



Writing Skills Workbook

Tuhituhi Mātauranga

Victoria Business
School
Orauairiki
(Faculty of Commerce)

Student Learning
Te Taiako

Name:

Writing Tutor's name :

Tutorial Day :

Tutorial Time :



Introduction and Welcome


Writing is one of the principal ways in which we communicate. We do that in a variety of ways and in a variety of styles. Different styles often come with their own requirements. However, all writing is creative, and all writing can be fun.

University students are often assessed on the basis of their written work. Throughout any course of study, students at Victoria University will be required to produce different types of assignments: essays, reports, case studies, proposals, and literature reviews. In universities scholarly writing comes with its own requirements – providing structure to an argument, using evidence – and most importantly – acknowledging the sources that you use.

Writing and research skills learnt at university are transferable to your later working life. Employers look for graduates who can communicate through writing and support their ideas with evidence. Employees agree that at least 30% of their working time is spent writing.

The Faculty of Commerce (also known as Victoria Business School) has clear aims to develop students' writing over its many programmes.

These written communication skills are outlined in the Communications Rubric (see p. ii). This writing handbook and the associated writing course support these objectives by providing students with the basic skills needed to write at the university level, regardless of the type of assignment. Writing is a developmental and a pivotal life skill and everyone can learn new ways to improve their writing skills at different stages. This is an initial step in your BCom and one which the Faculty hopes you will continue to build on throughout your degree and beyond. Keep this book as a reference for your writing at Victoria and beyond, whether for academic or business audiences.



Dr Chris Eichbaum

Associate Dean (Learning and Teaching)

Victoria Business School/Faculty of Commerce

VBS Rubric for Written Communication Skills

BCom Learning Goal 2

Our graduates will be effective communicators.

BCom Learning Objective 2a

Research, plan and produce written assignments meeting academic standards.

	Exemplary	Satisfactory	Unsatisfactory
Structure and style: Document, paragraph and sentence structure, flow and layout, appropriate to audience.	Variety of sentence construction; logical flow; style and structure appropriate for task, audience and genre. Uses engaging delivery that enhances understanding. Thoughtful presentation.	Not overly repetitive; some variety in sentence construction; generally flows well; some awareness of audience and genre.	Overly repetitive or simplistic sentence structure; consistently disjointed, lack of flow; style/structure inappropriate for audience.
Clarity and conciseness: Answers the question, succinct, appropriate complexity.	Argument effectively and efficiently conveyed; highly focused on the question; easily understood.	Argument reasonably clear; occasionally misses the point but answers the question; not over-elaborate or over-complicated.	Main point and/or argument confused/unclear. Irrelevant information, no transition between ideas. Unclear conclusion.
Technical writing skills: Spelling, capitalisation, punctuation, grammar, general proofreading.	Very few spelling errors, correct punctuation, grammatically correct, complete sentences.	Occasional lapses in spelling, punctuation, grammar, but not enough to seriously distract the reader.	Numerous spelling errors, non-existent or incorrect punctuation, and/or severe errors in grammar that interfere with understanding.
Vocabulary: Originality, breadth, appropriateness, variety.	Highly appropriate, well chosen, precise and varied vocabulary. Consistently uses correct word choice and discipline-specific terminology.	Generally appropriate vocabulary; not overly repetitive. Generally uses correct word choice and discipline-specific terminology.	Excessively limited or inappropriate or repetitive vocabulary. Misuses discipline-specific terminology.
Appropriate use of referencing system:	Uses APA (or accepted alternative ¹) referencing system consistently and correctly.	Generally uses APA (or accepted alternative ¹) referencing system.	Does not attempt to use APA (or accepted alternative ¹) referencing system.
Academic Integrity:	Appropriate use of others' work, acknowledged via in-text citations.	Other sources appear to be acknowledged.	Work appears to be not adequately referenced or attributed.
Holistic judgement:	Exemplary written communication.	Satisfactory written communication.	Unsatisfactory written communication.

¹ APA is the VBS standard, but lecturers may either require an alternative when APA is not appropriate or accept an alternative – in both cases guidance must be provided.

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Chapter one: Starting to write

Being able to express yourself clearly in written form is crucial for your success at university and in business. This book is designed to help you develop your skills in academic writing. It is a useful resource that will show you how to structure your writing, do research, use APA referencing correctly and give you tips on grammar and spelling. Keep it as a reference for the rest of your studies.

While you are at university, you will be asked to complete a range of writing tasks including essays, reports, case studies and literature reviews. This book will focus on the essay as it forms the written assessment for FCOM 111; however, many of the skills it teaches will be useful for any kind of writing.

An Essay

... tests the student's ability to present an argument in an organised way. It requires two things: good structure to specifically answer the question and supporting evidence/research from reputable sources relevant to the topic (see the sample essay on p. 7).

For future reference, a report

...is a structured analysis of a specific topic using headings and subheadings. Reports usually include the following headings: Title page, Executive summary, Contents page, Introduction, Discussion /Analysis Recommendations, References, and Appendices. Always check what the course requirements are before formatting your report.

(For more information on writing in report format see the study hub link www.victoria.ac.nz/studyhub)

Essay Writing Process

Writing assignments is a process. The actual writing part usually comes after you have planned, gathered and organised information. Good writing takes time and effort so always allow yourself plenty of time to prepare, produce and finalise your written work.



Forces working for:

- ✓ Success and achievement
- ✓ Early efforts leading to more thought, feedback, better access to materials, etc.

Forces working against:

- ✗ Time
- ✗ Lethargy
- ✗ Lack of confidence or experience
- ✗ Other pressures



Analyse the question

- ✓ Understand what is being asked
- ✓ Make a summary in your own words
- ✓ Check the key words, definitions
- ✓ Know limits within the question



Plan an approach

- Brainstorm and group ideas
- Create a skeleton outline



Research, gather and process information

- Use reading lists, textbooks,
- Review notes and reading sources, etc.
- Check back to your essay plan
- Make notes and acknowledge sources and your question analysis
- Explore other possibilities
- Make sure things are relevant - sift and select.



First draft and reworked draft

- Check for logic, style, clarity, tone, structure and accuracy
- ✓ Does it answer the question?
 - ✓ Be critical



Final draft

Check for spelling punctuation, grammar, correct format, correct references, whether it is within the limits set.

Step one: Motivation

Start early. Give yourself time to work on your essay. This will result in higher grades.

Step two: Analyse the question

It's very important to make sure that you fully understand what the question requires. You need to ask yourself:

- What is the lecturer asking me to write about?
- What do I need to do to answer every part of the question?

Example Topic:

Critically evaluate the arguments for and against the Mixed Member Proportional (MMP) electoral system. Evaluate to what extent MMP should be modified or replaced.

1500 words

You need to break the question up. Try the four steps.

Critically evaluate the arguments for and against the Mixed Member Proportional (MMP) electoral system. Discuss to what extent MMP should be modified or replaced.

1500 words

Step 1	Understand what the instruction words are. Check Instructional Words on pp. 54-55	The instructions words are Evaluate and Discuss Check the meaning on p. 54
Step 2	Understand the topic of the essay	MMP & whether it should be modified and replaced
Step 3	Know what the focus of the question is. Put it in your own words or try turning the statements into questions to make it easier.	What are the arguments for MMP? What are the arguments against MMP? To what extent should MMP be changed? To what extent should MMP be replaced?

Sample plan

Introduction

150 words (roughly 10% of total word count)

- Why is this topic important?
- Historical background
- What order my ideas will be in
- My argument: Strengths/weaknesses of MMP
- MMP needs to be slightly modified because....

Main Body

1200 words (roughly 80% of total word count)

Part 1 of essay question: Arguments for and against MMP

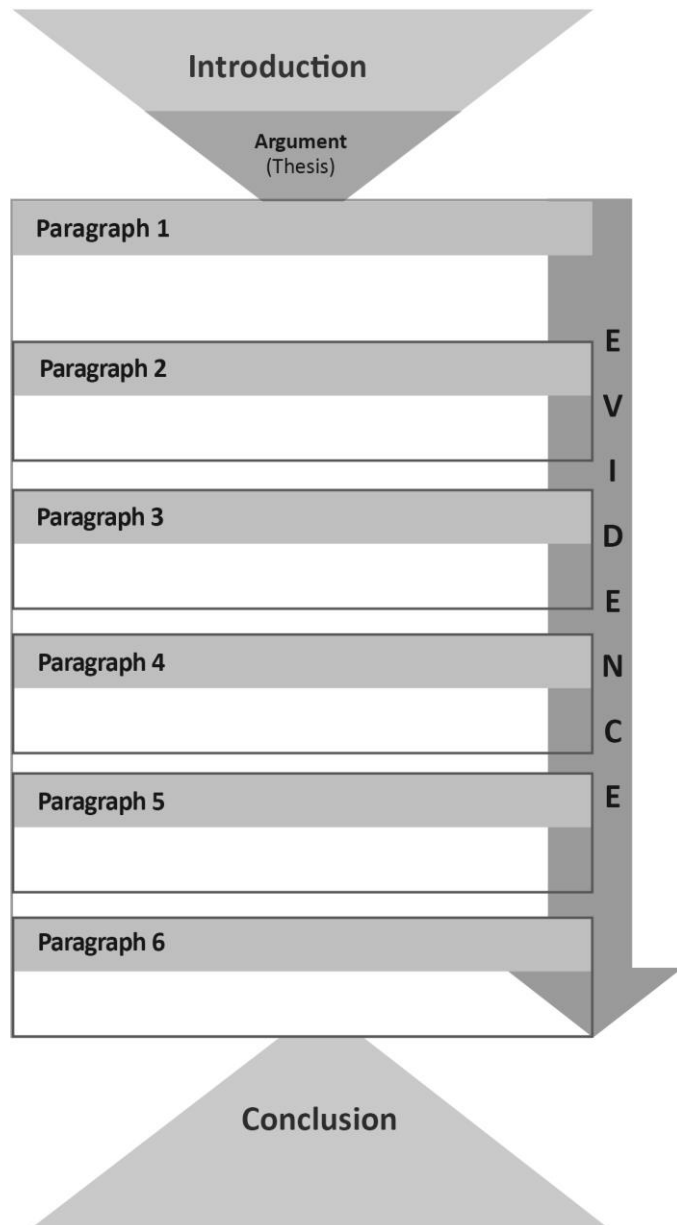
Part 2 of essay question: Evaluate to what extent MMP should be modified

- Develops the argument
- One idea per paragraph
- You need to explain your idea, provide evidence and link it back to your argument
- Create a logical order to ensure your paragraphs flow

Conclusion

150 words (roughly 10% of total word count)

- Strong restatement of the main ideas
- Broader significance of topic



Step four: Research

You need to do research to develop and back up your ideas. For more information on how to find academic sources and to reference them correctly, see chapter 2.

Step five: Writing your first draft

Use your essay plan and start with whatever seems easiest for you. It is important to get your ideas down so don't worry about trying to make it perfect at this stage.

Steps six & seven: Reworking your first draft & Checking your final draft

Don't hand in your first draft as it won't be your best work. You need to spend some time reworking it and improving it. For more information on how to do this, see chapter 3.

Sample essay

This chapter has a sample essay as an exemplar of the end product of the writing process. The left hand margin indicates the structure and organisation of the essay.

Look for the following:

- Where is the writer's answer to the question?
- What key points does the writer put forward to support the thesis?
- What evidence is there to support these key points?
- Check the references and reference list – are all the conventions followed?
- What suggestions can you make to improve the essay?
- Does it follow the structure set out on p. 5?
- How well does it highlight the links between paragraphs?

Identify the elements of an academic essay:

Introduction:
Definition of
issue/Focus/
Problem

Thesis
statement:

Body: Part 1:

Topic
sentence:

Explanation

Supporting
evidence

HRIR 201 Managing Human Resources & Industrial Relations
"Unemployment is necessary to keep wages down. Discuss."

The idea that unemployment is necessary to keep wages down comes from a supply and demand analysis of the job market. Neoliberalism suggests that if there are a large number of unemployed people for employers to select from for job openings, then the potential employees will be willing to accept less money in order to secure employment. Conversely, if the numbers of unemployed people are low, those seeking employment will have a stronger bargaining position and will therefore be able to command higher salaries. This essay will explain the ideology behind this theory, show evidence that supports it, but then also state the arguments against it, showing how flexible labour markets, globalisation and technology make it possible to keep wages low without unemployment.

