

CHAPTER 10

‘ Critical thinking and analysis ’

Task 3: In the following sample, how does the writer combine her own ideas with her use of sources?

One of the most significant traits that have evolved with the hominin lineage is bipedalism. Bipedalism facilitates life in diverse environments as it is a more energetically efficient mode of transport and allows a greater home range, meaning that humans can travel further in search of suitable food (Wells & Stock 2007). Bipedalism also allowed more efficient hunting, which in turn increased meat consumption (Liebenberg 2006). This is an example of niche construction, as meat composition varies less than that of plant matter between ecosystems. Niche construction is achieved through technology diverse and homogenised environments (Wells & Stock 2007). This is a critical point as it allows humans to survive and flourish.

Supporting summary of ideas from sources

Supporting summary of ideas from sources

Writer's claim

Writer's claim

Writer's claim

The writer has used a sandwich effect to create alternate layers of claim (the bread), supporting paraphrased ideas from sources (the filling) and evaluation of the source (more bread). This approach can help you maintain your presence and voice throughout the extract, in a logical and coherent manner.

Task 4: In the essay sample below, highlight where the student has used argument-counter-argument to strengthen her case and re-assert her stance (argument).

Argument: critics of the student's thesis

Enthusiasm for teamwork and groups stems from managers' expectations of productivity gains through the combination of individual knowledge and shared workloads. Psychological research has shown that acting in groups diminishes the pressure on individuals, as the impact is divided among members (Latane, Williams & Harkins, 1979). Smith (2010) highlights the benefits of teamworking for both individuals and employers, arguing that collective sharing of ideas can lead to effective problem solving and higher levels of motivation. However, Smith's somewhat limited study focused only on one particular area of the high-tech sector, where free-thinking, creativity and brainstorming are the norm. A number of more expansive studies, on the other hand, have revealed that by diminishing the pressure, and associated individual responsibilities, this can lead to lower productivity and thus representing a significant threat to organisations who employ the use of delegated teamworking, based on managers' misplaced expectations of success.

Counter Argument: supporters of the student's thesis. This section is significantly longer with more evidence

The phenomena has been termed social loafing (Latane, Williams & Harkins, 1979) which has been described as a 'social disease' since the resultant reduction in human efficiency leads to lower profits and benefits for all. In the modern workplace, increasing globalisation is forcing organisations to explore different working arrangements for teams that span borders and time zones. The use of these new virtual teams (Jarvenpaa & Leidner, 1999) may potentially exacerbate the threats of social loafing. On top of the challenges virtual teams face such as the difficulties of communication and collaboration, the fact that members cannot actively see each other's work contributions poses a further threat to productivity and makes conflict susceptible. One of the potential reasons for social loafing is the belief other members are working less hard (Latane, Williams & Harkins, 1979), hence in a virtual team environment where there is a lack of transparency individuals may exert even less effort than in a traditional team. To solve this, managers must make sure there is excellent communication between team members, whilst simultaneously liaising between individual members themselves to be aware fully of any issues. **Therefore, the use of a virtual team may result in the use of more resources with little to no gain in productivity, proving a great threat to organisations applying teamwork without careful consideration.**

Re-assertion of the student's stance + voice