
1. The following appeared as part of an annual report sent to stockholders by Olympic Foods, a processor of frozen foods.

“Over time, the costs of processing go down because as organizations learn how to do things better, they become more efficient. In color film processing, for example, the cost of a 3-by-5-inch print fell from 50 cents for five-day service in 1970 to 20 cents for one-day service in 1984. The same principle applies to the processing of food. And since Olympic Foods will soon celebrate its twenty-fifth birthday, we can expect that our long experience will enable us to minimize costs and thus maximize profits.”

Citing facts drawn from the color-film processing industry that indicate a downward trend in the costs of film processing over a 24-year period, the author argues that Olympic Foods will likewise be able to minimize costs and thus maximize profits in the future. In support of this conclusion the author cites the general principle that “as organizations learn how to do things better, they become more efficient.” This principle, coupled with the fact that Olympic Foods has had 25 years of experience in the food processing industry leads to the author’s rosy prediction. This argument is unconvincing because it suffers from two critical flaws.

First, the author’s forecast of minimal costs and maximum profits rests on the gratuitous assumption that Olympic Foods’ “long experience” has taught it how to do things better. There is, however, no guarantee that this is the case. Nor does the author cite any evidence to support this assumption. Just as likely, Olympic Foods has learned nothing from its 25 years in the food-processing business. Lacking this assumption, the expectation of increased efficiency is entirely unfounded.

Second, it is highly doubtful that the facts drawn from the color-film processing industry are applicable to the food processing industry. Differences between the two industries clearly outweigh the similarities, thus making the analogy highly less than valid. For example, problems of spoilage, contamination, and timely transportation all affect the food industry but are virtually absent in the film-processing industry. Problems such as these might present insurmountable obstacles that prevent lowering food-processing costs in the future.

As it stands the author’s argument is not compelling. To strengthen the conclusion that Olympic Foods will enjoy minimal costs and maximum profits in the future, the author would have to provide evidence that the company has learned how to do things better as a result of its 25 years of experience. Supporting examples drawn from industries more similar to the food-processing industry would further substantiate the author’s view.

2. The following appeared in a memorandum from the business department of the Apogee Company.

“When the Apogee Company had all its operations in one location, it was more profitable than it is today. Therefore, the Apogee Company should close down its field offices and conduct all its operations from a single location. Such centralization would improve profitability by cutting costs and helping the company maintain better supervision of all employees.”

In this argument the author concludes that the Apogee Company should close down field offices and conduct all its operations from a single, centralized location because the company had been more profitable in the past when all its operations were in one location. For a couple of reasons, this argument is not very convincing.

First, the author assumes that centralization would improve profitability by cutting costs and streamlining supervision of employees. This assumption is never supported with any data or projections 推测. Moreover, the assumption fails to take into account cost increases and inefficiency that could result from centralization. For instance, company representatives would have to travel to do business in areas formerly served by a field office, creating travel costs and loss of critical time. In short, this assumption must be supported with a thorough

cost-benefit analysis of centralization versus other possible cost-cutting and/or profit-enhancing strategies.

Second, the only reason offered by the author is the claim that Apogee was more profitable when it had operated from a single, centralized location. But is centralization the only difference relevant to greater past profitability? It is entirely possible that management has become lax regarding any number of factors that can affect the bottom line such as inferior products, careless product pricing, inefficient production, poor employee expense account monitoring, ineffective advertising, sloppy buying policies and other wasteful spending. Unless the author can rule out other factors relevant to diminishing profits, this argument commits the fallacy of assuming that just because one event (decreasing profits) follows another (decentralization)(时序因果), the second event has been caused by the first.

In conclusion, this is a weak argument. To strengthen the conclusion that Apogee should close field offices and centralize, this author must provide a thorough cost-benefit analysis of available alternatives and rule out factors other than decentralization that might be affecting current profits negatively.

6. The following appeared as part of an article in a magazine devoted to regional life.

“Corporations should look to the city of Helios when seeking new business opportunities or a new location. Even in the recent recession, Helios’s unemployment rate was lower than the regional average. It is the industrial center of the region, and historically it has provided more than its share of the region’s manufacturing jobs. In addition, Helios is attempting to expand its economic base by attracting companies that focus on research and development of innovative technologies.”

In this argument corporations are urged to consider the city of Helios when seeking a new location or new business opportunities. To support this recommendation, the author points out that Helios is the industrial center of the region, providing most of the region’s manufacturing jobs and enjoying a lower-than-average unemployment rate. Moreover, it is argued, efforts are currently underway to expand the economic base of the city by attracting companies that focus on research and development of innovative technologies. This argument is problematic for two reasons.

To begin with, it is questionable whether the available labor pool in Helios could support all types of corporations. Given that Helios has attracted mainly industrial and manufacturing companies in the past, it is unlikely that the local pool of prospective employees would be suitable for corporations of other types. For example, the needs of research and development companies would not be met by a labor force trained in manufacturing skills. For this reason, it’s unlikely that Helios will be successful in its attempt to attract companies that focus on research and development of innovative technologies.

Another problem with the available work force is its size. Due to the lower than average unemployment rate in Helios, corporations that require large numbers of workers would not find Helios attractive. The fact that few persons are out of work suggests that new corporations will have to either attract new workers to Helios or pay the existing workers higher wages in order to lure them away from their current jobs. Neither of these alternatives seems enticing to companies seeking to relocate.

In conclusion, the author has not succeeded in providing compelling reasons for selecting Helios as the site for a company wishing to relocate. In fact, the reasons offered function better as reasons for not relocating to Helios. Nor has the author provided compelling reasons for companies seeking new business opportunities to choose Helios.

8. The following appeared in the editorial section of a corporate newsletter.

“The common notion that workers are generally apathetic about management issues is false, or at least outdated: a recently published survey indicates that 79 percent of the nearly 1,200 workers who responded to survey questionnaires expressed a high level of interest in the topics of corporate restructuring and redesign of benefits programs.”

Based upon a survey among workers that indicates a high level of interest in the topics of corporate restructuring and redesign of benefits programs, the author concludes that workers are not apathetic about management issues. Specifically, it is argued that since 79 percent of the 1200 workers who responded to survey expressed interest in these topics, the notion that workers are apathetic about management issues is incorrect. The reasoning in this argument is problematic in several respects.

First, the statistics cited in the editorial may be misleading because the total number of workers employed by the corporation is not specified. For example, if the corporation employs 2000 workers, the fact that 79 percent of the nearly 1200 respondents showed interest in these topics provides strong support for the conclusion. On the other hand, if the corporation employs 200,000 workers, the conclusion is much weaker.

Another problem with the argument is that the respondents' views are not necessarily representative of the views of the work force in general. For example, because the survey has to do with apathy, it makes sense that only less apathetic workers would respond to it, thereby distorting the overall picture of apathy among the work force. Without knowing how the survey was conducted, it is impossible to assess whether or not this is the case.

A third problem with the argument is that it makes a hasty generalization about the types of issues workers are interested in. It accords with common sense that workers would be interested in corporate restructuring and redesign of benefits programs, since these issues affect workers very directly. However, it is unfair to assume that workers would be similarly interested in other management issues—ones that do not affect them or affect them less directly.

In conclusion, this argument is not convincing as it stands. To strengthen it, the author would have to show that the respondents account for a significant and representative portion of all workers. Additionally, the author must provide evidence of workers' interest other management topics—not just those that affect workers directly.

9. The following appeared in the opinion column of a financial magazine.

“On average, middle-aged consumers devote 39 percent of their retail expenditure to department store products and services, while for younger consumers the average is only 25 percent. Since the number of middle-aged people will increase dramatically within the next decade, department stores can expect retail sales to increase significantly during that period. Furthermore, to take advantage of the trend, these stores should begin to replace some of those products intended to attract the younger consumer with products intended to attract the middle-aged consumer.”

Sample essay 1:

The argument that department retail sales will increase in the next 10 years and thus department stores should begin to replace products to attract middle-aged consumers is not entirely logically convincing, since it omits certain crucial assumptions

First of all, the argument ignores the absolute amount of retail expenditure of middle-aged and younger consumers devoted to department store products and services. Although younger consumers spend a smaller percentage of their retail expenditure to department store products than do the middle-aged consumers, they might actually spend more in terms of the absolute amount. (类似错误类比)

Even if middle-aged consumers are spending more than younger ones in department stores, the argument ignores

the possibility that the trend may change within the next decade. Younger consumers might prefer to shop in department stores than in other types of stores, and middle-aged consumers might turn to other types of stores, too. This will lead to a higher expenditure of younger consumers in department stores than that of middle-aged consumers. (时不变)

Besides, the argument never addresses the population difference between middle-aged consumers and younger ones. Suppose there are more younger consumers than the middle-aged ones now, the total **population base** of younger consumers will be bigger than that of the middle-aged ones if both of them grow at the same rate in the next decade. Thus there will be a bigger younger consumer base. (类似错误类比)

Based on the reasons I listed above, the argument is not completely sound. The evidence in support of the conclusion does little to prove the conclusion since it does not address the assumptions I have already raised. Ultimately, the argument might have been more convincing by making it clear that the absolute population of middle-aged consumers are higher than that of the younger consumers and the number will continue to grow in the next decade, and that the middle-aged consumers will continue to spend more money in department stores than younger consumers do in the next decade.

Sample essay 2:

The argument that retailers should replace some of the products intended to attract the younger consumers with products intended to attract the middle-aged consumers is not entirely logically convincing, since it ignores certain crucial assumptions.

First, the argument omits the assumption that the business volumes of both the middle-aged consumers and the younger consumers are the same. If the business volume of the middle-aged consumers' 39% is smaller than that of the younger consumers' 25%, the retail sales will not increase during the next decade. (类似错误类比)

Second, even if the business volumes of both the middle-aged consumers and the younger consumers were the same in the last decade, the increase of the middle-aged people in the next decade is not the same as the increase of the retail expenditure, for the retail trade depends more on such factors as the economic circumstances, people's consuming desire.(充分性攻击)

Finally, the argument **never assumes the increase of the younger consumers within the next decade**. If the younger consumers increase at the same rate and spend the same amount of money on the goods and services of department stores, the retailers should never ignore them. (他因)

Thus the argument is not completely sound. The evidence in support of the conclusion that the growing number of middle-aged people within the next decade does little to prove the conclusion—that department stores should begin to replace some of their products to attract the middle-aged consumers since it does not address the assumptions I have already raised. Ultimately, the argument might have been strengthened by making it clear that the business volumes of both types of consumers are the same and comparable, that the increase of a certain type of consumers are correlated with the increase of the retail sales, and that the growth rate of the younger consumers are the same as that of the middle-aged consumers.

