

# Essay Writing for Management

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# Overview

- Pre-planning
- Planning
- Writing
- Editing and revising
- References and quotations
- Essay questions

# Pre-planning

- Unpicking an essay question
  - operational words eg justify, discuss, analyse
- Key words eg:
  - Q1 motivation
  - Q2 ethics
  - Q3 business strategy
  - Q4 leadership

# Pre-planning

Make a list of questions based on your topic

- What terms need to be defined?
- What is the context of your question?
- Why is this issue important?
- Who are some of the key theorists?
- What are the key factors?
- What is your point of view?

# Research

Use:

1. the text
2. the reading pack
3. references referred to in the above
4. Buddy
  - Keep your question clearly in mind
  - Write down all the publication details

# Planning

- Brainstorm
- Organise ideas into categories
- Use mind maps to develop connections between ideas
- Develop an argument or point of view
- Answer the question in one ‘thesis statement’

# Planning continued

- Think of 3 main points
- develop a paragraph plan
- think about how the ideas develop and connect

# Writing

- Keep the question in front of you
- Ask yourself:
  - Am I answering the question?
  - What is my argument?
  - Why is this relevant to the question?
  - How are these ideas connected to each other?
  - SO WHAT?

# Writing continued

Make a point clear by using phrases such as:

- Thus it can be seen that.....
- Hence it is clear that.....
- From this it can be argued that.....
- The evidence suggests that.....

# Paragraphs

- one idea
- topic sentences
- develop idea
- concluding/connecting sentence

# Connectives

- Linking words
- signposts or logical indicators
- eg furthermore, moreover, in contrast, however, nevertheless, in conclusion, in summary, therefore, consequently

# Analysis

More than description

- Why something happens this way
- Why something is important
- What it means
- What the implications are
- How something works

# Analysis continued

- How things contrast
- What the strengths and weaknesses are
- What the other point of view is
- What has been left out or not mentioned
- What the connections are
- How one idea links to another

# Introductions

- Indicate central idea and put it in context
- answer the question and make your point of view clear
- make the end clear at the beginning
- state the direction of your essay eg  
this paper will begin by discussing....  
It will then .....and finally will consider.....

# Conclusions

- Tell the reader ‘this is what I have been saying and this is the perspective I have arrived at’
- Bring together the main points
- Sum up the argument rather than repeat it
- Make it clear you have answered the question

# Citing

- Acknowledge all sources - even paraphrases
- Make it clear what is a paraphrase and what is a direct quotation
- Think critically about what someone else has said

# Citing

When referring to an author, ask yourself:

- Why is what they say important?
- Why are you quoting the idea?
- Who else has written on the topic (do they agree/disagree/ consider another angle?)
- How do these ideas connect to others?
- What is your point of view?

# Citing

If you use a direct quote, use quotation marks and the page reference

- According to Abrahamson (1991: 34)  
“.....”
- Lee (1999:259) has argued that “.....”
- Smith (1997:139) identified the three key features as being “.....”

# Citing

When using a summary or paraphrase use phrases such as:

- Williams (1996) comments/ argues/ claims/ asserts that.....
- Schiavello (1990) discusses .....
- There is much evidence on which to base the argument that .....(Cameron 1987, Perkins 1992, Chen 1995)

# Citing

The reference list at the back of the essay should be organised alphabetically

- should only include references cited
- underline or italicise the title of the book or journal
- if you are using the internet, state the author, date, name of article, home page, web address

# Citing

Dunphy, D., & Stace, D (1990) *Under New Management: Australian Organizations in Transition*, Sydney, McGraw-Hill.

Abrahamson, A. (1991) 'Managerial fads and fashions: The diffusion and rejection of innovations', *Academy of Management Review*, 16(3) 586-612

# Citing

From the internet:

Burka, Lauren (1993) 'A hypertext history of multi-user dimensions' MUD History, <http://www.ccs.neu/home/1pbud-history.html>

# Examples

Q1 ‘A manager’s most powerful lever in driving the performance of their organisation is motivating their people’

Take a position with respect to this statement and justify it in a structured argument

- what is motivation?
- what different forms can it take?
- who are some of the major theorists?

- Why is motivation such a powerful lever?
- How can managers use it successfully?
- Under what conditions?
- What examples / case studies can you give?

# Question 2

‘A business without ethics is doomed to eventual failure.’ Discuss this statement, drawing on knowledge and particular examples from the field of business ethics.

- What are business ethics?
- Why are they important?
- Is a business without ethics doomed to failure?

- Why or why not?
- What are some of the difficulties, contradictions or tensions of ethics in business?
- Who gains and who loses?
- What are some good examples or case studies?

# Question 3

‘How does business strategy differ across companies and why is strategy important?’

- What is business strategy?
- What forms does it take?
- Who are some of the major theorists?
- How is it used?
- Why is it important?

- How does it differ across companies
- Give some examples
- Compare and contrast the strategies
- Look at the strengths and weaknesses of the different strategies

# Question 4

‘What is leadership and why is it important to managers and their organisations?’

- How do we define leadership?
- What different forms can it take?
- What are some of the theories of leadership?
- Why is it important to managers?

- How is it important?
- Why and how is it important to organisations?
- What examples can you use?
- How have they been successful / unsuccessful. Why?

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