

Alfred, CHANDLER → **Business Success**

“The enduring logic of INDUSTRIAL SUCCESS”

- ❖ Fundamental business theory: **ORGANIZATIONAL SUCCESS**

PRIMARY CLAIM :

- ★ **For firms to benefit from these economies....**
- Flow of materials must be kept constant (scale & scope)
- National (and international) marketing and distribution functions must be created
- Teams of lower and middle managers must be recruited

(to coordinate prod flow thru production&distribution, top handle future activity)

(important to hire managers with experience and skills to understand the company's products and processes, markets, and competitors)

- Firm must continually engage in R&D (Research & Development)

(capitalize on economies of scale and scope, create management structures, and invest in research and development)

SECONDARY CLAIMS :

- ★ Once a firm loses the opportunity to be a first mover, it is difficult to regain competitive advantage
- ★ Entrepreneurial companies that do not make investments to create organizational capabilities cannot achieve long-term success
- ★ Growth through unrelated diversification is a poor corporate strategy
- ★ Business ownership patterns have diminished the likelihood of many firms' long-term success

MAJOR CLAIM : Successful firms capitalize on economies of scale and scope, create management structures and invest in research and development

MANAGERIAL ENTERPRISE : Large industrial concern, when operating & investment decisions are made by a Hierarchy of salaried managers governed by a board of directors. (TYPE COMPANIES SHOULD STRIVE TO BE)

(goal : GROWTH by moving abroad or into new markets in related industries with competitive advantage and where they can use capabilities)

CONCEPT LIST :

- Economies of scale & economies of scope (**cost advantage** ONLY IF material flow is CONSTANT)

SCALE : large plants produce at lower cost THAN smaller plants

SCOPE : large plants can use same raw materials to make different products (similar to previous, opposite of diversification)

- Functional divisions, management hierarchy & geographical expansion
- First movers & challengers

FIRST MOVER : Company that makes the necessary investments to dominate the market (NOT THE FIRST TO DOMINATE)

(transform structure industry, improve quality, do research, growing markets only, better source supply, etc..)

- Research & development (innovation)
- Related & unrelated diversification

DIVERSIFICATION : Doing something different

RELATED DIVER : Different but no need to give up capabilities

UNRELATED DIVER : Too different, CAN'T transfer capabilities

- Separation of top and middle managers (in the case of unrelated diversification)

TOP : Directors, CEO, Presidents

MIDDLE : Department managers, general managers

LOW : supervisor

- Entrepreneurial enterprise

STAYING SMALL : go towards opportunity, being flexible, bigger is better

ACTING SMALL ≠ BEING SMALL

- Stock market pressure (due to ownership pattern)
- Short-term thinking (due to market pressure)

VERTICAL INTEGRATION : Acquisition of supplier or customer

HORIZONTAL INTEGRATION : Acquisition from competitor

Larry, GREINER → *Structure, Function & Growth of Firms*
“Evolution & Revolution as organizations grow”

❖ Fundamental business theory :

ORGANIZATIONAL LIFE CYCLES w/ FOCUS ON GROWTH

- ★ **MAJOR CLAIM #1** : Organizations grow through a series of evolution and revolution phases that are function of the age and the size of the organization
- ★ **MAJOR CLAIM #2** : Management practices that work well in one phase bring on a crisis in the next

SECONDARY CLAIMS :

- ★ Organizations should not try to skip phases
- ★ Top managers whose style is no longer appropriate should remove themselves
- ★ Growth is not inevitable

CONCEPT LIST :

- **AGE OF ORGANISATION** : Life span of an organization
(Management problems and principles are rooted in time)
- **SIZE OF ORGANISATION** : A company's problems and solutions change as the number of employees and sales volume increases
- **STAGES OF EVOLUTION** : Periods of prolonged growth
- **STAGES OF REVOLUTION** : Time of crisis and turmoil between periods of evolution
- **GROWTH RATE OF INDUSTRY** : Speed at which the industry goes through the stages is related to the market environment of the industry

Steep curve = High growth industry

Flat curve = Low growth industry

- **MANAGEMENT STYLE** : Managers need to know where they stand in the phases of development
 - Must know when it's time to change and be able to activate it
 - Cannot skip phases, must go with the flow
 - Must be able to persuade ideas to other managers

