



Success with Graduate & Scholarly Writing

Answer Key

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Answer Key Chapter 1

Exercise 1.1: Definitions (page 6)

In the following definitions, the term is italicized. Underline the category or class of the defined word. Number one is finished for you.

1. *Import Substitution* is a development strategy that employs ...
2. *Thermal convection* is motion of a fluid due to ...
3. *Bimetals* are components made up of two separate metallic units...
4. *Stakeholder analysis* is a strategic planning tool used for analyzing...

Where do you think you would find these definitions in these writers' papers? *At the beginning of a paper or section.*

How do you think these key words help the reader understand the focus of each of these papers? *It adds importance to the key word and defines the scope of the use of this word.*

Exercise 1.2: Definitions (page 6)

This "definition" does not give a clear idea of the word. It says the concept is important, but does not tell us WHAT time-value of money is.

Exercise 1.3: Wordiness (page 7)

1. Each prescription drug has a limited life (shelf life, or lifespan, or lifetime).
2. A number of (or Numerous) literature references support this research study (or this research).
3. The disaster occurred because in April the team did not agree on the necessary requirements for the procedure. (or put "in April" at the end).
4. ("Please") Use the department's 500X account number to purchase miscellaneous items.

Exercise 1.4: Main message first (page 9)

Dear Sir:

My name is Lisong Li. I am from China. I am a student at Tsinghua University and will graduate next year with a degree in Mechanical Engineering. I have been looking at your Ph.D. program in Mechanical Engineering at your university. I would like to receive more information about your program. Thank you for your consideration.

Sincerely,

Lisong Li

The main message is underlined. When you rewrite this message, the key point should appear first. There should also be more detail about what he wants to receive: an application?

Admissions information? Courses offered? The writer could start with "Please send me the following materials for the Mechanical Engineering Ph.D. program.... (and then give background, but do not include the name in the text of the e-mail).

Exercise 1.5: Thesis statements in the introduction (page 10)

The main thesis is the last sentence of this paragraph: MTV has an obligation to censor violent and sexual images and to arm parents with tools such as rating warnings and time-of-day restrictions.

The middle paragraphs give an introduction to (background about) the importance of this topic. The writer needs to put this thesis statement in the introduction so the reader knows what the main argument of the paper will be (to understand where the writer is going before presenting the details.)

Exercise 1.6: Main ideas in research papers (page 10-11)

This sentence is the main purpose/topic of the research study. This study examines cross-cultural communication strategies used by Chinese and American participants. The middle paragraphs give background and some preliminary discussion of the issues. The final sentence tells why this study is important in the field. “Understanding the communication characteristics, expectations and motivations of participants from different cultures may help us understand the differences and predict potential points of conflict.”

Exercise 1.7: Reduce humility (page 13)

According to the principles described above, how do you think the American reader responded to this letter? *The reader found this very humorous.*

1. Where did this writer put the main point? *In the middle*
2. How would you rewrite this memo to reflect the “direct approach”? *Put the main information first.* “I would like to purchase two of your books: *Pronunciation for Success and Success with Presentations.*”
3. How would you reduce the humility demonstrated in this letter? *Take out the first paragraph of praise because it will be interpreted as flattery.*
4. What transitions or phrases would help improve the flow of this letter? *The sentences are short and choppy, so the information seems disconnected. Especially where the writer talks about his background, he needs some transitions.*

Exercise 1.8: Reduce modesty (page 14)

Transitions are bold below. **Later you will learn techniques for avoiding “first..., second...” using longer transitions.**

Dear Professor Nelson:

(Key point) I am writing to ask you again about possible masters thesis project ideas and to inquire about a TA position.

(Details in a very clear order) **First**, I am looking for a project for my masters thesis which would be available at the beginning of fall semester. **In order to prepare to take courses** and review some literature in advance, it would be helpful if I knew my research topic.

Second, I am anxious to receive a teaching assistant position to support my studies. I have extensive experience in mechanical engineering and have taken the TA training course. I would be willing to accept TA positions in other areas as well.

(Action desired) If you have any projects available at the beginning of fall semester, I would like to apply so I can engage myself in doing some real research work as soon as possible. Please let me know what the prospects are.

I look forward to receiving your comments.

Nalin

Exercise 1.9: Introducing and explaining examples (page 15)

1. Underline the main point of this paragraph. *Since this paper is arguing a point, the last sentence is a thesis statement stating the main opinion that this writer will argue throughout the paper.* However, the Korean government has not adequately addressed these issues so they continue to lose intelligent students who leave to study abroad.
2. What strategies has this writer used to explain, clarify or illustrate the problems? *She has used results from an outside survey (Korea Times) and a specific number (75%).*

Exercise 1.10: Avoid abstractions (page 16)

1. Because of the increasing economic interaction between countries, globalization is becoming an important topic of discussion in over 70% of MBA programs. Courses related to globalization have increased by 59% in the last 5 years.
2. The governor of Minnesota, Tim Pawlenty, enacted legislation that decreased the amount of direct financial aid available to middle-income college students.
3. Even though 13 members of the Curriculum Committee were absent, the candidate for assistant professor was still approved.
4. The statistics from the Powell Report describe the number of potential deaths and life-threatening diseases weapons of mass destruction could inflict.

Exercise 1.11: Adding detailed language (page 17)

There are several ways you could change these sentences. The following answers are just possible examples.

1. *In Norway, over 75% of the population under 40 years old speaks a second language, mostly English.*
2. *We would like to request that you send us the full report about the Powell Report, dated May 10, 20XX. Please send it to the following e-mail address: XX@um.com*
3. *The data show a 50% increase in the*
4. *In the atmosphere, organisms such as....*

Exercise 1.12: Providing flow (page 18)

(Note the definition the author uses to start this paragraph) Speaking is a complex process involving decoding thoughts, construction of sounds and formation of those sounds into intelligible words and phrases. However, simply linking together a string of individual sounds called phonemes does not produce intelligible language. *(Notice the preview list of items presented below.)* The aspects needed to speak English intelligibly include enunciating sounds appropriately, forming correct intonation patterns, providing adequate word and sentence stress, and speaking at an appropriate rate. The first aspect involves learning to form sounds through appropriate lip, tongue and jaw movement, often referred to as “enunciation.” The second aspect requires learning an adequate intonation range, usually spanning four intonation levels, and using the appropriate level to convey meaning or intention. Another speaking aspect involves providing emphasis or stress on appropriate syllables and words. For example, the word *record*, stressed on the first syllable is a noun, but becomes a verb if it is stressed on the second syllable. In addition, stressing certain words in a sentence can change the intent of the speaker. For example, the listener will understand the following sentences differently: “I want YOU to do it” versus “I want you to DO it.” Finally, speakers must learn the aspect of appropriate speed such as stretching out vowels in stressed syllables or slowing down for the most important word in a phrase and pausing

between phrases. Simply focusing on one aspect such as pronouncing individual sounds does not provide intelligible speech. All skill areas must be learned and practiced.

Exercise 1.13: Critical thinking (page 19)

1. One of the critical problems with introducing the channel model in Cassioli's paper (20XX) is the inconsistency with Smith (2000). As stated in Smith's paper (2000), the power ratio of the second arrival path over the first arrival path, r , of the channel follows the lognormal distribution with parameters -4 and 3 . However, in Cassioli's paper (20XX) the parameters of the power ratio r were changed to -0.4 and 0.3 , but the reason for the change was not provided.

2. Lee and Liu (20XX) prepared liquefied bark-based resol resin with the liquefied products formalin and sodium hydroxide aqueous. After reaction, the liquefied bark-based resol resins were used for the particle board product. However, the sodium ion remained in the liquefied bark-based resol resins, which will affect the static bending strength and internal bonding strength of particle board... The authors could have made their liquefied bark-based resol resin more convincing if they had gathered more data to show that the sodium ion had no effect on the resin.

3. Nugent (20XX) suggested that teachers for gifted learners should use a curriculum that provides greater depth, varied topics, and an accelerated pace. They also claim that technology must be used to support program goals and address the individual needs of the gifted students. This claim is accurate in that information and communications technology can be used effectively to assist the gifted learners.... However, the positive results for the gifted are not solely from the integration of technology. These students will have likely learned well, even without the integration of technology into the curriculum. Technology is only one type of delivery method of information.

Notice that the use of these verbs shows some critical analysis about how this writer interprets or feels about Nugent's work. The verbs "suggested" and "claim" give the impression that this author has not adequately proven his points.

Exercise 1.15: Apply the principles (page 21)

There are other possible answers, but here are some suggested rewrites.

1. (reduce wordiness and reduce the length of the sentences) Diverse neighborhoods occur most often because inner-city areas usually have high accessibility to central business districts and greater cultural entertainment such as antique stores, exotic restaurants, and an opera house. Therefore, some developers have diverted their attention to inner-city areas as a source of profits. They have especially focused on enhancing the attractiveness of the inner-city areas through providing deluxe houses for those who would prefer the inner-city location.
2. (is this a clear definition?) (Start with a true definition) Shear thinning is a property of fluid which tends to make a part of the fluid slide past another part. Shear thinning thins the fluid, thus decreasing the viscosity.
3. (improve the flow and subordinate unimportant information) Immunity protects the body against many organisms that are constantly trying to enter the body and cause havoc. The organizational set up of immunity such as skin and other outer barriers are very similar to defense forces which prevent foreign substances from invading.

4. (Create a more direct approach with the main ideas first and better flow) The first step to realize cell manipulation, more specifically cell injection in 3-D, is to construct a simple but feasible system as in-process research. This system must take into account all related factors such as more appropriate locations to inject. (It would be a good idea to list one or more other factors as well.)