The idea that unemployment is necessary to keep wages down comes from neo-classical economic theory. This school of thought felt the labour market could be analysed the same way as the market for any other goods, and hence supply and demand theory would be applicable. Neo-classical theorists "were convinced that lower wages would increase employment, and they were confident that unemployment would reduce wages" (Mattick, 1971, p. 7). This would act as a balancing system, meaning that unemployment would always adjust to an efficient level that prevented wages from getting too high, and promoted production.

Body: Part 2:

Topic
sentence:
Explanation

As later pointed out, though, there were problems with viewing the labour market in this way. This is largely due to the large power imbalance favouring employers, meaning the exchange of labour is not always a voluntary one. The Great Depression of the 1930s brought a time of very high unemployment and great poverty. It showed the failure of this system to regulate itself, as the period of unemployment was prolonged. As a result, new schools of thought emerged on the topic that questioned the necessity of unemployment to keep wages down. John Maynard Keynes felt government regulation could be used to manipulate the market and increase investment and production, which would in turn then lead to full employment. This economic theory rose to prominence throughout the middle part of the twentieth century, and came to be known as the 'Keynesian Consensus'. Keynes thought that wages could not be adjusted easily enough to allow for the balancing act neo-classical economists envisaged, and that the failure of the system to prevent the high unemployment of the Great Depression was partly a result of this (Bordo, Erceg & Evans, 2000). He thought that wages could be kept low by other means, whilst full employment was enjoyed.

Body: Part 2 continued:
Topic sentence

Example

Significance in
relation to
topic

One way wages could be kept low without the need for unemployment would be to use a flexible money policy. This meant using inflation to create a rise in prices that was greater than the accompanying rise in the level of wages. Keynes thought workers had become too resistant to straight wage reductions, and this method could provide the same result in a more subtle way, without having to resort to laying off workers (Mattick, 1971). By implementing this system, employers would therefore be able to reduce their costs since the real level of wages had gone down.

Body: Part 2 continued:
Topic sentence

Explanation

Supporting
evidence

A more modern form of this flexible wage idea can be seen in the idea of the flexible firm (Perry, Davidson & Hill, 1995). Modern firms utilise part time and casual workers to supplement their core workforce as a way of allowing them the flexibility they need to ensure they are not stuck with more workers than they require. In times when they are highly productive they can get the extra workers they need, but once production is cut back they do not have to continue to keep the workers on, or at least not to the same degree they were working during the boom. The use of non-standard employment like this is a way of lowering costs for employers without unemployment actually increasing. It has been suggested that utilising these type of workers lowers the wages of

Significance of evidence	workers in general, as full time staff are less attractive in comparison, and therefore their bargaining positions when seeking employment are weaker (Rasmussen & Lamm, 2002).
Body: Part 3:	
Topic sentence	Globalisation has also increased the flexibility with which employers, especially multinational organisations, can operate, giving them another way of reducing costs without increasing unemployment.
Explanation	Corporations are able to set up business in the places with the best conditions for them, such as the most relaxed industrial relations regulation, so that they can reduce costs. In light of this, they have more power to persuade workers in their original location to work for lower wages due to the threat of them moving production altogether. This technique has been widely adopted in the automotive industry in the United States, with some production, and the threat of more, being shifted to Mexico.
Supporting evidence	
Body: Part 4:	
Topic sentence	The increasing use of technology can also act as a factor to lower wages, as it can allow employers to substitute skilled workers with less-skilled ones, without reducing the overall level of unemployment.
Explanation	This is attractive to employers, as they do not have to pay less-skilled workers as much. The clearest example of this came in the late eighteenth and early nineteenth centuries in Great Britain, as the Industrial Revolution was in full swing. Machines could replace highly valued and skilled workers, such as croppers, with lower-skilled workers operating them (Thompson, 1968).
Supporting evidence	As technology continues to evolve and is applied more widely, this type of cost cutting is common, and leads to lower wages without increased unemployment.
Significance of evidence	
Conclusion:	
Summary of thesis statement	In conclusion, the labour market does not fit well within the theory of supply and demand. Though the basic logic behind such analysis may be correct, in practice it does not work so effectively, as was shown by the Great Depression. Wages can still be kept low however, without unemployment being used as a mechanism.
Summary of topics:	Flexible labour markets, globalisation and technology all lead to lower wages in general, and can be used as an alternatives to unemployment. One only needs to look to the current situation in New Zealand. Despite New Zealand's low unemployment, there has been no dramatic increase in wages, demonstrating that unemployment is not necessary in order to keep wages down.
1	
2	
3	
4	
General concluding statement, placing discussion in a wider context	

<p>Now take a different-coloured pen, and highlight all the 'signposts' (key words and links) that make the argument clear for a reader.</p>	<p>References</p> <p>Bordo, M.D., Erceg, C.J. & Evans, C.L. (2000). Money, sticky wages, and the Great Depression. <i>The American Economic Review</i>, 90, 1447-1463.</p> <p>Mattick, P. (1971). <i>The Keynesian "Revolution", from Marx and Keynes</i>. London, United Kingdom: The Merlin Press.</p> <p>Perry, M., Davidson, C. & Hill, R. (1995). <i>Reform at work</i>. Auckland, New Zealand: Longman Paul.</p> <p>Rasmussen, E. & Lamm, F. (2002). <i>An introduction to employment relations in New Zealand</i>. Auckland, New Zealand: Pearson Education.</p> <p>Thompson, E.P. (1968). <i>The making of the English working class</i>. Harmondsworth, United Kingdom: Penguin.</p>
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Acknowledgement

Student Learning thanks Chris Dunn – Course Coordinator HRIR 202 – and some of his students who kindly allowed us to use their essays as samples for this booklet.

Structure: Paragraphs

Paragraphs are the building blocks of good writing.

A good paragraph should have **one idea**. All the sentences in the paragraph should relate to this one idea and not side-track from it. This is how it should look:

Topic sentence – main idea
Supporting sentences
Concluding comment

Topic sentence: states main idea of paragraph.

Supporting sentences: explains the main idea.

Evidence to support main idea.

Your opinion/argument.

To maximise career opportunities, business students should develop not only their professional and academic skills but also their soft skills. Coursework at university builds professional capability in disciplines such as accountancy, economics, marketing and law. Within these, other skills are developed, such as analysis and research, negotiation and presentation, communication and innovation (Victoria Career Development and Employment, 2007). Soft skills refer to the other dimensions that employers look for, including cross-cultural understanding, team building, persuading and influencing and self-management. These skills are acquired by students through their personal commitment and the way they participate in their university life, community and voluntary work.

A clear topic sentence is the key to a good paragraph. It is generally the first sentence and lets the reader know what your paragraph is about. The supporting sentences explain and are linked to this one idea.

How long should a paragraph be?

- About 4–6 sentences.
- If it is much longer, it becomes too hard for your reader to follow your ideas.
- Sometimes an idea is too big for one paragraph. Think about where you can break it up. You can use linking words such as ‘additionally’ to show your reader you are still talking about the same idea (see Linking Words and Phrases on pp 56-57).
- If you find you are starting to write a new idea, you need to start another paragraph.



Exercise 1

Underline the following parts of a paragraph: topic sentence, explanation sentences, evidence, opinion/argument.

The Treaty does not limit Parliament's legal sovereignty; however, it is starting to become more commonly used in legislation. There have long been legislative references to the Treaty, but rarely have these been translated into enforceable rights. That has changed in the last two decades. Statutory recognition of the principles of the Treaty first occurred with the State Owned Enterprises Act (1986), section 9 of which prohibited the Crown from acting contrary to the principles of the Treaty (Joseph, 2001). Since then, Parliament's role in elevating the Treaty's constitutional status has expanded and there are now frequent legislative references to the Treaty itself, to Treaty principles, and/or to a Māori dimension. The status of the Treaty is important as it demonstrates the recognition and commitment of Parliament.

Coherence and Linking

Your essay needs to be coherent, so it is important to ensure two things:

1. There is a logical progression of ideas/paragraphs in your essay.
2. Paragraphs follow on logically from one another following your outline of ideas in the introduction.

The topic sentence is a good place to show the link back to your argument and to show how your argument is linked between paragraphs.

Introductions and conclusions

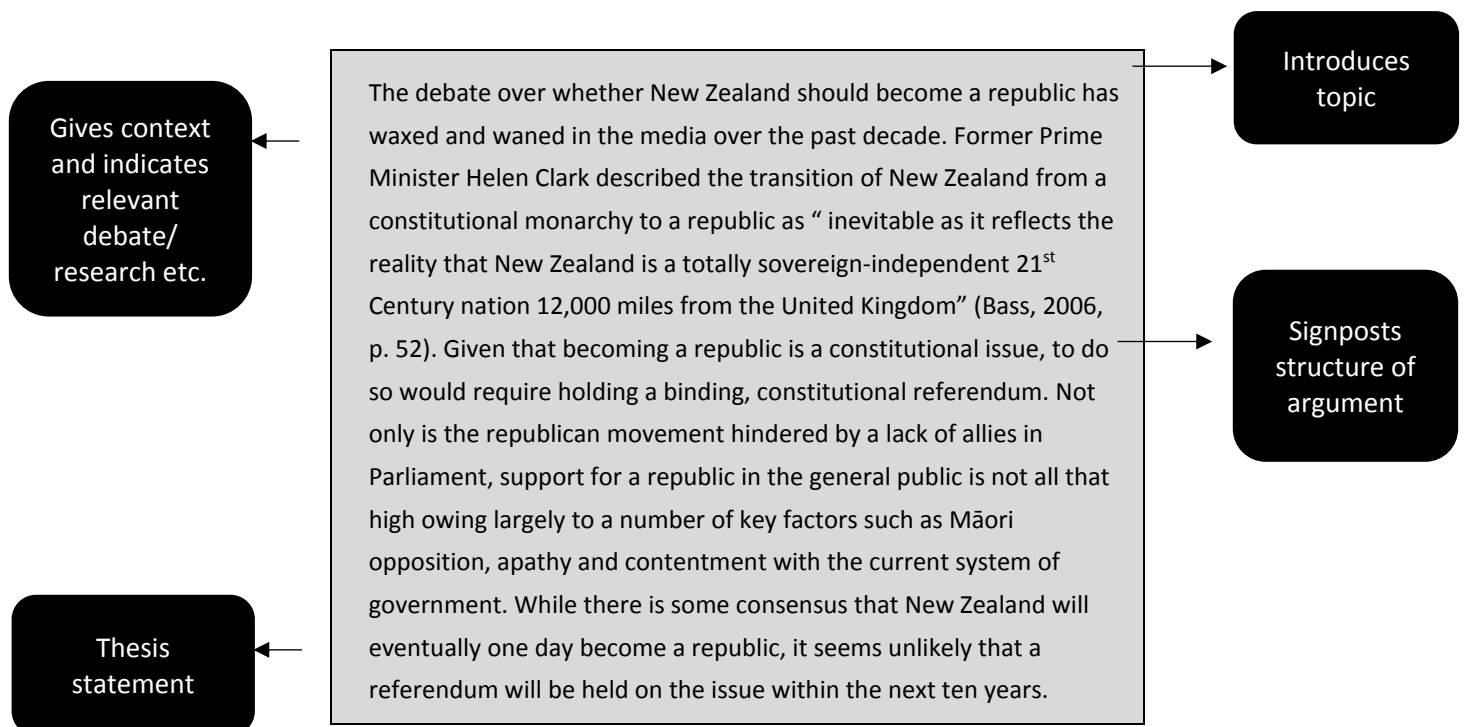
The introduction and conclusion are crucial parts of an academic essay. They are like bookends, holding the content of your essay together.

Introduction Approximately 10% of your total words

A good introduction fulfils the following four requirements:

1. It engages the marker's interest by using simple, strong sentences.
2. It introduces the topic, issue or problem, gives a bit of background if necessary, puts the topic in context, indicates relevant debate/research and/or comments on the significance of the topic. It can give a definition, if required.
3. It explains what the rest of the essay will contain by outlining the ideas in the same order that they will be developed in the main body of the essay.
4. It provides a thesis statement for the essay, which sums up your main argument.

This introduction follows the four requirements:



Thesis statement

The thesis statement, which usually comes at the end of the introduction:

- Is the most important element of your essay
- Makes the writer's argument or position clear
- Is brief – sums up the answer/argument in one or two sentences
- Is relevant – tells your readers what your essay is about.

By the time they finish reading your introduction, your reader should have a clear idea of your argument and the order in which you will present your ideas.