FIVE PHASES OF GROWTH

1. **CREATIVITY** : Emphasis on creating a product & a market
 - **LEADERSHIP CRISIS** : Unwanted management responsibilities
 - **SOLUTION** : Find Strong Manager with Knowledge & Skill to Lead
2. **DIRECTION** : Period of Sustainable Growth & directive leadership
 - **AUTONOMY CRISIS** :
 - Employees dislike hierarchy
 - Torn between following procedures and taking initiative
 - Top managers dislike giving up responsibilities to lower managers
 - **SOLUTION** : Work toward delegation (decentralized organizational structure)
3. **DELEGATION** : Separation between top & lower managers
 - **CONTROL CRISIS** : Top-level managers seek to regain control of WHOLE company
 - **SOLUTION** : Special coordination techniques
4. **COORDINATION** : Use of formal systems to achieve greater coordination & TOPs in charge of initiation + admin of new system
 - **RED TAPE CRISIS** : Organization too large to be managed through formal rigid systems
 - **SOLUTION** : Collaboration
5. **COLLABORATION** : More flexible behavioral approach to management + No more formal systems
 - **? CRISIS** : employees grow emotionally and physically exhausted from intense team work and pressure of solutions

Jim, COLLINS & Jerry, PORRAS → Vision

« **VISION** provides guidance about what **CORE** to preserve, and what **FUTURE** to stimulate progress toward. »

❖ Fundamental business theory : **A COMPANIES' VISION**

CORE IDEOLOGY (What We Stand For) : Enduring character of an organization – a consistent identity that transcends product or market life cycles, technological breakthroughs, management fads, and individual leaders. **Glue that holds the organization together**. require significant change and progress to attain

- **CORE VALUES** : Essential and enduring tenets; small set of timeless guiding principles; beliefs about what is important (The “Code of Ethics” or “How we do business”)
 - 3-5 values
 - Small set of timeless guiding principles
 - Require no external justification
 - Have intrinsic value to those inside the organization
 - Maintained even if they become a competitive disadvantage
- **CORE PURPOSE** : The organization’s reason for being; the idealistic motivations for doing the company’s work; capture the soul of the organization (Why Do We Exist)
 - 100 yr test
 - Organization’s most fundamental reason for existence
 - Can never be fulfilled

CORE CHARACTERISTICS :

- You do not create or set core ideology
- Description of what *actually exists*, not just what we *wish* existed
- Needs to be meaningful and inspirational only to people inside the organization
- Find people who are predisposed to share the organization’s core values and purpose
- More than creating a perfect statement!

ENVISION FUTURE (What We Aspire To Become) : Audacious and vivid goals that stimulate progress (creative process). It will require significant change and progress to attain.

AUDACIOUS GOAL(BHAG) : Big, Hairy, Audacious Goals.

- 10-30 years
- Powerful way to stimulate progress
- Clear & compelling; serves as unifying focal point of effort; acts as a catalyst for team spirit
- Takes little or no explanation
- Unifying focal point
- Catalyst for team spirit
- Clear finish line
- Ask questions
- Not a sure bet....!

GOAL ACHIEVEMENT(aka VIVID DESCRIPTION) : Vibrant, Engaging & Specific description of what it will be like to achieve BHAG

- What it will be like to achieve BHAG
- Picture people can carry around (translate from words to pic)
- Passion, emotion, conviction: essential

CONCEPT LIST :

- Companies that enjoy enduring success have core values and a core purpose that remain fixed while their business strategies and practices endlessly adapt to a changing world
- Preserving the core while stimulating progress helps achieve long-term performance
- Truly great companies understand the difference between what should never change and what should be open for change
- It is more important to know who you are than where you are going, cause where you are going will change as the world around you changes
- Core values do not stem from market requirements but from the founder's inner beliefs
- Other core values: product excellence, good customer service, respect for the individual, (ex: Disney core values are imagination and wholesomeness)
- Great companies decide for itself what values it holds to be core, independent of the current environment
- There is no universally right set of core values, companies only have a few of them

Jay, BARNEY → Strategy, Resource & Capabilities

BARNEY'S MAJOR CLAIMS:

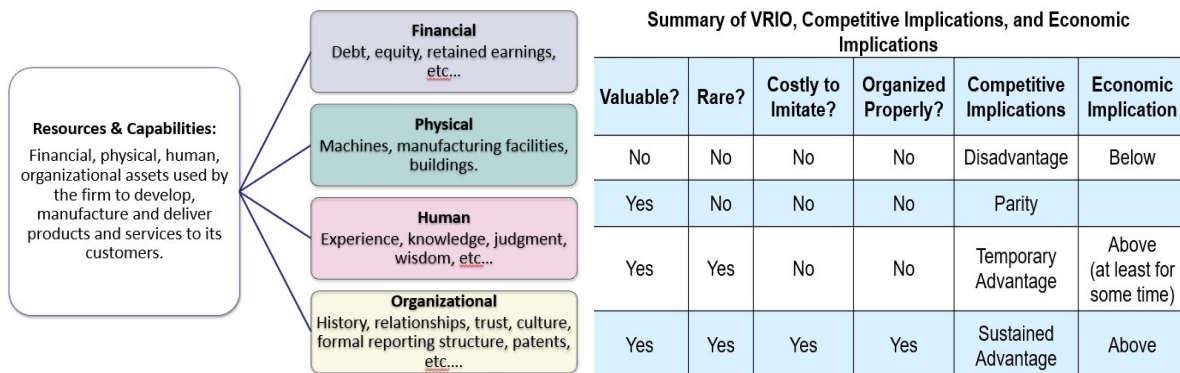
- Firm has COMPETITIVE ADVANTAGE
IF resources & capabilities are **VRIO** allows EXPLOIT POTENTIAL OPPORTUNITIES.
- Firm = successful IF resources have good ATTRIBUTES & CHARACTERISTICS.
- Success CANNOT be explain ONLY BY analysis of competitive environment
- NEED to analyze all of SWOT internal, not just external environment.