Chapter 2

Exercise 2.1: Tables and graphs (page 31)

Note that the table should be labeled “Table 2.1” instead of “Table 2.”

A-Locating the figure

B-Presenting the results

C-Interpreting the results

__A__1., __B__2., __B__3., __C__4., __C__5., __C__6., __C__7.(more technically, number 7 is a statement of fact, stating a general truth), __C__8.,

You can answer the other questions on your own.

Exercise 2.3: Evaluating graphics (page 35)

1. There are many problems with this text. The problems include numbers in the text that don't match the graph. Also, there is an error with September 31 in the table, but September 30 in the text. The table has many problems. The time frames of the two columns do not match, so it is difficult to compare. Since the table is so crowded, it is difficult to pick out the key points from the text AND the table.
2. (The question should read: Is the title of Table 2.2 adequate?)
No, it should be more specific.
3. There is too much detail in this table, so it is difficult to pick out what is important.
4. Some should probably go in the appendix since much of it is raw data.
5. This makes it difficult to glance back and forth. The appendix generally has specific numbers, but they are often rounded when put into a graphic in the document. This, however, may vary by field.
6. This is a significant (and confusing) problem that should always be avoided.

Exercise 2.4: Repetition of key words (page 37)

There are several possibilities, but these are suggested answers.

1. *Repetition of adjectives and forms of the same word is not recommended. An alternative to these sentences would be: He scheduled the meeting. The meeting ended successfully with plans and recommendations ... (However, these two sentences could use some information in between or a transition.*
2. *At one time prehistoric creatures inhabited the earth. Remote parts of the earth still show clear signs of these early prehistoric creatures, even though modern creatures currently live in those regions.. You can also use a thesaurus to find synonyms for the word “inhabit.”*
3. *The data provide meaningful results that lay a solid foundation for future studies. “Good” is a general and less formal word that can usually be substituted.*

4. **Smith et al. (20XX) note that there is good agreement between the results. However, Kaiser (20XX) argues that there is room for disagreement. He claims that there cannot be clear conclusions until a larger sample is used. Notice that “argues” and “claims” are good alternatives because they show some evaluation of the author’s work.**

Exercise 2.5: Use of parallel structures (page 39)

1. After the test, the pipettes were washed, rewashed and air-dried.
2. The contestants reported that they liked to argue, to exchange insults, and to invent details in order to win their cases. *You could also remove the “to” in front of “exchange” and “invent.”*
3. Every day several tasks dominate the inmates’ time: eating, exercising, working menial jobs, and sleeping.
4. It may seem to casual observers that all people desire some form of recognition, that no one wants to be isolated, and that a healthy society must stimulate communication between its members. *Since the clauses are somewhat far apart, removing the second and third “that” may make it confusing.*
5. Either we grow or we diminish; we never stay the same.

Exercise 2.6: Use of parallel structures (page 39)

1. *Public policy was not an area of interest for Polish academics, lawyers, or politicians. (“Polish” is the adjective for people living in Poland.)*
2. *The university offers degrees in economics, business, technology (or technical professions), and mechanical engineering.*
3. *The following recommendations were made: explore the cost, emphasize the growth possibilities, and formulate goals for the next 10 years.*

Exercise 2.8: Passive (page 42)

1. ___A___ *This would appear in the findings and is the best way to introduce figures.*
2. ___A___ *This would appear in the findings. It is the best way to tell about the key point from figures.*
3. ___P___ *This probably appears in the conclusion or discussion of a paper. It may be part of a literature review when discussing other studies. It is not the best way to express this sentence. It would be better to say: Each member of the study had different life experiences.*
4. ___P___ *This probably appears in the introduction or possibly the first part of the methods. Definitions are often stated in this way. An alternative is: The BDV is the rapid increase of the current... It is not necessary to say “is or was defined as.”*
5. ___A___ *This is probably found in the introduction and is the best way to talk about recent problems or concerns.*
6. ___A___ *This is found in the conclusion or recommendation section. It is probably in the abstract as well. It can be stated in the active voice or the passive voice: Several solutions are proposed in this study.*

Exercise 2.9: Change of state verbs (page 45)

1. *Done*
2. *Hurricanes can only form in areas of high humidity.*
3. *The temperature inside the chamber increased...*
4. *During this heating and cooling process, many properties of the welded material change if no protection is provided.*

5. *The density of XXX exponentially decreases with height.*
6. *The country has developed rapidly since 1980.*
7. *Many shortcomings of a technique may disappear when a new technique is invented.*
8. *What areas should future research concentrate on?(or a more formal way to write: On what areas should future research concentrate?)*

Exercise 2.10: Use of formal transitions (page 46)

1. *The authors... However, ...*
2. *Non-native writers... They also realize... (or In addition, they realize...) Therefore, they try to...*

Exercise 2.12: This + summary word (page 51)

In the following paragraph, what does these factors refer to? It refers to “economic situation and high unemployment which produces strong nationalism.

What does This situation refer to? It refers to people’s attitudes towards immigrants.

Avoid saying “in the above situation” or “as mentioned above.”

Exercise 2.13: Add summary word (page 51)

1. *... this dramatic __decline/fall/decrease in smokers__ is ..Note: it is better to use a summary word that shows which direction the trend is going (decline) instead of simply saying “this dramatic change/difference...”*
2. *These ____ data/statistics/numbers/facts____ clearly show ...*
3. *This __claim/risk/condition/percentage/number/statistic __ has been verified by numerous studies.*
4. *... all driven this _____ upward trend/steady increase_____ .*

Exercise 2.14: Longer transitions (page 52)

Teacher’s corrected version

Mutual Insurance Reorganization and Relocation

Notice that the teacher added a title, the name of the author, a “topic sentence to begin the introduction, a preview list in the introduction (listing the 4 reasons), paragraph divisions, and longer transitions at the beginning of each paragraph (instead of starting with “First, Second, Third...).

Joe Smith has written extensively about demutualization in the *Journal of Business*. He suggests that there are four main reasons why a mutual insurer would demutualize: access to capital, organizational flexibility, avoidance of the income tax setback, and aligning the interests of managers with those of company shareholders. (Notice the preview list)

The first reason for demutualization is that it provides insurers with access to external capital sources that are currently not available to them.... (Details, details)... Furthermore, the issuance of surplus notes is restricted by regulatory requirements. It is especially subject to “the prior approval of....” A stock company, on the other hand, is able to raise capital through issuance of additional equity securities.

The second reason for demutualization is that it provides the insurers greater strategic and organizational flexibility to pursue growth through acquisitions, business combinations and other strategic alliances. The additional flexibility...(details)... It should also better position the insurers to....

The third reason for demutualization is that the insurers can escape an income tax setback. In 1984, Congress revised the Internal Revenue Code treatment of the income of life insurance companies. One aspect of the revision has come to be called the “differential earnings-rate tax” on the mutual companies. Previously, ... (details) Becoming a stock company, therefore, can escape this differential earnings-rate tax.

The fourth reason for demutualization is that it may be easier for a stock company to motivate its management team, because.... The opposite argument is the stock “aligns...”

Chapter 3

Exercise 3.1: Sentence length (page 60)

1. In the U.S. and other developed countries, McGinnis (2003) points out that there has been a marginal decrease over the decades of membership in community groups, labor unions, parent-teacher associations, traditional women’s groups, youth organizations and world health organizations. This decrease in memberships has led to democratic disarray because the community has a declining lack of interest in communal participation.

Exercise 3.2: Combine short sentences (page 61)

1. Many organisms around us are trying to gain entrance into our body and cause havoc. (or There are many organisms around us which are trying to gain...)
2. **This paper aims to identify communication difficulties that arise when Eastern and Western cultures meet. These differences are especially evident in the context of language teaching and learning.**

Exercise 3.4: Examining sentences (page 62)

This exercise should be easy for you to do on your own.

Exercise 3.5: Use of personal pronouns (page 64)

1. This sentence is fine. If the writer changed it to passive voice, the verb would be at the end of a very long clause, making it difficult to read (In this paper, a feasible transmission schedule with a pause function for restored video delivery across a network where the network bandwidth is limited was developed.) It is better to use the active voice with the pronoun “we.”
2. A stored video without pauses may not be played when a network resource is limited, so the total pause time in our algorithm was calculated.
3. The less pause time, the better the algorithm.
4. Students must choose either to go to senior high school for academic education training, leading to academic higher education in the future or they can go to senior vocational school for vocational training. They (or All students) may go onto higher education after they graduate or they can start a career.

Exercise 3.6: Use of formal language in writing (page 65)

What makes the written paragraph more formal? *Shorter transitions, no questions as transitions, an introduction that is more formal, more formal verbs such as “create” instead of “make.” The overall written text is also shorter because the writing has more formal wording; it is not simplified.*

Exercise 3.8: Formal adjectives (page 67)

1. flawed
2. numerous
3. somewhat
4. significant
5. Few
6. somewhat
7. preliminary

Exercise 3.9: Formal verbs (page 68)

There may be other possibilities for some of these sentences depending on the context.

1. He *implemented* (or *executed*) plans...
2. He *executed* (or *implemented, launched, initiated*) the computer program.
3. They *relied on* research funds...
4. They *renovated/re-engineered/redesigned/clarified*...
5. They *clarified* their plans with the students.
6. They could not *resolve* (or *failed to resolve*) the difficult conflict.
7. This paper *attempts* to show the results of...
8. The material is *constructed of*... or The material *consists of*...
9. We need to *obtain* the results/ *collect* the results...
10. The report *indicates/ reveals* that....
11. They *conducted* a pilot study...
12. The results *indicate/indicate*
- 13.
14. a link...
15. The teacher cannot *assist* the students unless they are willing to *improve*.

