

## Tasks Answer Key

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### CHAPTER 1

#### “ Getting started on your essay ”

**Task 1: Indicate whether these essay titles are (a) ‘show what you know’-type questions or (b) ‘show what you think’-type questions.**

1. To what extent do you consider the legacy of the Olympics justifies the expense of staging such an event? **(b)**
2. How is *Homo sapiens* adapted to environmental variation? **(a)**
3. What are the characteristics of the state and how can they be recognised archaeologically? What explanations have been advanced to account for increasing social complexity during primary state formation and which, if any, do you consider to be the most valid? **(a)**
4. Critically assess the impact of the Challenger disaster on the effectiveness of engineering policy in the USA? **(b)**
5. What is the role of slow and fast-twitch muscle fibres in exercise? **(a)**

**Task 2: Label the introduction below with the following key elements by writing the element number in the boxes provided.**

**Introduction tip**

Your Introduction should move from the general to the specific

**2. Background and scene-setting**

**5. The purpose statement**

The route map of the essay

It is argued that for large-scale business enterprises, one of the great strengths of the Scientific Management model is that it rationalises and standardises production methods which leads to significant improvements in efficiency and productivity, and maximises profits for an organisation.

And while the system has great capacity to be a source of economic success for some employers due to these technical efficiencies, a number of critics including Marshall (1919, cited by Caldari 2007; Smith 1988, Greeves 1998 and Baker 2004) have pointed out that the model can lead to serious disadvantages for employees. The Taylor approach

incorporates division of labour, predetermined methods of work, repetition of simple movement, minimum training requirements, financial incentives and time optimisation (Caldari 2007). Hoxie (1916a) and Braverman (1974) have

been critical of such Taylorist labour principles. Despite these criticisms, some academics and experts such as Locke (1982) and Huczynski and Buchanan (2013) argue that Scientific management approaches continue to be relevant and effective in certain business, industrial and manufacturing contexts, such as high volume production.

This essay will demonstrate the advantages of Taylorism for employers, whilst also identifying key deficits in the theory from the perspective of the workforce. It will suggest that a firm's operating context is an important determinant of success applying Scientific Management principles to work design, with quantity-focused manufacturing industries best placed to benefit from the approach. It will account for the structures, labour methods and motivation techniques promoted by Taylor through analysis of specific examples of its application, whilst examining numerous theories to support the thesis and explain the continuing relevance of the methodology.

**1. Attention-grabbing statement**

Establishment of controversy

**3. Identifying the focus and key writers**

**4. Thesis statement**

Note: the writer's position is clearly established

**Task 3: Are the following thesis statements good or poor?**

- 1 This essay will look at the key elements of the bi-lateral agreement, consider the advantages and disadvantages of decisions taken, and identify three major flaws in the decision-making process that led to breaches in the agreed terms. **Good – The writer's position is relatively clear.**
- 2 There are three important aspects to the rise of fascism in 20th century Germany. **Poor – There is no clear position.**
- 3 Although people may believe that modern democratic societies have achieved gender equality, the paper will show that this is in fact not the case, and that persistent and continuing inequality may be related to women's biology. **Good –The writer's position is clear.**
- 4 First, I will look at the traits that *Homo sapiens* have evolved in order to be able to adapt to diverse environments. I will then look at how humans can adapt to temperature, solar radiation and altitude, both in terms of temporary responses and acclimatisation, looking at biological and behavioural adaptations. **This is not a thesis statement (no position is stated). This is a purpose statement. If your essay is an exploration of key concepts or practices (e.g. a factual essay), then it may be acceptable to include a purpose statement only.**

**Task 4: Examine the sample on p.15 using these pointers.**

1. Highlight the topic sentence.
2. Underline link and sign post words.
3. Analyse the impact on the reader of the use of sources?
4. Does the writer provide a link to the next paragraph?

Topic sentence.