SWOT = STRENGTH - WEAKNESS - OPPORTUNITY - THREATS

internal
(strategies, capabilities)

external
(trends, competition)

The Firm's Resources and Capabilities



4 QUESTIONS OF RESOURCE & CAPABILITY (VRIO)

1. VALUE (exploit opportunity? eliminate threats?)
2. RARENESS (how many already have them?)
3. IMITABILITY (ones who have advantage over ones that don't?)
4. ORGANIZATION (do they allow exploit FULL COMPETITIVE POTENTIAL?)

1 QUESTION OF IMITABILITY

- a) HISTORY (acquired in unique historic circumstance = advantage)
- b) NUMEROUS SMALL DECISIONS (rather than BIG ONES)
- c) SOCIALLY COMPLEX RESOURCES (reputation, trust, friendship, culture, difficult to imitate)

J. FRENCH & B. RAVEN → **Social & Power**

« **POWER is a relationship, not attribute, between P (person) and O (other other) which is the source of that power.** »

O (other) = Source of POWER, authority figure

P (person) = under O's POWER, submissive figure

5 BASES OF POWER (CLERR)

1. **REWARD** power : perception that the other has the ability to mediate rewards for him (depends on O's ability to administer increase +valences and decrease the -
ex: parents, teacher
2. **COERCIVE** power: expectation that O has ability to mediate punishments if P fails to conform(depend on level of observability of P's conformity) ex: police, judge, bully)
3. **LEGITIMATE** power: O has a legitimate right to prescribe behaviour/influence + P has obligation to accept the influence ex : judge, government, police
attempt use legit power OUTSIDE range = decrease legit power + attractive of O
4. **REFERENT** power: based on one's identification with the other (P has feeling of oneness w/ O, desire for identity, attracted to, want association) ex : popular kid, idol
**referent = LARGEST RANGE OF POWER, MOST INFLUENCE ON BEHAVIOUR*
*P might not even be aware of being exerted by that power, unconscious)*****
5. **EXPERT** power : based on P perception that O has special knowledge/expertise (O has attributes within given area, give advice) ex: doctor, lawyer legal advice

3 IMPORTANT THINGS TO REMEMBER (applies to **ALL 5 TYPES**)

- a) STRONGER BASIS OF POWER = GREATER POWER
- b) SIZE of RANGE of power may VARY greatly, but in general, REFERENT = GREATEST RANGE
- c) ANY attempt to us power OUTSIDE OF RANGE → REDUCE POWER

MINTZBERG → *Managerial Roles*

MYTH : All managers do is **PLAN + ORGANIZE + COORDINATE + CONTROL**

REALITY : Managers are vested w/ FORMAL AUTHORITY over organizational unit

10 ROLES (NOT EASILY SEPARABLE)

★ **Interpersonal roles** (relating to relationships/communication between people)

- *Figurehead* : ceremonial duties, smooth routine, no always decision making
- *Leader* : responsible for the work of the people in their unit
 - Direct leadership (hiring, training staff)
 - Indirect leadership (encourage employees, restore friendly relations w/goals)
- *Liaison* : make contacts outside the vertical chain of command (peers+outside units+internal units+subs) but not much time w/ their own superiors...

★ **Informational roles** (they don't know everything but typically more than subs)

Managers are exposed to external info that sub lack access

- *Monitor* : scan environment for info, question liaisons contact, receive unsolicited info, network of personal contacts (verbal form, gossip)
- *Disseminator* : pass privilege info to subs that cant normal access
- *Spokesperson* : send info to people outside unit (inform + satisfy influential peeps who control the org) ex : keep others informed about progress

★ **Decisional roles** (only he has full/current info for decision-making unit strategies)

- *Entrepreneur* : seek to improve unit, adapt to change condition in environment, lookout for new ideas, initiates new projects (not only his single decision)
- *Disturbance-handler* : involuntary response to pressure, change is beyond his control, situation severe, must act
- *Resource-allocator* : decide who gets what, most important resource = his/her TIME authorize important decisions to unit before implemented
- *Negotiator* : authority to commit organizational resources + nerve-center info = nego

Most **effective** management

Manager's effectiveness is significantly influenced by their insights into their own work (introspective = more effective)

Find systematic ways to share privilege info

Deal w/ pressure of situation, see big pic, make analytical inputs

Turn obligations into advantages

"Reality is a marble cake" - Mintzberg

This is Henry Mintzberg's way of saying that **cause and effect** relationships are **multiple**, and therefore **difficult to identify**.

