ones, which this location mismatch does not authorize.

4. putaway record

Turn 8. Putaway record may help establish what was placed in A12; it must be checked rather than assumed to prove a cause.

5. location mismatch

Turn 10. Location mismatch describes the observed conflict at A12 without establishing warehouse-wide absence or the correct item's location.

6. read-back

Turn 12. Read-back repeats the two full item codes and the bin so the verification request cannot collapse them into one.

7. stock move

Turn 14. Stock move is a separate action requiring authorization; the record-checking conversation does not approve it.

8. suffix

Turn 16. Suffix is the final B or G, the small code difference that identifies different folder colors.

9. verification request

Turn 18. Verification request assigns the record check while leaving the stock identity conflict and pick unresolved.

10. observed stock

Turn 20. Observed stock is the green BK-14-G actually seen, distinct from the bin's assigned blue-item description.

[Return to the conversation, page 20](#)

02 / Answers and explanations / continued

F / Accuracy and scope

F1. Which claim lacks evidence?

A. A specific worker put the stock away incorrectly.

The observed mismatch does not identify a cause or responsible worker.

[Return to the exercise, page 22](#)

F2. Which next step matches the authority supplied?

C. Mei checks the putaway record.

The available next step is verification, not an unapproved movement or record change.

[Return to the exercise, page 22](#)

F / Guided speaking

1. BX-20-R

Picker: The requested item is BX-20-R.

Turn 1. BX-20-R identifies the requested red binders, not the yellow variant.

2. BX-20-Y

Clerk: The observed stock label is BX-20-Y.

Turn 2. BX-20-Y is the label on the yellow binders physically present.

3. C08

Picker: The conflicting location is C08.

Turn 3. C08 is the specific bin where the sign and stock disagree.

4. approved

Clerk: No substitution is approved.

Turn 4. The mismatch does not authorize replacing red binders with yellow ones.

[Return to the conversation, page 23](#)

02 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "The bin sign and stock disagree". Luis: "That's right. Am I authorized to move anything or change the sign while you're checking?" Mei: [missing response] Luis: "Understood. I'll leave the correction to the proper process and report the labels as they are." Which response belongs in the gap?

D. No stock move has been approved, and no sign change has been approved either. A check is not permission to make the records agree by changing something.

A Not here. This line belongs to turn 16, after Luis says: "Understood. I'll leave the correction to the proper process and report the labels as they are." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 10, after Luis says: "Please don't mark the blue folders missing everywhere. I've only checked what is in A12." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 2, after Luis says: "Mei, can you check A12? I need blue folders, BK-14-B, but the stock here says BK-14-G." It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Mei's response in turn 14. It connects Luis's preceding point with Luis's follow-up. Stock move is a separate action requiring authorization; the record-checking conversation does not approve it.

[Return to the exercise, page 23](#)

03 / Answers and explanations

A / Read the situation

A1. What does S18 request?

A. Six individual trays

Six each means six individual trays, not six full cases.

[Return to the exercise, page 26](#)

A2. What is the stated pack size for this item?

D. Six trays per standard case

The briefing defines one standard case as containing six trays for this item.

[Return to the exercise, page 26](#)

A3. How many standard cases equal the requested quantity?

A. One

Six requested trays divided by six trays per case equals one case.

[Return to the exercise, page 26](#)

D / Response choices

D1. Which read-back is correct?

C. Six trays total, equivalent to one standard case of this item.

Six each divided by the six-tray case pack gives one case and six trays total.

[Return to the exercise, page 30](#)

D2. How many trays would six cases contain?

C. Thirty-six

Six cases multiplied by six trays per case gives thirty-six trays.

[Return to the exercise, page 30](#)

03 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: Grouped package containing the stated number of items. Which term fits?

B. case

A Not here. stocking unit: Unit used to record inventory for the relevant item. The usual combination is "check the stocking unit".

B Correct. case: Grouped package containing the stated number of items. The usual combination is "verify the case quantity".

C Not here. case equivalent: Number of cases corresponding to a stated item quantity. The usual combination is "calculate the case equivalent".

D Not here. full-case pick: Selection of a complete case under the picking process. The usual combination is "distinguish a full-case pick".

[Return to the exercise, page 30](#)

D4. Rebuild the exchange from "Six each is not six cases". Omar: "Then the case count is one. Six trays required, divided by six trays in a case. Have I got that the right way round?" Asha: [missing response] Omar: "If I'd taken six cases, I'd have thirty-six trays. I was multiplying the request instead of converting it." Which response belongs in the gap?

A. Yes, the case equivalent is one. Say six trays total as well, so nobody hears one and assumes you mean one tray.

A Correct. This is Asha's response in turn 6. It connects Omar's preceding point with Omar's follow-up. Six requested trays divided by six trays per case gives one case equivalent, without changing the requested total.

B Not here. This line belongs to turn 2, after Omar says: "Asha, can you check this before I confirm the pick? S18 says six, and I was about to read that as six cases." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 10, after Omar says: "So the excess would be thirty trays, not five. Five is the difference in cases, using this particular case pack." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 12, after Omar says: "I shouldn't use six per case for the folders on my next ticket, though. Their cartons look similar." It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 30](#)

E / Conversation

1. unit of measure

Turn 2. The unit beside six is each, so the requested quantity is six individual trays rather than six cases.

03 / Answers and explanations / continued

2. case pack

Turn 4. This particular storage-tray item contains six trays per standard case, as stated in the briefing.

3. case equivalent

Turn 6. Six requested trays divided by six trays per case gives one case equivalent, without changing the requested total.

4. total units

Turn 8. Six cases multiplied by six trays per case produces thirty-six individual trays, not the six requested.

5. overpick

Turn 10. An overpick is a quantity above the request; here the proposed six cases would exceed demand by thirty trays.

6. product-specific conversion

Turn 12. The six-tray relationship belongs to this item; it does not establish a conversion for folders or other products.

7. pack size

Turn 14. Pack size is the quantity inside the actual item's package, which can differ between variants and products.

8. quantity read-back

Turn 16. The read-back preserves the six individual trays and one-case equivalent while keeping picking status explicit.

9. Pick confirmation

Turn 18. Pick confirmation records actual completed picking; a correct conversion alone does not establish that completion.

10. requested quantity

Turn 20. S18 still requests six individual trays; the conversation corrects an interpretation rather than amending demand.

[Return to the conversation, page 32](#)

03 / Answers and explanations / continued

F / Accuracy and scope

F1. How many excess trays would the mistaken six-case pick contain?

B. Thirty

Thirty-six trays minus the six requested trays gives thirty excess trays.

[Return to the exercise, page 34](#)

F2. Which statement wrongly generalizes the pack size?

A. Every product in the warehouse has six units per case.

The supplied conversion applies to this tray item, not every warehouse product.

[Return to the exercise, page 34](#)

F / Guided speaking

1. folders

Picker: The order requests twelve individual folders.

Turn 1. Each refers to individual folders, not full cases of folders.

2. four

Coworker: There are four folders per case.

Turn 2. Four is the stated product-specific pack size in this new scenario.

3. three

Picker: The correct case equivalent is three.

Turn 3. Twelve requested folders divided by four folders per case equals three cases.