Exercise 3.10: Formal language (page 69)

Provide: *supply, grant, make available*

device: *machine, apparatus, tool*

convince: *induce, dissuade, encourage*

good: *positive, excellent, encouraging, high-quality*

start: *establish, launch, create*

Exercise 3.11: Use of that/those of (page 70)

1. Irradiation of beef is more common than *that of* poultry
2. Due to Mad Cow disease, the tracking regulations for cows are stricter than *those of* pigs.

America does not have __as__ developed a social security system __as__ Canada.

Exercise 3.12: Formal prepositions (page 72)

1. The language *in which* a participant operates is the language used for the interview
2. Providing a cultural setting *in which* the individual can be challenged and engaged in meaningful interaction... (the second "in" should not be changed.)
3. A thermometer is an instrument *with which* temperature can be measured.
4. The theory of multiple intelligences is a critique of the notion that there is a single intelligence *with which* humans are born.

Exercise 3.13: Use of *i.e.*, *e.g.*, (page 73)

1. This is not correct.
2. This is correct.
3. This is correct.
4. This is correct.

Chapter 4

Exercise 4.2: Narrowing a topic (page 82)

How has the topic been narrowed? Discusses only brain drain in India.

What is the purpose of the rest of the sentences (the middle ones)? Background about the topic; proves the significance of the problem/topic.

How does the writer present the problem? Giving statistics

What is the thesis statement? The last sentence

Exercise 4.3: Introductions (page 85)

Sample 1:

Generalizations to present topic: Sentence 1

Supporting sentences: Sentences 2-4

Sentences 5-6 present the problem

Sentences 7-9 present the controversy

Thesis statement: Sentence 10

Sample 2:

Generalizations to present topic: Sentence 1

Supporting sentences: Sentence 2-4 (it could be argued that sentence 2 is still a generalization)

Thesis statement: Sentence 5

Exercise 4.4: Avoid abstract statements in the introduction (page 86)

In Example 1, take out the first two sentences or change it to:

In spite of the growing threat from diseases, finding research funding is a challenge. (Then say something specific about the funding or the focus of the study or paper.)

In Example 2, all of these statements are too obvious or general. It also may be a politically sensitive subject since there is still great controversy about in-born gender differences. A possible change may be:

In spite of growing awareness of gender inequality, income, and roles, little research has focused on the positive aspects of gender differences such as what each gender may bring to a relationship.

Exercise 4.5: Thesis statements (page 88)

This introduction paragraph lacks background to the problem or any statement that shows an opinion or argument this paper presents. It sounds like it will be a straightforward report on socialization in school without any opinion or point of view.

Exercise 4.6: Supporting evidence (page 89)

There is great variety in what you can add. You should be able to accomplish this exercise on your own.

Exercise 4.7: Transitions (page 91)

The underlined phrases below are “cohesive devices” – the glue-- phrases that carefully lead the reader from one idea to the next. There may be other phrases that you underlined as well.

The National Center for Educational Statistics reports that of the 14.3 million students enrolled in U.S. colleges and universities, ..However, in spite of the many positive aspects, this form of learning is not for all students.

One of the greatest advantages of online learning is its flexibility for students. Especially for students who are working full time, they can still take classes in the evening or even when they are sitting at their desks at work. They can also plan around travel time, vacations, ...

One of the fastest-growing populations of online courses is international students. Because of the expense, visa restrictions, and difficulty of living in another country, online courses are very attractive to international populations. (Further details deleted.)

Another great advantage of online learning is the time it saves for students. Students can work at their own pace, so if they choose, they can finish a course in a much shorter time than a traditional semester-long course. In addition, students save the daily travel time required for a traditional university class. The travel time can add up to hundreds of hours a year. For example, one study noted that the typical travel time for people in 10 cities in the United States is one hour a day (documentation). If students live outside the city travel times can increase substantially. (More details deleted.)

Besides the positive aspects of online learning like flexibility and the time saved, online learning can have poor results for students who are not disciplined or who do not have good time management skills....

A second area of concern is the lack of security. According to Educator Journal...

The greatest challenge for educators is designing courses that are best suited for online learning. Most educators are not trained in the technology needed to design effective online courses....They also need to rethink traditional ways of teaching so they are best suited for online exercises, student interaction, teacher feedback, and online testing....

In spite of the potential problems, online classes are growing at an astronomical pace. Registration for online classes increased 350% from 1999-2003, with the most recent year showing twice the number of enrollments from the previous years (documentation). As time and money pressures increase for students, this form of education will only grow faster. Educators must find a way to solve the technology constraints and design online courses that encourage personal interaction and motivation.

Exercise 4.8: Provide transitions (page 93)

Many people believe that the overall quality of life in most societies has never been better than at the present time because of recent advancements in many areas such as business and technology. However, the overall quality of life can not be attributed only to advancements in business and technology. Other factors have played a vital role.

no transition or This is evidenced by the fact that _____, although a higher quality of life may be true for some societies, there are still many countries that do not

have an overall improved quality of life, even though they have the same advancements available to them.

_____ Research shows that ___or ___no transition___ advancements in business and technology are not the only factors which have enabled societies to be affluent. There are other factors which have played an important role in the progress of the society.

_____ For example____, a stable political situation and an increased education level of the masses might be more important factors than the advancement of business and technology. It may be that an increased level and quality of education has contributed more to the ability to develop a higher quality of life for a society. _____no transition or (possibly) Therefore,_____ to improve the overall quality of life, societies need to be in an adequate position to encourage advancements in business and technology.

_____ Another argument is that in spite of the availability of technology, _____ there are many societies which have not improved their overall quality of life. ___For example____, in the case of many Latin American countries, their unstable political situations and inadequate economic policies have caused their economies to shrink in spite of the availability of technology. ___In addition_____ in some societies, the ethical problems such as corruption are a major cause for them to lag behind other developed societies.

_____no transition___or In conclusion_____, the author's view might be acceptable in most Western and East Asian societies which are already industrialized, ___but___ generalizing this statement to most societies or to attribute affluence to technology alone is false.

Exercise 4.9: Examine conclusions (page 97)

Each conclusion begins with a summary of the key point(s) and then has a statement about the future direction.

Chapter 5

Exercise 5.1: What can you critique? (page 103)

- *Logic of the arguments: are they based on all the facts?*
- *Methods: equipment used, techniques, practicality, replication, good design, well explained* **Exercise 1:** *There may be other things as well, but this is a good start.*
- *Logic of the arguments: are they based on all the facts?*
- *Methods: equipment used, techniques, practicality, replication, good design, well explained*
- *Method of analysis: valid, thorough, fair, limitations*
- *Methods replicable (able to repeat)*
- *Sample: sample size, gathering techniques, limitations*
- *Arguments: interesting, fair, enough proof provided, logical fallacies*
- *How clearly written*
- *Presentation of results*
- *Conclusions or interpretations of the results: are they too broadly interpreted or too simplistic*
- *Valid (for the field)*
- *Author's assumptions, biases or experiences*

- *Data: causality, good generalizations, good representation of larger sample, explained away any problems,*
- *Layout of data (figures, graphs, simplification of data)*
- *Relationship between the literature review and the research focus*
- *Relevance: Practical application to real world*
- *Adequate and accurate definitions*
- *What is NOT said, what is missing*
- *What is not convincing*
- *Who funded the study*
- *Creativity, originality or novelty of the approach*

Exercise 5.2: Critiquing studies (page 103)

As a group, look at each of the following studies and their overall conclusions. You do not have the full study, so you do not know the exact methodology and data, but imagine you are going to critique these studies. What would you want to question and possibly include in your critique?

1. *Some of the possible questions are the following (there may be others):*
 - *Who was this funded by? (Is there any political agenda for this study?)*
 - *How did they define “less intelligent”? (This is a key question.)*
 - *Were there any follow-up studies after 2 years to compare “intelligence” of pre-kindergarten stay-at-home children versus day-care children?*
 - *How did they choose the sample and what other criteria did they use besides mothers staying at home? (For example, is there a cross-section of socio-economic families with a variety of education levels of the mothers, for example, or did they mostly have low-income families?)*
2. *Some of the possible questions are*
 - *Did the study examine causes of the accidents? (Were there factors other than risky behavior such as road conditions, etc.)*
 - *Did the study compare the results to other “distracted” driving behaviors such as talking on cell phones, drinking coffee, etc. In other words, were the drivers smoking at the time of the accident causing a distraction?*
 - *Did the study examine smokers of all age groups or were a higher percentage of the smokers teenagers compared to a control group that may have been older? In other words, teens have a higher accident rate whether or not they are smokers.*
 - *How did they define “smokers”? For example, is someone who smokes 2 cigarettes a week considered a “smoker”?*
 - *Did the study look at all types of accidents or just “serious accidents” involving injury or serious vehicle damage. “Fender benders” may be due to different behaviors than serious accident*
 - *Did the study look at other risky behaviors such as gambling and drinking to see if there was any correlation with accident rates?*
3. *Some of the possible questions to examine:*
 - *What countries were examined? In the US, wine drinkers are typically of a higher socio-economic class than beer drinkers, for example. It may be that the wealthier people have better access to health care and have fewer overall health risk factors than lower economic class groups.*

- How do the studies define “good for your health”? Wine may be good for reducing heart disease, but may increase the risk of other diseases.
- Who is considered a “wine drinker”? If someone has a glass of wine once a month, are they considered “wine drinkers” for the purposes of these studies?