Sample essay 3:

Based on an expected increase in the number of middle-aged people during the next decade, the author predicts that retail sales at department stores will increase significantly over the next ten years. To bolster this prediction, the author cites statistics showing that middle-aged people devote a much higher percentage of their retail expenditure to department-store services and products than younger consumers do. Since the number of middle-aged consumers is **on the rise** and since they spend more than younger people on department-store goods and services, the author further recommends that department stores begin to adjust their inventories to **capitalize** on this trend. **Specifically**, it is recommended that department stores increase their inventory of products aimed at

middle-aged consumers and decrease their inventory of products aimed at younger consumers. This argument is problematic for two reasons.

First, an increase in the number of middle-aged people does not necessarily **portend** an overall increase in department-store sales. It does so **only on the assumption that other population groups will remain relatively constant**. For example, **if the expected increase in the number of middle-aged people is offset by an equally significant decrease in the number of younger people**, there will be little or no net gain in sales. (他因)

Second, in recommending that department stores replace products intended to attract younger consumers with products more **suitable to** middle-aged consumers, the author **assumes that the number of younger consumers will not also increase**. Since a sizable increase in the population of younger consumers could conceivably offset the difference in the retail expenditure patterns of younger and middle-aged consumers, it would be unwise to make the recommended inventory adjustment lacking evidence to support this assumption. (他因)

In conclusion, this argument is unacceptable. To strengthen the argument the author would have to provide evidence that the population of younger consumers will remain relatively constant over the next decade.

10. The following appeared in the editorial section of a local newspaper.

“This past winter, 200 students from Waymarsh State College traveled to the state capitol building to protest against proposed cuts in funding for various state college programs. The other 12,000 Waymarsh students evidently **weren't so concerned about their education**: they either stayed on campus or left for winter break. Since the group who did not protest is far more numerous, it is **more representative** of the state's college students than are the protesters. Therefore the state legislature **need not heed the appeals** of the protesting students.”

The conclusion in this argument is that the state legislature need not **consider the views of protesting students**. To support this conclusion, the author points out that **only 200 of the 12,000 students** traveled to the state capitol to **voice their concerns** about **proposed cuts** in college programs. Since the **remaining** students did not **take part in** this protest, the author concludes they are not **interested in this issue**. The reasoning in this argument is flawed for two reasons.

First, the author assumes that because only **one-tenth** of the students took part in the protest, these students' views are unrepresentative of the entire student body. This assumption is unwarranted. If it **turns out**, for example, that the protesting students were **randomly selected from the entire student body**, their views would **reflect** the views of the entire college. Without information **regarding the way in which** the protesting students were selected, it is **presumptuous** to conclude that their opinions fail to reflect the opinions of their colleagues.

Second, the author cites the fact that the remaining 12,000 students stayed on campus or left for winter break **as evidence that** they are not concerned about their education. **One obvious rejoinder to this line of reasoning is that** the students who did not **participate** did so **with the knowledge that their concerns would be expressed by** the protesting students. In any case, the author has failed to demonstrate a logical connection between the students' **alleged** lack of concern and the fact that they either stayed on campus or left for winter break. Without this connection, the conclusion reached by the author that the remaining 12,000 students are not concerned about their education is **unacceptable**.

As it stands, the argument **is not well reasoned**. To make it logically acceptable, the author would have to demonstrate that the protesting students had some characteristic in common that biases their views, thereby nullifying their protest as representative of the entire college.

11. The following appeared in the editorial section of a local newspaper.

“In the first four years that Montoya has served as mayor of the city of San Perdito, the population has decreased and the unemployment rate has increased. Two businesses have closed for each new business that has opened. Under Varro, who served as mayor for four years before Montoya, the unemployment rate decreased and the population increased. Clearly, the residents of San Perdito would be best served if they voted Montoya out of office and reelected Varro.”

The recommendation endorsed in this argument is that residents of San Perdito vote current mayor Montoya out of office, and re-elect former mayor Varro. The reasons cited are that during Montoya's four years in office the population has decreased while unemployment has increased, whereas during Varro's term unemployment declined while the population grew. This argument involves the sort of gross oversimplification and emotional appeal typical of political rhetoric; for this reason it is unconvincing.

First of all, the author assumes that the Montoya administration caused the unemployment in San Perdito as well as its population loss. The line of reasoning is that because Montoya was elected before the rise in unemployment and the decline in population, the former event caused the latter. But this is fallacious reasoning unless other possible causal explanations have been considered and ruled out. For example, perhaps a statewide or nationwide recession is the cause of these events. Or perhaps the current economic downturn is part of a larger picture of economic cycles and trends, and has nothing to do with who happens to be mayor. Yet another possibility is that Varro enjoyed a period of economic stability and Varro's own administration set the stage for the unemployment and the decline in population the city is now experiencing under Montoya.

Secondly, job availability and the economic health of one's community are issues that affect people emotionally. The argument at hand might have been intentionally oversimplified for the specific purpose of angering citizens of San Perdito, and thereby turning them against the incumbent mayor. Arguments that bypass relevant, complex reasoning in favor of stirring up emotions do nothing to establish their conclusions; they are also unfair to the parties involved.

In conclusion, I would not cast my vote for Varro on the basis of this weak argument. The author must provide support for the assumption that Mayor Montoya has caused San Perdito's poor economy. Moreover, such support would have to involve examining and eliminating other possible causal factors. Only with more convincing evidence could this argument become more than just an emotional appeal.

12. The following appeared as part of a promotional campaign to sell advertising space in the Daily Gazette to grocery stores in the Marston area.

The conclusion of this argument is that advertising the reduced price of selected items in the Daily Gazette will result in increased sales overall. To support it, the author cites an informal poll conducted by sales clerks when customers purchased advertised items. Each time one or more of the advertised items was sold, the clerks asked whether the customer had read the ad. It turned out that two-thirds of 200 shoppers questioned said that they had read the ad. In addition, of those who reported reading the ad, more than half spent over \$100 in the store. This argument is unconvincing for two reasons.

To begin with, the author's line of reasoning is that the advertisement was the cause of the purchase of the sale items. However, while the poll establishes a correlation between reading the ad and purchasing sale items, and also indicates a correlation, though less significantly, between reading the ad and buying non-sale items, it does not establish a general causal relationship between these events. To establish this relationship, other factors that could bring about this result must be considered and eliminated. For example, if the four days during which the poll was conducted preceded Thanksgiving and the advertised items were traditionally associated with this holiday, then

the results of the poll would be extremely **biased and unreliable**.

Moreover, the author assumes that the poll indicates that advertising certain sale will cause a general increase in sales. But the poll does not even address the issue of increased overall sales; it informs us mainly that, of the people who purchased sales items, more had read the ad than not. A much clearer indicator of the ad's effectiveness would be a comparison of overall sales on days the ad ran with overall sales on otherwise similar days when the ad did not run.

In sum, this argument is **defective** mainly because the poll does not support the conclusion that sales in general will increase when reduced-price products are advertised in the Daily **Gazette**. To strengthen the argument, the author must, **at the very least**, provide comparisons of overall sales reports as described above.

13. The following appeared as part of a campaign to sell advertising time on a local radio station to local businesses.

“The Cumquat Cafe began advertising on our local radio station this year and was delighted to see its **business increase** by 10 percent over last year’s totals. Their success shows you how you can use radio advertising to make your business more profitable.”

In an attempt to sell radio advertising time, this ad claims that radio advertising will make businesses more profitable. The evidence cited is **a ten percent increase** in business that the Cumquat Cafe **has experienced in the year during which it advertised on the local radio station**. This argument is unconvincing because two questionable assumptions must be made for the stated evidence to support the author's conclusion.

The first assumption is that radio advertising alone has caused the increase in business at the Cumquat Cafe. This assumption is questionable because it overlooks a number of other factors that might have contributed to the Cumquat's **success**. For example, the Cumquat **might have changed owners or chefs**; it might **have launched a coupon ad campaign in the local print media**; or it might **have changed or updated the menu**. Yet another possibility is that **a local competitor went out of business**. These are just a few of the factors that could help explain the **Cumquat's growth**. Because the author fails to eliminate these **possibilities**, the assumption **in question** need not be accepted.

Even if it is granted that radio advertising is responsible for the Cumquat's success, another assumption must be made before we can conclude that radio advertising will result in increased profits for businesses in general. We must also assume that **what is true of the Cumquat will likewise be true of most other businesses**. But **there are all kinds of important differences between cafes and other businesses that could affect how radio audiences react to their advertising**. We cannot safely assume that because a small restaurant has benefited from radio advertising, any and all local businesses will similarly benefit.

In conclusion, it would be **imprudent** for a business to **invest in** radio advertising **solely on the basis of** the evidence **presented**. To strengthen the conclusion, it must be established that radio advertising was the principal cause of increased business at the Cumquat. Once this is shown, it must be determined that the business **in question** is sufficiently like the Cumquat, and so can **expect similar returns from** investment in radio ad time.

14. The following appeared as part of a newspaper editorial.

“Two years ago Nova High School began to use interactive computer instruction in three academic subjects. The school dropout rate declined immediately, and last year’s graduates have reported some impressive achievements in college. In future budgets the school board should use a greater portion of the available funds to buy more computers, and all schools in the district should adopt interactive computer instruction throughout the curriculum.”

Sample essay 1:

The argument that the school board should buy more computers and adopt interactive computer instruction is not entirely logically convincing, since it ignores certain crucial assumptions.

First, the argument assumes that the decline of school dropout and the achievements of last year's graduates' results from the adoption of interactive computer instruction. However, there are several reasons why this might not be true. For example, achievements could have been made in other subjects than the ones with interactive computer instruction. Or last years' graduates might not have been given the interactive computer instruction. Or the decline of the rate of dropout could be attributed to stricter discipline applied last year.

Second, even supposing the Nova High School's decline of the dropout and last year's graduates' achievements benefit directly from the usage of interactive computer instruction, the success of the instruction in one school may not ensure the success in other schools. If it does not suit other schools, the instruction will not work.

Finally, even if the decline of the rate of dropout and the achievements of the last year's graduates' are the direct results of the interactive computer instruction, we still do not know whether the school can afford to apply the instruction on all the subjects or to all the students. If the school does not have sufficient fund and has to cut budgets on other projects such as the library, the quality of the school's education will also compromise.