A thesis statement does not just express a fact. It is a statement of opinion that needs to be proved or explained.

This is not a thesis statement:

There are many arguments for and against the adoption of the MMP system.

This is a fact. It is not an arguable point.

On the other hand, this is a thesis statement:

Though many problems exist, the adoption of the MMP system will ultimately improve the equity of New Zealand's political system.

This thesis statement clearly gives the author's viewpoint. It also sets up the progression of the argument. A thesis statement should indicate the parts of the essay.

Make it clear:

This is too vague to be an adequate thesis statement:

There are a number of ways in which NZ can benefit from globalisation.

Be specific:

NZ will benefit from globalisation through increased trade, employment opportunities, and technological advances.

NB: You may find it easier to write the final draft of your introduction after you have written the conclusion and you know exactly what your essay says.

Conclusion Approximately 10% of your total words

A good conclusion has similar tasks:

1. It recaps on the main topic, issue or problem.
2. It sums up the essay's main points. This is done briefly, focusing only on main arguments – the conclusions should not re-argue every point made in the essay.
3. It restates the essay's main argument or thesis. Use different words rather than just repeating what you said in the introduction or body.
4. It feels finished and leaves the reader with a sense of satisfaction – of an argument having been completed, of the question/topic/issue/problem having been answered or solved.

Here is an example of the link between the thesis statement and the conclusion.

Thesis statement:

New Zealand's unemployment benefit system contributes to the marginalisation of the poor.

Concluding statement:

Unless the unemployment benefit system is significantly altered to address these issues, it will continue to create a marginalised underclass in New Zealand society.

Traps to avoid in a conclusion:

- Don't introduce any new material. If you have a new important idea, it needs to come in the body of your essay. Remember to rework your introduction in this case.
- Don't use in-text references or quotes. You have already established your evidence and argument in your main body paragraphs. In the conclusion you are pulling this all together to tell us what you think.
- Don't start with 'In conclusion' or a similar phrase. It should be clear by its position in the essay that it is the conclusion.



Exercise 2

Look at the conclusion below. Note how it is linked to the introduction on p. 13 and restates the key points. Do you think this conclusion addresses the essay question?

(What prospects are there that New Zealand will hold a referendum on becoming a republic during the next ten years? Discuss, providing academic reasons to substantiate your argument.)

The chance that a referendum on New Zealand becoming a republic will occur within the next ten years is slim at best. A Citizens Initiated Referendum is unlikely as there is no group proposing one and it is non-binding. Support for republicanism is not high in New Zealand and many in the general public are apathetic towards republicanism as they seem content with the current system of Government. Others are opposed to abolishing the monarchy. Many Māori, for instance, believe it would affect the status of the Treaty. The majority of voters seem more concerned about the economy and job security than the prospect of a republic. While New Zealand may eventually become a republic, this is unlikely to occur until well into the 21st century.

Underline where the conclusion links to the question.

Bullet point the 3–4 summary points:

-
.....
-
.....
-
.....
-
.....

Chapter two: Research, referencing and citing sources

Research is an essential part of the assignment process. You need to find relevant academic sources that will provide the evidence for the ideas in your essay or report. This means you need to familiarise yourself with the Library and know how to search the catalogue and subject specific databases.

The Library

Why use the Library?

The simple answer is:

- Quality of resources
- Quality of services

If you use the Library, chances are you will get better marks. The resources found in the Library are reliable and authoritative because they are written by academics and experts in their subjects. The Library provides the resources that you need for your academic assignments and the services to help you find them.

We have over a million printed volumes in our collections and over a quarter of a million online resources available to you – take advantage! Getting your Library skills up to speed will also give you valuable research skills for your future career.

Getting started on research in your first year

To do well in your first assignments you will need to learn some library basics: how to find the books and other readings you need and get them on time and without hassle.

Look out for Library tours at the start of the Trimester or take yourself through our video tutorials and other resources:

[Video tutorials](https://tinyurl.com/UsingTeWaharoa) (<https://tinyurl.com/UsingTeWaharoa>)

These short online video tutorials have been created to help you to use the Library in your study.

Te Waharoa : Getting started	
	Shows how to navigate Te Waharoa, which searches across a range of electronic and print resources, in one Google-like search.

Te Waharoa : Creating searches	Shows how to create detailed searches involving multiple keywords, phrases, authors and titles.
Te Waharoa : Title searching	Shows how to find an item when you know its title
Te Waharoa : Searching for items in the Library	Show how to search just for physical items in the Library

Getting beyond your reading list

This short tutorial shows how to start a simple search to find articles related to your assignment. Uses Management resources as an example.

Video tutorial (<https://youtu.be/Oh3Fm1QsNI8>)

Subject Guides (<https://tinyurl.com/VUWSubjectGuides>)

Your Subject Librarians have compiled the most useful resources for each subject, brought together in one convenient place.

There are currently pages covering these subjects:

- [Accounting](#)
- [Economics and Finance](#)
- [Human Resource Management](#)
- [Information Studies](#)
- [Information Systems](#)
- [International Business](#)
- [Management](#)
- [Marketing](#)
- [New Zealand Company Information](#)
- [Public Policy and Public Management](#)
- [Tourism](#)

Where and how to access what you need

Access the Library	Where	For What
Online	Library website (http://library.victoria.ac.nz/library/) Library link in Blackboard (learning management system)	Everything except print resources
By visiting the Kelburn Library	Rankine Brown Building	1st year course reserves & main Commerce collections
By visiting the Commerce Library	Rutherford House at Pipitea Campus	Course reserves past 1st year (courses beyond 1st year are taught at Pipitea Campus)

Ask a Librarian

For individual help, contact us however you prefer:

- On the phone - Send an email – Ask any of the staff in the Libraries
- You can find these contacts by clicking on “Ask A Librarian” on the Library’s homepage:

The screenshot shows the Victoria University of Wellington Library homepage. At the top, there's a navigation bar with links: ABOUT VICTORIA, STAFF, LIBRARY, MYVICTORIA, BLACKBOARD, MAPS. Below this is a secondary navigation bar with links: Future students, International students, Current students, Research, Learning & teaching. A search bar is present with the text "Find books, articles, online resources..." and a "GO" button. On the left, a sidebar titled "THE LIBRARY" contains links: Our Libraries, Collections, Research and Study Help, Using the Library, About us. Below this is "TODAY'S HOURS" for 24/1/2018, listing opening times for Architecture and Design, Commerce, Kelburn, and Law. The main content area features a large image with the text "Need help with your study?". Below this is the heading "The Library - Te Pātaka Kōrero" and a welcome message. A "Latest News" section includes updates from December 2017 and November 2017. There are also sections for "KELBURN LIBRARY ACCESSIBILITY" and "BETA VERSION OF UPDATED TE WAHAROA AVAILABLE". On the right, there's a "THE LIBRARY FOR..." section with links for Undergraduates, Postgraduates, and Researchers/Staff, and a "YOUR LIBRARY ACCOUNT" section with a "Log in" button. A "HOW DO I?" section has a dropdown menu for "Select an item:". A "QUICKLINKS" section lists various services like Databases A-Z, Course Reserves, Subject Guides, etc. The footer contains "CONTACT THE LIBRARY" with phone and email information, a red-bordered box around the "ASK A LIBRARIAN" link, and "FIND US ON FACEBOOK" with a Facebook logo and a "Like" button.

For more detailed or specific research help in your subject contact your Subject Librarian. Subject Librarians provide specialised research support to individual staff and students.

For Accounting, Business Administration, Commercial Law, Human Resource Management, International Business, Management, Marketing & Tourism	Thomas Martin (04) 463 6374 thomas.martin@vuw.ac.nz
For Economics & Finance, Information Management, Public Policy & Public Management	Philip Worthington (04) 463 6945 philip.worthington@vuw.ac.nz

Referencing

Why is it important to reference accurately?

Referencing

Understanding and using referencing are important parts of your academic writing. Referencing is acknowledging the author or source of information in your assignment. When you get information or ideas from your research, you **MUST ALWAYS** acknowledge the source of your information.

If you don't do this, then you are pretending that someone's work is your own. This is called plagiarism and your lecturers take this very seriously. It can result in failure so don't do it! For more information, check <https://www.victoria.ac.nz/students/study/exams/integrity-plagiarism>

There are many styles of referencing but the Victoria Business School only uses the APA style, so this is the style you must follow.

Why do we reference?

1. It gives credibility to your work because you can back up your ideas with the opinions of experts.
2. It supports your academic integrity. If you don't reference your sources, then you are plagiarising.
3. It allows your marker to find your sources easily.
4. It shows your marker that you've done research and that you can use your research to support your ideas.

The quality of your sources is also important

The Internet is a great source of information. However, for academic writing you should **only use** reputable academic sources from the library catalogue or databases, or government websites where you can be sure the information is accurate. Do not use Wikipedia. It is not a reliable source as anyone can post information there.

APA referencing is in two forms:

- In-text – in the body of your essay
- Reference list – at the end of your essay

In-text referencing

In-text referencing is an important part of academic writing. You use in-text referencing to show your marker where your ideas have come from. This shows you have evidence for your ideas and that you can demonstrate academic integrity. Your in-text references should match the full details of your sources in your reference list (see pp. 26–34 and the example on p. 36).

In APA style, an in-text reference gives the author's last name and date of publication (and page number, if you have used a direct quote). It can be in two forms:

1. An in-text reference can be at the end of the sentence in brackets and will follow the form: (author's surname, year, and page number for a direct quote)

Example: Times of economic uncertainty can be challenging for fixed income earners (Hale, 2005).

Note: you do not put the title in the in-text reference.

2. Or it can be part of your sentence (in this case only the date and page number for a direct quote is in brackets):

Example: Hale (2005) pointed out that economic uncertainty can be a real problem for fixed income earners.

When do you use an in-text reference?

When you quote directly from another work

Schmidt (2002, p.150) argues that under MMP governments are less efficient because they "need a longer period of time to reach a consensus".

NB: You must always include quotation marks and the page number. It's best not to have too many quotes- about 2–3 at the most for a 15000 word essay.

When you paraphrase, i.e. when you use an idea or opinion belonging to another person and put it in your own words

Conventions are defined as political rules that are needed to serve a constitutional purpose (Joseph, 2001, p.30).

NB: Paraphrasing is much better than quoting, because when you put ideas in your own words, it shows your marker that:

- you have done the reading
- you understand what you have read
- you can use what you read to help you answer the question.

For hints on "How to paraphrase" – see p. 58

When you use factual data from another work (this includes statistics, precise statements of fact, and information from graphs, tables, figures, pictures or maps)

Figure 1 demonstrates that young New Zealanders are showing less interest in voting, compared to previous years (Carmichael, 2012).

When you use information from course handouts, lecture notes or power point slides

According to the conventions of individual ministerial responsibility, a Minister is responsible for any actions or mistakes committed by his/her staff (Eichbaum, 2010).

When you refer to personal communication (including emails, letters, personal interviews, telephone conversations)

Professor McKenzie commented in an email ... (personal communication, March 25, 2010)

NB: Personal communication is not included in the Reference List
--

Some points to note

- With three to five authors, you have to include them all for the first time. Once you have done that, you can just use the first name followed by **et al.** (an abbreviation from Latin meaning **and the others**) and the date any time you want to use that reference again.

e.g. (Bale, Church & Boston, 2003). For when you first use the reference

e.g. (Bale et al., 2003). For when you want to use that reference again in your assignment

- With more than five authors, you only need to use the **first author's** name, followed by **et al.**, **date**.

e.g. (Campling et al., 2008)

- If you need to reference more than one author (i.e. if you are drawing on more than one source for your information), you need to list the authors in alphabetical order by the first author's last name. Separate the references with a semicolon.

e.g.: Several studies (Haywood, 2002; Joseph, 2001; McGee, 2005) have shown that

- No individual author? Give the corporate author:

e.g. (Statistics New Zealand, 2002)

- No author? Use the title

e.g. (Globalisation: trends and predictions, 2002)

- For a website, cite the author (or title) and year of publication, NOT the URL.

e.g. (International Monetary Fund, 2001)

- No date? Use the abbreviation (n.d.).
- **Secondary sources:** when you want to include information that refers to another author, you can include this as a secondary citation. In the following example, the writer read about Keith's views in a book by Shaw and Eichbaum:

Keith (2001, cited in Shaw & Eichbaum, 2008, p.42) argued for the Treaty as the founding document of government in New Zealand.