Exercise 5.3: Identify outline (page 105)

Example 1 (more general paper)

Introduction

- Name of the article, author’s full name (or several author’s last name), and maybe the year of publication and where it was published. SENTENCE 1
- Introduction of the overall topic. SENTENCE 2
- Brief summary of key points in the article (very short summary) SENTENCES 2-3
- Your thesis: your overall opinion about the main points of the article. SENTENCE 4

Body

Each paragraph should contain (usually in this order):

- Either the author’s last name or article title. SENTENCE 5
- Summary of the point to be analyzed in the paragraph (summary of what the author said about that point). SENTENCE 5
- Direct quote or paraphrase from the article to highlight author’s point. SENTENCE 5
- YOUR opinion or response which states your agreement or disagreement or critique of the author’s point. (There must be a clear distinction between your ideas and the author’s ideas.) SENTENCE 6
- Proof, examples, logic, statistics or other evidence, and comparison to other research to support your opinion/critique SENTENCES 7-13
- Perhaps a suggestion for the improvement of the author’s point SENTENCE 14

Conclusion

- Restate the main points SENTENCE 15
- Restate your main argument(s) SENTENCE 16
- Suggest future research SENTENCE 17
-

Example 2

Introduction

- Name of the article, author’s full name (or several author’s last name), and maybe the year of publication and where it was published. SENTENCE 1
- Introduction of the overall topic. SENTENCE 1
- Brief summary of key points in the article (very short summary). SENTENCE 2-6
- Your thesis: your overall opinion about the main points of the article. SENTENCE 7

Body

Summary of the author’s main ideas SENTENCES 8-14

Critique:

Each paragraph should contain (usually in this order):

- Either the author’s last name or article title. (does not appear)
- Summary of the point to be analyzed in the paragraph (summary of what the author said about that point). SENTENCE 15
- Direct quote or paraphrase from the article to highlight author’s point SENTENCE 15
- YOUR opinion or response which states your agreement or disagreement or critique of the author’s point. (There must be a clear distinction between your ideas and the author’s ideas.) SENTENCES 16-20

- *Proof, examples, logic, statistics or other evidence, and comparison to other research to support your opinion/critique. SENTENCES 17-18*
- *Perhaps a suggestion for the improvement of the author's point SENTENCE 21*

Conclusion (not included here)

- *Restate your thesis and other insights about this author's work (there should be no new information in this section)*
- *Perhaps give a suggestion for future research*

Exercise 5.4: Evaluative words in your field (page 110)

There are several possibilities in each sentence. Here are some sample answers.

1. significant contribution
2. novel approach
3. limited discussion
4. an accurate interpretation/explanation
5. interesting study
6. research is preliminary, it is innovative...
7. unusual, it is sound/accurate..

Exercise 5.5: Use of *that* after verbs (page 113)

1. We found that the relationship between....
2. We determined that the relationship between
3. The ASA states that there is a strong relationship between....
4. Johnson explains that there is a strong relationship between....
5. Johnson claims that the strong relationship between....
6. Our analysis shows that the relationship between....
7. We examined evidence for the strong relationship between....
8. Zhang argues that more evidence is needed to prove....
9. Financial analysts have implied that more work is needed to show a relationship....

Exercise 5.6: Use of *about* and *that* (page 116)

1. *Young (2003) concludes that there needs to be stiffer penalties for the current regulations...or Young discusses the current regulations and the need for stiffer penalties.*
2. *In Weisberg's article (2002), he also points out that ...*
3. *The authors also discuss the use of...*
4. *No changes. (though for a more formal sentence, you could write "The article discusses the need for...")*

Do exercises 5.7 and 5.9 on your own.

Exercise 5.8: Conditionals (page 129)

1. My application for a scholarship would have been accepted if...*I had paid more attention to the budget. ... if I had submitted it earlier.*
2. My meeting with my advisor would have been more productive if...*I had completed all my work first.*
3. The authors could *have given more detail about...*
4. The authors neglected to mention *the relationship between X and Y.* They should.... *have given more detail about...*
5. *In this study the different types of rewards might have influenced the results.*
6. *If Eisen and Sel had done some statistical tests, the results would have been reinforced.*

7. (Change the grammar in this sentence). The authors avoided describing their methods. They should have given further detail.
8. If the authors had controlled the appropriate time to measure the generalized effect of rewards on creativity, the results would have been more persuasive.

Exercise 5.10: Inversions (page 122)

1. Not only have the authors analyzed the data carefully, but they have also given relevant conclusions.
2. Not only are the findings presented in the graphs too complex, but (also) the figures are not well constructed.
3. In no section does the researcher give adequate predictions of future changes.

Exercise 5.11: Inversions (page 123)

1. Especially interesting _____ are the data related to....
2. Of greater concern _____ is the conclusion reached by the author.
3. Particularly important _____ is the conclusion that.....

Exercise 5.12: Evaluating critiques (page 123)

Critique #1

Introduction

This is a typical introduction to a critique that follows the standard outline introduced above. The thesis statement is a good balance between overall positive aspects (first part of the sentence) and a negative critique (the last part of the sentence).

Summary

Most of this summary section focuses on the key points of the author. However, the last sentence is a little confusing. It is not clear if the writer is giving his own opinion about the locations of sinkholes or if this is Hyatt and Wilkes' conclusion.

Critique

Dimension of new sinkholes and old sinkholes

*Hyatt and Wilkes claim that new sinkholes are significantly smaller than the old sinkholes and new sinkholes have relatively smaller diameter-to-depth ratios. **The use of the verb "claim" is a great evaluative word that leads the reader to think that "the writer claims something, but maybe it is not true."** This result is obviously true based on their descriptive statistics for the dimensions of new and old sinkholes. **The writer does a great job of agreeing with part of the study. However, (The word "however" is a great way to begin a negative critique) the dimension data of new sinkholes are obtained from 53 out of 311 new sinkholes. If these 53 sinkholes represented relatively smaller sinkholes in the new sinkhole population, the above results would be questionable. Notice the use of a conditional sentence here to cast doubt on the statistics. The authors would have reinforced their results if they had done some statistical tests and proved that the 53 sinkholes with dimensions measured were representative of the new sinkhole population. This is a good use of past unreal conditional to give a suggestion.***

*In Hyatt and Wilkes' research, new sinkhole dimensions were obtained by field surveys and old sinkhole dimensions were derived from 1:24,000 5-ft contour interval USGS quadrangle map sheets. **The writer again begins his paragraph giving a summary of a key point from the article before giving his own opinion or point of view.** The different accuracy of the two approaches might have influenced the descriptive statistics of the dimension of new and old sinkholes. Many of the new sinkholes would not show up on the 1:24,000 USGS quadrangle map*

sheets if a similar sized population existed. Most sinkholes start small and grow to sizes large enough to show up on topographical maps or they simply die by being filled in.

Locations of new sinkholes and old sinkholes

According to Hyatt and Wilkes, (especially in a new section, the writer reminds the reader of the authors' names) the locations of 77 new sinkholes were acquired using a Trimble Global Positioning System (GPS) in 1994; 34 new sinkhole locations were obtained from the Albany-Dougherty Planning Commission, and 201 new sinkhole locations were reported by local residents. In contrast, the locations of old sinkholes were derived from 1:24,000 USGS quadrangle map sheets. The uncertainty of the 1994 GPS technology on the new sinkhole locations was probably larger than the location error of old sinkholes derived from topographical map sheets, especially in a city like Albany with many geographical clues. As soon as the writer gives his own opinion, he usually switches to tentative verbs or adds words such as "probably" to show that he is not absolutely sure, but is making an educated guess. The coarse allocation of new sinkholes could have affected the accuracy of the nearest-neighbor analysis between new and old sinkholes. Another good use of past unreal conditional.

Nearest-neighbor analysis (NNA) of the distribution of new and old sinkholes...

This paragraph follows the same pattern that the above paragraphs follow. Can you identify this pattern?

Conclusion

The authors indicated that old sinkholes are significantly larger than new sinkholes and new sinkholes have relatively smaller diameter-to-depth ratios. This sentence and the next sentence repeats the authors' main points. Topologically, old sinkholes are extensively distributed and new sinkholes appear in the flood plain surrounding the Flint River. Their NNA showed that new sinkholes do not form around old sinkholes. The second half of the conclusion repeats the main arguments against or critique the paper. The limitations of this paper are that the authors did not prove that the 53 new sinkhole dimensions could represent a whole new sinkhole population, the accuracy of different approaches to obtain sinkhole locations was not examined, and no detailed NNA was completed between new and old sinkholes within similar topographical settings. Notice that the last sentence focuses on the future. In order to validate the authors' results, further investigation is needed on the sample size, sinkhole location, and NNA within the Flint River flood plain.

Critique #2

There are several areas of concern in this critique.

Introduction

The chapter "Compensation Systems in High Technology Companies," drawn from the book Human Resource Management in High Technology Firms," edited by Archie Kleingrater and Carolyn S. Anderson (Institute of Industrial Relations, UCLA) is written by George T. Milkovich. It probably is not necessary to mention the editors of this book since most likely it is a collection of many people's articles – Milkovich's being one of them. With the rapid development of technology, the high technology (tech) industry characterized by higher technological innovations attracts lots of ("lots of" is too informal) not only the public, but also the academic interests in each field of the industry. (Change this sentence to: With the rapid development...the high technology... attracts not only much public interest but also academic interest in each industry field.) Therefore, human resource management practices in high tech firms have also no expectation to be studied in this trend. (Change this sentence to: Therefore, high tech firms do not expect to study the trends in human resource management practices.) In this chapter, the author only focuses on compensation systems in high tech firms to gain understanding of how these compensation policies are executed in high

tech firms, how these compensation policies are different from those in traditional firms, and how business strategies and external environments affect the compensation systems. Although the author provided very detailed information about compensation systems in high tech firms, there are still some shortcomings appearing in explaining the compensation policies adopted in high tech firms. (This sentence only says there are some shortcomings. It is best to state a clearer summary of the key critique. It seems that the key critique of this article is found in the student's last sentence of the conclusion. It should appear here as well so the reader knows where the writer is going.)