Thus, the argument is not completely sound. The evidence in support of the conclusion that the dropout rate declined and last year's graduates made impressive achievements does little to prove the conclusion that other schools should use a greater portion of their funds to apply the instruction since it does not address the assumptions I have already raised. Ultimately, the argument might have been strengthened by making it clear that the decline of the dropout rate and the achievements of the graduates are the direct results of interactive computer instruction, that the instruction is also applicable to other schools in the district, and that the instruction is affordable to all the schools in the district.

Sample essay 2:

The editorial recommends that the school board of Nova High spend a greater portion of available funds on the purchase of additional computers and adopt interactive computer instruction throughout the curriculum. Two reasons are offered in support of this recommendation. First, the introduction of interactive computer instruction in three academic subjects was immediately followed by a decline in the school dropout rate. Second, last year's graduates experienced impressive achievements in college. This argument is unconvincing for two reasons.

To begin with, this argument is a classic instance of "after this, therefore because of this" reasoning. The mere fact that the introduction of interactive computer instruction preceded the impressive performance of recent graduates and the decline in the dropout rate is insufficient to conclude that it was the cause of these events. Many other factors could bring about these same results. For example, the school may have implemented counseling and training programs that better meet the needs of students who might otherwise leave school to take jobs. In addition, the school may have introduced programs to better prepare students for college.

Secondly, the author assumes that the impressive achievements of last year's graduates bear some relation to the introduction of interactive computer instruction at Nova High. However, no evidence is offered to support this assumption. Lacking evidence that links the achievements of the recent graduates to the interactive instruction, it is presumptuous to suggest that the computer instruction was in some way responsible for the students' impressive performance.

In conclusion, the recommendation that Nova High spend a greater portion of available funds on the purchase of additional computers and adopt interactive computer instruction throughout the curriculum is ill-founded. To strengthen this recommendation the author would have to demonstrate that the decline in the dropout rate and the impressive performance of recent graduates came about as a result of the use of computer-interactive instruction.

All that has been shown so far is a **correlation** between these events.

16. The following appeared as part of an article in the education section of a Waymarsh City newspaper.

“Throughout the last two decades, those who earned graduate degrees found it very difficult to get jobs teaching their academic specialties at the college level. Those with graduate degrees from Waymarsh University had an especially hard time finding such jobs. But **better times** are coming in the next decade for all academic job seekers, including those from Waymarsh. Demographic trends indicate that **an increasing number of people will be reaching college age** over the next ten years; consequently, we can expect that the **job market will improve** dramatically for people seeking **college-level teaching** positions in their fields.”

Demographic trends that indicate an increase in the number of **college-aged** people over the next ten years lead the author to **predict** an improved job market for all people seeking college-level teaching positions in their academic **disciplines**. Moreover, the author argues that since Waymarsh University students with **advanced** degrees had an especially difficult time finding teaching jobs in the past, these trends **portend** better times **ahead for** Waymarsh graduates. This argument is problematic in three important respects.

First, the author assumes that an increase in the number of **college-aged** people over the next decade will **necessarily result in** an increase in the number of people who **attend** college during this period. **While this is a reasonable assumption, it is by no means a certainty.** For example, **a world war or economic depression in the next decade would certainly nullify this expectation.**

Second, even if we **grant** the preceding assumption, we must also consider the additional assumption that increased university **enrollments** will lead to an increase in **teaching positions in all fields**. However, **it might turn out that some teaching specialties are in greater demand than others in the future, resulting in a disproportionate number of teaching positions available in various fields.** Consequently, persons **trained in some fields** might find it more difficult, if not impossible, to find teaching jobs in the future.

Finally, little can be **foretold** regarding the **employability** of Waymarsh graduates in the future based on the information provided in the argument. **Lacking information about the reasons why Waymarsh graduates had an especially difficult time finding teaching jobs,** it is difficult to **assess their prospects for the future.** It is **probable**, however, that since Waymarsh has had an especially hard time placing graduates in the past, the mere fact that more jobs are available will not, **by itself**, ensure that Waymarsh graduates will have an easier time finding teaching jobs during the next decade.

In conclusion, this argument is unconvincing. To strengthen the argument, the author must provide evidence that the only major trend in the next decade will be an increase in the number of people reaching college age. Regarding the future prospects for Waymarsh graduates, the author must provide evidence that there were no **idiosyncratic** reasons that prevented them from finding jobs in the past.

17. The following appeared in an article in a consumer-products magazine.

“Two of today’s best-selling brands of full-strength prescription medication for the relief of excess stomach acid, Acid-Ease and Pepticaid, are now available in milder nonprescription forms. Doctors have written 76 million more prescriptions for full-strength Acid-Ease than for full-strength Pepticaid. So people who need an effective but milder nonprescription medication for the relief of excess stomach acid should choose Acid-Ease.”

This ad **recommends** non-prescription Acid-Ease **over** non-prescription Pepticaid for relief of excess **stomach acid**.

The only reason offered is that doctors have written 76 million more prescriptions for the full-strength prescription form of Acid-Ease than for full-strength Pepticaid. While this reason is relevant, and provides some grounds for preferring Acid-Ease over Pepticaid, it is insufficient **as it stands** because it depends on three **unwarranted assumptions**.

The first assumption is that the prescription form of Acid-Ease is more popular among doctors. But this might not be the case, even though doctors have written 76 million more prescriptions for Acid-Ease. Acid-Ease may have been available for several more years than Pepticaid; and in the years when both products were available, Pepticaid might have actually been prescribed more often than Acid-Ease.

The second assumption is that doctors prefer the prescription form of Acid-Ease for the reason that it is in fact more effective at relieving excess stomach acid. However, doctors may have preferred Acid-Ease for reasons **other than** its **effectiveness**. Perhaps Acid-Ease is produced by a larger, more familiar drug company or by one that distributes more free samples. For that matter, the medical community may have simply been mistaken in thinking that Acid-Ease was more effective. In short, the number of prescriptions by itself is not conclusive **as to** whether one product is actually better than another.

The third assumption is that the milder non-prescription forms of Acid-Ease and Pepticaid will be analogous to the full-strength prescription forms of each. But this might not be the case. Suppose **for the moment** that the greater effectiveness of prescription Acid-Ease has been established; even so, the non-prescription form might not **measure up to** non-prescription Pepticaid. This fact must be established independently.

In conclusion, this ad does not provide enough support for its recommending non-prescription Acid-Ease over non-prescription Pepticaid. To strengthen its argument, the **promoter** of Acid-Ease would have to show that (1) the comparison between the number of prescriptions is based on the same time period; (2) its effectiveness is the main reason more doctors have prescribed it, and (3) the comparative effectiveness of the two non-prescription forms is analogous to that of the prescription forms.

28. The following appeared in the editorial section of a local newspaper.

“Commuter use of the new subway train is exceeding the transit company’s projections. However, commuter use of the shuttle buses that transport people to the subway stations is below the projected volume. If the transit company expects commuters to ride the shuttle buses to the subway rather than drive there, it must either reduce the shuttle bus fares or increase the price of parking at the subway stations.”

The author concludes that the local transit company must either reduce fares for the shuttle buses that transport people to their subway stations or increase parking fees at the stations. The reasons offered to support this conclusion are that commuter use of the subway train is exceeding the transit company’s expectations, while commuter use of the shuttle buses is below projected volume. This argument is unconvincing because the author oversimplifies the problem and its solutions in a number of ways.

To begin with, by concluding that the transit company must either reduce shuttle fares or increase parking fees, the author assumes that these are the only available solutions to the problem of limited shuttle use. However, it is possible that other factors—such as inconvenient shuttle routing and/or scheduling, safety concerns, or an increase in **carpools**—contribute to the problem. If so, adjusting fares or parking fees would might not solve the problem.

In addition, the author assumes that reducing shuttle fares and increasing parking fees are mutually exclusive alternatives. However, the author provides no reason for imposing an either/or choice. Adjusting both shuttle fares and parking fees might produce better results. Moreover, if the author is wrong in the assumption that parking fees and shuttle fees are the only possible causes of the problem, then the most effective solution might include a

complex of policy changes—for example, in shuttle fares, parking fees, rerouting, and rescheduling.

In conclusion, this argument is weak because the author oversimplifies both the problem and its possible solutions. To strengthen the argument the author must examine all factors that might account for the shuttle's unpopularity. Additionally, the author should consider all possible solutions to determine which combination would bring about the greatest increase in shuttle use.

31. The following appeared as part of the business plan of an investment and financial consulting firm.

“Studies suggest that an average coffee drinker’s consumption of coffee increases with age, from age 10 through age 60. Even after age 60, coffee consumption remains high. The average cola drinker’s consumption of cola, however, declines with increasing age. Both of these trends have remained stable for the past 40 years. Given that the number of older adults will significantly increase as the population ages over the next 20 years, it follows that the demand for coffee will increase and the demand for cola will decrease during this period. We should, therefore, consider transferring our investments from Cola Loca to Early Bird Coffee.”

In this argument a consulting firm recommends the transfer of investments from Cola Loca to Early Bird Coffee because, during the next 20 years, coffee demand will increase while cola demand will decrease. This prediction is based on the expectation that the number of older adults will significantly increase over the next 20 years, together with statistics, reportedly stable for the past 40 years, indicating that coffee consumption increases with age while cola consumption declines with increasing age. For three reasons, this financial advice may not be sound.

First, the argument assumes that relative supply conditions will remain unchanged over the next twenty years. However, the supply and cost of cola and coffee beans, as well as other costs of doing business as a producer of coffee or cola, may fluctuate greatly over a long time period. These factors may affect comparative prices of coffee and cola, which in turn may affect comparative demand and the value of investments in coffee and cola companies. Without considering other factors that contribute to the value of a coffee or cola company, the firm cannot justify its recommendation.

Secondly, the argument fails to account for the timing of the increase in coffee consumption. Perhaps the population will age dramatically during the next five years, then remain relatively flat over the following 15 years. Or perhaps most of the increase in average age will occur toward the end of the 20-year period. An investor has more opportunity to profit over the short and long term in the first scenario than in the second, assuming the investor can switch investments along the way. If the second scenario reflects the facts, the firm's recommendation would be ill-founded.

Finally, the firm unjustifiably relies on the studies that correlate coffee and cola consumption with age. The firm does not provide evidence to confirm the reliability of the studies. Moreover, while the phrase “studies suggest” may appear to lend credibility to these claims, the phrase is vague enough to actually render the claims worthless, in the absence of any information about them.

In conclusion, the firm should not transfer investments from Cola Loca to Early Bird Coffee on the basis of this argument. To better evaluate the recommendation, we would need more information about the study upon which it relies. We would also need more detailed projections of population trends during the next 20 years.