Robert, KAPLAN & David, NORTON → Performance, Measurement and Evaluation

- ★ What you measure is what you get!
- ★ The traditional financial performance measures work well for the industrial era (return on investments, earnings per share)
 - *(operational = cycle time, defect rate, financial results follow)
- ★ Managers should NOT have to choose between financial and operational measures YOU NEED BALANCED PRESENTATION OF BOTH

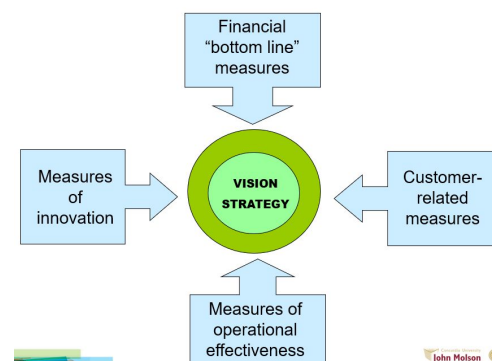
THE "BALANCED SCORECARD"

(is a set of measures that gives top managers a fast but comprehensive view of their business)

- It helps put strategy and vision, but NOT control, in the CENTER
- Establishes goals + assume people will adopt any action necessary to achieve
- Pulls people towards OVERALL VISION
- Keeps companies LOOKING + MOVING FORWARDS **NOT BACKWARDS**

Customer perspective	<ul style="list-style-type: none"> ▪ How do customers see us? ➢ <i>What matters most to customers?</i>
Internal business perspective	<ul style="list-style-type: none"> ▪ What must we excel at? ➢ <i>How can we improve current operations to meet customer expectations?</i>
Innovation & learning perspective	<ul style="list-style-type: none"> • How can we make continual improvements and create value? ➢ <i>What new products and services can we develop for future success?</i>
Financial perspective	<ul style="list-style-type: none"> ▪ How do we look to shareholders? ➢ <i>How can we ensure profitability and financial health?</i>

*note more*****



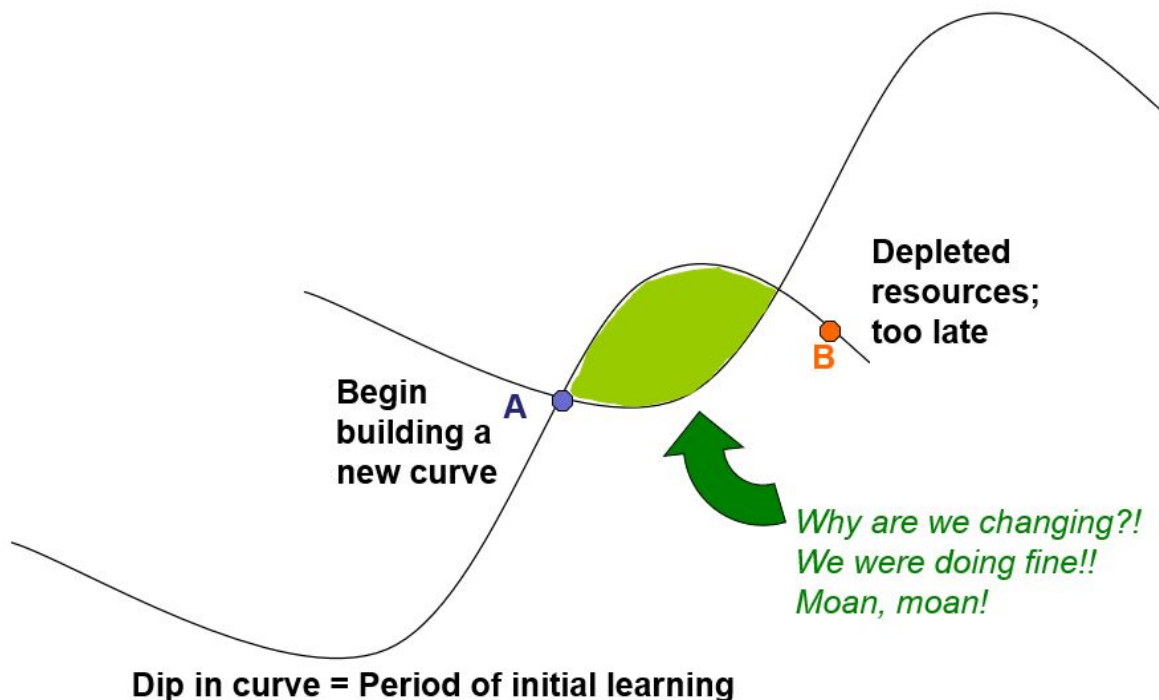
HANDY → *Managing Change “The Sigmoid Curve”* The Key to Effective Growth

THE SIGMOID CURVE : S-Shaped curve that sums up the story of life w/ rise and falls. (ex : *Empires, Corporations, Product life cycle, Love and relationships, Personal career...etc*)

Secret is to START NEW curve BEFORE OLD one starts to peter out.