4. forty-eight

Coworker: Twelve cases would contain forty-eight folders.

Turn 4. Twelve cases multiplied by four folders per case would produce forty-eight folders.

[Return to the conversation, page 35](#)

03 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "Six each is not six cases". Omar: "What about another size of tray? Same product family, different item code. I'd check that separately as well." Asha: [missing response] Omar: "Let me try the radio message: S18, six storage trays each, one standard case equivalent. No pick confirmation yet." Which response belongs in the gap?

C. Yes, confirm the pack size for the exact item. A different variant may have a different quantity per case.

A Not here. This line belongs to turn 16, after Omar says: "Let me try the radio message: S18, six storage trays each, one standard case equivalent. No pick confirmation yet." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 2, after Omar says: "Asha, can you check this before I confirm the pick? S18 says six, and I was about to read that as six cases." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Asha's response in turn 14. It connects Omar's preceding point with Omar's follow-up. Pack size is the quantity inside the actual item's package, which can differ between variants and products.

D Not here. This line belongs to turn 8, after Omar says: "If I'd taken six cases, I'd have thirty-six trays. I was multiplying the request instead of converting it." It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 35](#)

04 / Answers and explanations

A / Read the situation

A1. How many baskets does D55 require?

D. Ten

Ten is the order requirement against which the pick-face quantity is compared.

[Return to the exercise, page 36](#)

A2. What is the shortfall at B04?

B. Six baskets

Ten needed minus four present at the pick face gives six baskets short.

[Return to the exercise, page 36](#)

A3. What is known about the twelve in reserve?

D. They are listed in the system; allocation and availability are unchecked

The system figure alone does not establish allocation, availability, or replenishment timing.

[Return to the exercise, page 36](#)

D / Response choices

D1. Which escalation contains the essential facts?

D. D55 needs ten; B04 has four; twelve shown in reserve are unchecked; cutoff 15:00.

The complete message retains the demand, observed quantity, uncertain source, and cutoff.

[Return to the exercise, page 40](#)

D2. How many additional baskets are needed at the pick face?

C. Six

Ten required minus four present leaves a six-basket shortfall.

[Return to the exercise, page 40](#)

04 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: Picking shortfall against the requested quantity. Which term fits?

B. short pick

A Not here. demand: Quantity needed by orders or other requirements. The usual combination is "review competing demand".

B Correct. short pick: Picking shortfall against the requested quantity. The usual combination is "report a short pick".

C Not here. release status: Whether stock is authorized for the relevant use. The usual combination is "check release status".

D Not here. allocation: Assignment of stock to a particular order or demand. The usual combination is "check stock allocation".

[Return to the exercise, page 40](#)

D4. Rebuild the exchange from "Reserve stock is not a delivery promise". Elena: "Then I'll report ten needed, four here, six short, twelve in reserve unchecked. What else do you need?" Dev: [missing response] Elena: "I'll include D55 and the exact item, so we don't get a different basket sent to B04." Which response belongs in the gap?

B. Include the order cutoff of 15:00 as well. That tells us why timing matters without claiming that replenishment can definitely meet it.

A Not here. This line belongs to turn 8, after Elena says: "I'll include D55 and the exact item, so we don't get a different basket sent to B04." It addresses that point, not the missing turn in the supplied exchange.

B Correct. This is Dev's response in turn 6. It connects Elena's preceding point with Elena's follow-up. Order cutoff is fifteen hundred and must accompany the request without being turned into a completion promise.

C Not here. This line belongs to turn 20, after Elena says: "Thanks. I'll tell packing you've taken the review, with no confirmed replenishment time or completion promise." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 12, after Elena says: "So I can't tell packing we'll have ten in time just because twelve appears on the screen." It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 40](#)

E / Conversation

1. pick face

Turn 2. Pick face is B04, where four baskets are present against the order requirement of ten.

04 / Answers and explanations / continued

2. system quantity

Turn 4. System quantity is the twelve shown in reserve, not verified stock available to D55.

3. order cutoff

Turn 6. Order cutoff is fifteen hundred and must accompany the request without being turned into a completion promise.

4. replenishment request

Turn 8. Replenishment request starts review of supplying the correct stock to B04; it is not a completed movement.

5. allocation

Turn 10. Allocation identifies stock assigned to particular demand and must be checked before assuming the reserve is free.

6. availability check

Turn 12. Availability check establishes usable stock for the specific order rather than relying only on a reserve balance.

7. location shortfall

Turn 14. Location shortfall limits the observed problem to B04 and avoids an unsupported claim about all warehouse stock.

8. timing estimate

Turn 16. Timing estimate remains to be established; neither the reserve quantity nor the cutoff supplies a replenishment completion time.

9. replenishment desk

Turn 18. Replenishment desk is the responsible review point, not a guarantee that stock has been allocated or moved.

10. fulfillment commitment

Turn 20. Fulfillment commitment would promise the order outcome, which remains unsupported until stock and timing checks are complete.

[Return to the conversation, page 42](#)

04 / Answers and explanations / continued

F / Accuracy and scope

F1. Which claim is unsupported?

B. All twelve reserve baskets are available for D55.

The reserve figure has not been checked for allocation or actual availability to this order.

[Return to the exercise, page 44](#)

F2. What must happen before a supported completion promise?

B. Review stock allocation, availability, and replenishment timing.

Quantity in reserve alone does not establish usable stock or arrival at the pick face in time.

[Return to the exercise, page 44](#)

F / Guided speaking

1. nine

Picker: The pick face is short by nine bins.

Turn 1. Fourteen required minus five present creates a nine-bin shortfall.

2. twenty

Clerk: The system lists twenty in reserve.

Turn 2. Twenty is the displayed reserve balance, not verified available stock.

3. unchecked

Picker: Allocation and availability remain unchecked.

Turn 3. The reserve balance has not been assessed for this specific order.

4. 16:30

Clerk: The order cutoff is 16:30.

Turn 4. Sixteen thirty is the stated deadline, not a promised replenishment completion.

[Return to the conversation, page 45](#)

04 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "Reserve stock is not a delivery promise". Elena: "I won't call it a warehouse-wide stockout, either. My count is only for B04." Dev: [missing response] Elena: "Six more at B04 would cover the quantity. We still need to know if those six can get here in time." Which response belongs in the gap?

D. Exactly. It is a location shortfall of six baskets. We should not expand that into a claim that no baskets are available anywhere in the warehouse.

A Not here. This line belongs to turn 2, after Elena says: "Dev, D55 is short at B04: ten baskets needed, four here. The cutoff is fifteen hundred." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 18, after Elena says: "Can you take the review? I'll keep the order and location together with the unanswered stock and timing questions." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 4, after Elena says: "Twelve shown in reserve, but I haven't checked whether they're allocated. I can't say they're free for us." It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Dev's response in turn 14. It connects Elena's preceding point with Elena's follow-up. Location shortfall limits the observed problem to B04 and avoids an unsupported claim about all warehouse stock.

[Return to the exercise, page 45](#)

05 / Answers and explanations

A / Read the situation

A1. Who is named on the screen for C70?

A. Harbor Shop

The C70 screen names Harbor Shop as its recipient.

[Return to the exercise, page 48](#)

A2. Which carton does the loose Hillside School label reference?