Only the source you have actually read (in this case the book by Shaw and Eichbaum written in 2008) would appear in the Reference List.

- **Punctuation is important.** Follow the rules and the steps carefully.
- **Every in-text reference needs to match an item in your reference list.**

An important thing to remember

When you use ideas from your readings, you should always try and add your own comment or analysis and link it back to your argument. This demonstrates your understanding and evaluation of the relevance of this material.

For example:

This research highlights the importance of meeting with all parties at the planning stages to tailor a programme that meets the needs of the client.



Exercise 3

Write in-text references () for the following:

1. A quote taken from p. 16 of a book written by Raymond Miller that was published in 2007.

2. Information taken from Chapter 3 of the 4th edition of *Unbridled Power?* by Geoffrey Palmer, published in 2008.

3. Information from an article called “Deals behind closed doors diminish Parliament and the people” written by Karl du Fresne, published on May 25, 2010, in *The Dominion Post*.

4. Information from a website written by the International Monetary Fund called Global Financial Stability Report: A Quarterly Review on Market Developments and Issues, written in June 2001. The URL is <http://www.imf.org/pubs/ft/gfsr/2002/02/index.htm>

Writing the reference list in APA format

A **reference list** contains complete information (e.g. title and publication details) of all the sources you used in your assignment. All references should be listed in alphabetical order by the author's surname, or by title if there is no author. Your references should be listed on a separate page at the end of your assignment (see p. 36 for an example).

Formatting in APA style

There are a number of referencing styles, but the Victoria Business School generally uses APA style. **For your assignments in FCOM 111, you need to follow this style exactly.**

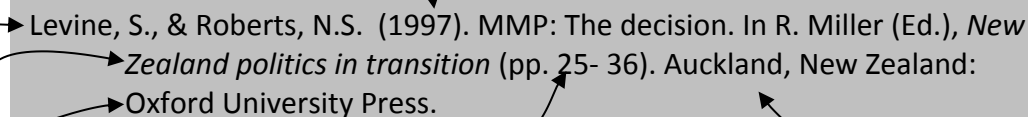
Note: Different Faculties and Schools may require different referencing styles so it is advisable to always check the assignment requirements. Contact Student Learning or the Library Reference Section for more information on the other referencing formats.

You must provide the following information for each reference:

Names: The first author's surname is listed, followed by the first name or initials, followed by other authors' names, as required.

Note that there is a comma after the surname and that full stops are necessary after the initials.

Date: The date of publication or Internet access appears after the author's name, or after the title if there is no author. The date is written within brackets. A full stop is necessary after the bracket.



Levine, S., & Roberts, N.S. (1997). MMP: The decision. In R. Miller (Ed.), *New Zealand politics in transition* (pp. 25- 36). Auckland, New Zealand: Oxford University Press.

Titles: Italicise, or underline the titles of books, journals, newspapers and magazines. Capital letters are required for the first word of the book's main title and subtitle, and for proper nouns. Journal titles have a capital letter for the beginning of every word.

Titles of chapters or articles: In books, journals, etc. these are not written in italics. Use a colon between title and subtitle, and a full stop after the title.

Volume/issue/page numbers: Provide this information for chapters in edited books and articles in journals and newspapers.

Place of Publication: For American cities, include the state. For non-American cities, you also need to include the country, e.g. Wellington, New Zealand. For non-American cities with a state, you include the state as well as the country, e.g. Melbourne, VIC, Australia. This is followed by a colon.

Publisher: The name can be abbreviated. Don't forget the full stop at the end.

Examples of APA formats

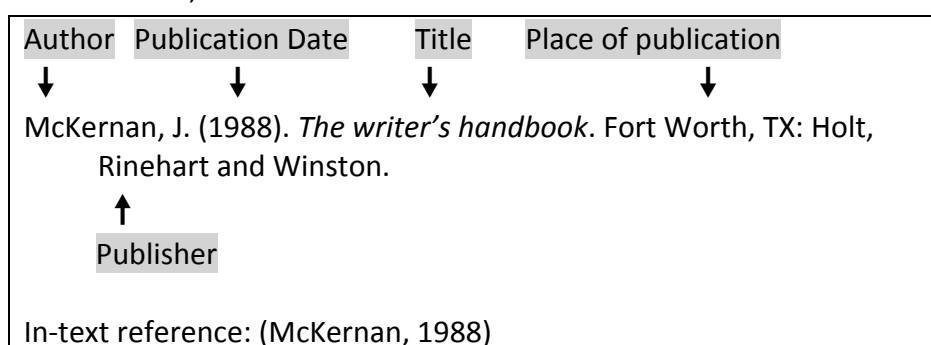
Use these as a guide

Note

- In your reference list, do not separate books, journals (i.e. periodicals, magazines, newspapers) etc.
- List all entries together, in alphabetical order, according to author's surname or title (if no author given).
- Remember to check they match with your in text references.
- The examples below use italics for the titles of books and periodicals. If you are compiling the list by hand, you should underline titles.

Book with one author

McKernan, J. (1988). *The writer's handbook*. Fort Worth, TX: Holt, Rinehart and Winston, Inc.



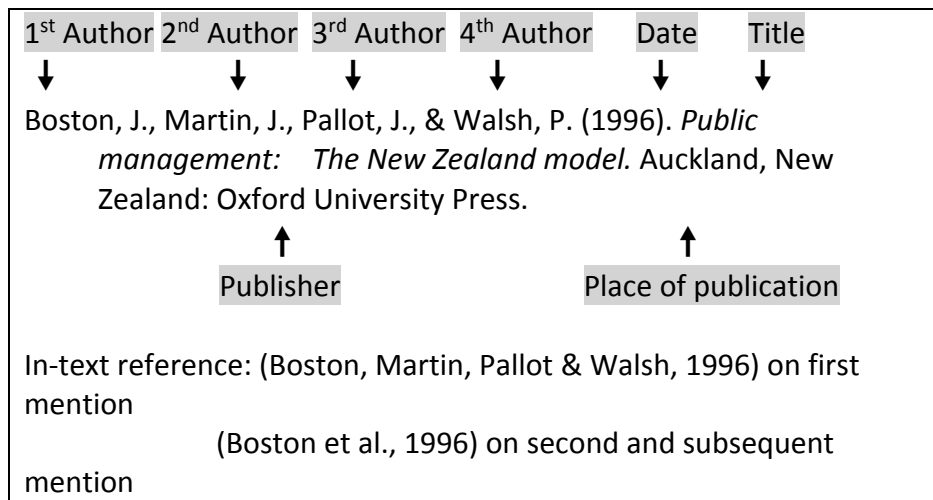
Book with two authors

Williams, K., & Jones, S.P. (2001). *Globalisation: International trade and communication*. London, United Kingdom: Kingsley Press.



Book with three to six authors:

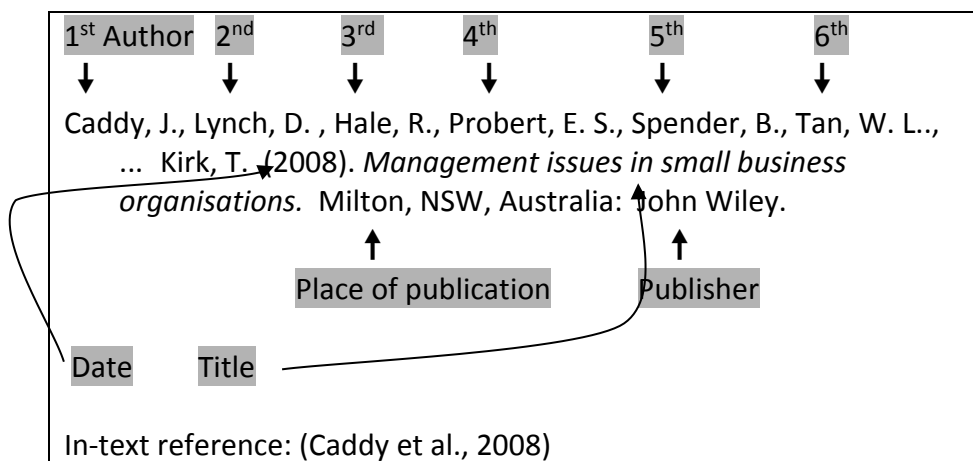
Boston, J., Martin, J., Pallot, J., & Walsh, P. (1996). *Public management: The New Zealand model*. Auckland, New Zealand: Oxford University Press.



Book with more than six authors:

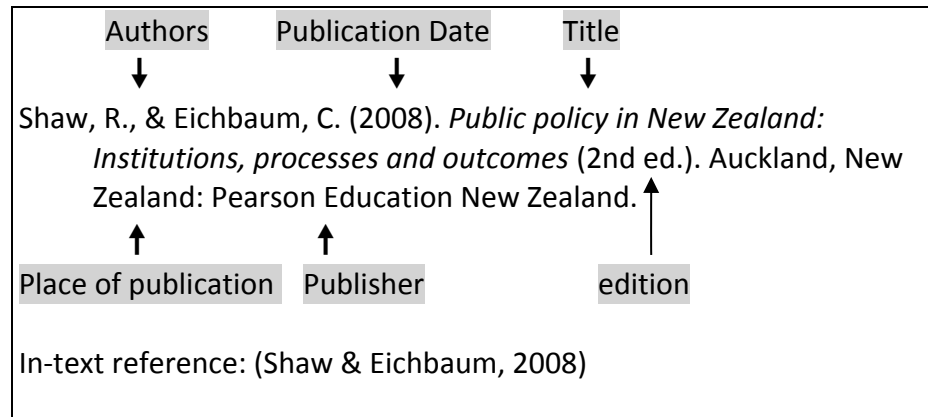
When authors number up to and including seven, include all the authors' names. When there are eight or more authors, include the first six authors, then insert three full stops and add the last author.

Caddy, J., Lynch, D., Hale, R., Probert, E. S., Spender, B., Tan, W. L., ... Kirk, T. (2008). *Management issues in small business organisations*. Milton, NSW, Australia: John Wiley.



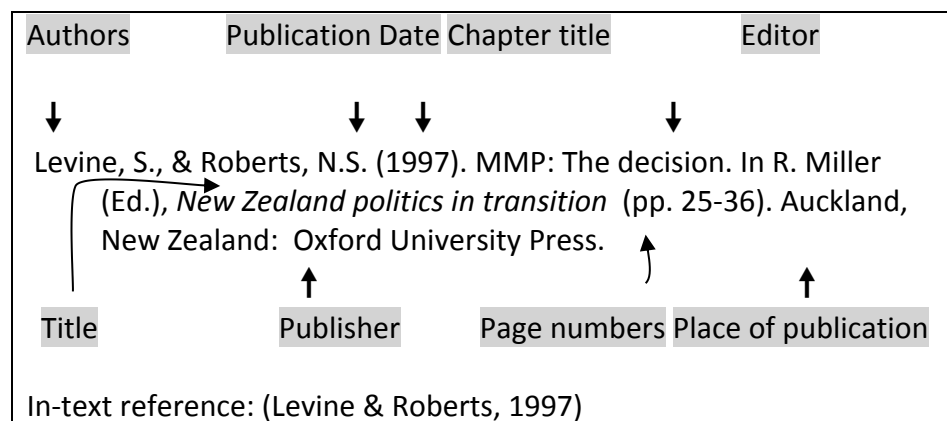
Edition other than the first edition

Shaw, R., & Eichbaum, C. (2008). *Public policy in New Zealand: Institutions, processes and outcomes* (2nd ed.). Auckland, New Zealand: Pearson Education New Zealand.



Chapter in an edited book

Levine, S., & Roberts, N.S. (1997). MMP: The decision. In R. Miller (Ed.), *New Zealand politics in transition* (pp. 25- 36). Auckland, New Zealand: Oxford University Press.



NB: Check punctuation: full stops, commas and colons.

Periodical (Journal)

If articles, course notes or internet sources have more than one author, follow the same instructions given for books on pp. 26-27.

