COMMONWEALTH OF AUSTRALIA

Copyright Regulations 1969

WARNING

This material has been produced and communicated to you by or on behalf of the University of South Australia pursuant to Part VB of the Copyright Act 1968 (the Act).

The material in this communication may be subject to copyright under the Act. Any further reproduction or communication of this material by you may be the subject of copyright protection under the Act.

Do not remove this notice.
BUSS 1057

Essay writing

Learning and Teaching Unit
This workshop covers:

• What is an academic essay?
• How to analyse an essay question to know what is expected
• How to develop an essay in stages and following a structure
• How to incorporate ideas from sources
• Questions that you have about essay writing.
What is an essay?

A structured piece of writing that:

• presents a position on a topic
• uses a reasoned set of arguments
• is developed from research and reflection
• is supported by evidence.
The essay writing process

1. **Analyse the question.** Look for the directive word(s), the content words, and the limits

2. **Make a plan.** Predict what kinds of information you will need, what the final product will “look” like

3. **Find the information.** Are there any course resources that will assist you? Research from several sources getting different perspectives

4. **Read and take notes.** Start to build the reference list and understand the subject

5. **Refine the plan** as a result of reading
The essay writing process

6. **Draft the body** of the assignment

7. **Draft the introduction and the conclusion.** Introduce the body in your introduction, and summarise it in your conclusion.

8. **Reread and rethink,** revise and rewrite

9. **Check your references,** in text and your reference list

10. **Proofread** for spelling, typos and grammar mistakes.
Analyse the question

Step 1 - find the **directive word** which tells you what to do. See the [Commonly used directive words](#) guide.

Step 2 - using the directive word ask ‘what?’ – this helps you find the **information** you will need.

Step 3 - find the **limits** to the essay – which aspect of the information will you be addressing? What are the information limits? What are the procedural limits?

*In your introduction make it clear what your direction is, what information you will present and what are the limits of your essay.*
Explain transactional and transformational styles of leadership. Which of these styles would you recommend in the context of a contemporary business?
Typical evaluation criteria

**Content:** clear understanding of the topic and concepts; adequate coverage of the topic and relevance of the material; application of material

**Reasoning:** a logical argument and discussion based on research

**Research:** evidence of adequate depth and breadth of research

**Presentation:** Essay format and structure only, with Harvard (Author Date) style referencing and correct Reference List.
Make an initial plan

• Before you read, note any ideas you might have as a response to the question
Finding information

• Use the library’s services (summon, catalogue and databases)
• choose/evaluate sources carefully when researching by considering:
  - relevance
  - currency
  - reliability
  - whether source is peer reviewed (see ulrichsweb)
Read and take notes

• How do you take notes from readings?
• Do you have any difficulties with reading and note-taking?
• What strategies have you found effective?
• Do you keep track of references as you note? How?
Planning your essay

Use a planning technique
- dot point plan
- mind map
- other?
- decide on paragraph topics and sub-topics

You can use
- the main categories in your initial plan
- the issues/ideas/factors that you identified in your reading and noting.

Keep in mind the word count at this stage as this will determine the number of points you can cover.
Mindmapping
Introduction

10 – 15 %

Body

80%

Conclusion

10 – 15 %

Note: The body is the longest part of the essay and can contain as many paragraphs as necessary to support the controlling ideas of your thesis statement.

Essay structure

*Explain transactional and transformational styles of leadership. Which of these styles would you recommend in the context of a contemporary business?*

Which of these ideas might be included in a plan for this essay?

- Definitions of transactional leadership
- Opposing relationship between transactional and transformational leadership
- Examples of the benefits of the transformational style in contemporary business
- Complementary relationship between transactional and transformational leadership
- The benefits of laissez-faire leadership
- Factors important to contemporary businesses

For more information on structure see the Association for Academic Language and Learning’s a [visual guide to essay guide](#)
Activity
Paragraph plan

**Topic sentence/main idea:** Transformational leadership has limits & is not a replacement for transactional leadership

**Support 1:** Success of transformational leadership context dependent

- **Evidence/Example:** Emerging economies with cultures in step with transact. style (Zagorsek et al. 2009, p. 159)
- **Explanation/Comment:** Benefits may be few where transf. style unfamiliar

- **Evidence/Example:** In countries with particular values (e.g. ‘high uncertainty avoidance’ transf. style confronting (Ergeneli, Gohar & Temirbekova 2007, p. 720)
Support 2: Transform. leadership builds on transactional

- **evidence/example**: transform. leadership best when on ‘solid base of transact. Leadership’ (Zagorsek et al. 2009, p.159)

- **explanation/comment**: two styles complementary

- **evidence/example**: effective leadership involves combining the two styles (O’Shea, Foti, Hauenstein 2009)

**Concluding sentence**: success of transf. style may depend on cultural context & can work alongside transact. style effectively
However the transformational leadership approach has some limitations and is not necessarily a replacement for transactional leadership behaviours. Its success can depend on the context in which it is practiced. The first limitation is that it may be less successful in emerging economies with cultures more attuned to a transactional style (Zagorsek et al. 2009, p.159). In a setting where the transformational style is unfamiliar, organisations may not find it beneficial. An example of this is if a cultural value, such as ‘high uncertainty avoidance’ is the norm, a leadership style which may involve modelling innovative or unfamiliar practices could be confronting (Ergeneli, Gohar & Temirbekova 2007, p. 720). Secondly, there is evidence that transformational leadership works best when operating from a ‘solid base of transactional leadership’ (Zagorsek et al. 2009, p.159). In this way, the two leadership styles can be seen as complementary, rather than opposing, in that one builds on the other. This is supported by the work of O’Shea, Foti and Hauenstein (2009) which concludes that the most effective style of leadership involves a combination of these two styles. In sum, the success of a transformational style of leadership may depend on the context in which it operates, and it should not be perceived as replacing the transactional model, but rather as working alongside it.
Introducing the ideas of others

• Become familiar with the words used to introduce the ideas of other authors in a quote, paraphrase or summary form.

Marshall (1993, p.14) claims/maintains/implies that the major influences of the big banks are evident in this policy (…paraphrase of original idea… )

Morelli (1997, p.5) points out/asserts/stresses/ argues that ‘the changing nature of workplace culture means that people are now working much longer hours’.

• Note that the in-text reference can also be at the end of the paraphrase.

The major influences of the big banks are evident in this policy (Marshall 1993, p.14).

Look at the L3 Div Business website for more reporting verbs. Referencing section/ reporting the ideas of others
Supporting your opinion

- Show that you are going to use the ideas of another writer to **affirm your opinion or point of view** by using **linking words and phrases**:

  **This point of view is supported /reinforced/ backed up by** Wang who found that…paraphrase…(Wang 2000, p.31).

  It is interesting that Wang’s report (2000) **also strengthens/promotes/ advocates** this viewpoint.

  The evidence for this argument is convincing. **As Vroulis (1997, p. 73) points out**, ‘… quote …’.
Additional resources

For more on:
- how to find sources visit [library services](#)
- referencing information see [Roadmap to Referencing](#) and [Harvard UniSA Referencing Guide](#)
- essay structure see Assignments module in the [L3 student resources hub](#)
- planning each stage of the writing process see [http://owll.massey.ac.nz/academic-writing/assignment-planning-calculator.php](http://owll.massey.ac.nz/academic-writing/assignment-planning-calculator.php)