It may help to have a heading here called "Summary"

Milkvoich (1987) reported that compensation systems in high tech firms differ from other firms according to the following four aspects: mix of pay forms, competitiveness, internal hierarchies and performance emphasis. When compared with traditional firms, the author pointed out (*is this a good verb to use?*) results of the surveys by Peat Marwick (1985), the Hay Group (1985), and Balkin and Gomez-Mejia (1986) that high tech firms put a very high percentage of incentive pay into their total compensation package, extended these to lower level employees in their organizations and designed dual career ladders for R&D and managerial positions. Finally, Milkvoich (1987) adopted organizational life cycles to explain the relationship between organizational business strategy and compensation policies. According to the studies of Broderick (1985) and Kerr (1985), it is clear that pay policy decisions for managers and technical employees vary systematically across firms with different business strategies. ***It is not clear whose ideas these last two sentences below to. Are they further ideas of Broderick and Kerr or are they the writer's ideas? It would be better to use a pronoun such as "they" if they belong to the previous authors' studies.*** Also, external environment factors especially tax regulation changes affect compensation policies. In other words, the design of pay systems is a response to organizational and external changes.

Critique

Differences among firms

The four indexes that the author provided give us overview of compensation systems about compensation systems in the high technology industry. Also, according to the four indexes, the author explains how compensation systems are different between high tech firms and traditional firms. ***This word, however, is a good way to show the reader that now the writer is switching to her own idea/critique.*** However, recently some traditional firms have changed their compensation systems to become more competitive in their industry. Like high tech firms, they have begun to put more incentive pay in their compensation packages to attract talent and retain and motivate their own employees. Because of this trend, the distinction in compensation systems between high tech firms and traditional firms will become smaller and smaller. ***The writer does not need to say, "I think" since what she says IS what she thinks. Because she has not given credit to anyone else, it is assumed to be what she thinks. If she wants to emphasize that she is not sure about this statement, she can say, "Because of this trend, the distinction in compensation systems between high tech firms and traditional first is likely to become smaller and smaller.*** Therefore, only four indexes are not enough to make the comparison and to explain the distinctions between them.

Strategic and Environmental Effects on Compensation Systems

Further, the author has adopted a business concept – organizational life cycle - to explain the differences in compensation systems within high tech firms from the point of view of business strategy and external environments. According to previous studies, they show compensation

policies will be adjusted to the firms' business strategy and external environment. *She needs to provide the reference/documentation to "previous studies"*) Without doubt, compensation systems themselves are part of a firm's operating strategy and need to change often to be more competitive. However, it seems risky only to focus on the firm's operating life cycle to make adjustments in compensation systems without considering other competitors in the same industry. Therefore, it is important to broaden our sights to include more relevant factors to analyze their effects on the firm's compensation systems. *It is unclear who "our" is referring to in this sentence. It would be better to say, "It is important to include more relevant factors..."*

Conclusion

The author concluded by stating that high tech firms appear to emphasize incentives as a significant part of their pay mix and to extend them lower into the organization than other firms. Also, recent research supports *(The verb "verifies" would be a better verb here; it shows more strength that the research proves this trend.)* that variance in pay policies among firms are related to the differences in business strategies. In this chapter, the author gives us a basic *(add the word "yet": "a basic, yet complete" although these seem like opposite words, so there may be better choices.)* complete framework about compensation systems in high tech firms. However, information is all drawn from the studies in the 1980s which is clearly out of date. *This sentence brings in an argument that was not presented in the body/critique. If these studies are over 20 years old, then it casts great doubt on their current relevance. This should be discussed in more detail above.* Because the high tech industry itself is a very dynamic industry environment, there might be some large transformations at any time. Therefore, it is important to collect more recent research results and collect data on trends over a longer period of time to gain a more accurate understanding of compensation systems in high tech firms. *The writer should now be summarizing her KEY points from above and offering suggestions for future research or research direction.*

Chapter 6

Exercise 6.1: What needs documentation? (page 135)

1. *Lyme disease* is a relatively well-known disease. So, this does not need documentation unless this is questionable or an opinion. Some of my students claim that it is, in fact, not very prevalent, so they claim this is a questionable statement.
2. If this is not referring to the author's own study, you need to document the "numerous methods." This would probably require multiple references at the end of the sentence. It is possible, however, that the next sentence would name the specific methods (and would have documentation), in which case, this sentence is only the introduction to the next sentence.
3. Yes, the words "the results" indicate that this comes from a specific study, so it must be documented. It is possible that a previous sentence would have introduced this study and documented its source. If this is the writer's own results, it would be better to say "our results" or "the results of this study," unless it is very clear in the context of the paragraph.
4. Yes, this reference is a direct quote from the UNDP mission statement.

5. This is probably the author's point of view, not someone else's study. If so, then it does not need documentation. However, if this is someone else's opinion, it would need documentation.

Exercise 6.2: Paraphrasing (page 142)

1: This is clear plagiarism. There is no documentation except for the researcher's name – Marko- (so we can't check the exact reference) and it uses many of the original words without quotation marks. It also changes the intent (main message) of the original because it does not give the full context of why the children are scared.

2: This is still plagiarism even though it gives the year of the study (according to APA documentation style) because it uses too many of the same words and still gives no context for why the children are scared.

3: This is better in the sense that the words are paraphrased instead of copied, but the biggest problem with this paraphrase is that it changes the original idea. This version seems to indicate that children are scared (all the time) but still has no reference to terrorism.

4: This version uses quotation marks, but the writer changed many of the words from the original text. You cannot put quotation marks around something that is paraphrased in any way. Also, even if the quotation marks were only around the quoted portions, it would be better to paraphrase more. In addition, no year or other reference is given – only the page number, but from where?

5: This is better than some of the versions; the writer seems to have added his or her own view by adding the words "the real possibility" and "about the future." These ideas are not clearly stated in the original text so they seem like an interpretation (fearful about the future).

6: This is the best version of all the above paraphrases. However, the sentence is somewhat long making it a bit confusing.

Exercise 6.3: Paraphrase practice (page 144)

A word of warning is necessary here. Most of the time writers do not simply change the wording (paraphrase) only one sentence. They summarize longer portions of text. However, for the sake of practicing paraphrasing techniques, this is a good exercise.

1. *War supporters believe the UN Security Council is not strong.*
2. *Peace initiatives have been hampered because experts disagree; therefore, there have been no results/conclusions/outcomes.*
3. *European leaders generally agree that if European countries would unify, there would be a more stable economy.*
4. *The estimated percentage of CEOs who are alcoholics and drug abusers is up to 30%.*
5. *According to some interesting evidence, baldness may be caused by smoking even though there seems to be no genetic correlation.*
6. *New research indicates that older aged workers are productive, even into their eighties and nineties. As a result, attitudes toward the elderly are "changing dramatically" from the view that the elderly were no longer "useful" once they retired.*

Exercise 6.4: Subsequent references (page 147)

The 311 new sinkholes in Hyatt and Holly's (1999) paper are collapse sinkholes triggered by tropical storm Alberto (TSA) in July 1994. By comparing dimensions

between the 311 new sinkholes and 329 old sinkholes, Hyatt and Holly state that old sinkholes are clearly larger than new sinkholes, and new sinkholes have relatively smaller diameter-to-depth ratios. Their statistics of the sinkhole elevations illustrate that...Based on the elevation distribution of old sinkholes, the authors divided the old sinkholes into three elevation classes...Finally, Hyatt and Holly's nearest-neighbor analysis of the distances of new and old sinkholes in Albany illustrates how...Their conclusions imply that....

Exercise 6.5: Citations (page 147)

This is a somewhat difficult exercise because you do not know what sentences appear before or afterwards. The surrounding sentences may change the need for documentation. However, it is a very good exercise to use for discussion. When and why do you possibly need documentation in each of these sentences?

1. Probably no documentation needed since this is the writer's opinion. If this comes from another source, then the original author's name should be written in the text and documentation is needed.
2. Documentation needed. It is clear that documentation is needed because of the words of "some experts."
3. No documentation needed. This is likely the writer's opinion. If it is not, then the source must be stated in the text and documented.
4. Documentation is not needed if this is "common knowledge" in the field. If not, then another source should be used as documentation.
5. It seems that this is the opinion of the writer and his or her own study.
6. This clearly needs documentation of Hutchinson's work.
7. Since this sentence has the word "he suggests" we know that the information belongs to someone else and needs documentation. If this sentence follows the previous one (#6), then you do not need additional documentation. (*He* is enough to indicate that the writer is continuing to talk about Hutchinson's work.)
8. Documentation or at least a footnote referring to LIDAR is needed.
9. It sounds like this is the writer's own study, so no documentation is needed. The only possible need might be to footnote giving more information about an ArcInfo macro if this is not a common term or concept in the field. If this technique is being developed by someone else, then there needs to be documentation.
10. Unless this writer produced this product, then documentation is needed.
11. No documentation needed.
12. No documentation needed

Chapter 7

Exercise 7.3: Examine abstracts (page 161)

1-B, 2-B, 3-B, 4-P and M, 5-M, 6-M, 7-M, 8-R, 9-C

Exercise 7.5: Introductions (page 164)

Introduction

1-A, 2-A, 3-B, 4-B, 5-B, 6-B, 7-B, 8-C, 9-C., 10-C, 11-D, 12-D, 13-D, 14-E, 15-F, and 16-F.