***** only if you can move to second curve, you will continue to live as organization*****

- POINT A = best time to start new curve (there is still TIME + ENERGY to get new curve through ORIGINAL EXPLORATIONS and floundering before 1st curve starts to DIP DOWN)
- POINT B = looking at disaster in the face (change only comes at that point)
ex : feels like being fired, at pt B **it's hard to mobilize the resources or to restore credibility which one had at the peak**
- ★ WISE to start 2nd curve at point A (build new future while maintaining present)
- 2nd CURVE = new product, new strategy, new way of operating, new culture
 - noticeable diff from 1st
 - people who lead 1st curve often DO NOT lead 2nd (**original leaders have to keep that 1st curve going long enough to support early stages of 2nd**)
- **GREEN AREA** = TIME OF GREAT CONFUSION (TURMOIL)
- **2+ GROUPS** of people & **2+** sets of **IDEAS** are **COMPETING** for **FUTURE**



DISCIPLINE OF 2nd CURVE (understand current confusion)

It keeps you SKEPTICAL, CURIOUS, and INVENTIVE (attitudes ESSENTIAL in times of change + best way of coping w/ contradictions)

1. Always assume you are near the peak of the first curve

- Start preparing for the second curve (no major commitments undertaken UNTIL second curve overtakes the first)

- Keeping the **2 curves going should be a habit**

- Benefits of the discipline of devising the 2nd curve (force you to challenge assumptions of underlying 1st curve + devise alternatives)

2. Essential: Let go of your past

(It builds on and grows out of the 1st BUT DO NOT re-invent same life, 2nd curve SHOULD BE different)

4 STAGE CYCLE OF DISCOVERY

1. Questions (start of process)
2. Ideas (possibilities, hypothesis)
3. Test (put into action tentatively & experimentally)
4. Review (results)

Curvilinear logic

(everything has its ups and downs + nothing lasts forever)

- The paradox of success: « *What got you where you are won't keep you where you are* »

- **It means starting life again, and it is harder as you become older**

- « *Kaizen* » (continuous improvement)

- Must be wary not to abandon the 1st curve too early (New ideas can co-exist with old)

- Better for orgs to ENTRUST the curvilinear thinking TO the NEXT GENERATION

- Second-curve thinking will come most naturally from second generation, those who inherit future
- They will need : PERMISSION from seniors & ENCOURAGEMENT
- They MUST accept RESPONSIBILITY for 2nd curve thinking
- Future should include : THOUGHTS + RECOMMENDATION on how org should adapt to changes in the industry or even the world

Conclusion:

There needs to be the commitment to carry it through, to endure early dip before curve goes up, to live while 2nd develops.

These CANNOT be done by outsiders.

To manage paradox, you need to live w/it + analyze it

R. TANNENBAUM & W.H. SCHMIDT → *Leadership*

“How to choose a leadership pattern”

“... The **purpose** is to suggest a FRAMEWORK which MANAGERS may find useful in grappling with this dilemma...”

Old Problem: How to lead followers?

New Problem: When should a decision be made by the leader? When should employees be consulted? And to which extent? New focus, new need

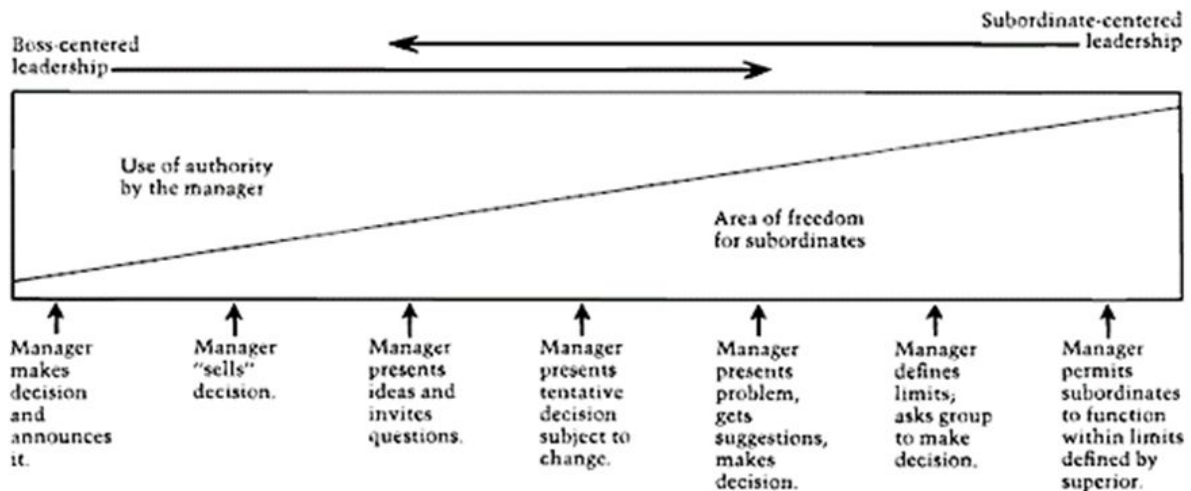
- Focus is on members of the group rather than solely on the leader.