B. C71

The loose label explicitly identifies C71, not the nearby C70.

[Return to the exercise, page 48](#)

A3. What is the current labeling status?

D. No label has been applied

The issue is caught before application, so completed-error wording is inaccurate.

[Return to the exercise, page 48](#)

D / Response choices

D1. Which interruption is most precise?

A. Please pause: C70 names Harbor Shop, but this loose label names C71 and Hillside School.

The specific pause identifies both conflicting reference-recipient pairs before application.

[Return to the exercise, page 52](#)

D2. Which status report is accurate?

C. No label has been applied; both references need checking.

The discrepancy is detected before application and no shipment outcome is established.

[Return to the exercise, page 52](#)

05 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: Label not yet attached to a package. Which term fits?

B. loose label

A Not here. mislabeling: Applying incorrect identifying information to an item or carton. The usual combination is "prevent mislabeling".

B Correct. loose label: Label not yet attached to a package. The usual combination is "check the loose label".

C Not here. tracking number: Identifier used to follow a particular shipment. The usual combination is "check the tracking number".

D Not here. unapplied: Not yet attached to the carton. The usual combination is "keep the label unapplied".

[Return to the exercise, page 52](#)

D4. Rebuild the exchange from "The loose label belongs to another carton". Arun: "Thanks for pausing. I caught it before anything went on, so we don't have a mislabeled carton to report at this point." Rosa: [missing response] Arun: "Can you check both references, not just change the one in your hand? I don't want C71 left with an assumed match." Which response belongs in the gap?

C. Then it's a verification pause, not a relabeling job. I'll keep the current status accurate.

A Not here. This line belongs to turn 10, after Arun says: "The print could be perfectly right for C71 and still be wrong for C70. Being next to this carton doesn't make it its label." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 2, after Arun says: "Rosa, stop a moment before you use that loose label. C70 says Harbor Shop on the screen; the label beside it says Hillside School." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Rosa's response in turn 6. It connects Arun's preceding point with Arun's follow-up. The work pauses before application while the conflicting references are verified, not after a completed labeling error.

D Not here. This line belongs to turn 18, after Arun says: "Once the records are verified, label handling follows the normal process. I haven't checked either carton for dispatch readiness." It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 52](#)

E / Conversation

1. carton reference

Turn 2. The carton reference identifies which carton the label belongs to; proximity to C70 is not sufficient.

05 / Answers and explanations / continued

2. loose label

Turn 4. The unattached label identifies C71 for Hillside School, separate from the C70 screen record.

3. verification pause

Turn 6. The work pauses before application while the conflicting references are verified, not after a completed labeling error.

4. reference cross-check

Turn 8. Both carton identifiers and their recipient records need comparison; checking one does not validate the other.

5. order association

Turn 10. The association links a carton to its relevant order or recipient record, not to whichever label is nearest.

6. screen record

Turn 12. The screen for C70 names Harbor Shop; that information must remain separate from the loose C71 label.

7. workstation mix-up

Turn 14. The arrangement creates a potential mix-up, without proving who caused it or that anything was shipped incorrectly.

8. prevention

Turn 16. The check prevents a possible error before application; it is not evidence of repairing a completed mislabeling.

9. Label application

Turn 18. Application has not happened yet and must follow the verified match and actual packing process.

10. shipment departure

Turn 20. The label check supplies no evidence of shipment departure, and nothing has been described as dispatched.

[Return to the conversation, page 54](#)

05 / Answers and explanations / continued

F / Accuracy and scope

F1. What does the loose label's location prove?

B. Only that it is beside C70, not that it belongs to C70.

Physical proximity alone does not establish which record or carton the label belongs to.

[Return to the exercise, page 56](#)

F2. Which next step preserves accuracy?

B. Verify both carton references and recipient associations.

The supplied next step is a reference cross-check, not an assumed correction or departure.

[Return to the exercise, page 56](#)

F / Guided speaking

1. Maple Clinic

Colleague: The D80 screen names Maple Clinic.

Turn 1. Maple Clinic is the recipient associated with D80 on the screen.

2. D81

Packer: The loose label references D81.

Turn 2. D81 is the different carton identified by the loose label.

3. Meadow Cafe

Colleague: Its recipient is Meadow Cafe.

Turn 3. Meadow Cafe belongs to the loose D81 label, not the D80 screen.

4. applied

Packer: No label has been applied yet.

Turn 4. The mismatch is identified before any label attachment occurs.

[Return to the conversation, page 57](#)

05 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "The loose label belongs to another carton". Arun: "That's what I saw. We don't know why the loose label was there, and there's no need to guess who put it there." Rosa: [missing response] Arun: "Right. Please don't write corrected wrong label. That would tell the next person a label was already attached and removed." Which response belongs in the gap?

B. I'll report the possible workstation mix-up with the exact references. A useful note doesn't need an accusation.

A Not here. This line belongs to turn 16, after Arun says: "Right. Please don't write corrected wrong label. That would tell the next person a label was already attached and removed." It addresses that point, not the missing turn in the supplied exchange.

B Correct. This is Rosa's response in turn 14. It connects Arun's preceding point with Arun's follow-up. The arrangement creates a potential mix-up, without proving who caused it or that anything was shipped incorrectly.

C Not here. This line belongs to turn 10, after Arun says: "The print could be perfectly right for C71 and still be wrong for C70. Being next to this carton doesn't make it its label." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 2, after Arun says: "Rosa, stop a moment before you use that loose label. C70 says Harbor Shop on the screen; the label beside it says Hillside School." It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 57](#)

06 / Answers and explanations

A / Read the situation

A1. How many L66 cartons are staged in lane 2?

C. Three

Three physical cartons are staged for L66 in the specified lane.

[Return to the exercise, page 58](#)

A2. What does the manifest list?

C. Two cartons

The dispatch manifest records two cartons, one fewer than the staged count.

[Return to the exercise, page 58](#)

A3. What is the actual departure status?

D. The goods have not departed

The briefing explicitly places all goods before departure, with the record issue unresolved.

[Return to the exercise, page 58](#)

D / Response choices

D1. Which status update is accurate?

B. L66 has three staged in lane 2, two listed, and no departure yet.

The accurate update separates the physical count, document count, and unfinished departure.

[Return to the exercise, page 62](#)

D2. What is the known discrepancy?

C. One carton fewer on the manifest than in staging.

Two listed is one below the three physically staged cartons.

[Return to the exercise, page 62](#)

06 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: Number physically present in the staging area. Which term fits?

B. staged count

A Not here. departure status: Whether goods have actually left the facility. The usual combination is "preserve departure status".

B Correct. staged count: Number physically present in the staging area. The usual combination is "verify the staged count".

C Not here. reconciliation check: Comparison intended to explain and resolve inconsistent figures. The usual combination is "perform a reconciliation check".

D Not here. outbound order: Order being prepared for shipment from the facility. The usual combination is "identify the outbound order".

[Return to the exercise, page 62](#)

D4. Rebuild the exchange from "Three staged, two on the manifest". Imani: "Please call it a missing entry, not a lost carton. The third carton is here with the other two." Noah: [missing response] Imani: "I haven't identified which carton reference is omitted yet. I have L66, lane 2, and the count difference." Which response belongs in the gap?