Exercise 7.7: Literature review (page 169)

1. “Most researchers agree that computers will continue to play a vital role in education.”
2. “Students of urban planning have long been concerned with patterns of neighborhood change...”
3. “In the past several decades, the study of delinquent behavior in teenagers has increasingly focused on the medical sources for deviant behavior...”
4. “The controversy over the viability of the nuclear family continues to rage...”
5. “Previous research indicates a great deal of consensus over the role of economic factors in migration decisions.”
6. “Many studies have investigated discipline-specific writing tasks for native speakers.”

On page 169, Focusing on Specific Trends, the first clause (Among these mnemonic features) of the last paragraph should be underlined. “There is one with special interest” should be highlighted.

Exercise 7.10: Reporting verbs (page 172)

There are several possible corrections, but here are some suggestions.

1. Young (2003) discussed ~~about~~ learning styles of students and language learning.
2. Zhang (2003) ~~implied that his agreement~~ suggested that he agreed with Kieras (2002). Or Zhang (2003) implied his agreement with (though not commonly used this way.)
3. Clark (2001) ~~suggested about~~ argued that understanding verbal information is a two-stage process.
4. A number of authors have advanced this view of learning.
5. Barclay and Baker (2000) show(*no s*) that when two or more sentences contain information about the same subject, the learner tends to integrate it into the whole.

Exercise 7.11: Verb tenses (page 175)

- 1 This is simple present and it is a general truth, not reporting a specific study.
2. This verb is in the present perfect. This reports results from several studies so the writer wants to show progress over time.
3. This is one study with one author, so a simple past reporting verb is used.
4. This is in the present tense because it is a general truth that still is true today.
5. This is in the present perfect. It reports results from several studies.
6. This is the present perfect. It reports results from several studies.
7. These are in the present tense. It reveals the author’s main conclusion.
8. This is the present tense. This writer may not be sure about the conclusions, so he chooses a more tentative verb (suggests).

Exercise 7.12: Negative constructions (page 177)

Change each of these statements to a negative construction as

1. *Few studies* have examined...
2. *Little research* has studied
3. *Studies on XXX* have been given little attention.

Exercise 7.13: Strength of verbs (page 179)

There is room for disagreement on the exact numbers according to the context in which these words are used, but this answer key should give you a fairly good sense of the strength of these

verbs. For the most part, the verbs are listed in the correct order of strength from least to most negative.

However, research to date has _____

Least negative

1. mostly concentrated on...
2. been limited to...
3. been restricted to...
4. suffered from...
5. overlooked...
6. neglected to consider...
7. failed to consider...
8. ignored...
9. disregarded...

Most negative

Exercise 7.19: Verbs *series* and *species* (page 188)

1. A series of computers was released early last month.
2. A series of experiments was conducted to prove...
3. Three species of mammals were examined for...
4. The first series of tests was completed.

Exercise 7.23: Tenses in Results sections (page 193-194)

More than 300,000 colonies ...

1. *Past tense*
2. *Passive voice*
3. *This is a summary statement about the methods used.*

The mutant gene of XXX in this colony was sequenced ...

1. *Simple past tense*
2. *Passive voice*
3. *A summary statement about the main finding of the result.*

Mutation 15 involves the replacement of Ala residues with Thr residues.

1. *Simple present*
2. *Active voice*
3. *This is a general on-going truth.*

This colony was cultured at 30°C and induced with XXXX.

1. *What tense is used? Simple past tense*
2. *Is it active or passive voice? Passive voice*
3. *A summary of the methods.*

However, SDS-PAGE analysis of total cellular protein showed ...

1. *Simple past tense*
2. *Active voice*
3. *Review of an important finding.*

We speculate that the XX promoter in reporter vector may not be ...

1. *Present tense with tentative modal (may not...)*
2. *Active voice*
3. *This is an interpretation of the results, so tentative language is used.*

Exercise 7.27: Strength of claims (page 202)

There is some room for disagreement in this order, but a strong possible answer is as follows:

It is certain that...

It is almost certain that...

It is highly likely that

It is probable that...

It is possible that...

It is unlikely

It is very unlikely/ highly improbable that...

There is a definite possibility that...

There is a strong possibility that...

There is a good possibility that...

There is a slight possibility that...

There is a remote/obscure possibility that...

Chapter 8

Exercise 8.1: Singular or plural agreement (page 216)

Fill in *was* or *were* for each of the following sentences based on the guidelines given above.

1. The number of employees who were fired was 150.
2. Nearly 25% of the group was able to complete the assigned task.
3. An analytical model of a storage tank and heat exchanger was developed.
4. Half of the database was destroyed.
5. A number of heat exchangers were placed between the supply and return headers.
6. Each one of the team members was given a questionnaire.

Exercise 8.2: Agreement with noun phrases (page 216)

1. Some of my teammates *are gone today*.
2. Everyone in this room *is* ...
3. A number of the projects *are* ...
4. None of the winners *is (formal) are (informal)*
5. Some of the research *is* ...
6. Two thirds of the company *is* ...
7. A lot of the managers *are* ...
8. Some of the grade for this class *is* ...
9. Someone in the group *is* ...
10. Each team member *is* ...
11. Neither the control group nor the research group *is* ...
12. Hardly any of the money *is* ...
13. Almost all of the software programs *are* ...
14. Most of the staff *is* ...
15. A couple of the files *are* ...
16. One of the best parts of this company *is* ...
17. Almost every manager *is* ...
18. The extent of his knowledge of computers *is* ...
19. The number of employees assigned to these projects *is* ...
20. Two hours of typing on this report *is* ...
21. Every day there are many grants awarded.
22. Both Jun and you *are* ...
23. The soccer team *is* ...
24. The United States *is* ...

25. The University of Ontario *is*...
26. There are only a few ideas that are original.
27. The original list of recommendations that was sent out last week *is*...
28. Either the printer or the computer terminals *are*... (*agree with the closest noun*)
29. The grade including the final test and papers *is*...
30. The company and its management team *are*...

Exercise 8.3: Use of plurals (page 217)

The fast growth rates in Asian countries are great opportunities for growth and development. However, the current successes may not be due to good managerial skills but may be the result of accidental growth from a strong business environments. There are many concerns about management in Asia. Many top managers say they are learning as they go making it difficult to plan for the futures. Another challenges is that the demand for management is causing the average age of top managers to be younger, thus putting pressure on the traditional practices of promotion and communication. Also, old rules of management no longer apply to the demand(s?) of workers trained in the West or exposed to other practices. In addition, business strategies in rapid growth economies change quickly, and research shows that there is little coordination between management and human resource strategies. Furthermore, the pressure for continuous improvement forces human resource managers to target middle and junior managers for training and development, but training models for high-level managers and training for management teams are limited.

Top managers, are put quickly into leadership positions. Transfers between businesses are now more common as firms search for special, gifted and skilled executives. As a result, analysis of top team composition and styles of leadership is rarely done. Training techniques including analysis, assessment, and performance reviews rarely are given to top managements. Decisions about who to put on top management teams are often made on the basis of "political" (in a corporate sense) or "who you know" basis. These factors combines to create top management teams that are often unbalanced in terms of skills and abilities.

Exercise 8.4: Correct singular/plural agreement errors (page 218)

THE DEVELOPMENT OF E-BUSINESS IN CHINA

ABSTRACT

The technological progress in computings and networkings has made doing business online a reality. E-business first took place in technology sophisticated developed countries and then spread to developing countriess. Internet related-technology allows businesses to innovate their ways of doing business with other businessess and customers. Most of the business models ~~has~~ appeared first in the United States and are being patterned after other developing countries [4]. The number of userss and networking related infrastructuress have been experiencing rapid growth since the Internet became commercially available in China in 1996 [2]. One important characteristics in China is the role played by the government. The government has been promoting the use of information technology through its initiatives and policies. Some of these examples are effortss to bring businesses (optional s) and government online, some demo projects, and local governments' interests in the info-port projects in ~~the~~ local areas [5].

In this paper, some of major e-commerce players in China ~~has~~ *have* been analyzed according to the e-commerce matrix and redefined value chains [7]. From the analysis, we can see that the business models are borrowed from ~~the~~ developed countries, such as *the* United States. Then as things turn out, a local flavor ~~are~~ *is* added to suit the local environment. Finally, we try to point

out some inhibiting factors of the development of e-business in China and present our major findings.

Exercise 8.5: Count or noncount noun (page 221)

- ___N___ research
- ___N___ software
- ___N___ information
- ___N___ input
- ___N___ personnel
- ___N___ staff
- ___N___ training
- ___N___ working
- ___N___ environment
- ___N___ management
- ___N___ Internet
- ___N___ hardware
- ___N___ technology
- ___N___ literature
- ___N___ news
- ___N___ grammar
- ___N___ food
- ___N___ economics
- ___N___ waste
- ___N___ writing
- ___N___ mass
- ___N___ equipment
- ___N___ faculty
- ___N___ ethics

Exercise 8.6: Determiners with noncount nouns (page 222)

I need _____ postage. (noncount noun)

~~two~~
a couple of
~~both~~
no
~~too many~~
too much
a lot of
a few
a number of
some
a little
a great deal of
hardly any
~~several~~
~~∅~~
~~a~~
the
~~these~~
this

I need _____ stamps. (countable, plural)

two
a couple of
both
no
too many
~~too much~~
a lot of
a few
a number of
some
~~a little~~
a great deal of
hardly any
several
~~∅~~
~~a~~
the
these
~~this~~

Exercise 8.7: Practice with determiners (page 223)

1. The printer needs _____ (~~∅~~, ~~a~~, some, ~~two~~) paper.
2. Dr. Shing has requested _____ (~~∅~~, ~~a~~, the, ~~several~~) results from the project.
3. _____ (~~∅~~, ~~a~~, ~~several~~) research is important to determine the validity of the results.
4. _____ (~~∅~~, ~~a~~, ~~several~~, some) gasoline was used to ignite the flame.
5. There are _____ (~~∅~~, ~~an~~, ~~several~~, ~~one~~) important details in this study.
6. _____ (~~∅~~, ~~a~~, ~~some~~, ~~several~~) sharp increase in _____ (~~∅~~, ~~a~~, the, ~~some~~) student-teacher ratio can be hard to manage.
7. I studied _____ (~~∅~~, ~~an~~, the) economics in school.
8. There is _____ (~~∅~~, an, ~~some~~, ~~several~~) important factor that cannot be forgotten at this time.
9. _____ (a, ~~several~~, some) work has been done in this area.