“... The purpose of this article is suggest a framework which managers may find useful in grappling with this dilemma...”

RANGE OF BEHAVIOURS (each action based on degree of authority used by boss and amount of freedom available for subs)

*****note more*****

EXHIBIT I Continuum of Leadership Behavior



CONTINGENCY : THERE IS **NO** UNIVERSAL TYPE OF LEADERSHIP
(Practicality or Desirability depends on 3 FORCES)

HOW TO LEAD : IMPACT OF 3 FORCES

1. FORCES IN THE MANAGER : his background, knowledge & experience
 - a) Value system (importance he attaches to org efficiency, personal growth of sub and company profits)
 - b) Confidence in Subordinates (trust competence, knowledge w/respect)
 - c) Own Leadership Inclinations (every manager is different, whatever works best for him)
 - d) Feeling of Security in uncertain situation (tolerance for ambiguity = hw he will deal with a problem)

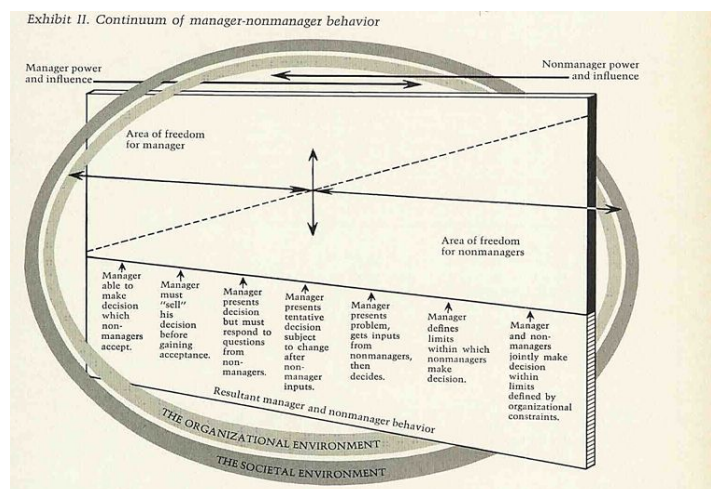
2. FORCES IN THE SUBORDINATE
(manager must understand well these factors to know how to behave to make subs act effective)
 - a) High need for dependence
 - b) Readiness to assume responsibility
 - c) High tolerance for ambiguity
 - d) Identify w/ org problems and goals
 - e) Knowledge and experience
 - f) Learn to be part of decision making

3. FORCES IN THE SITUATION
 - a) Type of org
 - b) Group effectiveness
 - c) Nature of problem
 - d) Time pressures
 - e) Long-run strategy
 - f) Objectives to be attained

Conclusion : *A good manager is not characterized as strong leader or permissive,*

*****IDENTIFY FORCES AND ACT ACCORDINGLY******

Insightful & Flexible = NO LEADERSHIP DILEMMA



Appendix 1: Business Terms & Popular Expressions (p. 92-101)

BOARD OF DIRECTORS (p.92-93)

They are a group of people who have the legal responsibility to guide the affairs of a corporation or firm.

Their principal duties are: the selection and evaluation of the senior management, the establishment of the firm's broad policies and objectives, financing decisions, regular review of the firm's performance, an accountability to shareholders. Sometimes they are powerful, independent bodies, while other board may be more submissive to top management, and merely 'rubber-stamping' management decisions. A broader term, corporate governance, refers to the rights and responsibilities of the board of directors, managers, and owners of a company.

BOTTOM LINE (p. 93)

A summary number that expresses how successful a company has been from a financial point of view. It is a colloquial term for a company's profit, net income (net income is the bottom or last line of an income statement). Bottom line can refer to any underlying or ultimate criterion of success. A recent expression, the triple bottom line, describes an accounting for financial, social and environmental performance.

CEO (CHIEF EXECUTIVE OFFICER) (p. 94)

They are appointed by the board of directors to head the firm's activities. They set company policies and a strategic direction to ensure the firm's success. As the highest-ranking manager, the CEO must be familiar with all functions within the organization, and they should have strong leadership skills and a clear vision for the firm. They generally work with a top management team of other officers to make the big decisions for the organization, such as Chief Financial Officer (CFO), Chief Operating Officer (COO) and sometimes Chief Information Officer (CIO).