C. That is the right status distinction. A record can be incomplete while all the staged cartons are present. We still need to establish which entry is missing.

A Not here. This line belongs to turn 14, after Imani says: "Have you corrected the record, or are you taking the check now? I need to pass on the right stage." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 2, after Imani says: "Noah, there's a manifest discrepancy on L66. Three cartons in lane 2, but only two listed. Carrier cutoff is sixteen hundred." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Noah's response in turn 6. It connects Imani's preceding point with Imani's follow-up. Status distinction separates the record mismatch from physical stock absence and from actual departure.

D Not here. This line belongs to turn 10, after Imani says: "Can you flag sixteen hundred with it? Dispatch needs the deadline as well as the discrepancy." It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 62](#)

E / Conversation

1. dispatch manifest

Turn 2. Dispatch manifest lists two cartons and must be reconciled with the three physically staged for L66.

06 / Answers and explanations / continued

2. staged count

Turn 4. Staged count is the three cartons physically present, distinct from the manifest's recorded two.

3. status distinction

Turn 6. Status distinction separates the record mismatch from physical stock absence and from actual departure.

4. missing entry

Turn 8. Missing entry is the document issue; its specific carton identifier has not yet been established.

5. cutoff risk

Turn 10. Cutoff risk marks possible impact on the sixteen-hundred deadline without guaranteeing departure or acceptance.

6. Staging

Turn 12. Staging places goods in a preparation area; it does not confirm loading, carrier acceptance, or departure.

7. manifest correction

Turn 14. Manifest correction has not occurred merely because Noah accepts the investigation; the document still requires checking.

8. unverified cause

Turn 16. Unverified cause remains unknown; the observed count difference does not identify an individual or system failure.

9. reconciliation check

Turn 18. Reconciliation check compares the actual staged quantity with the manifest and seeks the correct missing association.

10. departure confirmation

Turn 20. Departure confirmation is absent because the goods have not left; an accepted review task does not change that fact.

[Return to the conversation, page 64](#)

06 / Answers and explanations / continued

F / Accuracy and scope

F1. Which statement invents an outcome?

D. The goods will definitely depart before 16:00.

The deadline and review request do not establish a guaranteed departure outcome.

[Return to the exercise, page 66](#)

F2. What should Noah investigate?

D. The missing carton entry and correct association with L66.

The supplied issue concerns a count mismatch in the dispatch record for L66.

[Return to the exercise, page 66](#)

F / Guided speaking

1. five

Colleague: There are five cartons staged.

Turn 1. Five is the observed physical carton count in lane four.

2. four

Clerk: The manifest lists four cartons.

Turn 2. Four is the document count, one below the staged quantity.

3. 17:00

Colleague: The cutoff is 17:00.

Turn 3. Seventeen hundred is the deadline to include without guaranteeing departure.

4. departed

Clerk: No goods have departed yet.

Turn 4. The stated physical movement status remains unchanged during the investigation request.

[Return to the conversation, page 67](#)

06 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "Three staged, two on the manifest". Imani: "Have you corrected the record, or are you taking the check now? I need to pass on the right stage." Noah: [missing response] Imani: "I haven't established what caused the missing entry. It could be several things; I don't have evidence yet." Which response belongs in the gap?

B. I am taking the investigation. A manifest correction is not complete, and I should not tell you that the count has been fixed before the check.

A Not here. This line belongs to turn 12, after Imani says: "The order may look ready because it's staged. I don't want that turned into a departed status." It addresses that point, not the missing turn in the supplied exchange.

B Correct. This is Noah's response in turn 14. It connects Imani's preceding point with Imani's follow-up. Manifest correction has not occurred merely because Noah accepts the investigation; the document still requires checking.

C Not here. This line belongs to turn 6, after Imani says: "Please call it a missing entry, not a lost carton. The third carton is here with the other two." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 2, after Imani says: "Noah, there's a manifest discrepancy on L66. Three cartons in lane 2, but only two listed. Carrier cutoff is sixteen hundred." It addresses that point, not the missing turn in the supplied exchange.

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07 / Answers and explanations

A / Read the situation

A1. What has been matched?

D. Kettle K25 and its return reference

The intake check connects the kettle to the correct return reference.

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A2. What does the packaging observation establish?

B. It appears unopened, without completing condition review

Appearance is the stated observation and does not establish the item's internal condition.

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A3. Who owns the pending review?

C. Mira

Mira is explicitly named as responsible for the condition review.

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D / Response choices

D1. Which handoff is accurate?

D. K25 matches its reference; packaging appears unopened; Mira's review is pending.

The statement separates verified identity, qualified observation, and the unfinished review.

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D2. Which conclusion overstates the observation?

D. The kettle is definitely functional and unused.

External packaging appearance does not establish function or prior use.

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07 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: Correspondence between the item and the return record. Which term fits?

A. reference match

A Correct. reference match: Correspondence between the item and the return record. The usual combination is "confirm the reference match".

B Not here. pending review: Status indicating the required examination is unfinished. The usual combination is "preserve pending-review status".

C Not here. unused condition: State of not having been used, requiring appropriate evidence. The usual combination is "verify unused condition".

D Not here. refund status: Whether a financial return to the customer has been approved or completed. The usual combination is "keep refund status separate".

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D4. Rebuild the exchange from "Unopened-looking is not ready for sale". Hana: "Then I won't call it ready for sale just because the box looks good. What has actually been completed?" Theo: [missing response] Hana: "Who's taking the review? I need a named person for the handover, not just someone to look at it." Which response belongs in the gap?

D. Exactly. Condition review has not been completed. We have matched the identity, but that does not tell us the result of the required examination.

A Not here. This line belongs to turn 20, after Hana says: "I'll pass on exactly that, with Mira as owner. The next shift will know what remains outstanding." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 16, after Hana says: "I'll read the note back: K25 matched, packaging appears unopened, condition review with Mira, no sale release." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 18, after Hana says: "So pending isn't the same as rejected, either. We don't have the condition decision yet." It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Theo's response in turn 6. It connects Hana's preceding point with Hana's follow-up. Condition review is the required next assessment, still unfinished despite the matching reference and apparent packaging state.

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E / Conversation

1. reference match

Turn 2. Reference match confirms K25 belongs to the return record; it does not establish condition or saleability.

07 / Answers and explanations / continued

2. intake observation

Turn 4. Intake observation reports the packaging appearance and does not verify the item's complete use history.

3. Condition review

Turn 6. Condition review is the required next assessment, still unfinished despite the matching reference and apparent packaging state.

4. review owner

Turn 8. Review owner identifies Mira as responsible for the assessment without implying she has already carried it out.

5. release authority

Turn 10. Release authority to mark K25 ready for sale is not held by Theo and is not created by packaging appearance.

6. functional check

Turn 12. Functional check would examine operation; no such completed check is supplied by this intake conversation.

7. Refund status

Turn 14. Refund status concerns a separate financial process and is not established by matching the returned item.

8. stock status

Turn 16. Stock status must preserve the pending review and absence of sale release rather than imply immediate availability.

9. disposition

Turn 18. Disposition is the authorized decision about the returned item, still to follow the required condition review.

10. Review completion

Turn 20. Review completion remains absent; the handoff names the owner but does not supply the assessment or its outcome.