Taylorism has been widely critiqued by academics such as Hoxie (1916a), and Braverman (1974). Taylor advocates time-and-motion studies, which identify the 'one-best-way' to undertake a job in order to maximise efficiency (Koumparoulis & Solomos 2012). **On the other hand**, others argue the 'one-best-way' concept is flawed, as the best way for one worker may not be so for another worker (Braverman 1974). Taylor would argue that if time-and-motion studies were taken on the worker performing the task, this would not be an issue for employers, **and** that they would then benefit in terms of efficiency and productivity.

Link sentence to next paragraph.

Use of link and signpost words and phrases to help organise the flow of ideas in the paragraph.

**However**, this scientific reductionist approach may result in a deskilling of the workforce, as workers are trained to execute the easiest, quickest and most efficient method of work. This makes workers easier to control (Hoxie 1916a), **and** the need for more expensive skilled craftsmen diminishes, **so** clear cost benefit accrues to employers (Hoxie 1916b). **Despite this** apparent benefit, it limits worker scope for promotion **as** there are fewer opportunities to demonstrate higher capabilities (Marshall 1919, cited by Caldari 2007). Deskilling leads to job specialisation, which 'deprives workers of engagement, initiative and inventive genius' (Hoxie 1916a: p. 65), **and** this causes creativity and flexibility issues. **Thus**, while rigid structures promoted by Taylor provide short-term technical efficiencies, it may cause long-term inefficiencies as a firm's flexibility becomes increasingly limited (Marshall 1919, cited by Caldari 2007). Taylor would argue that efficiency benefits are more important than being flexible and having the capacity to deal with the

Paraphrased sources and quote support the paragraph theme and enhances the academic authority of the writer  
See Referencing with accuracy and  
Critical thinking and analysis

capacity to deal with uncertain events, which by definition cannot be planned for. **However,** in industries prone to rapid change such as design and technology firms that operate in creative environments, Taylorism may be less applicable.



Linking ideas between paragraphs

Taylor's view of labour as a tool that 'could be engineered to achieve efficiency' (Koumparoulis & Solomos 2012: p. 150), has been challenged by Lawrence (2010) and Marshall (1919, cited by Caldari 2007) who contend that while Taylorism may offer certain benefits to employers, it may not lead to a dynamic, flexible and creative workforce, which is now considered essential job skills for many 21<sup>st</sup> century business organisations...

**Task 6: Identify the four core elements in the following essay questions.**

1. Using two different monetary systems, discuss the advantages and disadvantages of a country operating an independent national bank.

*Subject:* banking and finance

*Focus:* advantages and disadvantages of an independent national bank

*Scope:* **two** different monetary systems

*Instruction words:* using, discuss

2. Evaluate the merits of cognitive behaviour therapy on patients with mild obsessive disorders.

*Subject:* psychology and psychotherapy

*Focus:* merits of cognitive behaviour therapy

*Scope:* patients with mild obsessive disorders

*Instruction words:* evaluate

3. Critically assess the UK Government's social media campaign to raise awareness of cyber bullying in secondary schools.

*Subject:* politics and social policy

*Focus:* cyber bullying in schools

*Scope:* government's social media campaign

*Instruction words:* critically assess

4. What explanations have been advanced to account for increasing social complexity during primary state formation and which, if any, do you consider to be the most valid?

*Subject:* social anthropology

*Focus:* primary state formation

*Scope:* explanations for increasing social complexity

*Instruction words:* what, which

5. 'Taylorism and the Scientific Management model are still relevant today.' In what ways do you agree or disagree with this statement?