32. The following appeared in the editorial section of a West Cambria newspaper.

“A recent review of the West Cambria volunteer ambulance service revealed a longer average

response time to accidents than was reported by a commercial ambulance squad located in East Cambria. In order to provide better patient care for accident victims and to raise revenue for our town by collecting service fees for ambulance use, we should disband our volunteer service and hire a commercial ambulance service.”

In this argument the author concludes that West Cambria can increase revenues and provide better care to accident victims by disbanding the volunteer ambulance service and hiring a commercial one. The author reasons that this change would yield additional revenues because service fees could be imposed for ambulance use. The author also reasons that the city would provide better service to accident victims because a commercial service would respond more quickly to accidents than a volunteer service would. The author's argument is flawed in two respects.

To begin with, the author's plan for raising revenue for West Cambria is questionable. Unless the service fees are considerable or the accident rate is extremely high, it is unlikely that significant revenues will be raised by charging a fee for ambulance use. Consequently, revenue generation is not a good reason to disband the volunteer service and hire a commercial service.

Next, the author's belief that better patient care would be provided by a commercial ambulance service than by a volunteer service is based on insufficient evidence. The fact that the commercial service in East Cambria has a lower average response time than the volunteer service in West Cambria is insufficient evidence for the claim that this will be the case for all commercial services. Moreover, the author's recommendation depends upon the assumption that response time to an accident is the only factor that influences patient care. Other pertinent factors—such as ambulance-crew proficiency and training, and emergency equipment—are not considered.

In conclusion, this argument is unconvincing. To strengthen the argument the author would have to show that substantial revenue for the town could be raised by charging service fees for ambulance use. Additionally, the author would have to provide more evidence to support the claim that commercial ambulance services provide better patient care than volunteer services.

34. The following appeared as part of a plan proposed by an executive of the Easy Credit Company to the president.

“The Easy Credit Company would gain an advantage over competing credit card services if we were to donate a portion of the proceeds from the use of our cards to a well-known environmental organization in exchange for the use of its symbol or logo on our card. Since a recent poll shows that a large percentage of the public is concerned about environmental issues, this policy would attract new customers, increase use among existing customers, and enable us to charge interest rates that are higher than the lowest ones available.”

In this argument the author concludes that the Easy Credit Company would gain several advantages over its competitors by donating a portion of its profits to a well-known environmental organization in exchange for the use of the organization's logo on their credit card. The author reaches this conclusion on the basis of a recent poll that shows widespread public concern about environmental issues. Among the advantages of this policy, the author foresees an increase in credit card use by existing customers, the ability to charge higher interest rates, and the ability to attract new customers. While the author's argument has some merit, it suffers from two critical problems.

To begin with, the author assumes that the environmental organization whose logo is sought is concerned with the same environmental issues about which the poll shows widespread concern. However, the author provides no evidence that this is the case. It is possible that very few credit-card users are concerned about the issues that are the organization's areas of concern; if so, then it is unlikely that the organization's logo would attract much

business for the Easy Credit Company.

Next, the author assumes that the public's concern about environmental issues will result in its taking steps to do something about the problem—in this case, to use the Easy Credit Company credit card. This assumption is unsupported and runs contrary to experience. Also, it is more reasonable to assume that people who are concerned about a particular cause will choose a more direct means of expressing their concern.

In conclusion, the author's argument is unconvincing as it stands. To strengthen the argument, the author must show a positive link between the environmental issues about which the public has expressed concern and the issues with which this particular environmental organization is concerned. In addition, the author must provide evidence to support the assumption that concern about a problem will cause people to do something about the problem.

38. The following appeared in the editorial section of a campus newspaper.

“Because occupancy rates for campus housing fell during the last academic year, so did housing revenues. To solve the problem, campus housing officials should reduce the number of available housing units, thereby increasing the occupancy rates. Also, to keep students from choosing to live off-campus, housing officials should lower the rents, thereby increasing demand.”

The author of this article argues that, to reverse declining revenues from campus housing rentals, campus housing officials should decrease the number of available housing units and reduce rent prices on the units. The author's line of reasoning is that fewer available units will limit supply while lower rents will increase demand, thereby improving overall occupancy rates, and that the resulting increase in occupancy rates will, in turn, boost revenues for the campus. This reasoning is unconvincing for several reasons.

To begin with, the author assumes that boosting occupancy rates will improve revenues. All other factors remaining unchanged, this would be the case. However, the author proposes reducing both the supply of units and their rental prices. Both of these actions would tend to reduce revenues. The author provides no evidence that the revenue-enhancing effect of a higher occupancy rate will exceed the revenue-decreasing effect of reduced supply and price. Without such evidence, the argument is unconvincing.

Secondly, the author assumes that lowering rents will lead to higher revenues by increasing demand. However, it is possible that demand would decrease, depending on the extent of the rent reduction as well as other factors—such as overall enrollment and the supply and relative cost of off-campus housing. Moreover, even if demand increases by lowering rents, revenues will not necessarily increase as a result. Other factors, such as maintenance and other costs of providing campus housing units and the reduced supply of rental units might contribute to a net decrease in revenue.

Thirdly, in asserting that lowering rental rates will increase demand, the author assumes that current rental rates are causing low demand. However, low demand for student housing could be a function of other factors. For instance, the student housing units may be old and poorly maintained. Perhaps students find the campus housing rules oppressive, and therefore prefer to live off-campus; or perhaps enrollments are down generally, affecting campus housing occupancy.

In conclusion, the author of this editorial has not argued effectively for a decrease in the number of available campus housing units and a reduction in rental rates for those units. To strengthen the argument, the author must show that a rent reduction will actually increase demand, and that the revenue-enhancing effect of greater demand will outweigh the revenue-reducing effect of a smaller supply and of lower rental rates.

39. The following appeared in an Avia Airlines departmental memorandum.

“On average, 9 out of every 1,000 passengers who traveled on Avia Airlines last year filed a complaint about our baggage-handling procedures. This means that although some 1 percent of our passengers were unhappy with those procedures, the overwhelming majority were quite satisfied with them; thus it would appear that a review of the procedures is not important to our goal of maintaining or increasing the number of Avia’s passengers.”

The conclusion in this Avia Airlines memorandum is that a **review** of the airline’s baggage-handling procedures will not **further** its goal of maintaining or increasing the number of Avia passengers. The author’s line of reasoning is that the great majority of Avia passengers are happy with baggage handling at the airline because only one percent of passengers who traveled on Avia last year filed a **complaint** about Avia’s procedures. This argument is problematic in two important respects.

First, the argument **turns on** the assumption that the 99 percent of Avia passengers who did not complain were happy with the airline’s baggage-handling procedures. However, the author provides no evidence to support this assumption. The fact that, on the average, 9 out of 1000 passengers **took the time and effort to** formally complain indicates nothing about the experiences or attitudes of the remaining 991. It is possible that many passengers were displeased but too busy to formally complain, while others had no opinion at all. Lacking more complete information about passengers’ attitudes, we cannot assume that the great majority of passengers who did not complain were happy.

Secondly, in the absence of information about the number of passengers per flight and about the complaint records of competing airlines, the statistics presented in the memorandum might distort the **seriousness** of the problem. Given that most modern aircraft carry as many as 300 to 500 passengers, it is possible that Avia received as many as 4 or 5 complaints per flight. The author unfairly **trivializes** this record. Moreover, the author fails to compare Avia’s record with those of its competitors. It is possible that a particular competitor received virtually no baggage-handling complaints last year. If so, Avia’s one percent complaint rate might be significant enough to motivate customers to switch to another airline.

In conclusion, the author has failed to demonstrate that a review of the baggage-handling procedures at Avia Airlines is not needed to maintain or increase the number of Avia’s passengers. To strengthen the argument, the author must **at the very least** provide **affirmative** evidence that most Avia passengers last year were indeed happy with baggage-handling procedures. To better evaluate the argument, we would need more information about the numbers of Avia passengers per flight last year and about the baggage-handling records of Avia’s competitors.

40. The following appeared as part of an article in a weekly newsmagazine.

“The country of Sacchar can best solve its current trade deficit problem by lowering the price of sugar, its primary export. Such an action would make Sacchar better able to compete for markets with other sugar-exporting countries. The sale of Sacchar’s sugar abroad would increase, and this increase would substantially reduce Sacchar’s trade deficit.”

The author of this article argues that the country of Sacchar can best solve its current trade deficit problem by lowering the price of its main export, sugar. The line of reasoning is that this action would make Sacchar more competitive with other sugar-exporting countries, thereby increasing sales of Sacchar’s sugar abroad and, in turn, substantially reducing the trade-deficit. This line of reasoning is unconvincing for a couple of reasons.

In the first place, this argument is based on an **oversimplified** analysis of the trade deficit problem Sacchar currently faces. A trade-deficit occurs when a country spends more on imports than it earns from exports. The author’s argument relies on the assumption that earnings from imports will remain constant. However, the author

provides no evidence that **substantiates** this assumption. It is possible that revenues from imports will increase dramatically in the near future; if so, the course of action proposed by the author might be unnecessary to solve Sacchar's trade deficit problem. Conversely, it is possible that revenues from imports are likely to decrease dramatically in the near future. **To the extent that this is the case**, lowering sugar prices may have a negligible countervailing effect, depending on the demand for Sacchar's sugar.

In the second place, increasing sales by lowering the price of sugar will not yield an increase in income unless the increase in sales is sufficient to overcome the loss in income due to the lower price. This raises three questions the author fails to address. First, will a price decrease in fact stimulate demand? Second, is demand sufficient to meet the increase in supply? Third, can Sacchar increase the sugar production sufficiently to overcome the deficit? **In the absence of** answers to these questions, we cannot assess the author's proposal.

In conclusion, the author provides an incomplete analysis of the problem and, as a result, provides a questionable solution. To better evaluate the proposal, we would need to know how revenues from imports are likely to change in the future. To strengthen the argument, the author must provide evidence that demand is sufficient to meet the proposed increase in supply, and that Sacchar has sufficient resources to **accommodate** the increase.

43. The following appeared in an article in the health section of a newspaper.

"There is a common misconception that university hospitals are better than community or private hospitals. This notion is unfounded, however: the **university hospitals in our region employ 15 percent fewer doctors, have a 20 percent lower success rate in treating patients, make far less overall profit, and pay their medical staff considerably less than do private hospitals. Furthermore, many doctors at university hospitals typically divide their time among teaching, conducting research, and treating patients. From this it seems clear that the quality of care at university hospitals is lower than that at other kinds of hospitals.**"

In this argument the author concludes that university hospitals provide no better care than private or community hospitals. The author bases this conclusion on the following claims about university hospitals: the ones in this region employ 15 percent fewer doctors; they have a 20 percent lower success rate in treating patients; they pay their staffs less money; they make less profit than community hospitals; and they utilize doctors who divide their time between teaching, research and treating patients. This argument is unconvincing for several reasons.