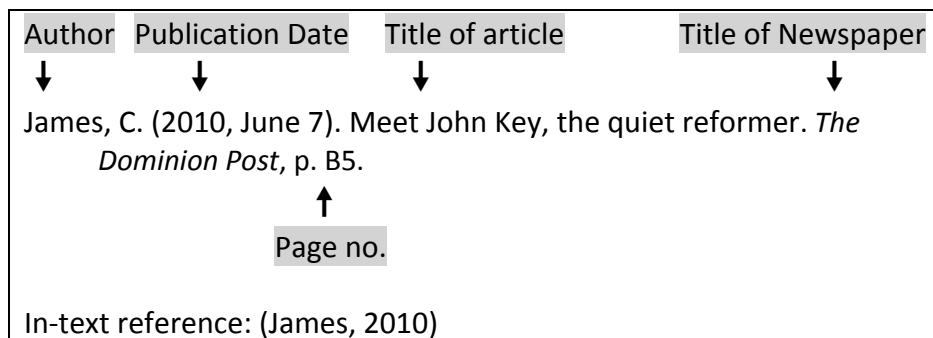
Scott, G. (1995). New Zealand's Fiscal Responsibility Act. *Agenda*, 2 (1), 3-16.



NB: Check punctuation, and which titles you do and do not italicise.

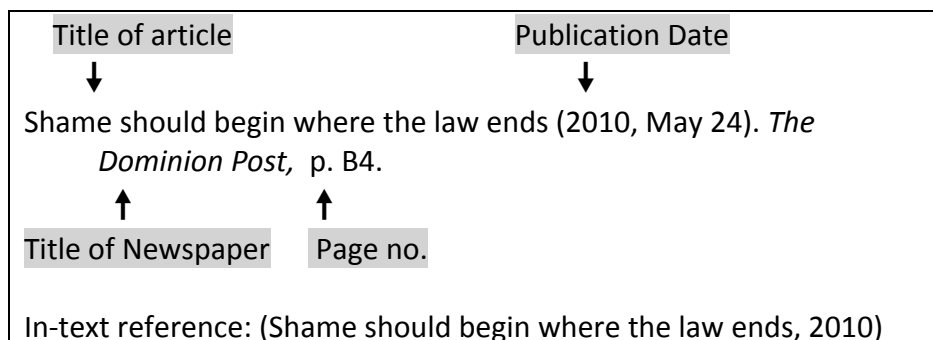
Newspaper or Magazine article

James, C. (2010, June 7). Meet John Key, the quiet reformer. *The Dominion Post*, p. B5.



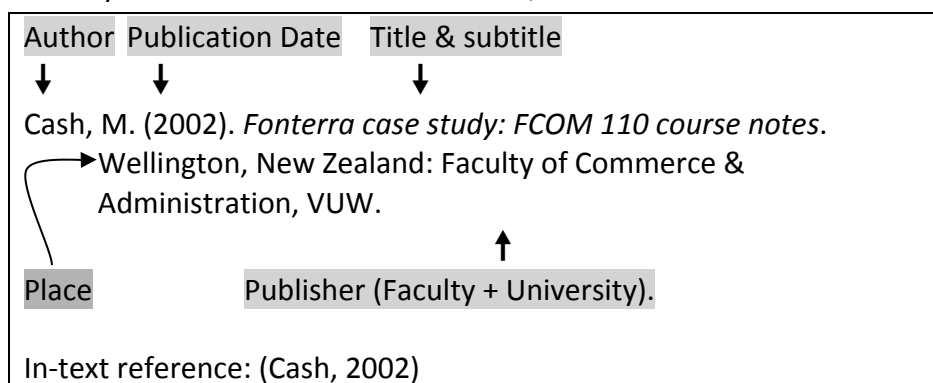
Newspaper or Magazine article (no author given)

Shame should begin where the law ends. (2010, May 24). *The Dominion Post*, p. B4.



University Course notes

Cash, M. (2002). *Fonterra case study: FCOM 110 course notes*. Wellington: Faculty of Commerce & Administration, VUW.



Readings from Course Notes

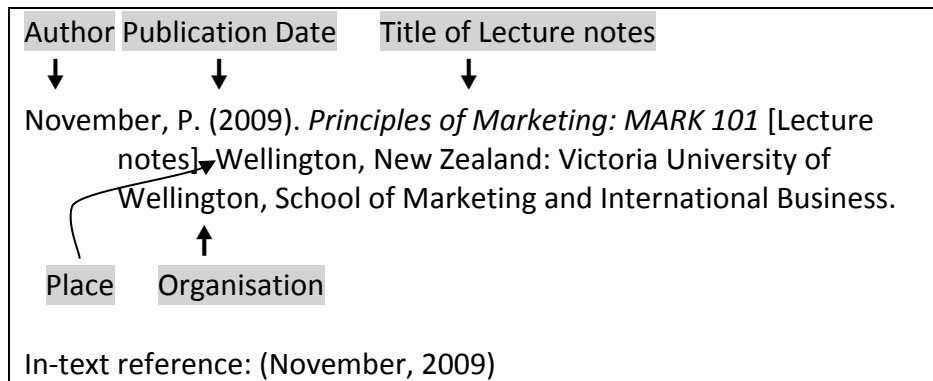
Gilbertson, D. (2002). 'Black Magic': The building of internationally competitive teams in New Zealand's innovative organisations. In *FCOM 110 Book 1: NZ business & Māori business: Its nature and operations* (pp.153-171). Wellington, New Zealand: Faculty of Commerce & Administration, VUW.



For lecture notes, course handouts and PowerPoint slides, you need to include the format in square brackets after the title.

Lecture notes/course handout–print version (unpublished work)

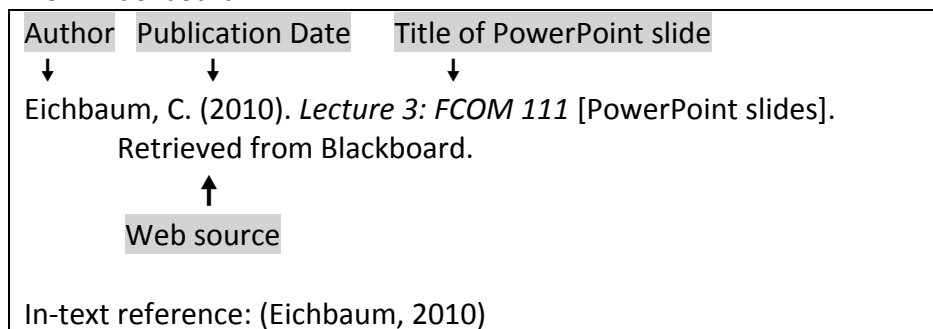
November, P. (2009). *Principles of Marketing: MARK 101* [Lecture notes].
Wellington, New Zealand: Victoria University of Wellington, School of
Marketing and International Business.



Lecture notes/course handout–electronic version

For any electronic versions of lecture notes, such as PowerPoint slides, you need to include the web source (Moodle, Blackboard, etc.).

Eichbaum, C. (2010). *Lecture 3: FCOM 111* [PowerPoint slides]. Retrieved from Blackboard.

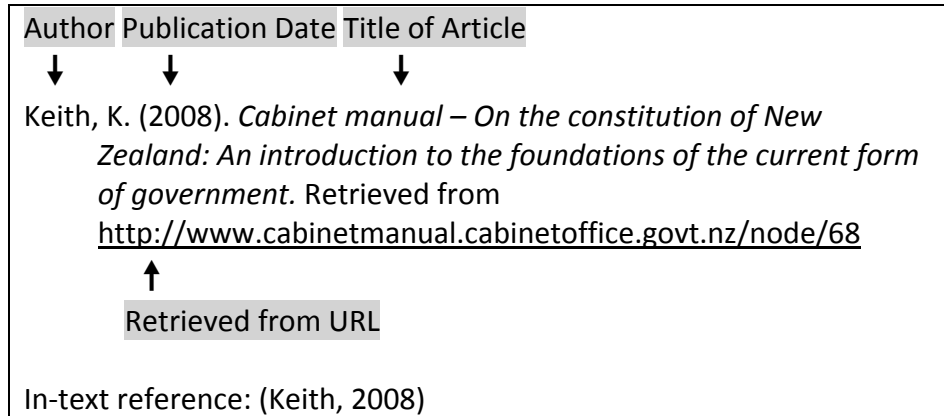


Electronic Sources

In addition to the author (often this can be an organisation) and title, electronic sources need the web address.

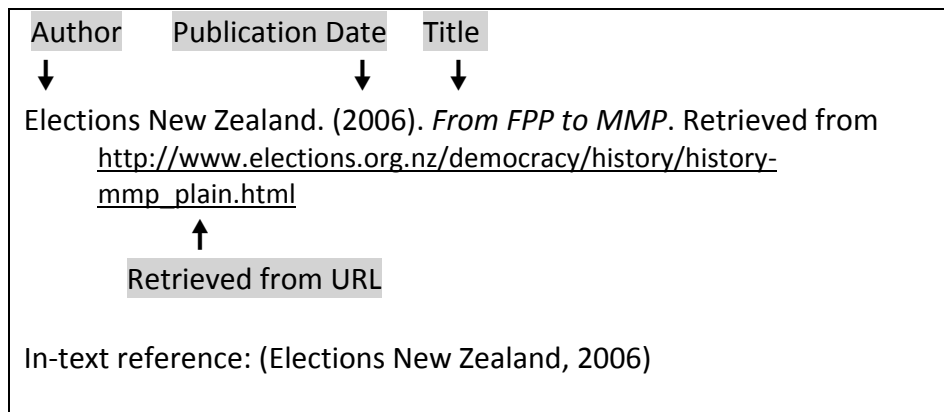
Individual as author

Keith, K. (2008). *Cabinet manual – On the constitution of New Zealand: An introduction to the foundations of the current form of government*. Retrieved from <http://www.cabinetmanual.cabinetoffice.govt.nz/node/68>



Organisation as author

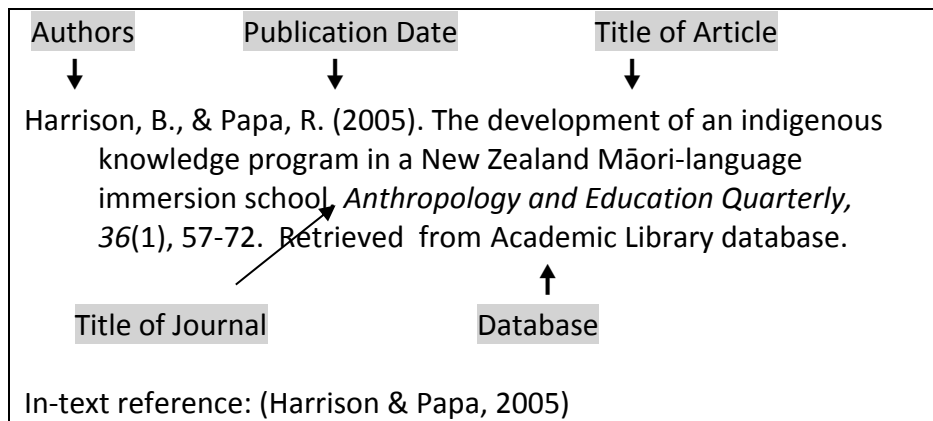
Elections New Zealand. (2006). *From FPP to MMP*. Retrieved from http://www.elections.org.nz/democracy/history/history-mmp_plain.html



Article in Electronic Journal

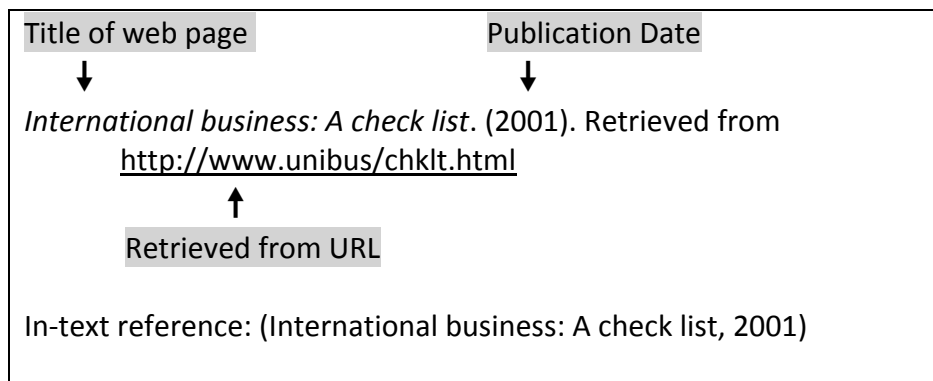
An electronic journal article requires the same information as the print version. You also need to include the name of the database from where you retrieved the article.

Harrison, B., & Papa, R. (2005). The development of an indigenous knowledge program in a New Zealand Māori-language immersion school. *Anthropology and Education Quarterly*, 36(1), 57-72. Retrieved from Academic Library database.