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07 / Answers and explanations / continued

F / Accuracy and scope

F1. Who has the next defined task?

A. Mira, to perform the condition review.

Mira is the named owner of the required pending assessment.

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F2. Which status should not be claimed yet?

C. Ready for sale.

Sale-ready status is unsupported because condition review and release approval remain incomplete.

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F / Guided speaking

1. T36

Intake: The returned item is T36.

Turn 1. T36 is the toaster reference supplied for this new return.

2. appears

Colleague: The packaging appears unopened.

Turn 2. Appears qualifies the visual observation without proving internal condition or past use.

3. Jo

Intake: The review owner is Jo.

Turn 3. Jo is the named person responsible for the pending assessment.

4. authorized

Colleague: Sale release is not authorized.

Turn 4. Intake staff lack authority to release the item before the required process.

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07 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "Unopened-looking is not ready for sale". Hana: "What about the refund? I shouldn't tell customer service it's approved from this warehouse note, should I?" Theo: [missing response] Hana: "I'll read the note back: K25 matched, packaging appears unopened, condition review with Mira, no sale release." Which response belongs in the gap?

C. Yes. Refund status is not established by this handoff. Identity, condition, inventory status, and a customer remedy are different questions.

A Not here. This line belongs to turn 8, after Hana says: "Who's taking the review? I need a named person for the handover, not just someone to look at it." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 12, after Hana says: "And we haven't established that it works. Matching the return reference isn't a function test." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Theo's response in turn 14. It connects Hana's preceding point with Hana's follow-up. Refund status concerns a separate financial process and is not established by matching the returned item.

D Not here. This line belongs to turn 2, after Hana says: "Theo, is returned kettle K25 cleared for sale, or is the condition review still outstanding?" It addresses that point, not the missing turn in the supplied exchange.

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08 / Answers and explanations

A / Read the situation

A1. What do both physical counts show?

B. Eighteen units

The first count and completed recount both agree on eighteen units.

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A2. What does the system show?

A. Twenty units

The system balance remains twenty despite the verified physical count of eighteen.

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A3. What is Sam's next task?

B. Review transaction history

The recount is complete, and Sam can review the transaction history for the unexplained difference.

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D / Response choices

D1. Which handoff is accurate?

D. T9 in B11: eighteen counted and recounted, twenty recorded, cause unknown.

The accurate message preserves both verified counts, the unchanged balance, and uncertainty about cause.

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D2. Which task is already complete?

B. The recount that also found eighteen.

The briefing explicitly states that the recount is complete and agrees at eighteen.

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08 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: Quantity currently recorded in the inventory system. Which term fits?

C. system balance

A Not here. issue transaction: Record of stock taken out for an order or use. The usual combination is "check the issue transaction".

B Not here. audit trail: Record allowing changes and actions to be traced. The usual combination is "preserve the audit trail".

C Correct. system balance: Quantity currently recorded in the inventory system. The usual combination is "compare the system balance".

D Not here. pending investigation: Further inquiry whose result is not yet established. The usual combination is "hand over the pending investigation".

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D4. Rebuild the exchange from "The recount agrees, the cause does not". Priya: "No. A movement or transaction might explain it, but I haven't checked enough to say that one does." Sam: [missing response] Priya: "Also, no adjustment is approved. Two matching counts don't mean I had authority to replace the recorded twenty with eighteen." Which response belongs in the gap?

D. I'll take the transaction history review. We need the actual records before turning a possible explanation into a finding.

A Not here. This line belongs to turn 2, after Priya says: "Sam, I've got one count issue for handover: T9 in B11. Eighteen on the first count, eighteen on the recount, twenty in the system." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 18, after Priya says: "Thanks. Read the current position back once, please, including the part that's already done and the part you're taking." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 14, after Priya says: "The cause stays unknown for now. I don't have evidence of theft or a particular person making an error." It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Sam's response in turn 6. It connects Priya's preceding point with Priya's follow-up. The history is the next evidence source to review; it has not yet established a cause for the difference.

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E / Conversation

1. recount

Turn 2. The recount has already been completed and agrees at eighteen, so it is not the missing next action.

08 / Answers and explanations / continued

2. verified count

Turn 4. Eighteen is supported by the first count and recount, while the recorded balance remains twenty.

3. transaction history

Turn 6. The history is the next evidence source to review; it has not yet established a cause for the difference.

4. Adjustment approval

Turn 8. Approval to change the inventory record remains separate from verifying the physical count or accepting the review.

5. item-location pair

Turn 10. T9 and B11 together define the count being discussed; the finding does not cover all locations of T9.

6. count variance

Turn 12. Eighteen counted minus twenty recorded gives a variance of minus two units, not a physical total of two.

7. audit trail

Turn 14. Retaining both counts and the original system figure keeps the evidence traceable instead of replacing it with an assumed cause.

8. handoff acknowledgment

Turn 16. Sam accepts responsibility for the history review, not a claim that it is already complete or the discrepancy resolved.

9. system balance

Turn 18. The system balance is still twenty because no authorized adjustment has changed the recorded figure.

10. pending investigation

Turn 20. The remaining investigation concerns the unexplained difference and transaction history, not a recount already completed.

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08 / Answers and explanations / continued

F / Accuracy and scope

F1. What does the count variance establish?

A. Two fewer physical units than the system balance.

The two-unit difference is arithmetic evidence, not proof of cause or authority.

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F2. Which next statement respects the approval limit?

B. I will review history; no adjustment is approved yet.

Reviewing records and accepting ownership do not authorize an inventory adjustment.

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F / Guided speaking

1. twenty-seven

Clerk: Both counts give twenty-seven units.

Turn 1. Twenty-seven is the verified physical quantity supported by the completed recount.

2. thirty

Colleague: The system balance is thirty.

Turn 2. Thirty remains the recorded amount because no adjustment has been approved.

3. three

Clerk: The physical count is three units below the system.

Turn 3. Thirty recorded minus twenty-seven counted gives a three-unit deficit.

4. Jo

Colleague: The transaction-history review belongs to Jo.

Turn 4. Jo accepts the pending review without implying its completion or approving an adjustment.

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08 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "The recount agrees, the cause does not". Priya: "The cause stays unknown for now. I don't have evidence of theft or a particular person making an error." Sam: [missing response] Priya: "Can I name you for the transaction review in my handover? I'd like the next person to know who has that follow-up." Which response belongs in the gap?

C. That's important for the audit trail. Keep the original figures and count results so we can trace what happened.

A Not here. This line belongs to turn 2, after Priya says: "Sam, I've got one count issue for handover: T9 in B11. Eighteen on the first count, eighteen on the recount, twenty in the system." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 6, after Priya says: "No. A movement or transaction might explain it, but I haven't checked enough to say that one does." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Sam's response in turn 14. It connects Priya's preceding point with Priya's follow-up. Retaining both counts and the original system figure keeps the evidence traceable instead of replacing it with an assumed cause.

D Not here. This line belongs to turn 18, after Priya says: "Thanks. Read the current position back once, please, including the part that's already done and the part you're taking." It addresses that point, not the missing turn in the supplied exchange.