The most **egregious reasoning error** in the argument is the author's use of evidence **pertaining to** university hospitals in this region as the basis for a generalization about all university hospitals. **The underlying assumption operative in this inference is that** university hospitals in this region are representative of all university hospitals. No evidence is offered to support this **gratuitous assumption**.

Secondly, the only relevant reason offered in support of the claim that the quality of care is lower in university hospitals than it is at other hospitals is the fact that university hospitals have a lower success rate in treating patients. But this reason is not sufficient to reach the conclusion in question unless it can be shown that the patients treated in both types of hospitals suffered from similar types of **maladies**. For example, if university hospitals routinely treat patients suffering from rare diseases whereas other hospitals treat only those who suffer from **known diseases and illnesses**, the difference in success rates would not be **indicative** of the quality of care received.

Finally, the author assumes that the number of doctors a hospital employs, its success rate in treating patients, the amount it pays its staff, and the profits it earns are all reliable indicators of the quality of care it delivers. No evidence is offered to support this assumption nor is it obvious that any of these factors is linked to the quality of care delivered to patients. Moreover, the fact that doctors in university hospitals divide their time among many

tasks fails to demonstrate that they do a poorer job of treating patients than doctors at other kinds of hospitals. In fact, it is highly likely that they do a better job because they are more knowledgeable than other doctors due to their teaching and research.

In conclusion, the author's argument is unconvincing. To strengthen the argument the author would have to demonstrate that university hospitals in this region are representative of all university hospitals, as well as establishing a causal link between the various factors cited and the quality of care delivered to patients.

44. The following is part of a business plan created by the management of the Megamart grocery store.

“Our total sales have increased this year by 20 percent since we added a pharmacy section to our grocery store. Clearly, the customer's main concern is the convenience afforded by one-stop shopping. The surest way to increase our profits over the next couple of years, therefore, is to add a clothing department along with an automotive supplies and repair shop. We should also plan to continue adding new departments and services, such as a restaurant and a garden shop, in subsequent years. Being the only store in the area that offers such a range of services will give us a competitive advantage over other local stores.”

The management of the Megamart grocery store concludes that adding new departments and services is the surest way to increase profits over the next couple of years. They are led to this conclusion because of a 20 percent increase in total sales, realized after the addition of a pharmacy section to the grocery store. On the basis of this experience, they concluded that the convenience of one-stop shopping was the main concern of their customers. The management's argument is faulty in several respects.

In the first place, the management assumes that the increase in total sales was due to the addition of the pharmacy section. However, the only evidence offered to support this conclusion is the fact that the addition of the pharmacy preceded the increase in sales. But the mere fact that the pharmacy section was added before the increase occurred is insufficient grounds to conclude that it was responsible for the increase. Many other factors could bring about this same result. Lacking a detailed analysis of the source of the sales increase, it would be sheer folly to attribute the increase to the addition of the pharmacy section.

In the second place, even if it were the case that the increase in total sales was due to the addition of the pharmacy section, this fact alone is insufficient to support the claim that adding additional departments will increase sales even further. It is quite possible that the addition of the pharmacy section increased sales simply because there was no other pharmacy in the vicinity. The additional proposed departments and services, on the other hand, might be well represented in the area and their addition might have no impact whatsoever on the profits of the store. In other words, there may be relevant differences between the pharmacy section and the additional proposed sections that preclude them from having a similar effect on the sales of the store.

In conclusion, the management's argument is not well-reasoned. To strengthen the conclusion, the management must provide additional evidence linking the addition of the pharmacy section to the increase in total sales. It must also show that there are no exceptional reasons for the sales increase due to the pharmacy section that would not apply to the other proposed additions.

46. The following appeared in a memorandum from the directors of a security and safety consulting service.

“Our research indicates that over the past six years no incidents of employee theft have been reported within ten of the companies that have been our clients. In analyzing the security

practices of these ten companies, we have further learned that each of them requires its employees to wear photo identification badges while at work. In the future, therefore, we should recommend the use of such identification badges to all of our clients.”

In this argument the directors of a security-and safety-consulting service conclude that the use of photo identification badges should be recommended to all of their clients as a means to prevent employee theft. Their conclusion is based on a study revealing that ten of their previous clients who use photo identification badges have had no incidents of employee theft over the past six-year period. The directors' recommendation is problematic in several respects.

In the first place, the directors' argument is based on the assumption that the reason for the lack of employee theft in the ten companies was the fact that their employees wear photo identification badges. However, the evidence revealed in their research establishes only a positive correlation between the lack of theft and the requirement to wear badges; it does not establish a causal connection between them. Other factors, such as the use of surveillance cameras or spot checks of employees' briefcases and purses could be responsible for lack of employee theft within the ten companies analyzed.

In the second place, the directors assume that employee theft is a problem that is common among their clients and about which their clients are equally concerned. However, for some of their clients this might not be a problem at all. For example, companies that sell services are much less likely to be concerned about employee theft than those who sell products. Moreover, those that sell small products would be more concerned about theft than those that sell large products. Consequently, even if wearing badges reduces employee theft, it might not be necessary for all of the firm's clients to follow this practice.

In conclusion, the director's recommendation is not well supported. To strengthen the conclusion they must establish a causal relation between the wearing of identification badges and the absence of employee theft. They also must establish that the firm's clients are sufficiently similar to all profit from this practice.

47. The following appeared as part of an article in the business section of a local newspaper.

“The owners of the Cumquat Cafe evidently made a good business decision in moving to a new location, as can be seen from the fact that the Cafe will soon celebrate its second anniversary there. Moreover, it appears that businesses are not likely to succeed at the old location: since the Cafe's move, three different businesses—a tanning salon, an antique emporium, and a pet-grooming shop—have occupied its former spot.”

In this argument the author concludes that Cumquat Cafe was correct in its decision to move to a new location. In support of this assessment the author points out that while the Cafe has been in business for two years at its new location, three businesses have failed at its previous location. The author's line of reasoning is that the cause of the failure of the three businesses is the fact that they all occupied the same location. This argument is problematic in two important respects.

In the first place, no evidence has been offered to support the assumption that the reason the three businesses failed was their location. While location is an important contributing factor to a business' success or failure, it is not the only such factor. Many other reasons—poor business practices, lack of advertising, or poor customer service—could just as likely account for their lack of success. Lacking a detailed analysis of the reasons these businesses failed, it would be foolish to attribute their failure to their location.

In the second place, while location may have been a factor which contributed to the failure of these businesses, the reason may not have been the location itself but rather the suitability of the business to the location. For example, a pet-grooming shop or a tanning salon located in a downtown metropolitan business district is unlikely to succeed

simply because this type of business is obviously unsuitable to the location. On the other hand, a bank in the same location might be extremely successful simply because of its **suitability to** the location.

In conclusion, the author's argument is unconvincing. To strengthen the conclusion, the author would have to evaluate other possible causes of the failure of the three businesses, then in each case eliminate all possible causes except location.

52. The following editorial appeared in the Elm City paper.

“The construction last year of a shopping mall in downtown Oak City was a mistake. Since the mall has opened, a number of local businesses have closed, and the downtown area suffers from an acute parking shortage, and arrests for crime and vagrancy have increased in the nearby Oak City Park. Elm City should pay attention to the example of the Oak City mall and deny the application to build a shopping mall in Elm City.”(新题)

Discuss how well reasoned... etc.

“The construction of last year of a shopping mall in downtown Oak City has done little for the residents of the community. Since the mall has opened, a number of local businesses have closed, and the downtown area suffers from an acute parking shortage. In addition, because the mall's owner lives in nearby Elm City, the profits derived from sales at the mall are not being returned to the community. These problems, coupled with the increase in trash and litter in nearby Oak City park, demonstrate that Oak City did not use good judgment in allowing the construction of the mall in the first place.”(老题)

(此文根据老题写作)In this editorial the author **rebukes** Oak City **for** allowing the construction of a new downtown shopping mall. Citing a number of problems that have occurred since the building of the mall, the author concludes that the residents of Oak City have not benefited from the mall and that Oak City exercised poor judgment in allowing the mall to be built. Among the problems cited by the author are the closure of local businesses, lack of parking in the downtown area, and increased trash and litter in a city park near the mall. Moreover, the author argues that profits derived from sales are not benefiting Oak City because the owner of the mall lives in another city. The author's argument is problematic in several respects.

In the first place, the author assumes that addition of the new mall is the cause of the various problems cited. The only evidence offered to support this claim is that the construction of the mall occurred before these problems manifested themselves. However, this evidence is insufficient to establish the claim in question. **A chronological relationship is only one of the indicators of a causal relationship between two events.**

In the second place, the author has focused only on negative effects the mall has had on the city. A more detailed analysis of the situation might reveal that the positive benefits for the city far **outweigh** the problems on which the author focuses. For example, new jobs might have been created for the residents of Oak City, and tax revenues might have been increased for the city. Lacking a more comprehensive analysis of the impact of the mall on Oak City, it is presumptuous on the part of the author to conclude that Oak City's decision to allow the mall to be built was incorrect.

In conclusion, the author's argument is unconvincing. To strengthen the argument the author would have to demonstrate that the construction of the mall caused the various problems **mentioned**. The author would also have to show that the negative effects of the project **outweighed** the positive effects.

55. The following appeared in an Excelsior Company memorandum.

“The Excelsior Company plans to introduce its own brand of coffee. Since coffee is an expensive food item, and since there are already many established brands of coffee, the best way to gain customers for the Excelsior brand is to do what Superior, the leading coffee company, did when it introduced the newest brand in its line of coffees: conduct a temporary sales promotion that offers free samples, price reductions, and discount coupons for the new brand.”

This company memorandum recommends that Excelsior conduct a temporary sales promotion for its new brand of coffee that includes offering free samples, price reductions, and discount coupons. This recommendation is based on the fact that Superior, the leading coffee company, used just such a promotion to introduce the newest brand in its line of coffees. This argument is unconvincing because it relies on three questionable assumptions.

First of all, the argument rests on the assumption that a promotional strategy that works for one company will work for another. However, Excelsior and Superior may not be sufficiently similar to warrant this assumption. Promotional techniques that work for a leader with established name recognition for its brand of coffees may be ineffective for a company with no similar name recognition new to the brand coffee market. Accordingly, Excelsior might be better advised to employ some other strategy, such as a media advertising plan, to first attain broad name recognition.