EMOTIONAL INTELLIGENCE (p. 95)

The ability to understand and manage your own emotions, accurately perceive and understand the emotions of others, and use emotions competently to sustain good relationships. It is measured as an EQ (emotional quotient), which some people believe is more highly correlated with success in everyday life than an IQ (intelligence quotient) score. EQ > IQ.

GLOBALIZATION (p. 95-96)

The steady increase in the extent to which markets, labour, knowledge and technology, as well as commercial, social, and political activities in countries around the world are integrated. Strong links among the world's economies have expanded opportunities for companies to sell their goods and services globally. Playing a role in the trend towards greater globalization is the multinational corporation, any organization that operates in two or more countries.

SUPPLY CHAIN

Network of companies, processes, and policies linked together with the objective of sourcing raw material, transforming it at various locations, and supplying the finished good to the end consumer.

Supply chain manager ensures that the network operates efficiently, profitably, and sustainably. Ensuring good communication with suppliers, dealing with rapid changes in the market, risks to business continuity, and the need to ensure high-quality products and sustainable business practices are but a few of the challenges that come with managing the supply chain.

TECHNOLOGICAL INNOVATION

It is a new invention or process, developed by an organization, group, or individual, in which technology plays an important role. When commercialized, these intentions can have a significant impact, not only on the company of origin but also on society as a whole, affecting the way we communicate, travel, teach, and manage our health and our money, etc.

Innovations related to robotics /artificial intelligence are reshaping many workplaces. Computers and automation have affected jobs ranging from routine physical tasks to medical diagnosis. The impact of these changes is of concern to employees and business owners alike, and this has stimulated conversations about the economic insecurity of displaced workers, the need to find or develop skilled workers, the role of the human touch, and related issues.

WRITING IN ESSAY FORM

- ❑ Read the question twice! Annotate article & **CHOOSE** relevant management **THEORY**(ies)
- ❑ **SELECT EVIDENCE**(recall six qualities of good evidence)
- ❑ Prepare the structure of your answer (make notes at back of question sheets)
- ❑ **INTRODUCTORY SENTENCE**(clear claims; can be bullet point)
- ❑ Content of each paragraph
- ❑ **CONCLUSION** (summary of key message in one sentence)
- ❑ Write the essay
- ❑ Re-read

CHAPTER 1 : *Introduction to Critical Thinking*

CRITICAL THINKING : Analyzing the validity of arguments presented in a text
(asking questions, examine assumptions, weighing validity or arguments)

5 STEPS :

1. Identify the authors majors conclusions (claim)
2. Describe and evaluate the supporting evidence
3. Uncover assumptions and values
4. Determine soundness of causal logic
5. Deconstruct use of persuasive language

Contemporary Business Thinking: Content and Outcomes

PRIMARY OUTCOMES :

- Critical reading and analysis
- Facility with language of business
- Constructing persuasive arguments
- Interest in current business activities
- Work efficiently in teams

SECONDARY OUTCOME :

- Working efficiently in teams

BUSINESS DISCOURSE : (press, newspaper, magazines. internet, etc)

CRITICAL THINKING SKILLS :

1. Claims
2. Evidence
3. Underlying assumptions
4. Rhetoric

MANAGEMENT CONCEPTS :

- Organizational growth
- Strategy
- Vision
- Motivation

CHAPTER 2 - *Building Successful Organizations & The Claim*

STEP 1 : Identifying the authors major conclusions

CLAIMS : Major conclusion of a piece of writing that the author is trying to persuade you to accept

- Explicitly or Implicitly stated
- Likely locations
- Cue words (o therefore, thus, in summary, I believe that, clearly, in short...)
- Presented with clarity and emphasis
- At the beginning or end

TYPES OF CLAIMS

UNPROBLEMATIC CLAIMS :

- Consistent with our own experiences and observations
- Facts independent of interpretations
- Agreement among experts or strongly supported general claims that are common sense
- Technical or mathematical claims
- *a once uncontestable claim can be re-examined in later years*

CONTESTABLE CLAIMS :

- Not commonly accepted knowledge
- Often introduce new ideas that awaken curiosity
- Sometimes presented as if it were a fact
- Cannot stand on their own

CONCEPT MAPS :

- Compact way of summarizing complex materials
- Highlight the main relationships in a logical way
- Summarize the author's main point
- Differentiate concepts with positive and negative impacts
- Vivid and attractive representation

CHAPTER 3 - Evidence

CLAIM + EVIDENCE = ARGUMENT

EVIDENCE : Any statement that is a response to the question 'Why is this true?' (stats, past events, anecdotes, quotes, statements, etc...)

FINDING EVIDENCE

Cue Words: because, as a result, in the first place, for example, in addition

EVALUATING QUALITY OF EVIDENCE

1. ACCURACY

Difficult to judge without an independent source of information. Trivial errors, grammar, spelling mistakes, inaccurate quotes, lack of.

