1.Question 1

Consider the following text from a student essay.

*Performance management can be defined as the set of practices within an organisation designed to measure and improve staff performance (DeNisi & Pritchard, 2006). The first element of performance management – to measure staff performance – is often termed performance appraisal. Performance management’s second main part – to improve staff performance – is more commonly connected with human resource development. Performance management’s role in measuring staff performance can be traced all the way back to the work of Frederick Taylor and scientific management. On the other hand, performance management’s role in improving staff performance is more recent, deriving inspiration from the work of Elton Mayo and the influence of humanist psychology on the study of business.*

What element of coherence can be used to improve this writing?

Use a logical division of ideas.

2.Question 2

Consider the following text from a student essay.

*Performance management can be defined as the set of practices within an organisation designed to measure and improve staff performance (DeNisi & Pritchard, 2006). The first element of performance management – to measure staff performance – is often termed performance appraisal. Performance management’s second main part – to improve staff performance – is more commonly connected with human resource development. Performance management’s role in measuring staff performance can be traced all the way back to the work of Frederick Taylor and scientific management. On the other hand, performance management’s role in improving staff performance is more recent, deriving inspiration from the work of Elton Mayo and the influence of humanist psychology on the study of business.*

What element of cohesion can be used to improve this writing?

Use of pronouns to avoid repetition.

3.Question 3

Is the following sentence more characteristic of research reports, or professional reports? Why?

*Check one option.*

*“The rapid development of the Chinese hybrid economic model may largely be attributed to the reforms initiated by Chen Yun in the late 1970s and early 1980s.”*

Research report, because it uses passive forms and hedging.

4.Question 4

What are two pieces of advice about writing essays and reports that the academics in lesson 4.1 give?

Make a plan but be flexible.

Cite any visual aids taken from other sources correctly.

5.Question 5

Consider the following data on the proportion of female employees in 6 companies.

|  |  |
| --- | --- |
| Company | Proportion of female employees |
| Company 1 | 39% |
| Company 2 | 29% |
| Company 3 | 58% |
| Company 4 | 48% |
| Company 5 | 73% |
| Company 6 | 45% |

Which form of data graphic would best represent this information?

Bar chart.

6.Question 6

Consider the following excerpt taken from the final draft of an essay on leadership.

*The first form of leadership identified by Burns (cited in Hays, 2016), transactional leadership, is commonly associated with everyday management. Transactional leadership is largely seen as recruiting the participation of employees through material rewards, and in cases where employees do not follow directives, through punishments. The appeal of the transactional leader is attained by appealing to employees own self-interest through such things as incentives and job security. The transactional leader is seen as someone who is responsive to external threats and directives from leaders above, and largely works within the organizational culture. Their overall objective is to maintain the status quo. Many writers feel that the transactional leader is somehow inferior to the transformational leader outlined below, but in my opinion organisations need transactional leaders as much as transformational leaders. If an organisation had too many transformational leaders, it would be a case of ‘too many chiefs not enough Indians’. In contrast with transactional leaders, transformational leaders are seen as proactive rather than just reactive. Transformational leaders inspire followers through their ideals, idea and morals rather than ….*

What *structural* issue does this excerpt have?

The paragraphing is wrong.

7.Question 7

Consider the following excerpt taken from the final draft of an essay on leadership.

*The first form of leadership identified by Burns (cited in Hays, 2016), transactional leadership, is commonly associated with everyday management. Transactional leadership is largely seen as recruiting the participation of employees through material rewards, and in cases where employees do not follow directives, through punishments. The appeal of the transactional leader is attained by appealing to employees own self-interest through such things as incentives and job security. The transactional leader is seen as someone who is responsive to external threats and directives from leaders above, and largely works within the organizational culture. Their overall objective is to maintain the status quo. Many writers feel that the transactional leader is somehow inferior to the transformational leader outlined below, but in my opinion organisations need transactional leaders as much as transformational leaders. If an organisation had too many transformational leaders, it would be a case of ‘too many chiefs not enough Indians’. In contrast with transactional leaders, transformational leaders are seen as proactive rather than just reactive. Transformational leaders inspire followers through their ideals, idea and morals rather than ….*

What language issues does this excerpt have?

It sometimes is more like spoken language.

It is sometimes too personal in tone.

8.Question 8

When you are checking that you have answered your question when polishing your essay, there are three steps suggested in lesson 4.3a. Here are the three steps presented out of order:

1. Highlight the sentences in your introduction and conclusion that address each part.

2. Highlight which topic sentences address each part.

3. Break down the question into its relevant parts

What is the correct order for this process?

1, 3, 2