The argument also depends on the assumption that Excelsior can afford a promotional plan similar to Superior's. However, free samples, price reductions, and discounts all reduce profits and may actually result in temporary losses. While a leading company with other profitable products in the same line can absorb a temporary loss, for a fledgling competitor this strategy might be very risky and may even result in business failure.

Finally, the argument relies on the assumption that Superior's promotional campaign for its newest coffee was successful. However, the memo provides no evidence that this was the case. It is possible that the promotion was entirely ineffective, and that Superior remains the leader in its field despite this small failure. If so, Excelsior may be ill-advised to follow Superior's promotional strategy.

In conclusion, the two companies are too dissimilar to justify the recommendation that Excelsior model its promotional strategy on Superior's. To strengthen the argument, the author of the memo must establish that Excelsior has sufficient operating capital to launch the recommended sales campaign, and that this strategy would be more effective than another strategy, such as using extensive media advertising.

61. The following appeared as part of a recommendation by one of the directors of the Beta Company.

“The Alpha Company has just reduced its workforce by laying off fifteen percent of its employees in all divisions and at all levels, and it is encouraging early retirement for other employees. As you know, the Beta Company manufactures some products similar to Alpha's, but our profits have fallen over the last few years. To improve Beta's competitive position, we should try to hire a significant number of Alpha's former workers, since these experienced workers can provide valuable information about Alpha's successful methods, will require little training, and will be particularly motivated to compete against Alpha.”

A director of Beta Company suggests that Beta can improve its competitive position by hiring a significant number of former Alpha Company employees who have recently retired or been laid off. The director's reasoning is that because Alpha manufactures some products similar to Beta's, former Alpha employees would be experienced and need little training, could provide valuable information about Alpha's successful methods, and would be particularly motivated to compete against Alpha. The director's argument is problematic in several respects.

First of all, the argument **presupposes** that Alpha's methods are successful. This is not necessarily the case. To the contrary, the fact that Alpha has laid off 15 percent of its employees in every division and at every level suggests that Alpha's methods may have been unsuccessful and that **downsizing** was necessary for the company to minimize financial losses.

Secondly, the director assumes that the former Alpha employees hired by Beta will be well-trained and valuable. During a typical lay-off, however, the best and most experienced employees are typically the last to be laid off. By following the director's advice, Beta would probably be hiring Alpha's least efficient and least experienced employees—that is, those who would be least valuable to Beta.

Thirdly, the author assumes that Alpha and Beta are sufficiently similar so that former Alpha employees could provide special value for Beta. However, we are informed only that Beta manufactures "some products similar to Alpha's." It is possible that former Alpha employees have experience with only a small segment of Beta's **product line**, and thus have little inside information of any value to Beta.

Finally, the claim that former Alpha employees would be motivated to compete against Alpha is partially unwarranted. While many of those who were laid off may be so motivated, those who retired early from Alpha probably departed on good terms with Alpha, and would in any event be unmotivated to **reenter** the work force.

In conclusion, the argument fails to provide key facts needed to assess it. To better evaluate the director's suggestion, we would need more information about why Alpha reduced its work force, what type of workers left Alpha and under what circumstances, and how similar Alpha's range of products is to Beta's.

62. The following appeared in the letters-to-the-editor section of a local newspaper.

"Muscle Monthly, a fitness magazine that regularly features pictures of bodybuilders using state-of-the-art exercise machines, frequently sells out, according to the owner of Skyview Newsstand. To help maximize fitness levels in our town's residents, we should, therefore, equip our new community fitness center with such machines."

In this argument the author concludes that the new community fitness center should be equipped with the **state-of-the-art** exercise machines **featured** in *Muscle Monthly* magazine. In support of this recommendation two reasons are offered: (1) *Muscle Monthly* contains pictures of bodybuilders using such machines, and (2) *Muscle Monthly* is a popular magazine, as evidenced by the fact that it frequently sells out at the local newsstand. This argument is questionable **on two counts**.

First, a major implication of the argument is that the bodybuilders pictured using the machines in *Muscle Monthly* magazine reached their state of fitness as a result of using these machines. The only evidence offered to support this contention, however, is the pictures in the magazine. It is possible that the bodybuilders pictured use different equipment for their **workouts** and are merely posing with the machines for advertising purposes.

Second, the author assumes that machines that are suitable for **bodybuilding** will also be suitable to help maximize the **fitness** levels of the town's residents. This assumption is highly questionable. Machines designed to increase muscle development are significantly different from those designed to increase **cardiovascular fitness**. Consequently, it is unlikely that the machines pictured in the magazine will be of much use to help maximize the fitness levels of the town's residents.

In conclusion, this argument is unconvincing. To strengthen the argument the author would have to show that the bodybuilders pictured using the exercise machines actually used the machines to reach their level of muscle development. Additionally, the author would have to show that the machines were suitable for increasing the fitness levels of the persons using them.

64. The following appeared in a memorandum from the Director of Human Resources to the executive officers of Company X.

“Last year, we surveyed our employees on improvements needed at Company X by having them rank, in order of importance, the issues presented in a list of possible improvements. Improved communications between employees and management was consistently ranked as the issue of highest importance by the employees who responded to the survey. As you know, we have since instituted regular communications sessions conducted by high-level management, which the employees can attend on a voluntary basis. Therefore, it is likely that most employees at Company X now feel that the improvement most needed at the company has been made.”

(下文思路单一，两段都是谈调查方法的问题，还可以谈后半部分，“采取了措施就一定能达到目的吗？”)

The Director of Human Resources concludes that most employees at Company X feel that the improvement most needed at the company has been satisfactorily **addressed**. Two reasons are offered in support of this conclusion. First, a survey of employees showed that the issue respondents were most concerned about was employee-management communication. Second, the company has since instituted regular voluntary sessions for employees and management designed to improve communication. The director's argument is questionable for two reasons.

To begin with, the validity of the survey is doubtful. Lacking information about the number of employees surveyed and the number of respondents, it is impossible to assess the validity of the results. For example, if 200 employees were surveyed but only two responded, the conclusion that most of the employees ranked employee-management communication as the most pressing issue would be highly suspect. Because the argument offers no evidence that would rule out **interpretations** such as this, the survey results are insufficient to support the author's conclusion.

Furthermore, even if the survey accurately ranks certain issues according to level of employee concern, the highest-ranked issue in the survey might not be the issue about which employees are most concerned. Why? The improvement most needed from the point of view of the employees might not have appeared as one of the choices on the survey. For example, if the list of improvements presented on the survey was created by management rather than by the employees, then the issues of greatest concern to the employees might not be included **on the list**. Lacking information about how the survey was prepared, it is impossible to assess its reliability. Consequently, any conclusion based on it is highly questionable.

In conclusion, the director's conclusion is not **well-founded**. To strengthen the argument, additional information regarding the way in which the employee survey was prepared and conducted is required.

68. The following appeared in a memorandum to the planning department of an investment firm.

“Costs have begun dropping for several types of equipment currently used to convert solar energy into electricity. Moreover, some exciting new technologies for converting solar energy are now being researched and developed. Hence we can expect that solar energy will soon become more cost efficient and attractive than coal or oil as a source of electrical power. We should, therefore, encourage investment in Solario, a new manufacturer of solar-powered products. After all, Solario's chief executive was once on the financial planning team for Ready-to-Ware, a software engineering firm that has shown remarkable growth since its recent incorporation.”

In this argument the planning department of investment firm reaches the conclusion that the firm should encourage investment in Solario—a new manufacturer of solar-powered products. The basis for this recommendation is the

expectation that solar energy will soon become more cost efficient and attractive than other forms of energy. This expectation is based on recent declines in the cost of equipment used to convert solar energy into electricity and on new technologies that are being developed for this purpose. An additional reason given in support of this recommendation is that Solario's chief executive was a member of the financial planning team for a company that has shown remarkable growth since its recent incorporation. *While this argument has some merit, there are a few assumptions that deserve attention.*

In the first place, the author assumes that the previous business experience of Solario's chief executive will be an asset in the development of the new company. While this may be the case, the fact that the two companies deal in vastly different products is cause for some concern. The executive's *expertise* in the software-engineering business will not necessarily be applicable to the solar-powered products business.

In the second place, the author assumes that the major impediment to the use of solar-powered products is the cost of solar energy and that, given a choice, consumers would prefer products powered by solar energy over those powered by energy derived from coal or oil. *On the face of it*, this assumption seems acceptable; but it may be that there are other factors besides cost that make solar energy less desirable than other forms of energy.

In conclusion, this argument is convincing. To strengthen the argument additional evidence indicating consumer preference for solar-powered products over products powered by conventional forms of energy would be desirable.

72. The following appeared as part of a recommendation from the business manager of a department store.

“Local clothing stores reported that their profits decreased, on average, for the three-month period between August 1 and October 31. Stores that sell products for the home reported that, on average, their profits increased during this same period. Clearly, consumers are choosing to buy products for their homes instead of clothing. To take advantage of this trend, we should reduce the size of our clothing departments and enlarge our home furnishings and household products departments.”

Based upon sales reports over a three-month period that indicate an increase in profits for stores that sell products for the home and a decrease in profits for clothing stores, the business manager of a *department store* concludes that consumers are choosing to purchase *home furnishings* rather than clothing. *On the basis of this conclusion*, the manager recommends a reduction in the size of the clothing department and an increase in the size of the home-furnishings department. This recommendation is problematic in two critical respects.

In the first place, the author's conclusion that consumers are choosing to buy products for their homes instead of clothing *is based upon too small a sample*. Data gathered from a three-month period is insufficient to establish the conclusion drawn from it. It is quite possible that the three-month period chosen is *idiosyncratic* and not representative of entire year's sales. If so, reducing the size of the clothing departments and enlarging the home-furnishings departments may be a *costly mistake*.

In the second place, the data collected during the three month period may be biased. The fact that the data reflects sales in local stores is cause for concern. It is possible that the sales trend in a particular location is not representative of sales in other regions. For example, sales of clothing in Florida during the winter months are likely to be quite different from sales of clothing in Alaska during the same period.

In conclusion, this argument is not *persuasive* as it stands. A more convincing argument must provide additional sales data, collected at different periods of the year and at different locations, that substantiates the trend in question.

83. The following appeared in the editorial section of a newspaper in the country of West Cambria.

“The practice of officially changing speed limits on the highways—whether by increasing or decreasing them—is a dangerous one. Consider what happened over the past decade whenever neighboring East Cambria changed its speed limits: an average of 3 percent more automobile accidents occurred during the week following the change than had occurred during the week preceding it—even when the speed limit was lowered. This statistic shows that the change in speed limit adversely affected the alertness of drivers.”