Electronic Source (with no author)

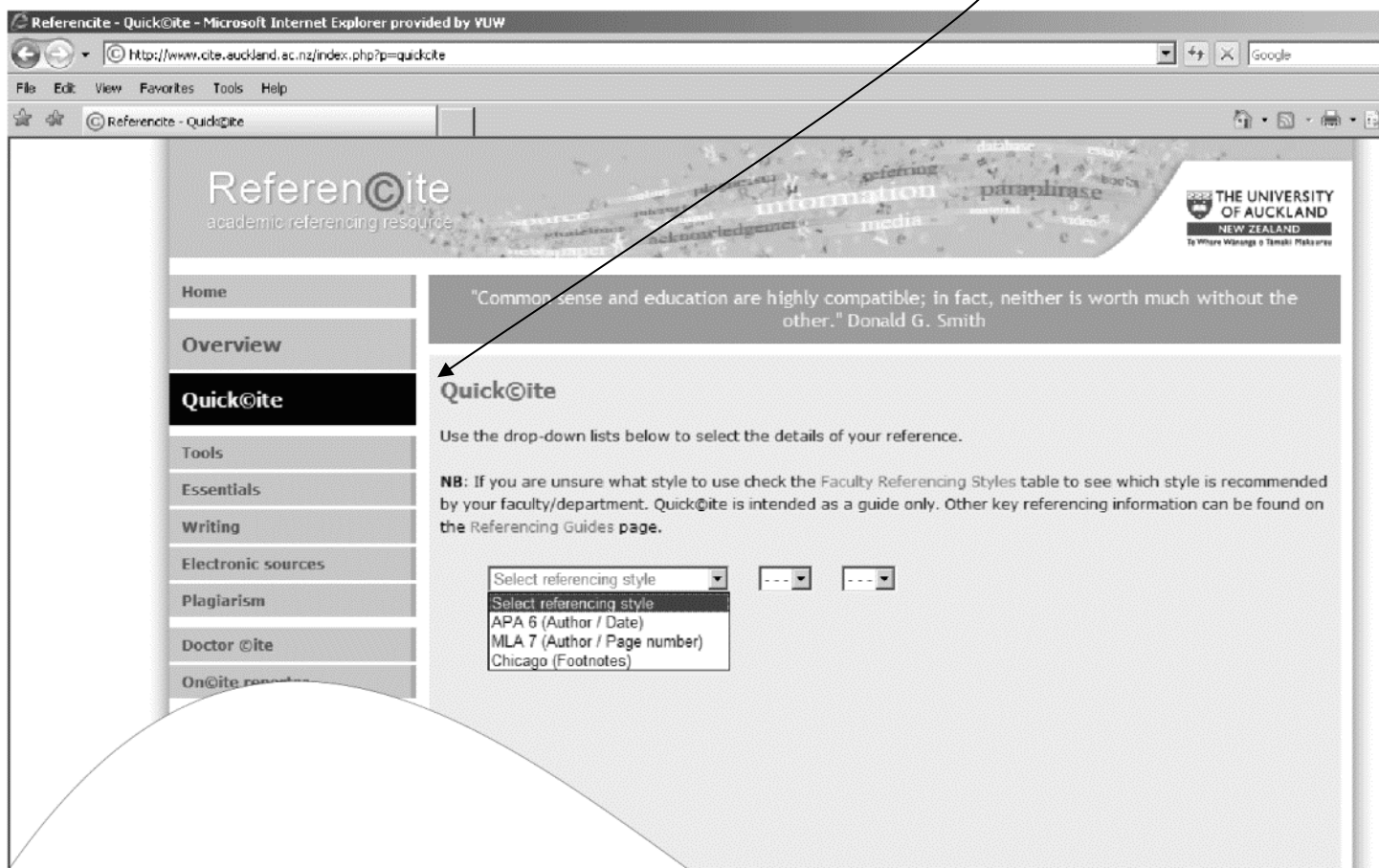
International business: A check list. (2001). Retrieved from <http://www.unibus/chklt.html>



NB: Further information/examples of APA references:

- ▷ Refer to the APA guide on reserve in the VUW library
- ▷ Publication Manual of the American Psychological Association (6th ed.). (2010). Washington, D C: American Psychological Association <http://www.apastyle.org/>
- ▷ Referencite (<http://www.cite.auckland.ac.nz/>) – Academic referencing resource.

This is an excellent resource. If you go to the **Quickcite** page on this site (see below), you can see examples of APA referencing for a wide range of sources (both in-text references and reference list).



Sample reference list

References

- Bagehot, W. (1904). *The English constitution*. London, United Kingdom: Keegan Paul Trench Trubner.
- Elections New Zealand. (2006). *From FPP to MMP*. Retrieved from http://www.elections.org.nz/democracy/history/history-mmp_plain.html
- James, C. (2010, June 7). Meet John Key, quiet reformer of the constitution. *The Dominion Post*, p. B5.
- Levine, S., & Roberts, N.S. (1997). MMP: The decision. In R. Miller (Ed.), *New Zealand politics in transition* (pp. 25-36). Auckland, New Zealand: Oxford University Press.
- McRobie, A. (Ed.). (1993). *Taking it to the people: The New Zealand electoral referendum debate*. Christchurch, New Zealand: Hazard Press.
- Mulgan, R. (1994). *Politics in New Zealand*. Auckland, New Zealand: Auckland University Press.
- Scott, G. (1995). New Zealand's Fiscal Responsibility Act. *Agenda* 2(1), 3-16.
- Shame should begin where the law ends. (2010, May 24). *The Dominion Post*, p. B4.
- Shaw, R., & Eichbaum, C. (2008). *Public policy in New Zealand: Institutions, processes and outcomes* (2nd ed.). Auckland, New Zealand: Pearson Education New Zealand.

Points to note:

- Different types of sources are included in this example but they are all in alphabetical order by the authors' surname.
- The second and subsequent lines of each entry are indented by five spaces.
- List authors' names in the order given in the book (i.e. do not alphabetise them).

Williams, J., Brown, S., & Anderson, J. (1988). *Grow to love APA referencing formats*. Chicago, IL: Printworks.

- Proper nouns retain their capital letters in the title:

Martin, P. (2000). *Economic development in New Zealand's retail sector: 1990-1995*. Auckland, New Zealand: Reed.

Common errors students make when referencing include:

- ☒ Putting the title not the author in the in-text reference
- ☒ Not taking source information details when reading and researching initially
- ☒ Leaving referencing till it is too late to do it accurately
- ☒ Not putting the Reference List in alphabetical order
- ☒ Not indenting the second and subsequent lines of each reference in the Reference List
- ☒ Punctuation
- ☒ Reference list sources do not match the references in the booklet
- ☒ Not using page numbers for in-text references for quotes



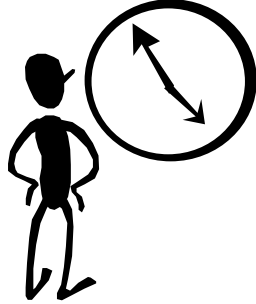
Exercise 4

Rewrite the following references for a reference list according to APA style:

- G Palmer, *Unbridled Power? An Interpretation of New Zealand's Constitution and Government*, Oxford University Press, Wellington, NZ 1979.
.....
.....
- 'Innovation and entrepreneurship.' Chapter 5, written by G. Jones, in a book edited by J. Gilbert, G. Jones, T. Vitalis, R. Walker, D. Gilbertson. (1995) *Introduction to Management in New Zealand*. Harcourt Brace: Sydney, NSW, Australia pp. 23–29.
.....
.....
.....
- 'Asia life Styles: Special Report' in *Far Eastern Economic Review*. July 14. 1995, pages 14-21 in issue 2 volume 6 by Minh Pham.
.....
.....
- An International Monetary Fund website called *Global Financial Stability Report: A Quarterly Review on Market Developments and Issues*, published in June 2001. The URL is <http://www.imf.org/pubs/ft/gfsr/2002/02/index.htm>.
.....
.....

Chapter three: Polishing the final draft

Editing and proofing are crucial steps in the writing process and are critical for both academic and professional writing. You need to allow time for this.



We recommend that you allow **at least 24 hours** between finishing your essay and editing and proofing.

It's a fact! Spending time on polishing your draft can raise your marks. It's not a last minute quick flick through. It requires time and effort.

Editing and proofing are different tasks.

- Editing focuses on the content and structure related to the question.
- Proofing examines finer details such as referencing, style, grammar, spelling and presentation.

Editing

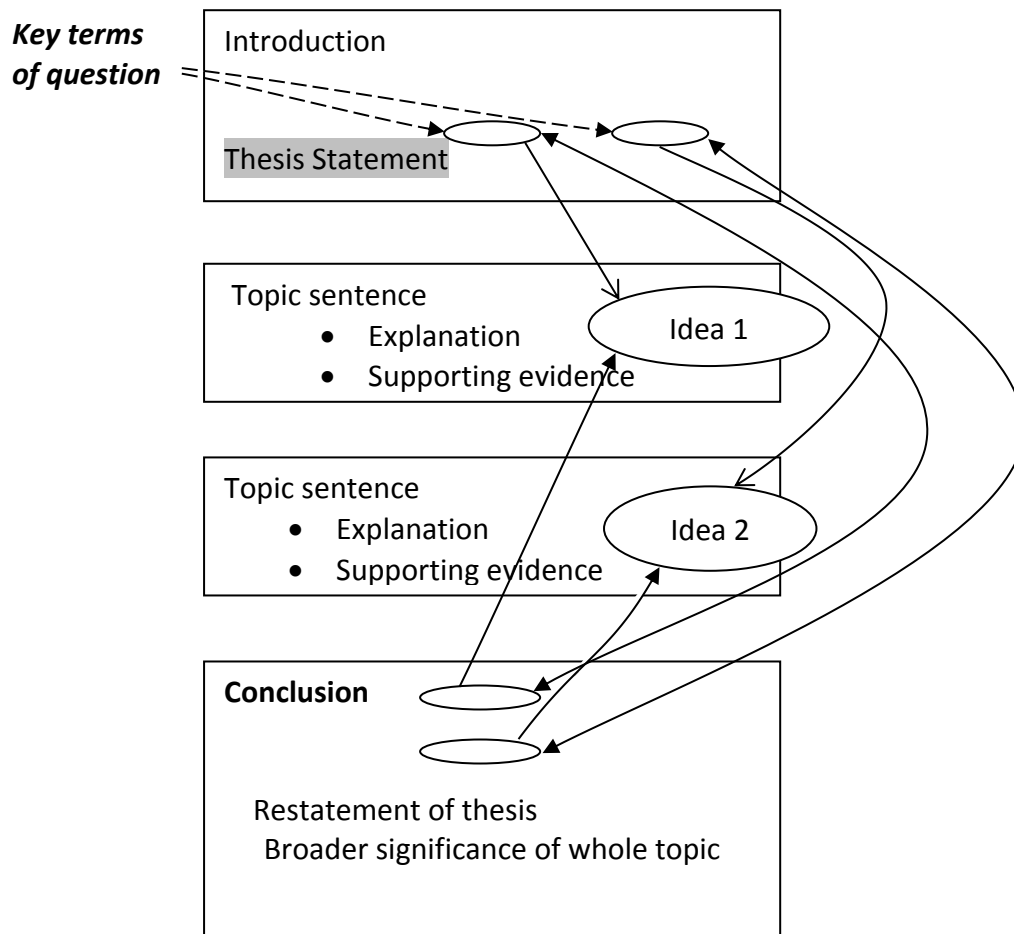
When editing you are checking that the ideas and arguments are easy for the reader to follow, link well together and **most importantly address all parts of the question**. It is the key time when you can “tighten up” your writing to ensure your message is as effective as possible.

When you have finished your draft, give yourself some time and then come back and look at it again, perhaps the next day. This gives you some distance to take a fresh look at what you have written.

Steps to help you edit

Use this checklist to ensure your work is thoroughly edited:

1. **Print out your draft.**
You need a hard copy for this task. (It's worth it!).
2. **Read through your draft for structure.**
 - ☒ Is your thesis statement clear?
 - ☒ Does it address the question?
 - ☒ Look carefully at each paragraph. Ask yourself:
 - What is it about?
 - What job is it doing in the essay?
 - ☒ Do you need to rearrange any paragraphs?
 - ☒ Should you combine any paragraphs that deal with the same idea?
 - ☒ Should you bring together into one section material that is scattered throughout your draft?
 - ☒ Check the length of your paragraphs. Are they too long (see p. 10) Do you need to break any up?
3. **Check for relevance**
 - ☒ Is every part of your essay relevant to your question? Check in terms of the question and your original plan.
 - ☒ Is there any unnecessary material that doesn't answer the question?
4. **Check that you have answered the question fully.** Have you left any part out?
5. **Look at each part of your assignment:** do they fulfil their function? (see diagram on p. 5)
 - ☒ Introduction check p. 13
 - ☒ Thesis statement check p. 14
 - ☒ Paragraphs check p. 11
 - ☒ Conclusion check p. 15
6. **"Think like your marker."** Read through and check that your assignment makes sense and that your marker will understand what you have written.