Exercise 8.8: Count and noncount in context (page 224)

Now ~~it~~ is a really exciting moment ~~of~~ for starting a large scale ~~d~~ E-Business(written as e-business) project in China. ~~The~~ informations about E-Business in China is necessary.

The key issue about E-Business ~~are~~ is the business process. ~~Before~~ Previously, large global players in E-Business like SAP, and PeopleSoft, did very poorly in China because the Chinese business processes are completely different than in the west's.

For example, the whole SAP is designed according to well-known western business practice standards.

After WTO, China has adopted ~~lots of~~ many Western business practice standards. This is opening ~~great many doors~~ for large scaled E-Business projects.

At this moment, I am doing, logistic, supply chain management. We see in China, there will be a couple of very good business ~~chances (or opportunities)~~, like COSCO ... CAAC ... and more researches ~~are is~~ needed to help China develop ~~this~~ these chances opportunities.

Finance modules ~~is~~ will not be ready until China adopts Western accounting standards. The progress is slow, so I do not think this will happen soon. I can give advises for good E-Business ~~chances opportunities~~, softwares and hardwares.

Exercise 8.9: Articles (page 229)

1. From the Middle Ages, windmills have been built to capture the natural power of wind.
2. The University of Minnesota is located in the center of a busy metropolitan area. professors and students are able to draw from the vast business resources of the city and (the?) state like 3M and Medtronic in order to offer an excellent variety of programs.
3. The Great Wall of China is located near Russia. Construction of the wall began in the 7th century B.C. After the state of Qin unified China in 221 B.C., it joined sections of the wall to hold off invaders from Xiongnu tribes in the north.
4. The Great Wall continued to be built for over 200 years, until it reached the (or a) total length of 6,000 kilometers. It extends from Gansu province in the west to the mouth of the Yalu River. It is one of the few structures that can be seen from space.

Exercise 8.10: Articles in context (page 230)

1. This paper aims to identify some communication difficulties which arise when Eastern and Western cultures meet in the context of business communication. 2. Despite increased interaction between Eastern and Western business associates, misunderstandings are common. 3. This problem is particularly true of Western businessmen entering China for the first time. 4. This paper attempts to examine the underlying assumptions held by U.S. business professionals and to contrast these with the expectations of Chinese business practices. 5. Understanding of (these?) or nothing communication patterns in terms of cultural awareness and justification is intended to address many of stereotypical attitudes which arise out of individual instances of culture miscommunication. 6. We first examine some relevant Chinese cultural perspectives, then look at how those perspectives produce constraints on Western business communication and finally offer some strategies and suggestions for compromise. 7. In this way, a set of guidelines is formulated to allow Western businessmen to work comfortably and effectively in the (or a) Chinese context.

Exercise 8.11: Articles in context (page 230)

Provide the appropriate article as needed.

1. Chester Allan, Gillette's country manager in Japan developed a marketing plan for 1996, which projected a 19% increase in sales over 1995 figures.
2. The (or a) key to increasing sales is promoting higher priced systems through the following measures.

3. To increase the market share in the U.S. division, Intel needs to market its higher priced systems more aggressively.
4. An expected 80% increase in sales of systems (as suggested in Exhibit 2) through concentrated marketing efforts could help achieve the target of 30% overall sales growth.
5. There is a strong linear trend from time 2 to time 4 in Figure 4.
6. Code Division Multiple Access (CDMA) is a widely used multiple access technique. Unlike TDMA, which divides users into different time slots to solve the problem of collision, CDMA uses orthogonal codes to identify different users.
7. To keep the same bit rate, the frequency used by a single user is expanded.

Exercise 8.12: Articles with of phrases (page 231)

1. The beginning.
2. The adopted child.. (possibly “an adopted...”)
3. A liter of oil
4. A cross-section of tissue
5. The importance of this ..
6. An example of this concept
7. A metric ton of steel
8. The origin of the sample
9. The first section...

Exercise 8.14: Prepositions after verbs (page 243)

1. grateful for
2. familiar with
3. accustomed to.
4. disagrees with.
5. acquainted with this subject since you are responsible for
6. associated with.
7. contribute to this research fund when we are not committed to.
8. satisfied with.
9. upset with.
10. interested in.
11. object to.
12. apologize for.
13. approve of excessive ... to take responsibility for
14. finished with the difficult experiments, we look forward to.
15. equipped with.
16. made of.
17. involved in or with.
18. coordinate our efforts with.
19. limited in or possibly to.
20. succeed with or in.
21. thank you for.
22. prohibited from doing business in or with.
23. participate in the.
24. take advantage of.
25. aware of
26. case with materials of.
27. demonstrated by.

Exercise 8.15: Prepositions (page 245)

1. The clinical use of VPA has been associated *with* ~~to~~ a variety of adverse effects to various organs.
2. The approach ~~from~~ *by* Feder et al. is based on extended Kalman filters.
3. It provides a comprehensive view of drug distribution of the chemical and an assessment *of* the ability of the compound to penetrate across blood-brain barriers.
4. Comparing ~~to~~ the two doses, it was shown that the first had relatively higher concentrations. (or By comparing the two doses...)
5. Thank you in advance for exploring my application. (probably better to say “for reviewing my application.)
6. I am interested in working on a project ...
7. I will be graduating in June 20XX.
8. I am interested in this award..
9. I am interested in applying for the position..
10. It is my understanding that you have a position open in the Finance Dept.

Exercise 8.16: Prepositions (page 246)

Days/Dates/Years

1. on Monday, Tuesday, Wednesday (days)
2. on Mondays and Fridays (Readings are taken on Mondays and Fridays.)
3. on January 5, 2005, the 15th of January (specific day)
4. in January, February (months)
5. in 1999, 2004 (years)
6. on New Year’s Eve, my birthday (specific day)
7. from 2001 to 2003 (written 2001-2003)
8. nothing or from Monday through Friday
9. during or in the first three years (duration of time)
10. during the period of 1999-2000.
11. from 3-21 years of age
12. It remained low until or in or through 2001.

Times

13. in the past
14. at this time
15. at the moment
16. at night, noon, midnight
17. in the morning, afternoon, evening
18. at 10:00 in the morning

Location

19. Study at the University of California
20. Study in the Computer Science Department
21. As can be seen in Figure 4,....
22. As revealed by or in Figure 2,
23. As stated in the Appendix,...
24. As described on the previous page
25. As described in the previous chapter/section/unit
26. in a book
27. in the Introduction/Methods, Conclusion
28. Go to the laboratory
29. I will be at the seminar/workshop/session
30. I can be reached at the following phone number.

31. This can be accomplished by means of

Exercise 8.17: Use of -ing clauses (page 249)

1. The cool air moving down from the mountain top mixes with the warm air of the valley resulting in sudden and unpredictable snow storms.
2. The broadcast system can work with any kind of file offering great flexibility for software...
3. When the economy falls into a downturn, demand for goods and services are reduced, resulting in increased pressure on the government to reduce interest rates.
4. Alternations in an organism cause increased risk of disease thus causing a state of ill health...

Exercise 8.19: Use of past tenses (page 255)

1. *went*
2. *have been* (or if the days were not including today, then it should be "arrived")
3. *have been*
4. *woke*
5. *have done* (or "did" if you no longer do extra work).
6. *worked* for this company, I (be) was. (It is possible to say "Before I worked for this company, I had been in school for six years" but with the word "Before" this verb tense change is not necessary.)
7. *dropped*
8. has made
9. *have seen* (unless you no longer see students succeed)
10. worked
11. had seen the class list when the students arrived
12. *came* (or *have come*)
13. *has done* (or "did" if she no longer does the work herself)
14. *had heard*.
15. *has done*.

Exercise 8.20: Use of past tenses in context (page 220)

Dear Head of the Department:

I am a Ph.D. student in the Department of Biosystems and Agricultural Engineering in the University of Minnesota. I studied in the Fermentation Engineering Department from 19XX to 19XX. After four years, I received my bachelor's degree. Then I continued studying until 19XX. After my master's degree in the Department of Fermentation Engineering, I worked as an assistant professor in Huazhong University of Science and Technology, a famous university in China. In 19XX, I applied for study at the University of North Dakota and have done research in the field of fermentation Engineering for almost 10 years now.

Part of my work has included studying the continuous production of L-Alanine by immobilized cells. I also have done work in the plant cell culture studying the effects of precursors, inhibitors, elicitors and salt stress on taxus cells and have received (or have obtained) many findings. Working on these projects has given (or has provided me with) me valuable research experience in this field. I believe these experiences will serve me well to obtain a position in your lab.