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Review 1 / Explanations

Cumulative review

1. A colleague needs the term for this meaning: Amount required by the reference order or record. Which term fits?

B. expected quantity

A Not here. approval limit: Boundary of a person's authority to accept or change something. The usual combination is "respect the approval limit".

B Correct. expected quantity: Amount required by the reference order or record. The usual combination is "state the expected quantity".

C Not here. item match: Correspondence between the observed and ordered product identity. The usual combination is "confirm the item match".

D Not here. packing slip: Supplier document describing the shipment contents. The usual combination is "compare the packing slip".

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2. A colleague needs the term for this meaning: Process of placing received goods in an assigned storage location. Which term fits?

C. putaway

A Not here. assigned location: Storage position shown for an item in the relevant record. The usual combination is "verify the assigned location".

B Not here. item code: Identifier assigned to a product or variant. The usual combination is "read back the item code".

C Correct. putaway: Process of placing received goods in an assigned storage location. The usual combination is "check the putaway record".

D Not here. color variant: Product version distinguished by color. The usual combination is "confirm the color variant".

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Review 1 / Explanations / continued

3. Rebuild the exchange from "Two cartons over the order". Nia: "The labels are right, at least. I'll put that beside the count instead of describing the whole delivery as correct." Ben: [missing response] Nia: "Can I amend the order once you've seen the count, or does that still go through the approval process?" Which response belongs in the gap?

D. Yes, the item match tells us which product arrived. It doesn't answer what to do with the two extra cartons.

A Not here. This line belongs to turn 2, after Nia says: "Ben, can you check PO 740 with me? It calls for twenty cartons. I've counted twenty-two, and the item labels match." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 18, after Nia says: "I'll send that with PO 740 and the label match. The supplier's explanation is still the open question." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 6, after Nia says: "All right. I'll leave the ordered figure at twenty. I don't want my count to make it look as though we'd ordered twenty-two." It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Ben's response in turn 10. It connects Nia's preceding point with Nia's follow-up. The labels match the ordered product, but that does not resolve whether the additional quantity is accepted.

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4. Rebuild the exchange from "The bin sign and stock disagree". Luis: "You'll check the record, then. I still don't have confirmed blue stock for this pick." Mei: [missing response] Luis: "Final read-back: A12 sign, BK-14-B blue; actual stock, BK-14-G green. Both codes stay in the note." Which response belongs in the gap?

B. Correct. I own the verification request. I will check the putaway information without claiming that it has already located the blue folders.

A Not here. This line belongs to turn 6, after Luis says: "I haven't picked the green ones. Can you check how they were put away before we go any further?" It addresses that point, not the missing turn in the supplied exchange.

B Correct. This is Mei's response in turn 18. It connects Luis's preceding point with Luis's follow-up. Verification request assigns the record check while leaving the stock identity conflict and pick unresolved.

C Not here. This line belongs to turn 8, after Luis says: "Could be the sign or the stock location. I don't know which, and I don't want to blame the last putaway without checking." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 4, after Luis says: "The sign says B, blue. The stock says G, green. It's just that last letter, but it changes the item." It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 24](#)

Review 2 / Explanations

Cumulative review

1. A colleague needs the term for this meaning: Counting unit meaning one individual item. Which term fits?

D. each

A Not here. underpick: Selection of fewer units than requested. The usual combination is "identify an underpick".

B Not here. order unit: Unit in which the order quantity is stated. The usual combination is "confirm the order unit".

C Not here. requested quantity: Amount specified by the order or picking instruction. The usual combination is "preserve the requested quantity".

D Correct. each: Counting unit meaning one individual item. The usual combination is "order six each".

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2. A colleague needs the term for this meaning: Amount shown in the inventory system. Which term fits?

D. system quantity

A Not here. fulfillment commitment: Promise to supply the required order under stated conditions. The usual combination is "avoid an unsupported fulfillment commitment".

B Not here. replenishment request: Request to review or supply stock for a picking location. The usual combination is "raise a replenishment request".

C Not here. pick face: Location from which items are normally selected for orders. The usual combination is "check the pick face".

D Correct. system quantity: Amount shown in the inventory system. The usual combination is "distinguish system quantity".

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Review 2 / Explanations / continued

3. Rebuild the exchange from "The bin sign and stock disagree". Luis: "Please don't mark the blue folders missing everywhere. I've only checked what is in A12." Mei: [missing response] Luis: "I'll include A12. Just sending the two codes wouldn't tell you where I found the mismatch." Which response belongs in the gap?

B. Agreed. This is a location mismatch at A12. We have not established where the blue folders are or why the green folders are in this bin.

A Not here. This line belongs to turn 14, after Luis says: "That's right. Am I authorized to move anything or change the sign while you're checking?" It addresses that point, not the missing turn in the supplied exchange.

B Correct. This is Mei's response in turn 10. It connects Luis's preceding point with Luis's follow-up. Location mismatch describes the observed conflict at A12 without establishing warehouse-wide absence or the correct item's location.

C Not here. This line belongs to turn 2, after Luis says: "Mei, can you check A12? I need blue folders, BK-14-B, but the stock here says BK-14-G." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 16, after Luis says: "Understood. I'll leave the correction to the proper process and report the labels as they are." It addresses that point, not the missing turn in the supplied exchange.

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4. Rebuild the exchange from "Reserve stock is not a delivery promise". Elena: "Can you take the review? I'll keep the order and location together with the unanswered stock and timing questions." Dev: [missing response] Elena: "Thanks. I'll tell packing you've taken the review, with no confirmed replenishment time or completion promise." Which response belongs in the gap?

A. I can review it at the replenishment desk. Keep D55, ten required, four at B04, six short, twelve shown in reserve, and the 15:00 cutoff together.

A Correct. This is Dev's response in turn 18. It connects Elena's preceding point with Elena's follow-up. Replenishment desk is the responsible review point, not a guarantee that stock has been allocated or moved.

B Not here. This line belongs to turn 2, after Elena says: "Dev, D55 is short at B04: ten baskets needed, four here. The cutoff is fifteen hundred." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 14, after Elena says: "I won't call it a warehouse-wide stockout, either. My count is only for B04." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 4, after Elena says: "Twelve shown in reserve, but I haven't checked whether they're allocated. I can't say they're free for us." It addresses that point, not the missing turn in the supplied exchange.

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Review 3 / Explanations

Cumulative review

1. A colleague needs the term for this meaning: Label carrying shipment-routing and identification information. Which term fits?

D. shipping label

A Not here. record selection: Choice of the system record currently being viewed or used. The usual combination is "check the record selection".

B Not here. label application: Attaching a label to the intended package. The usual combination is "verify before label application".

C Not here. order association: Link between a carton and the relevant order. The usual combination is "verify the order association".

D Correct. shipping label: Label carrying shipment-routing and identification information. The usual combination is "match the shipping label".

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2. A colleague needs the term for this meaning: Latest stated time for the relevant carrier process. Which term fits?

A. carrier cutoff

A Correct. carrier cutoff: Latest stated time for the relevant carrier process. The usual combination is "confirm the carrier cutoff".

B Not here. shipment grouping: Association of cartons or items under one outgoing shipment. The usual combination is "verify shipment grouping".

C Not here. staging: Placing goods in a designated area ahead of a later process. The usual combination is "confirm staging status".