This editorial asserts that West Cambria should not change its highway speed limits because such changes adversely affect driver alertness and are therefore dangerous. To support this claim, the editorial cites statistics indicating that whenever East Cambria changed its speed limits, an average of 3 percent more automobile accidents occurred during the week after the change than during the week preceding it, even when the speed limit was lowered. As it stands, this argument suffers from three critical flaws.

First, it is unlikely that the brief one-week periods under comparison are representative of longer time periods. A difference of only 3 percent during one particular week can easily be accounted for by other factors, such as heavy holiday traffic or bad weather, or by problems with reporting or [sampling](#). Had the editorial indicated that several speed-limit changes in East Cambria contributed to the statistic, the argument would be more convincing; [but for all we know](#), the statistic is based on only one such change. In any event, a one-week period is too brief to be representative because it is likely that accidents will occur more frequently immediately following the change, while people adjust to the new limit, than over the longer term when drivers have become accustomed to the change.

Secondly, the editorial fails to acknowledge possible differences in the types of accidents occurring before and after the change. It is possible that the accidents during the week before the change all involved fatalities, while those during the week after the change were minor [fender-benders](#). If so, even though 3 percent more accidents occurred after the change, the author's argument that changing the speed limit increases danger for drivers would be seriously weakened.

Thirdly, the editorial fails to take into account possible differences between East and West Cambria that are relevant to how drivers react to speed-limit changes. Factors such as the condition of roads, average age and typical driving habits of residents, and weather patterns, would probably affect how well or how quickly drivers adapt to speed-limit changes. Thus, changing speed limits in East Cambria might be more dangerous than changing them in West Cambria.

In conclusion, the statistical evidence cited to support the argument is insignificant and probably unrepresentative. To better evaluate the argument, we need to know how many speed-limit changes contributed to the statistic and when the speed-limit changes were made. Finally, to strengthen the argument the author should show that East and West Cambria would be similarly affected by speed-limit changes.

86. The following appeared as part of an article in the business section of a daily newspaper.

“Company A has a large share of the international market in video-game hardware and software. Company B, the pioneer in these products, was once a \$12 billion-a-year giant but [collapsed when children became bored with its line of products](#). Thus [Company A can also be expected to fail](#), especially given the fact that its games are [now](#) in so many American homes that the demand for them is nearly exhausted.”

In this argument the author reasons that the failure of Company B portends a similar fate for Company A. The grounds for this prediction are similarities that exist between the two companies. The line of reasoning is that since both companies produce video-game hardware and software and both enjoy a large share of the market for these

products, the failure of one is a reliable predictor of the failure of the other. This argument is unconvincing.

The major problem with the argument is that the stated similarities between Company A and B are insufficient to support the conclusion that Company A will suffer a fate similar to Company B's. In fact, the similarities stated are irrelevant to that conclusion. Company B did not fail because of its market share or because of the general type of product it produced; it failed because children became bored with its particular line of products. Consequently, the mere fact that Company A holds a large share of the video-game hardware and software market does not support the claim that Company A will also fail.

An additional problem with the argument is that there might be relevant differences between Company A and Company B, which further undermine the conclusion. For example, Company A's line of products may differ from Company B's in that children do not become bored with them. Another possible difference is that Company B's share of the market may have been entirely domestic whereas Company A has a large share of the international market.

In conclusion this is a weak argument. To strengthen the conclusion the author would have to show that there are sufficient relevant similarities between Company A and Company B as well as no relevant differences between them.

105. The following appeared in an editorial from a newspaper serving the town of Saluda.

“The Saluda Consolidated High School offers over 200 different courses from which its students can choose. A much smaller private school down the street offers a basic curriculum of only 80 different courses, but it consistently sends a higher proportion of its graduating seniors on to college than Consolidated does. By eliminating at least half of the courses offered there and focusing on a basic curriculum, we could improve student performance at Consolidated and also save many tax dollars.”

In this editorial the author recommends that Saluda's Consolidated High School eliminate half of its 200 courses and focus primarily on basic curriculum in order to improve student performance and save tax revenues. The author's recommendation is problematic for several reasons.

To begin with, the author assumes that the only relevant difference between Consolidated and the private school is the number of courses offered by each. However, other relevant differences between the schools might account for the difference in the proportion of their graduates who go on to college. For example, the private school's students might be selected from a pool of gifted or exceptional students, or might have to meet rigorous admission standards whereas Consolidated's students might be drawn from the community at large with little or no qualification for admission.

Next, the author assumes that the proportion of students who go on to college is an overall measure of student performance. While this is a tempting assumption, its truth is by no means obvious. If student excellence is narrowly defined in terms of the student's ability to gain access to college, this assumption is somewhat reasonable. However, given a broader conception of student excellence that takes into account student's ability to learn and apply their knowledge to new situations, it is not obvious that college admission is a reliable indicator of performance. For example, students in non-academic disciplines could conceivably perform at high levels within these disciplines but nevertheless be unable to meet college admission standards.

Finally, the author assumes that savings in tax revenues will result from the reduced costs of funding the paired-down curriculum. This is not necessarily true. For example, it could turn out that both programs serve the same number of students and require the same number of classrooms and teacher.

In conclusion, the author has not made a convincing case for the recommendation to eliminate courses at Consolidated and focus on a basic curriculum. To strengthen the conclusion the author would have to provide evidence that Consolidated and the private school were sufficiently similar to warrant the analogy between them.

Moreover, the relationship between student performance and college admission and the mechanism whereby savings in tax revenues would be accomplished would have to be clarified.

108. The following appeared as part of a business plan created by the management of the Take Heart Fitness Center.

“After opening the new swimming pool early last summer, Take Heart saw a 12 percent increase in the use of the center by members. Therefore, in order to increase the number of our members and thus our revenues, which depend on membership fees, we should continue to add new recreational facilities in subsequent years: for example, a multipurpose game room, a tennis court, and a miniature golf course. Being the only center in the area offering this range of activities would give us a competitive advantage in the health and recreation market.”

Because Take Heart Fitness Center experienced a 12 percent increase in member usage as a result of opening a new swimming pool last summer, the author recommends the addition of new recreational facilities in subsequent years as a means of increasing membership in Take Heart. The author's recommendation is problematic for several reasons.

First, and foremost, the author assumes that an increase in member usage portends an increase in membership. This assumption may hold true in some cases. However, it is unlikely to hold true in the case at hand, because it is reasonable to expect that members would visit the fitness center to inspect and try out the new swimming pool. This would account for the increase in usage. However, since the author provides no evidence that this new rate of usage was sustained, the abrupt increase in usage provides little evidence that the addition of facilities such as the pool will attract new members.

Second, the author assumes that the addition of the swimming pool was responsible for the increase in member usage. However, the only evidence for this claim is insufficient to establish the causal claim in question. While temporal precedence is one of the conditions required to establish a causal relationship between two events, by itself it is not a sufficient condition. Consequently, it is possible that the addition of the pool was unrelated to the increase in usage in the manner required by the author's argument.

Finally, the author has provided no evidence to support the contention that Take Heart will be the only center in the area to offer a wide range of activities to its members and thus have a competitive advantage in the fitness market.

In conclusion, the author's belief that adding additional recreational facilities will increase Take Heart's membership is ill-founded. To strengthen the argument the author would have to provide evidence that member usage is a reliable indicator of new membership. Additionally, it would be necessary to show that the cause of the increase in usage was the opening of the new pool.

110. The following appeared as part of a memorandum from the loan department of the Frostbite National Bank.

“We should not approve the business loan application of the local group that wants to open a franchise outlet for the Kool Kone chain of ice cream parlors. Frostbite is known for its cold winters, and cold weather can mean slow ice cream sales. For example, even though Frostbite is a town of 10,000 people, it has only one ice cream spot — the Frigid Cow. Despite the lack of competition, the Frigid Cow's net revenues fell by 10 percent last winter.”

In this memorandum the loan department of Frostbite National Bank recommends against approval of a business loan to a local group that wants to open an ice cream parlor. In support of this decision the loan department points out that Frostbite has a reputation for cold winters and sales of ice cream decrease in cold weather. This latter

point is buttressed by the fact that Frostbite's only ice cream parlor suffered a 10 percent decline in net revenues the previous winter. The loan department's decision is questionable for the following reasons.

To begin with, since it is reasonable to expect a decline in ice cream sales during winter months, it is difficult to assess the relevance of the fact that Frostbite has cold winters to the potential success of the Kool Kone franchise. Common sense suggests that this fact would be significant only if it turned out that Frostbite's winter season lasted 9 or 10 months as it does in arctic regions. In that case slow sales could be expected for most of the year and the loan department's opposition to the loan would be readily understandable. If, on the other hand, Frostbite's winter season lasts only a few months and the remainder of the year is warm or hot, it is difficult to comprehend the loan department's reasoning.

Next, the loan department assumes that the Frigid Cow's decline in net revenue last winter was a result of slow sales occasioned by cold weather. While this is a possible reason for the decline, it is not the only factor that could account for it. For example, other factors such as poor business practices or lack of inventory could be responsible for the Frigid Cow's loss of revenue. The loan department's failure to investigate or even consider these and other possible explanations for the Frigid Cow's decline in revenue renders their decision highly suspect.

In conclusion, the loan department's decision is ill-founded. To better evaluate the decision, we would need to know more about the length and severity of Frostbite's winter season. Moreover, evidence would have to be provided to support the assumption that the Frigid Cow's loss of revenue last winter was a direct result of the cold weather.

112. The following appeared in a memo to the Saluda town council from the town's business manager.

“Research indicates that those who exercise regularly are hospitalized less than half as often as those who don't exercise. By providing a well-equipped gym for Saluda's municipal employees, we should be able to reduce the cost of our group health insurance coverage by approximately 50% and thereby achieve a balanced town budget.”

In this memo Saluda's business manager recommends that the town provide a gym for its employees as a means of balancing the town's budget. The manager reasons that since studies show that people who exercise regularly are hospitalized less than half as often than those who don't exercise, Saluda could save approximately 50% on the cost of its group health insurance coverage by providing its employees with a well-equipped gym. The savings on insurance would balance the town's budget. The manager's argument is unconvincing because it rests on several unsupported and dubious assumptions.

First, the manager assumes that Saluda's employees will exercise regularly if a well-equipped facility is provided for them. This assumption is questionable since the mere fact that a gym is made available for employee use is no guarantee that they will avail themselves of it at all, let alone on a regular basis.