Exercise 8.21 Becoming a focused reader (page 257)

Eisen and Sel analyzed (the reason) why behaviorist-oriented and cognitively oriented research have come to opposite conclusions about the effect of rewards on creativity; however, they

neglected to consider the different designs (or the differences in designs) between these two research styles. Behaviorist-oriented research often uses only an algorithmic, or step-by-step approach to instruct the subjects to generate creative responses. Therefore, the difference in findings (or the different findings) could be only due to the...

Chapter 9

Exercise 9.1 Commas with coordinate transitions (page 263)

1. No changes needed
2. Comma needed: ... *were symmetric, and the current increased exponentially* ...
3. Change first comma to semicolon: ... *good results; however, the measurements* ...
4. No comma needed.

Exercise 9.2: Add punctuation page 265)

1. *As Table 2 shows, it is clear that some products had better prices in 2002 than in 2003. Therefore, 2003 export rates are better than previous years.*
2. *For example, the price for bananas increased from \$.33 to \$.38, and the price for peanuts doubled.*
3. *However, this trend is not a good predictor of future prices.*
4. *Finally, the number of victims of African famines may have decreased, but the resources are also decreasing, so future famines are likely.*
5. *Even though the famine in Africa appears to be uncontrollable, there is still hope for Africa.*
6. *Richard Atkinson, however, points out that the grain and soybeans used to feed American livestock in one year could feed over a billion people.*
7. *Although this project is not regarded as a hazardous waste activity, potential danger exists at several sites.*
8. *The results, however, were questionable because of the irregularities in testing.*

Exercise 9.3: Provide commas (page 267)

1. Trujillo, ruler of the Dominican Republic, for 31 years was a strong dictator.
2. "Multiple intelligences," a recent psychological theory, claims that there are at least eight different types of human intelligence.
3. (*no commas added*)
4. (*no commas added.*)
5. Music therapy, a growing subfield of nursing, has been shown to reduce the stress of aging patients.
6. In her article "Pronunciation Matters," which appeared in *TESOL Journal* in 2000, Meyers explains, "comprehensibility can be a key factor."

Exercise 9.4: Provide commas (page 272)

1. The system consists of a canal in the center containing blood vessels, a nerve surrounded by concentric rings, bone cells connected by canaliculi to one another, and a central canal.
2. Beginning in January 2005, the EPA will impose stricter standards on emissions.
3. (*no commas added*)
4. Rafael Bottaro, Ph.D., received his degree from the University of Illinois, Champagne, Illinois, on May 15, 2003.

5. Sumatra (2000) published the results of a study indicating that perhaps the MG organism may be poorly transmitted at times. (there is an optional comma before “indicating.”)
6. In the present study, treatment is terminated when the fish, apparently, demonstrate irritation.

Exercise 9.5: Provide hyphens (page 277)

1. A pilot study was conducted to determine the optimum instrument settings.
2. An out-of-date digital analyzer was used, but the outcome was less than ideal.
3. When the solution is three-quarters gone, place the beaker in cold water.
4. The temperature-sensitive experiments failed when the electricity went out.
5. The anti-integration system protected the tests.
6. The initial 5-8 recordings were re-examined to verify their accuracy.
7. Two 14-ml. portions were measured.

Chapter 10

Exercise 10.1: Introductory Exercises (Pre -test or discussion) (page 286)

1. (c) add information quickly when someone is finished speaking, is the best answer, though some classes require you to raise your hand (a). If you said (d) talk as much as possible in a group, you are somewhat correct, though some people take “as much as possible” too literally and they dominate the class discussions.
2. (c) Sheryl or (g) Professor Holt are the two most likely answers. In many graduate schools, professors prefer their first names, but more formal schools or older professors will be called by either Dr. Holt or Professor Holt.
3. © 10:58 is the most likely answer, but (b) 10:55 and (d) 11:00 are possible
4. (b) with a firm handshake, but a warm verbal greeting like “It is my pleasure to meet you.”
5. Same as #4
6. Everyone should be addressed in the same way.
7. You should say (a) “I am not sure I agree with your point of view.” Or (d) “I can see where you are coming from, but I think.....”
8. (d) they will look each other in the eyes
9. (b) 3 seconds
10. (b) use a conversational tone so your reader feels like your friend OR (d) use semi-formal, but direct words so your reader knows your exact meaning
11. (c) always leave a specific message
12. ___T___
13. ___T___
14. ___F___

Exercise 10.2: Good Communicators (page 289)

There are a variety of choices, but these are most likely the top characteristics. Knowledgeable, Thorough or detailed, Good humor, Enthusiastic, Many body movements and facial expressions (gestures), Direct statements of the problems or solutions, Active participant with many comments

Exercise 10.4: Values (page 292)

What values do each of these statements represent? These are all common sayings or ideas in the United States and they all represent one of the values outlined above. Write the value these sayings represent. (The first one has been completed for you.)

1. Values: *Independence and equality*
2. Value: *Equality*
3. Value: *Change is good*
4. Value: *Fast pace of life and punctuality*
5. Value: *Showing emotions, especially prolonged sadness is bad*
6. Value: *Self-initiative, goal setting and strong work ethic*
7. Value: *Equality*

Exercise 10.5: Socialization (page 303)

Behaviors:

- A Introduce yourself without someone else introducing you
- A Ask direct questions
- A Shake hands when two men meet
- A Shake hands when two women meet
- A Shake hands when a man meets a woman
- A When asked questions, respond and then ask a question in return
- I Have long pauses in the conversation to show that you are thinking
- A Use the person's name (usually first names) as soon as you have been introduced
- A Introduce yourself using your first name
- A Use direct eye contact as you speak, looking directly into the speaker's eyes

Topics of conversation:

- I Personal finances, (how much a person earns, how much they paid for something)
- I Personal health (It is inappropriate to ask specific questions unless the person has offered the information. General questions such as "How are you feeling/doing?" are appropriate because it allows the listener to offer whatever he or she is comfortable with.
- A Weather
- A Where a person is from.
- A What a person does (work, school, major...)
- A Projects or things people are doing in their work.
- A What a person does in his/her free time.
- A Marital status (married or single)
- I Age

Exercise 10.7: E-mail tone (page 316)

These messages are fairly formal, but friendly. Notice the amount of detail and lack of "niceties." The point is placed toward the beginning and the ending builds goodwill. Also, the e-mails become less and less formal as the "conversation" continues in each subsequent message.

Chapter 11

Exercise 11.3 Demonstrate your skills (page 342)

In this resume, there are several key words that show the writer's skills.

Example 4: One-page Resume :

- Designed and implemented the industrial retrofit project, leading 7-member team, aiming to reduce energy intensity and greenhouse gas emission in power generation, resulting in a reduction of emission by 22%
- Developed baseline methodologies for the project, conducted costs/benefits analysis for different scenarios, and calculated potential baselines and emission reduction credits quantitatively.
- Co-organized workshops and presented oral and written conclusions. Provided policy proposals and technical support to China's EPA. Methodologies were adopted for future projects.

Other projects

- Led the cross-functional design team "Capacity Building of Sustainable Development" as part of the "Strategic Study on Sustainable Development for China in the Early 21st Century." Policy recommendations accepted by the State Development and Planning Committee and implemented in following sustainable development policies.
- Designed and instructed "Sustainable Development" course for 240 professional and graduate students.
- Translated and published 4 books on environmental management and economic evaluation in Chinese.
- Provided overview on the latest progress in environmental economics and management practices.

Consultant

March 20XX – July 20XX

- Provided technical support on environmental consulting and engineering projects by localizing a series of environmental monitoring, analyzing and management measures.

XXX Environmental Consulting

May 2000 – March 2001

Project Manager

- Led 5-member team on a World Bank-sponsored project on "Evaluation of Environmental Performance and Economic Development in Cities in China."
- Performed quantitative analysis of losses and gains caused by economic activities in environmental and health sectors.
- Provided strategy policy recommendations to municipal administration, resulting in improvements in industrial reconstruction and urban planning.
- Organized seminars and presented oral and written conclusions to municipal administrations and local environmental protection bureaus. Proposed new procedures for evaluation, which was further promoted to 8 pilot cities.
- Consulted in the World Bank for project design and implementation. Obtained "Certificate on Advanced Course on Environmental Economics and Policy" issued by the World Bank.

Chapter 14

Exercise 14.1 Changing written text to spoken text (page 383)

Underline the changes in the spoken text as compared to the written text.

Spoken text:

Throughout the health care industry, prevention guidelines and policies have been established. But work-related violence is still not well understood by health care professionals. For example, even though nurses are likely to be assaulted by patients, nurses tend to think of work-related violence as just a part of their jobs. As a result, violence is often not reported to supervisors

The main problem is that this lack of recognition of work-related violence may create unsafe work environments for nurses and other health care workers. There are three ways that these violent experiences harm victims. First, they harm them physically. Secondly, they are mentally harmful. And finally, they are harmful socioeconomically.

There are several problems that result from working in unsafe work environments. Let me give you an example. Results from one pilot study suggests that victims are sometimes forced to change daily activities, experience lower overall motivation and quality of life and often they even want to leave their jobs. Most importantly, unsafe work environments may negatively affect clinical performance and the quality of care as well as lower job satisfaction. (no specific references)

Work-related violence is not only harmful for the workers, but it also damages health care organizations. When health care workers are injured or harmed, health care organizations have to spend considerable money to pay these workers. Even worse, many victimized workers tend to leave their work places. Because of the nursing shortage, losing nursing personnel has a negative impact on the whole health care industry as well as on the quality of care of whole communities.

Exercise 14.2 What makes a good presentation? (page 385)

There are so many areas you could include, but here is a partial list: See the guidelines listed on page 171.