1. do your own research to verify
2. Use proxies to evaluate

2. PRECISION

overuse of ambiguous words and abstract words (*often, few, usually, probably. etc.*)

- comes from numbers and direct quotes
- 18.4 better than quite well, or almost 20
- precision creates an impression of accuracy
- beware of over-precision
- it is possible to be too precise

3. SUFFICIENCY

how much evidence depends on the importance of the claim & the potential damage

- fallacy of hasty generalization

4. REPRESENTATIVENESS

- Variety in the sources of evidence should match the variety in the population
- Fallacy of hasty generalization (evidence NOT from fair sample of information)

5. AUTHORITY

a legal argument needs most importantly, authoritative legal source or evidence provided by specialist)

- training, credentials and experience of others
- classics or current writing
- context-dependent
- fallacy of false appeal of authority
- fallacy of argumentation ad populum

6. CLARITY OF EXPRESSION

not explicit about what the info signifies (tables, figures, graph, charts, etc.)

- quantitative data should be interpreted
- direct quotation should be interpreted
- other objections: issues of relevance related to underlying assumptions



CHAPTER 4 - *Underlying Assumptions*

UNDERLYING ASSUMPTION : Logical link that fills the gap between the evidence and the claim

- Implicit or explicit principles that form the bases of our beliefs & reasoning
- Tell us whether evidence provided for a claim is relevant
-

HOW TO FIND THE UNDERLYING ASSUMPTION ?

- ❖ What must be true if the claim is to follow from this evidence?
- ❖ What general principle might link this particular claim to this particular evidence?
- ❖ What beliefs might I expect from this type of person?
- ❖ Could someone believe this evidence and still disagree with the claim? Why?

REALITY ASSUMPTIONS : Our beliefs about reality; about the way things are

VALUE ASSUMPTIONS : Our ideals, our standards of right and wrong, the way things ought to be

★ WE MUST CHALLENGE THE ASSUMPTIONS!!!

REALITY : *provide info showing that the author's notions of reality vs how the world works is wrong/debatable*

VALUE : *demonstrate that the authors argument is rooted in a particular idiosyncratic set of value assumptions. Since others might have a different, but equally valid, set of values, the argument is therefore NOT universally acceptable*

CHAPTER 5 - *Causal Claims*

CAUSAL EXPLANATION = Author's interpretation of cause & effect relationships

- Rival causes (3 TYPES): The same evidence can be consistent with different interpretations
 1. Differences between groups
 2. Association of characteristics
 - Reverse causation?
 - Effect of 3rd variable?
 3. The **post hoc, ergo propter hoc fallacy** (error in reasoning, just cause event follow another, not necessarily first caused second)
 - <After this> <Therefore> <Because of this>
 - Post hoc ergo propter hoc

CHAPTER 6 - *Techniques of Persuasion*

The "HOW-TO" approach (how to build a persuasive argument, THINK ABOUT YOUR AUDIENCE)

1. Anticipate objections based on (what objections could be made to your claim)
contestable claims are most interesting, you have to do ur best to convince
 - negative evidence (research that contradict claim)
 - alternative/rival causes (reverse causation, due to post hoc fallacy)
 - conflicting/debate assumptions (show that values are worth consideration)
2. Counter-argue objections (acknowledge other opinions)
3. Limit claims you cannot rebut (acknowledging limitations makes your writing MORE persuasive)
 - Limits to generalizations
 - Level of probability less than 100%
 - Re-defining terms

Rhetoric (use of language to convince/persuade)

- Detail (evidence and assumptions)
- Tone
scholarly(appeal to authority) vs. narrative(appeal to emotion)
- Vividness (being concrete draws attention, bring evidence to life)
avoid vague words, provide concrete details, no clichés

CHAPTER 7 - *Writing an Effective Essay*

1. Outline your (contestable) claim and sub-claims
 - Ask yourself: “Why do I think this claim is true?” List reasons
 - Logic of your argument must be crystal clear
2. Arrange your evidence
 - 2-3 pieces of evidence for each sub-claim (sufficient; accurate)
 - Views of experts; Quotes from interviews (authoritative; precise)
 - Statistics (precise)
 - Examples from your own experience, diverse, variety of others (representative)
 - Detailed descriptions / background information (precise)
 - Give each section of your essay a meaningful subtitle (clear)
 - Any negative evidence? Do you anticipate readers’ objections? Do you need more evidence?
3. Write your first draft
 - Don’t try for perfection the first time
 - **Be careful not to plagiarize!!!**
 - Revise your work
 - Team contributions have to be integrated – similar style
 - Write your introductory sentences – engage the reader’s interest and attention
 - Write your concluding sentences – a strong ending tells people what they have learned
 - Add visual aids (charts, photos, clipart, concept maps)
4. Full list of references

OVERVIEW