D Not here. dispatch clerk: Worker coordinating outgoing records and shipment information. The usual combination is "contact the dispatch clerk".

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Review 3 / Explanations / continued

3. Rebuild the exchange from "Reserve stock is not a delivery promise". Elena: "Could those twelve already be committed? I can see the balance, not the allocation detail." Dev: [missing response] Elena: "So I can't tell packing we'll have ten in time just because twelve appears on the screen." Which response belongs in the gap?

C. That is why allocation needs checking. Twelve on the screen does not necessarily mean twelve uncommitted baskets for D55.

A Not here. This line belongs to turn 8, after Elena says: "I'll include D55 and the exact item, so we don't get a different basket sent to B04." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 16, after Elena says: "Six more at B04 would cover the quantity. We still need to know if those six can get here in time." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Dev's response in turn 10. It connects Elena's preceding point with Elena's follow-up. Allocation identifies stock assigned to particular demand and must be checked before assuming the reserve is free.

D Not here. This line belongs to turn 6, after Elena says: "Then I'll report ten needed, four here, six short, twelve in reserve unchecked. What else do you need?" It addresses that point, not the missing turn in the supplied exchange.

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4. Rebuild the exchange from "Three staged, two on the manifest". Imani: "Read-back: L66, lane 2, three staged, two listed, cutoff sixteen hundred, nothing departed." Noah: [missing response] Imani: "I'll name you for the investigation and keep it open. I won't tell the next shift the order has gone." Which response belongs in the gap?

C. That is a clear reconciliation check to take forward. I will investigate the omitted entry while keeping those figures and the cutoff in view.

A Not here. This line belongs to turn 4, after Imani says: "Three physically staged, yes. Nothing has departed. I'm comparing what's in lane 2 with the manifest." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 2, after Imani says: "Noah, there's a manifest discrepancy on L66. Three cartons in lane 2, but only two listed. Carrier cutoff is sixteen hundred." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Noah's response in turn 18. It connects Imani's preceding point with Imani's follow-up. Reconciliation check compares the actual staged quantity with the manifest and seeks the correct missing association.

D Not here. This line belongs to turn 12, after Imani says: "The order may look ready because it's staged. I don't want that turned into a departed status." It addresses that point, not the missing turn in the supplied exchange.

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Review 4 / Explanations

Cumulative review

1. A colleague needs the term for this meaning: Product brought back through a return process. Which term fits?

A. returned item

A Correct. returned item: Product brought back through a return process. The usual combination is "identify the returned item".

B Not here. returns checker: Person responsible for the relevant return examination. The usual combination is "name the returns checker".

C Not here. product-safety finding: Established conclusion about relevant safety requirements. The usual combination is "avoid an unsupported product-safety finding".

D Not here. disposition: Authorized decision about the next treatment of returned goods. The usual combination is "await the disposition".

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2. A colleague needs the term for this meaning: Record of stock received into the relevant inventory. Which term fits?

D. receipt transaction

A Not here. incoming clerk: Worker taking responsibility on the next shift. The usual combination is "identify the incoming clerk".

B Not here. cycle count: Physical inventory check of selected stock on a recurring basis. The usual combination is "perform a cycle count".

C Not here. posting: Recording a transaction in the relevant system, possibly later than physical movement. The usual combination is "compare movement and posting times".

D Correct. receipt transaction: Record of stock received into the relevant inventory. The usual combination is "check the receipt transaction".

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Review 4 / Explanations / continued

3. Rebuild the exchange from "Three staged, two on the manifest". Imani: "Can you flag sixteen hundred with it? Dispatch needs the deadline as well as the discrepancy." Noah: [missing response] Imani: "The order may look ready because it's staged. I don't want that turned into a departed status." Which response belongs in the gap?

C. I will flag the cutoff risk at 16:00. That gives the issue its timing context, but it does not mean I can promise a completed correction or departure by then.

A Not here. This line belongs to turn 6, after Imani says: "Please call it a missing entry, not a lost carton. The third carton is here with the other two." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 14, after Imani says: "Have you corrected the record, or are you taking the check now? I need to pass on the right stage." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Noah's response in turn 10. It connects Imani's preceding point with Imani's follow-up. Cutoff risk marks possible impact on the sixteen-hundred deadline without guaranteeing departure or acceptance.

D Not here. This line belongs to turn 2, after Imani says: "Noah, there's a manifest discrepancy on L66. Three cartons in lane 2, but only two listed. Carrier cutoff is sixteen hundred." It addresses that point, not the missing turn in the supplied exchange.

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4. Rebuild the exchange from "The recount agrees, the cause does not". Priya: "Thanks. Read the current position back once, please, including the part that's already done and the part you're taking." Sam: [missing response] Priya: "That's it. The physical check is complete, but the reason for the difference and any authorized correction are still outstanding." Which response belongs in the gap?

D. T9, B11: eighteen counted and recounted; system balance twenty; cause unknown; adjustment unapproved. Recount complete, history review with Sam.

A Not here. This line belongs to turn 2, after Priya says: "Sam, I've got one count issue for handover: T9 in B11. Eighteen on the first count, eighteen on the recount, twenty in the system." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 14, after Priya says: "The cause stays unknown for now. I don't have evidence of theft or a particular person making an error." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 6, after Priya says: "No. A movement or transaction might explain it, but I haven't checked enough to say that one does." It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Sam's response in turn 18. It connects Priya's preceding point with Priya's follow-up. The system balance is still twenty because no authorized adjustment has changed the recorded figure.

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Additional case 1 / Explanations

Extended conversation

1. remaining shelf life

Turn 2. Eligibility depends on days left at delivery, not simply whether the batch arrived or expires first.

2. ineligible

Turn 4. A has eighteen days remaining, below this customer's thirty-day requirement, although it is not yet expired.

3. FEFO

Turn 6. First-expire, first-out ranks the eligible stock by expiry; C expires before B, even though B was received earlier.

4. eligible batches

Turn 8. B and C both meet the customer minimum and all other stated checks; A fails the remaining-life requirement.

5. batch B

Turn 10. After using six eligible cases from C, two from B complete the eight-case requirement.

6. batch split

Turn 12. The proposed eight-case quantity consists of six C and two B; the batch identities must remain attached to the quantities.

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Transfer exchange

1. nineteen

Picker: D has nineteen days remaining, below the minimum.

Turn 1. 20 December minus 1 December is nineteen days, which fails the twenty-one-day requirement.

Additional case 1 / Explanations / continued

2. F

Coordinator: The first eligible batch by expiry is F .

Turn 2. F expires on 28 December, before eligible E on 10 January; D is ineligible.

3. four

Picker: Allocate four cases from F.

Turn 3. F has four eligible cases, leaving two of the six-case order still to cover.

4. two

Coordinator: Complete the order with two cases from E.

Turn 4. Six required minus four from F leaves two cases from E, which has forty days remaining.

[Return to the conversation, page 95](#)

Additional case 2 / Explanations

Extended conversation

1. SSCC

Turn 2. The Serial Shipping Container Code identifies a logistic unit; two events with P's same SSCC do not identify two different pallets.

2. duplicate scan

Turn 4. The same pallet identifier appears in both events, so the log repeats P rather than demonstrating a scan of Q.