*Subject:* organisation behaviour / management

*Focus:* Taylorism and scientific management

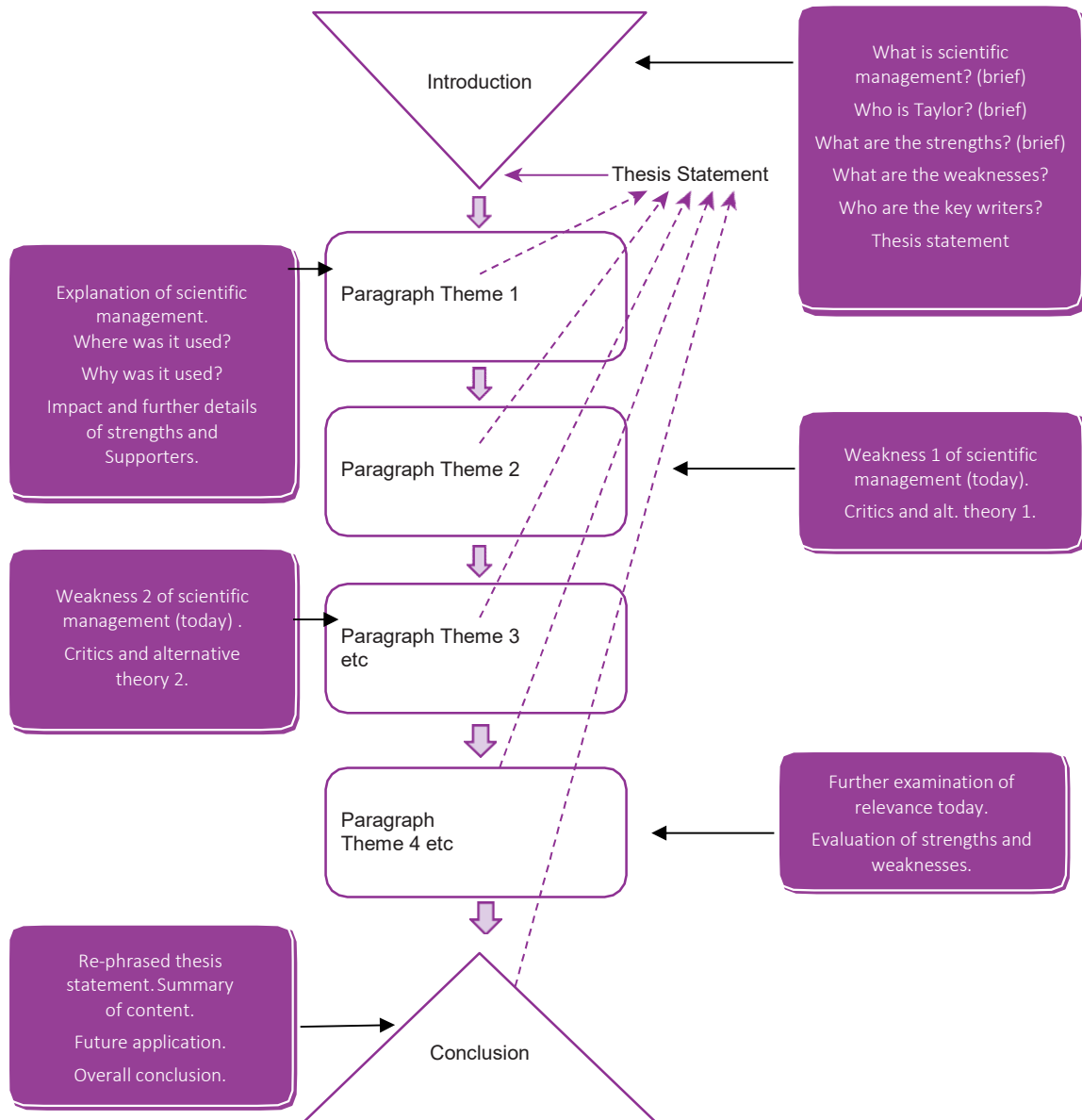
*Scope:* relevant today

*Instruction words:* In what ways

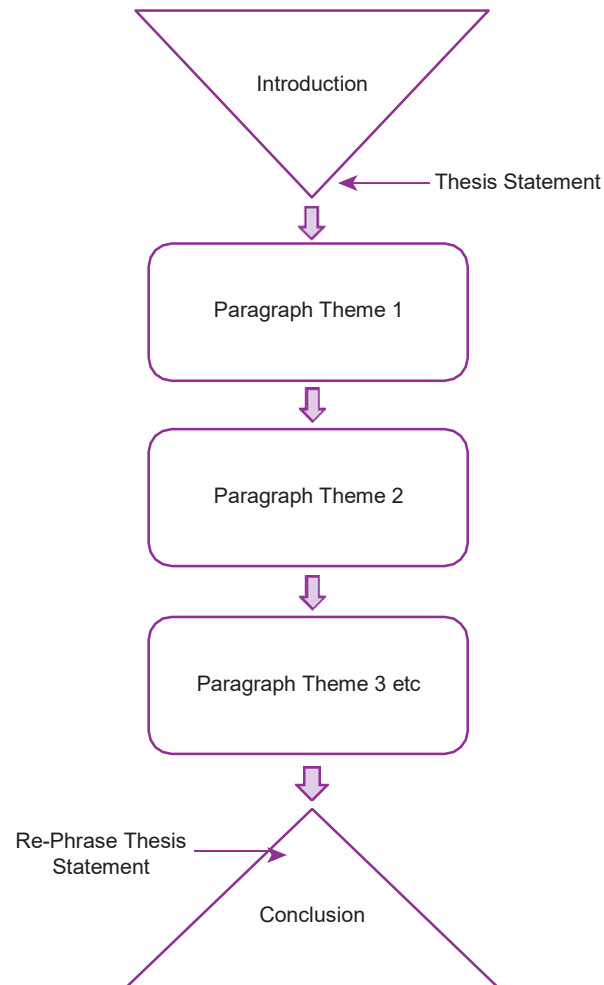
**Task 7: Match the instruction words with the correct definitions.**

Describe	To give a detailed account of something
Outline	To summarise or present the main information about something
Explain	To make something clear or easy to understand by providing more information
Highlight	To identify or emphasise key information or something important
Evaluate	To calculate, gauge, or appraise the value or importance of something
Discuss	To consider at all sides of an issue, problem or argument
Analyse	To examine or study something in detail to find out more about it
Demonstrate	To show how something works or provide evidence of something
Illustrate	To provide an example of something
Assess	To make a judgement and /or determine the quality, value or impact of something

**Task 9: Slot the question list below into suitable sections of the fishbone essay plan template.**







**Task 10: Using the editing checklist, identify five problems in the following paragraph and make some revisions.**

Grammar and punctuation.	<p>The <u>ideal future workplace</u> should be seeking for even more effective ways to maximise workers emotions and happiness to produce the best results. <u>Thus when designing my ideal future workplace I will be using a hedonistic approach which provides a platform to build the rest of my workplace.</u> Fisher states that “happiness at work is likely to be the glue that retains and motivates the high-quality employees of the future.” <u>Creating a workplace around this philosophy, as shown in the following sections, brings massive benefits for the organisation and employees ranging from enhanced creativity and productivity amongst employees, better well-being and a reduced chance of stress and burnout as well as talent retention.</u></p>	Repeated phrase
Incomplete reference.		Style issue, use of 1st person.
		The sentence is too long.

**Model:** The ideal future workplace should seek more effective ways to maximise workers’ emotions and happiness to optimise productivity. Thus when designing a new business structure, it is important to apply a hedonistic approach, which provides a platform to design a pragmatic and fit-for-purpose working environment. Fisher (2010) states that “happiness at work is likely to be the glue that retains and motivates the high-quality employees of the future” (p. 23). Creating a workplace around this philosophy, therefore, will bring significant benefits for the organisation and its employees, including enhanced creativity and productivity, improved well-being, a reduction in stress and burnout, and talent retention.