Steps to help you proofread

When you are sure you have edited your essay (and checked that you have answered the question), you should move to the finer details. Check that

1. your writing has a clear and simple academic style
2. your work is free of spelling and grammatical mistakes (see pages 45–53)
3. your referencing is in correct APA style (no footnotes!)
4. your presentation is professional.

Whenever you write, you should ALWAYS check your work. In addition to using spell and grammar checkers, you should also read your work out loud. If it sounds wrong, it probably is. Reading your work out loud will help you focus on what is really written on the paper, rather than what you think you have written.

Check your referencing

Ensure all sources are acknowledged, and that all references are listed in your Reference List, and vice versa. Check that your APA formatting is correct (see Chapter Two). Proofread your references carefully, checking spacing, punctuation, formatting (italics, capital letters, etc.), and accuracy of spelling, dates and page numbers.



Exercise 5

Correct the mistakes in APA referencing in the following:

Tobacco use only benefits certain sectors of society, those that are involved in its production and governments who raise taxes from its sale (*P. Baker*). The primary producers, mainly small farmers, gain direct financial benefit from tobacco growth (John E. Wilkins 1999, 23). In addition, thousands of retailers depend on the sale of tobacco for the survival of their business¹. However, the major beneficiaries are tobacco firms and governments who gain substantial revenues from tobacco (<http://cancersoc.co.nz/tobacco/html> 2002). The Chinese government, for example, “gains 60% of the retail price of a packet of cigarettes” (Matthews 1998, page 12), a substantial source of income that means it is not in governments’ interests to ban tobacco sales outright, despite the worldwide call from health lobby groups.

¹Young, 2001

Reference List

Baker, P. 2002, The anti-smoking lobby, London, *Healtheries Press*.

Wilkin, J. 1999. The Smoking Industry. Blackwoods: New York.

Matthews, J. 1996. *Tobacco wars*. Sydney: Kingston Press.

NZ Cancer Society, 2002. Lung disease and its causes. [Online]. Available from <http://cancersoc.co.nz/tobacco/html>

Young, S and B. Parker. 2001. *NZ small Businesses*. Auckland: Reed.

(Passage adapted from Webb and Drury, 1995).

How well did you do?

0–6 mistakes: Look carefully at the guidelines in Chapter Two again.

7–11 mistakes: Almost perfect. Proofread one more time.

12–15 mistakes: Well done! Now apply these skills to your own writing.

Presentation

Check the formatting requirements set down by your school or lecturer. If they do not specify any, as a general rule, set your work out as follows:

- Use 1.5 or double spacing
- Leave an extra line in between paragraphs
- Leave a margin on the left hand side for marker's comments
- Number each page
- Write your name, ID number, tutor's name and course number on the cover page
- Include your Reference List on a separate page at the end
- Unless stipulated, join pages together with a staple or paper clip, rather than putting your assignment in a folder or clear file

Always keep a copy of any work you hand in
--



Academic Writing Style

1. **Academic and business writing should be formal. This means no slang, no jargon, no clichés, no abbreviations (e.g.), no contractions (don't, isn't, it's etc.).**

You can use acronyms in your writing as long as you write the name of the organisation out in full the first time with the acronym in brackets. Once you have done that, you can use the acronym. (An acronym is a word made up of the first letters in a phrase e.g. UNICEF).

For example

The World Health Organisation (WHO) has decided to increase the number of project managers.

Now you can just write WHO whenever you want to refer to the World Health Organisation.

2. **Academic and business writing should be simple and clear. You want your understanding of your topic and the strength of your argument to be clearly communicated to your reader (and marker!).**

How do you do this?

- **Keep sentences short**

Sentences that are too long and complicated are hard to understand. A good average length is 15–20 words (roughly 1 ½ lines). You need a variety of sentence lengths to keep your writer interested but watch for those that run over more than two lines.

- **Prefer the simple to the complex**

Sometimes students think that their writing should contain complicated words to sound academic. Sometimes the complex word is best. If the right word is a big word, go ahead but if a shorter one does the job, use it. For example

- *use* is better than *utilise*
- *change* is better than *modification*

Look at the following example:

At present the recessionary cycle is aggravating volumes through your modern manufacturing and order processing environments which provide restricted opportunities for cost reduction through labour adjustments and will remain a key issue.

Now look at the short version:

Output and orders have fallen because of the recession but there is little scope for reducing the workforce.

- **Avoid unnecessary words**

Most writing can be cut in half and still say the same thing. Words that add nothing to the meaning of the sentence and serve only as fillers should be deleted. Look at the above example to see how much clearer this makes your writing. When you edit remember to trim the fat from your writing.

Some common phrases to avoid are:

Due to the fact that...
At this moment in time...
etc.

Grammar and spelling

All students (Kiwi and international) can make grammatical mistakes in their essays. This makes your writing look unprofessional.

Whenever you write, you should ALWAYS check your work. No matter how experienced a writer you are, your first draft can always be improved.

Ask yourself:

- Does it make sense?
- Are there any mistakes in my spelling or grammar?
- Could I improve this in any way?

You need to be aware of the following common grammar errors and how to correct them:

- Incomplete sentences
- Run on sentences
- Subject-verb agreement
- Apostrophes
- Spelling
- Punctuation

1. Incomplete sentences

All sentences need to convey a complete thought and have a verb and be able to stand alone. If you read these aloud, you can hear there is something missing.

- ✕ *Coming from many backgrounds.*
- ✕ *Although the funding was delayed.*
- ✕ *Because there has been a concerted anti-smoking campaign.*

You need to complete the idea:

- Coming from many backgrounds, students bring a range of skills with them when they arrive at university.*
- Although the funding was delayed, more tutors were appointed.*
- Because there has been a concerted anti-smoking campaign, teenage smoking has reached its lowest level since 1980.*

Fragment warning signs:

If you begin with the following words or phrases, make sure they belong to a complete sentence.

- Words ending in –ing or –ed
- Connecting words such as:

after	although	before
because	especially	until
which	when	whenever
where	while	

Sometimes we make a sentence fragment when breaking a long sentence up. When you break a sentence up, read it out loud to make sure there are TWO complete sentences there.



Exercise 6

***Identify the sentence fragment and correct it with punctuation.
Alternatively you could make this into 2 complete sentences.***

When managers behave unethically, it can lead to a decrease of public trust. Leading to problems for businesses that rely on community support.

.....

.....

.....

2. Run-on Sentences

Each sentence should contain only one idea. Run-on sentences happen when your sentences run together into one long sentence. Think about where your sentences begin and end.

Example:

Run-on sentences give no indication of where one idea ends and the next begins readers find them difficult to understand.



HINT: Read aloud to determine where the subject switches to another idea.

[1st idea] Run-on sentences give no indication of where one idea ends and the next begins [2nd idea] readers find them difficult to understand.

Separate each sentence using a full stop.

Run-on sentences give no indication of where one idea ends and the next begins. Readers find them difficult to understand.



Exercise 7

Correct the run-on sentences.

Other businesses could adopt the same tactics as this manager did this could spread very quickly and have a negative impact on other local organisations.

.....
.....
.....

Scenarios like this could have many positive implications for organisations, this could lead to greater sharing of resources, increased employment and better job opportunities for school leavers, it also provides positive examples for junior managers to follow in their careers.

.....
.....
.....

3. Subject-verb agreement

In English the noun or subject of the sentence always agrees with the verb (for example *the **student** reads; the **students** read*). The problems generally come when we want to have a phrase between the subject of the sentence and the verb.

The treaty between the two countries **was/were** ratified last year.

The members of the delegation **was/were** officially welcomed.

In your head, remove the words between the subject and the verb.

The **treaty** ~~between the two countries~~ **was** ratified last year.

4. Apostrophes

The apostrophe is commonly misused – see the examples on page 49 – but it is important and provides a useful function.

It shows two things:

1. Something is missing (when we shorten a word)

I'm (I am)	you're (you are)
isn't (is not)	don't (do not)
where's (where is)	it's (it is)

2. Something is owned

Shane's actions (the actions that belong to Shane)

There are some basic rules for adding the apostrophe to indicate that something is owned:

Is there only **one** owner or is there **more than one**?

Add 's	If the owner is more than one, and ends in 's', just add '
	If the owner is more than one with no 's', then add 's
the student's books (the books belonging to the student)	the students' books (the books belonging to the students)
	men's coats women's team children's toys

Rule Don't add the apostrophe if it is just a simple plural. Just add 's' and no apostrophe.

One police **officer** Two police **officers**....not **X** two police **officer's**

Rule Some words that show belonging *never* take an apostrophe. They are:

its hers his ours yours theirs

The dog wagged its tail.

This book is theirs.

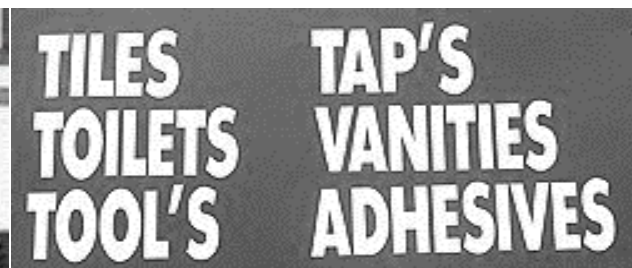


Exercise 8

Check the apostrophes in the following sentences.

1. Police officer's need to be able to trust each other.
2. Shanes actions were unethical and unprofessional.
3. Its time for the government to put it's money into more funding for education.

Should the apostrophes in these signs be there? Discuss with your neighbour.



(The Apostrophe Protection Society, 2010)

5. Spelling

Spelling is an important part of professional writing. If spelling has been a weakness for you in the past, you need to develop strategies to improve. At the very least you should use spell check on the computer but be aware that it might not pick up where you use the wrong word e.g. *there/their*.

Strategies for learning to spell well:

1. Use a dictionary to check the correct spelling or use a good speller friend to check your work.
2. Stick the hard words on index cards, see them every day and take time to learn them.
 - Write the words clearly on the cards and make the 'hard part' stand out from the rest – maybe write the letters in a larger size or in a different colour:

The**ir**

L**ia**ise

3. Use your hearing. Remember you first learnt language by listening. Breaking words into syllables and saying them out loud can help you to remember how they are spelt:

e.g. Mis-cell-an- e-ous

4. Saying words out loud can also help you with the tricky spelling where words have silent letters. Try saying these words out loud to help you remember the hidden letter: e.g.

a. Wed-nes-day

b. A-lig-n-ment

5. Beware of words that sound the same.

there / their / they're whether / weather

where / were / wear to / two / too

your / you're its / it's

sight / site / cite



Exercise 9

Below are some commonly confused words. Which one do you use?

accept except	Everyone agreed to sign the agreement, _____ Australia. The committee will _____ the report's recommendation.
advice advise	The counsellor can _____ you on this matter. Go and see Course _____.
affect effect	The long-term _____ is unknown. This will _____ the whole commercial sector.
complement compliment	The gentleman paid her a _____. The proposed changes will _____ the existing facilities.
imply infer	The article seemed to _____ cost-cutting measures. Workers can _____ that this will lead to cutbacks.
practice practise	The _____ session went well. The new lecturer wanted to _____ using Powerpoint.
its it's	Compared to last winter, _____ much warmer this year. The company released _____ annual report.
precede proceed	The directors agreed to _____ with the merger. This review must _____ the finalising of the agreement.
principle principal	The _____ recommendation involved funding. The meeting agreed in _____ to authorise the spending.
their there	_____ are several advantages to this proposal Students can access _____ results online.

6. Punctuation

Punctuation may seem like a relatively unimportant aspect of writing, but it controls how your reader will read your work.

Look at the following statements:

King Charles I walked and talked half an hour after his head was cut off.

King Charles I walked and talked. Half an hour after, his head was cut off.

The addition of punctuation changes the meaning completely.

The following checklist offers guidelines for the use of some common punctuation marks.