3. GTIN

Turn 6. A Global Trade Item Number identifies the trade item, not a unique physical pallet instance containing that trade item.

4. batch or lot

Turn 8. A batch or lot groups relevant product units; it does not uniquely distinguish P from Q when both contain the same lot.

5. Application Identifier

Turn 10. The Application Identifier is a prefix defining the following data; AI 00 is separate from the eighteen digits of the SSCC.

6. complete identifier

Turn 12. The last four digits are only shorthand here; verification requires the complete identifier, whose distinctness is supplied in the case.

[Return to the conversation, page 97](#)

Transfer exchange

1. two

Clerk: The event log contains two distinct pallet identities.

Turn 1. R and S are two distinct identities; the repeated R event does not add a third.

Additional case 2 / Explanations / continued

2. T

Coordinator: The pallet absent from this event log is T .

Turn 2. T is physically present but has no event in the supplied log.

3. R

Clerk: The repeated pallet identity is R .

Turn 3. R appears twice in the event log, whereas S appears once.

4. unchecked

Coordinator: Posted inventory remains unchecked .

Turn 4. The event log does not establish whether repeated scans created, changed, or were rejected from a receipt posting.

[Return to the conversation, page 99](#)

Additional case 3 / Explanations

Extended conversation

1. cutoff time

Turn 2. The snapshot is a balance as of 09:00; it must not be compared as though it described the later 09:15 physical position.

2. movement time

Turn 4. The goods physically left at 09:05, before the count; the later posting time does not delay that physical change.

3. forward

Turn 6. To compare at 09:15, start from the 09:00 balance and subtract the six units that left before the count.

4. variance

Turn 8. At the same 09:15 time basis, both the adjusted reference quantity and the physical count are ninety-four, leaving zero variance.

5. posting time

Turn 10. 09:20 is when the six-unit movement reaches the system; it is not the physical movement time or count time.

6. inventory adjustment

Turn 12. The movement has already reduced the record to ninety-four; an extra minus-six adjustment would wrongly reduce it again to eighty-eight.

[Return to the conversation, page 101](#)

Transfer exchange

1. 92

Clerk: The balance reconstructed for 14:20 is 92 units.

Turn 1. The earlier eighty plus the twelve physically received before counting gives ninety-two.

Additional case 3 / Explanations / continued

2. zero

Reviewer: The unexplained count variance is zero .

Turn 2. Ninety-two counted matches the ninety-two expected on the same time basis.

3. 14:30

Clerk: The receipt posting time is 14:30 .

Turn 3. The system posting occurs at 14:30, distinct from physical receipt at 14:05 and counting at 14:20.

4. 104

Reviewer: Adding another twelve after posting would wrongly show 104 .

Turn 4. The posted balance is already ninety-two; another twelve would double-count the same receipt and show one hundred four.

[Return to the conversation, page 103](#)

Find a phrase by purpose

Receiving against the expected shipment

Identify the order: I am checking the shipment against purchase order 740.

State the expectation: The order expects twenty cartons.

State the count: I have counted twenty-two cartons.

[Full phrase bank, page 7](#)

Locating and identifying stock

State the requirement: I need BK-14-B, blue folders.

Name the location: I am checking bin A12.

Read the sign: The bin sign says BK-14-B.

[Full phrase bank, page 17](#)

Picking the right unit and quantity

Name the ticket: Let us check pick ticket S18.

Read number and unit: It requests six each.

Expand each: That means six individual trays.

[Full phrase bank, page 29](#)

Reporting a short pick and replenishment need

Identify the demand: D55 needs ten baskets.

Name the location: The pick face is B04.

State the observed quantity: There are four baskets at B04.

[Full phrase bank, page 39](#)

Find a phrase by purpose / continued

Packing and label discrepancies

Request a precise pause: Please pause before applying that label.

Name the station: This is packing station 3.

Identify the screen: The C70 screen names Harbor Shop.

[Full phrase bank, page 51](#)

Staging and dispatch status

Identify the order and lane: L66 is staged in lane 2.

State the physical count: There are three cartons in the lane.

State the document count: The manifest lists two cartons.

[Full phrase bank, page 61](#)

Returns and stock status

Identify the return: This is kettle K25.

Confirm the reference: It matches the return reference.

Qualify the observation: The packaging appears unopened.

[Full phrase bank, page 73](#)

Inventory and shift handoffs

Name the item and location: This handoff concerns T9 in B11.

Give the first count: The first count found eighteen units.

Give the recount result: The completed recount also found eighteen.

[Full phrase bank, page 83](#)

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References and publication notes

All cases, organizations, figures, and conversations are fictional teaching material, not transcripts. Communication practice does not replace qualified advice or current workplace procedures.

[1] US Bureau of Labor Statistics. Material Recording Clerks.

Occupational context for shipment records, package checks, stock information, and inventory discrepancies. All teaching cases and conversations are original and fictional. Source checked 10 October 2026.

<https://www.bls.gov/ooh/office-and-administrative-support/material-recording-clerks.htm>

[2] Microsoft Learn. Set Up Unit Sequence Groups.

Terminology background for product-specific relationships between individual units, boxes, and pallets. The book does not teach Microsoft system setup or prescribe a universal pack size. Source checked 10 October 2026.

<https://learn.microsoft.com/en-us/dynamics365/supply-chain/warehousing/unit-measure-stocking-policies>

[3] Microsoft Learn. Cycle Counting.

Context for distinguishing physical inventory counts from review of differences. Fictional approval limits and handoffs are not instructions for operating a particular warehouse system. Source checked 10 October 2026.

<https://learn.microsoft.com/en-us/dynamics365/supply-chain/warehousing/cycle-counting>

[4] Occupational Safety and Health Administration. Warehousing: Hazards and Solutions.

Safety context for separating communication practice from actual site training, equipment use, and handling procedures. The dialogues do not provide operational safety certification. Source checked 10 October 2026.

<https://www.osha.gov/warehousing/hazards-solutions>

Companion course

The website offers the eight-lesson course and related practice. This book can be used independently. No audio access or external account is needed for its exercises.

<https://englishladder.com/efsp-warehouse-distribution.html>

Exact quantities. Clear status.

Eight warehouse conversations: flag an inbound overage, resolve conflicting item labels, confirm each-versus-case quantities, report a short pick, pause a label mismatch, reconcile a dispatch manifest, route a return review, and hand over a verified count difference.

Receiving against the expected shipment

The expected count is twenty cartons and the observed count is twenty-two: an overage of two cartons. Matching item labels support product identity, not approval of the additional quantity or a change to purchase order 740.

Locating and identifying stock

BK-14-B is the requested blue-folder item; BK-14-G is the green-folder item observed at A12. The bin sign and stock label conflict. Neither their similarity nor the shared location authorizes substituting the green folders.

Picking the right unit and quantity

S18 requests six each, meaning six individual trays. Six trays per case makes that one case equivalent. Six cases would be thirty-six trays: thirty more than requested. The conversion applies only to this stated item and pack size.

Reporting a short pick and replenishment need

D55 needs ten baskets and B04 has four, so the location is six short. Twelve shown in reserve is a possible source to investigate, not proof that six can be allocated and replenished in time for 15:00.

Phil Stilwell

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