

## Chapter 12: Expressing your own voice

### Task 1

Text 1 presents three different ways of referring to the voice of a source.

- Evaluate each of the three texts and identify the most appropriate. Gives reasons for your choice.
- Identify the problems with the other two texts.

### Text 1

- a** One of the major challenges faced by international managers is developing an understanding of the ways in which different value orientations affect the conduct of business. Trompenaars and Hampden-Turner (1997) claim that one of the key issues on which cultures differ is whether they stress the rights of the individual or the interests of the group. They point out that international managers need to take notice of the preferences of different societies regarding individualism and collectivism, especially with regard to recognising achievement and establishing responsibility. They illustrate this point by examining differing attitudes to pay by performance. Pay by performance tends to be favoured in societies that value individualism, because it assumes that the contribution made by one individual can easily be distinguished from the contributions of others in the group. In contrast, many collectivist cultures tend to favour reward systems that focus on the group, and find pay by performance to be divisive.
- b** One of the major challenges faced by international managers is developing an understanding of the ways in which different value orientations affect the conduct of business. Trompenaars and Hampden-Turner (1997) claim that one of the key issues on which cultures differ is whether they stress the rights of the individual or the interests of the group. They point out that international managers need to take notice of the preferences of different societies regarding individualism and collectivism, especially with regard to recognising achievement and establishing responsibility (Trompenaars & Hampden-Turner, 1997). They illustrate this point by examining differing attitudes to pay by performance (Trompenaars & Hampden-Turner, 1997). Pay by performance tends to be favoured in societies that value individualism, because it assumes that the contribution made by one individual can easily be

distinguished from the contributions of others in the group (Trompenaars & Hampden-Turner, 1997). In contrast, many collectivist cultures tend to favour reward systems that focus on the group, and find pay by performance to be divisive (Trompenaars & Hampden-Turner, 1997).

- c** One of the major challenges faced by international managers is developing an understanding of the ways in which different value orientations affect the conduct of business. Some researchers claim that one of the key issues on which cultures differ is whether they stress the rights of the individual or the interests of the group. International managers need to take notice of the preferences of different societies regarding individualism and collectivism, especially with regard to recognising achievement and establishing responsibility. For example, pay by performance tends to be favoured in societies that value individualism, because it assumes that the contribution made by one individual can easily be distinguished from the contributions of others in the group. In contrast, many collectivist cultures tend to favour reward systems that focus on the group, and find pay by performance to be divisive (Trompenaars & Hampden-Turner, 1997).

## Task 2

Explain the difference in meaning in the following groups of sentences.

- 1**
  - a** Postal (1999) states that up to 10 per cent of the world's grain is being produced by water that will not be renewed.
  - b** Postal (1999) reveals that up to 10 per cent of the world's grain is being produced by water that will not be renewed.
  - c** Postal (1999) contends that up to 10 per cent of the world's grain is being produced by water that will not be renewed.
- 2**
  - a** Otchet (2002) alleges that the Libyan government is mismanaging its water resources.
  - b** Otchet (2002) claims that the Libyan government is mismanaging its water resources.
  - c** Otchet (2002) notes that the Libyan government is mismanaging its water resources.
- 3**
  - a** Bowtch (2002) mentions the extent of water pollution in Eastern Europe.
  - b** Bowtch (2002) discusses the extent of water pollution in Eastern Europe.
  - c** Bowtch (2002) reports on the extent of water pollution in Eastern Europe.



- 4**
- a** Barlow and Clark (2002) argue that water from the Colorado River has been used to the limit.
  - b** Barlow and Clark (2002) point out that water from the Colorado River has been used to the limit.
  - c** Barlow and Clark (2002) suggest that water from the Colorado River has been used to the limit.
- 5**
- a** The World Bank states that privatisation of resources will reduce corruption and mismanagement.
  - b** The World Bank assumes that privatisation of resources will reduce corruption and mismanagement.
  - c** The World Bank argues that privatisation of resources will reduce corruption and mismanagement.

### Task 3

Select a chapter from one of your textbooks or a journal article and make a list of the reporting verbs that are used.

- Check that you know the meaning of each verb.
- Compare your list with that of a partner.
- Compile a list of the verbs found by all members of your class and identify the most common five.
- How does your class list compare with that of Hyland?