Punctuation Rule:	Example:
A full stop (.) indicates when a sentence has ended.	MMP has ensured a greater degree of representation.
A comma (,) separates a phrase from the main part of the sentence to make the ideas easier to follow. NB Never use commas to join sentences together.	Although it is raining, I am still going to the game tonight. The photographs, which were taken in Tauranga, show how the city has grown.
A colon (:) precedes a list. You use commas to separate the items in the list. NB You need a complete sentence first.	You need four skills to succeed at university: academic writing skills, good study habits, the ability to organise your own time and a real interest in your subject.
A semicolon (;) can link 2 sentences together if there is a close connection between them. NB You need a complete sentence before and after a semi-colon. NB You need a full stop or semicolon before 'however.' It is then followed by a comma.	The Treaty of Waitangi is the key founding document for New Zealand; this needs to be recognised in all government policies. MMP has ensured a greater degree of representation; however, it has also created some problems that the Electoral Commission is attempting to resolve.

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- New Zealand style book: For New Zealand writers, editors, journalists, and students*. (1991). Wellington, New Zealand: GP Publications.
- Oshima, A., & Hogue, A. (1999). *Writing academic English* (3rd ed). New York, NY: Addison Wesley Longman.
- Rountree, K. (1991). *Writing for success: A practical guide for New Zealand students*. Auckland, New Zealand: Longman.
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Appendix 1: Instructional Words

Often used in Essay Topics & Exam Questions

Account for	Give reasons for something.
Analyse	Take apart. Describe the different parts of the subject, how they inter-relate and contribute to the whole.
Argue	Give reasons or facts for and against an issue; try to prove by giving reasons or evidence for and against.
Assess	Briefly analyse, then make a careful judgement of the worth of something (e.g. a theory) in the light of its truth, usefulness etc. Give supporting evidence. You might include your opinion to a lesser extent.
Compare	Look for similarities, though differences may be mentioned, and come to a conclusion.
Contrast	Look for differences, though similarities may be mentioned, and come to a conclusion.
Critique (also: <u>Criticise</u> <u>Critically analyse</u>)	Express your judgement about a subject. Analyse the subject and describe to what extent it is supported by evidence. In a lengthy assignment you might also analyse alternative ideas and describe the extent to which evidence supports them, and make a comparison.
Define	Give concise, clear meanings. Show that the distinctions implied in the definition are necessary to distinguish this particular item from all others in that class.
Describe	Give a detailed account of something.
Discuss	Investigate or examine a subject. Present a point of view after considering <u>both</u> sides of an issue or question. Your point of view should be supported by evidence.
Enumerate	List the points required one by one, concisely.
Evaluate	Present a careful judgement of the problem, stressing both advantages and limitations. Evaluation implies evidence-based argument and, sometimes, personal judgement.
Explain	Clarify and interpret the material you present. State the 'how' and 'why', the results, and where possible causes.

Explore	Examine by working through systematically.
Illustrate	Explain or clarify your answer by using specific examples or concepts. Sometimes you may do this by using a visual representation such as a figure, picture, diagram, graph, or drawing.
Interpret	Express the meaning of, translate, exemplify (give examples of), solve, or comment upon the subject. Usually you will give your judgement or reaction to the problem, but always make use of evidence.
Justify	Give evidence which supports an argument or idea. Show why decisions or arguments were made and consider objections that others may make.
Outline	Give the main features or general principles of a subject. Emphasise structure and arrangement. Do not include minor details.
Prove	Show whether something is true or false. Establish something with certainty by evaluating and giving experimental evidence or by logical reasoning.
Relate	Emphasise connections and associations in descriptive form, or by a narrative which shows how things are connected to each other.
Review	Analyse the major points of the subject in organised sequence and briefly comment on them.
State	Present in brief, clear form.
Summarise	Give the main facts in shortened form. Do not include details and examples.
Trace	Follow the development or history of a topic step by step from some point of origin.

How, what, and why?

How, *what*, and *why* are often used in academic assignment questions. It is not possible to list all the ways in which they can be used but below are some of the most common meanings.

How	Describe a process. You usually need to identify the main points. Support your description of the process and main points with evidence. You often use examples as part of your evidence.
What	State and describe the main features of a topic, or event. Support your statements about the main features with evidence related to the subject.
Why	Give the reasons for some event, process or fact. Support the reasons with evidence.

Appendix 2:

Linking Words and Phrases

Linking words and phrases are important between sentences inside paragraphs, as well as between paragraphs.

Here is a resource list of linking words and phrases:

Within a sentence	From one sentence to the next	From one paragraph to the next
Sequencing		
	first, second, third, finally	first, second, etc. in the first (second, third) place the primary (secondary, third) reason one (another, a final) reason
Sequencing in time		
when as while, whilst after before	then at once next soon now until then (or now) after this before this subsequently	the next (generally not just "next") soon (as soon as) at this time (or moment) until this time subsequently throughout this in the past x years
Sequencing in place		
where wherever	there at this (or that) point here	at this (or that) point
Showing contrast		
yet	however even so nevertheless	any of the between sentence links
but	instead on the contrary rather yet by contrast otherwise on the other hand alternatively at any rate in any case	any of the between sentence links

Showing similarity		
	likewise in the same way similarly in a similar manner such as... a parallel argument	any of the between sentence links
Expanding upon or refining an argument		
and and also	also in addition furthermore for example another moreover	in addition (an additional) furthermore an (or one) example another
Showing cause and effect		
because since for so, so that if...,then	for this reason on account of this therefore as a result consequently thus hence accordingly	any of the between-sentence links
Showing conditionality		
if..., then provided that unless in order to	granted in that case under the circumstances	granted in the above case under these circumstances
Resisting conditionality		
although even though whether	still despite this in spite of	still despite this in spite of this

Appendix 3: Paraphrasing

A few hints on how to paraphrase effectively

1. Read the original document
2. Ask yourself two questions:
 - What are the main ideas?
 - How can I use this information to support my own views?
3. Then put the idea you want to use all in your own words

For short passages:

- Change the words
 - (Use a thesaurus if you need to but make sure you rephrase, rather than simply replace the original)
 - Make sure it still makes sense
- Break up long sentences and/or combine short sentences

For longer passages:

- Close the book
- Write down what you remember (then go back and check)

For example:

Original passage: taken from a Management 101 textbook

“Competitive advantage arises when an organisation acquires or develops an attribute or combination of attributes that allows it to outperform its competitors. These attributes can include access to natural resources, such as high grade ore or inexpensive power, or access to highly trained and skilled personnel – human resources. New technologies such as robotics and information technology – either to be included as part of the product, or to assist in making it – are often important sources of competitive advantage” (Campling et al., 2008, p. 204).

Use the information in your essay to support your own views:

Competitive advantage is an important factor for organisations to strive after. Companies look for a niche that they can exploit, such as availability of resources, qualified staff or new technology, to give them a lead over their competitors (Campling et al., 2008). This advantage not only helps keep organisations sustainable but also promotes high standards in business.

If you can do this, you are showing that you can

- effectively incorporate material from your course readings (and that you understand what you have read!)
- reference your sources correctly and
- justify the significance of your readings to support your argument.



Appendix 4: Answers to some of the exercises

Exercise 3 answers: In-text referencing exercise see p. 25

1. A quote taken from page 16 of a book written by Raymond Miller that was published in 2007.

(Miller, 2007, p. 16)
2. Information taken from Chapter 3 of the 4th edition of *Unbridled Power?* by Geoffrey Palmer, published in 2008.

(Palmer, 2008)
3. Information from an article called “Deals behind closed doors diminish Parliament and the people” written by Karl du Fresne, published on May 25, 2010, in *The Dominion Post*.

(du Fresne, 2010)
4. Information from a website written by the International Monetary Fund called *Global Financial Stability Report: A Quarterly Review on Market Developments and Issues*, published in June 2001. The URL is <http://www.imf.org/pubs/ft/gfsr/2002/02/index.htm>.

(IMF, 2001)

Exercise 4 answers: Reference list exercise see p. 37

1. Palmer, G. (1979). *Unbridled power? An interpretation of New Zealand's constitution and government*. Wellington, New Zealand: Oxford University Press.
2. Jones, G. (1995) Innovation and entrepreneurship. In J. Gilbert, G. Jones, T. Vitalis, R. Walker & D. Gilbertson (Eds.), *Introduction to management* (pp. 23-29). Sydney, NSW, Australia: Harcourt Brace.
3. Pham, M. (1995). Asia life styles: Special report. *Far Eastern Economic Review*, 6 (2), 14-21.
4. International Monetary Fund. (2001). Global financial stability report: A quarterly review on market developments and issues. Retrieved from <http://www.imf.org/pubs/ft/gfsr/2002/02/index.htm>

Exercise 5 answers: APA referencing exercise see p. 41

Tobacco use only benefits certain sectors of society, those that are involved in its production and governments who raise taxes from its sale (**Baker, 2002**). The primary producers, mainly small farmers, gain direct financial benefit from tobacco growth (**Wilkin, 1999**). In addition, thousands of retailers depend on the sale of tobacco for the survival of their business (Young & **Parker, 2001**). However, the major beneficiaries are tobacco firms and governments who gain substantial revenues from tobacco (**NZ Cancer Society, 2002**). The Chinese government, for example, “gains 60% of the retail price of a packet of cigarettes” (Matthews, **1996, p. 12**), a substantial source of income that means it is not in governments’ interests to ban tobacco sales outright, despite the worldwide call from health lobby groups.

Reference List

Baker, P. (2002). *The anti-smoking lobby*. London, United Kingdom: Healtheries Press.

Matthews, J. (1996). *Tobacco wars*. Sydney, NSW, Australia: Kingston Press.

NZ Cancer Society. (2002). *Lung disease and its causes*. Retrieved from <http://cancersoc.co.nz/tobacco/html>

Wilkin, J. E. (1999). *The smoking industry*. New York, NY: Blackwoods.

Young, S., & Parker, B. (2001). *NZ small businesses*. Auckland, New Zealand: Reed.

(Passage adapted from Webb & Drury, 1995)

Remember

- The Reference List is ALWAYS in alphabetical order
- Just use the last names in in-text referencing
- For an in-text reference for an internet site, use the author or organisation’s name. Only use the URL in the reference list at the end.
- Only titles should be in italics.
- In a book title only the first word, and names of people, places and things are in capitals. Also any word after a colon is also in capitals, e.g. *Management in small organisations: The opportunities and challenges*.
- The title of a journal has a capital letter for all words except words such as ‘at’, ‘of’, ‘by’ etc.
- Use initials, not first names
- The dates are always in brackets.
- Watch for punctuation.
- The place of publication always comes before the publisher.

Check the referencing chapter to make sure.

Exercise 6 answers: Incomplete sentences, see p. 46

When managers behave unethically, it can lead to a decrease of public trust, leading to problems for businesses that rely on community support.

Or you could say:

When managers behave unethically, it can lead to a decrease of public trust. This leads to problems for businesses that rely on community support.

Exercise 7 answers: Run-on sentences, see p. 47

1. Other businesses could adopt the same tactics as this manager did. This could spread very quickly and have a negative impact on other local organisations.
2. Scenarios like this could have many positive implications for organisations. This could lead to greater sharing of resources, increased employment and better job opportunities for school leavers. It also provides positive examples for junior managers to follow in their careers.

Exercise 8 answers: Apostrophes, see p. 49

1. Police officers need to be able to trust each other.
2. Shane's actions were unethical and unprofessional.
3. It's time for the government to put its money into more funding for education.

Exercise 9 answers: Commonly confused words see p. 51

Everyone agreed to sign the agreement, except Australia.
The committee will accept the report's recommendation.

The counsellor can advise you on this matter.
Go and see Course Advice.

The long-term effect is unknown.
This will affect the whole commercial sector.

The gentleman paid her a **_compliment_** .
The proposed changes will **_complement_** the existing facilities.

The article seemed to **_imply_** cost-cutting measures.
Workers can **_infer_** that this will lead to cutbacks.

The **_practice_** session went well.
The new lecturer wanted to **_practise_** using Powerpoint.

Compared to last winter, **_it's_** much warmer this year.
The company released **_its_** annual report.

The directors agreed to **_proceed_** with the merger.
This review must **_precede_** the finalising of the agreement.

The **_principal_** recommendation involved funding.
The meeting agreed in **_principle_** to authorise the spending.

There are several advantages to this proposal
Students can access **_their_** results online.

Check a dictionary if you are not sure of the meaning as meaning can change the way a word is spelled.