Second, the manager assumes that Saluda's employees do not exercise regularly. Once again, the manager offers no support for this crucial assumption. Obviously, if all of Saluda's employees already engage in daily exercise, the hospitalization rate will be unaffected by equipping an exercise facility and no savings will be realized on the group health insurance.

Third, the manager assumes that there is a direct relation between the hospitalization rate for employees and the cost of their group health insurance such that a reduction in the hospitalization rate will result in a corresponding reduction in the cost of insurance. While this may turn out to be true, the manager has failed to offer any evidence for this claim.

Finally, the manager assumes that the cost of building a well-equipped exercise facility will not negate the savings realized on the group health insurance. Until evidence has been provided to show that this is not the case, the

manager's plan is unacceptable.

In conclusion, the business manager's proposal to provide an exercise facility as a means of balancing Saluda's budget is not convincing. To strengthen the argument, evidence would have to be provided for each of the assumptions listed in the previous analysis.

(少四篇)

二. Analysis of Argument Questions

92. The following is taken from an editorial in a local newspaper.

“Over the past decade, the price per pound of citrus fruit has increased substantially. Eleven years ago, Megamart charged 5 cents apiece for lemons, but today it commonly charges over 30 cents apiece. In only one of these last eleven years was the weather unfavorable for growing citrus crops. Evidently, then, citrus growers have been responsible for the excessive increase in the price of citrus fruit, and strict pricing regulations are needed to prevent them from continuing to inflate prices.”

In this editorial the author argues for the imposition of strict pricing regulations in order to prevent citrus growers from continued inflation of prices of citrus fruit. The need for such regulation is supported by the author's contention that citrus growers have been unnecessarily raising prices of citrus fruit in the past. The evidence for this allegation is the fact that the price of lemons at Megamart has increased from 15 cents per pound to over a dollar a pound during the preceding 11-year period. The author maintains that this increase is unjustifiable because weather conditions have been favorable to citrus production in all but one of those years. This argument is flawed for several reasons.

First and foremost, the author assumes that the only factor that influences the price of citrus fruit is the weather. Other factors such as monetary inflation, increased distribution and labor costs, or alterations in supply and demand conditions are completely ignored as possible sources for the increase. The charge that citrus growers have unnecessarily raised prices can be sustained only if these and other possible factors can be completely ruled out as contributing to the price increases. Since the author fails to address these factors, the recommendation calling for strict pricing regulations can be dismissed out of hand as frivolous.

Second, the author assumes that the only way to combat increased prices is through government intervention. In a free enterprise system many other means of affecting the pricing of goods are available. For example, boycotting a product and thereby influencing supply and demand conditions of the commodity is an effective means of influencing the price of the product. In a free market economy the call for price regulation by the government should occur only when all other means to rectify the problem have been exhausted.

In conclusion, the author's argument is unconvincing. To strengthen the argument it would be necessary to show that the only factor influencing the price increases is the growers' desire for increased profits.

95. The following appeared as part of an article in the business section of a local newspaper.

“Hippocrene Plumbing Supply recently opened a wholesale outlet in the location once occupied by the Cumquat Cafe. Hippocrene has apparently been quite successful there because it is planning to open a large outlet in a nearby city. But the Cumquat Cafe, one year after moving to its new location, has seen its volume of business drop somewhat from the previous year's. Clearly, the former site is a better business location, and the Cumquat Cafe has made a mistake

in moving to its new address.”

(原稿空缺)Business is obviously unsuitable to the location. On the other hand, a bank in the same location might be extremely successful simply because of its suitability to the location.

In the third place, the author's claim that Hippocrene has been successful at Cumquat's previous location is unwarranted. The fact that Hippocrene intends to open a new outlet is insufficient to establish this claim. It is possible that the plan to open a new outlet was prompted by a lack of business at the Cumquat location.

Finally, the author unfairly assumes that one year's time at the new location is adequate to conclude whether Cumquat made a mistake in moving to that location. It is entirely possible that given more time, perhaps another year or so, Cumquat will become profitable at the location. Common sense informs me that this is a **distinct possibility**, since it often takes more than one year for a restaurant to establish a customer base at a given location.

In conclusion, the author's argument is unconvincing. To strengthen the conclusion the author would have to evaluate other possible causes of the performance of the businesses and eliminate all except location as the cause in each case. Additionally, it would be necessary to show that location rather than suitability to a location was the cause of the success of Hippocrene and the failure of Cumquat.

97. The following appeared as part of an article in a computer magazine.

“A year ago Apex Manufacturing bought its managers computers for their homes and paid for telephone connections so that they could access Apex computers and data files from home after normal business hours. Since last year, productivity at Apex has increased by 15 percent. Other companies can learn from the success at Apex: given home computers and access to company resources, employees will work additional hours at home and thereby increase company profits.”

In this article the author **attributes** Apex Manufacturing's 15 percent increase in productivity over the past year to its decision to equip its manager with computers and paid telephone connections for their homes so that they would access company computers and files from home after normal business hours. **On the basis of** Apex's experience the author recommends that other companies follow Apex's example and provide computers and access to company resources to their employees. The author believes that such a policy would increase productivity and profits for other companies, just as it did for Apex. The author's line of reasoning is questionable for several reasons.

First, the author assumes that Apex's increase in productivity is due to its equipping its managers with home computers and access to company resources. However, the only evidence offered in support of this claim is the fact that Apex's increase in productivity occurred after the home computers and **after-hours** access was provided. Unfortunately, this evidence is insufficient to establish the causal claim in question. **While temporal precedence is one of the conditions required to establish a causal relationship between two events, by itself it is not a sufficient condition.** Consequently, it is possible that Apex's increase in productivity is not related to its decision to equip its managers with computers and after-hours access in the fashion required by the author's argument.

Second, the author assumes that Apex and other companies are sufficiently similar to warrant a conclusion based on an analogy between them. Even if we accept the view that Apex's increase in productivity was **brought about** by its policy of enabling its managers to work from home, differences between Apex and other companies could **nullify** this result. Lacking detailed information about Apex and the other companies **in question** it is difficult to assess the author's conclusion.

In conclusion, the author's argument is unconvincing. To strengthen the argument the author would have to provide additional evidence for the claim that Apex's decision to provide its managers with home computers and access to company resources was responsible for its increase in productivity. Furthermore, it would be necessary to show that

Apex and other companies are sufficiently similar to justify the analogy between them.

106. The following appeared as part of an article in the book section of a newspaper.

“Currently more and more books are becoming available in electronic form — either free-of-charge on the Internet or for a very low price-per-book on compact disc *. Thus literary classics are likely to be read more widely than ever before. People who couldn’t have purchased these works at bookstore prices will now be able to read them for little or no money; similarly, people who find it inconvenient to visit libraries and wait for books to be returned by other patrons will now have access to whatever classic they choose from their home or work computers. This increase in access to literary classics will radically affect the public taste in reading, creating a far more sophisticated and learned reading audience than has ever existed before.”

**A “compact disc” is a small portable disc capable of storing relatively large amounts of data that can be read by a computer.*

In this article the author concludes that literary classics are likely to be read more widely **than ever before**. The author’s line of reasoning is that the availability of books in electronic form and access of books via the Internet has removed the two major **impediments** that prevented people from reading **literary classics**, **namely** price and convenient access. Since books can be accessed from home or work via computers **at** little or no cost, the author believes that significant changes in the society will occur. **Specifically**, the author **maintains** that access to literary classics will affect the public’s taste in reading and will result in a more **learned and cultured** reading audience. The author’s argument is unconvincing for several reasons.

First, the author assumes that price and convenient access are the primary reasons people fail to read literary classics. While this is a **tempting assumption**, it is not obviously true. For example, other reasons, such as lack of interest in these books or awareness of them **on the part of** the reading public could equally account for the failure to read them. Consequently, it may turn out that, contrary to the author’s expectation, the number of people who read literary classics is unaffected by their increased availability and lower cost.

Second, while **it may be the case that** access to books at affordable prices has increased as a result of new technology, the author provides no evidence for the assumption that access to literary classics at affordable prices has increased as well. **On the face of it**, this assumption seems **innocuous**; however there may be reasons that prevent literary classics from being marketed **in the fashion** described by the author. For example, the inability to secure the **requisite permissions** to reproduce these books in electronic form, or the lack of commercial interest in marketing them via the Internet could undermine the author’s assumption.

In conclusion, this argument is not convincing. To strengthen the argument the author would have to provide evidence for the assumption that price and accessibility are the main reasons people fail to read literary classics. Additionally, evidence would be required for the assumption that access to literary classics will be increased.

113. The following appeared in a memorandum written by the assistant manager of a store that sells gourmet food items from various countries.

“A local wine store made an interesting discovery last month: it sold more French than Italian wine on days when it played recordings of French accordion music, but it sold more Italian than French wine on days when Italian songs were played. Therefore, I recommend that we put food specialties from one particular country on sale for a week at a time and play only music from that country while the sale is going on. By this means we will increase our profits in the same

way that the wine store did, and we will be able to predict more precisely what items we should stock at any given time.”

As a means of increasing profits and more accurately predicting what items should be stocked, the assistant manager of a **gourmet** food store proposes that only music from a particular country be played during the period food items from that country are **on sale**. The basis for this proposal is the discovery by a wine store that sales of wine from a country increased when music from that country was played. The manager’s proposal is questionable for several reasons.

First, the manager assumes that the sequence of sales experienced by the wine store reflects a general causal pattern. However, there is little evidence to support this assumption. While perhaps indicative of such a pattern, the wine store sales merely demonstrate a correlation between sales of wine from a country and the playing of music from that country. To establish a causal connection between these events it would be necessary to **examine and eliminate** other **possible factors** that might account for this phenomenon. **In any case**, it is highly **questionable** whether evidence gathered over a one-month period is sufficient to establish the **general claim** in question.

Second, the manager assumes that the wine store increased its profits by playing the appropriate music. However, this is not necessarily the case. *It is consistent with the statement* that the wine store sold more French than Italian wine on days when French music was played and *vice versa* when Italian music was played *that no net increase in sales, and thus profit, was realized by this method*. For example, it is possible that on days when French music was played seven bottles of French wine were sold and three bottles of Italian **(were sold)** whereas **the reverse was the case** when Italian music was played, and that in both instances only 10 bottles were sold.

In conclusion, the manager’s recommendation is based on two dubious assumptions. To strengthen the argument it would be necessary to provide additional evidence to support the claim that sales of an item are influenced by the type of music played. Additionally, the manager would have to provide evidence that the wine store increased its profits by playing the appropriate music.