

ESSAY

Essay 由 **introduction, body, conclusion, reference** 四部分组成，下面以这篇文章为例，教你如何写作一篇符合格式的 essay

全文统一用 **times new roman** 字体，小四，1.5 倍行距

Essay 是 **理论性较强** 的论文，通常情况下，一定用第 3 人称，禁止出现“**I**”，“**we**”“**our**”，“**you**”，“**your**”这些第一、二人称字样，注意语言措辞，多用些副词。为了避免使用 第一人称，某些地方可以用被动语态或其他句型代替。

内容方面：

- 1, 由于 essay 理论性较强，请用相关 **例子** 来支撑论点，**避免空谈理论**
- 2, 在叙述完了理论之后，请一定要 **对理论进行评论**，体现作者的 **critical thinking**
- 3, 请多用的数据和图表，使用数据图表时请附上 **reference** 表明出处。

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Introduction (essay 的 introduction 只有一段，但由两部分内容组成。蓝色字体的地方是 introduction 的第一部分，它相当于一个开篇，引出这篇 essay 的主旨。然后从 **this essay will** 开始是 introduction 的第二部分，介绍本文结构，**不要再用 the structure is like this 这样的语句了，比较 chinglish。** 介绍结构请统一用将来时态)

Since the setting up of the first factories in the late eighteenth century, management had become a problem seriously affecting the factories' production. Then, management was gradually recognised as an important element of the success or failure of a company. Until the nineteenth century, the systematic and scientific management theory came out with its leading thinkers, two of whom were well known as Frederick W. Taylor and Elton Mayo. Both Taylor and Mayo stated the importance of the productivity and cooperation between managers and workers. **This essay will firstly discuss** these similarities in their different management theories and how they relate to each other. **Following this, it will** explain the differences of the two theories concerning the consideration of the human beings during management. **Finally, it will** look at how the two theories affect the feeling of workers and support increasing the productivity and maximising the efficiency.

(Introduction 之后 body，把文章分成几大部分讨论，每一个板块写一个小标题，加粗)

Similarities and relations in management theories of Taylor and Mayo

Although Taylor and Mayo have different management theories, they both aim to make workers more productive and efficient during the management. Taylor, the founder of the movement known as 'scientific management', states 'The principal object of management should be to secure the maximum prosperity for the employer, coupled with the maximum prosperity for the employee' (Taylor, 1947, p.36). According to this, workers should be trained as 'first-class' and follow the methods of the work which managers have carefully analysed and set up. Workers are not responsible to think about the way of doing the work, and they just do what managers

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批注 [LX1]: 这个标志很重要，所有 essay 都必须按照这个格式来。从这里开始，就是对整个 essay 的主要内容分几个大的部分来进行一个概括。这个标志后的内容应为 body 里的内容 A

批注 [LX2]: 这个标志也是必须写的，此标志后的内容应为 body 里的内容 B

批注 [LX3]: 这个标志也是必须写的，此标志后的内容应为 body 里的内容 C

注意：如果 body 里的主要内容不只是 ABC，或者还又更多的 D, E 的话，中间的标志可以用 Subsequently, and then, after that 等等副词或短语做为标志来写。除了 firstly 之外**不要用 secondly, thirdly 等序数词。**

批注 [LX4]: 到此为止，introduction 才算写完，introduction 只能是一段，而且一定要写到半页或者以上（根据总字数来安排）。介绍结构时提到的 A, B, C 等每一部分内容时，可以直接复制 body 里每一部分的小标题

批注 [LX5]: 从第 2 段开始，就正式进入了 essay 里的 body，同样，introduction 里提到的内容 A，就是从这里开始。

注意：以后 body **每段的第一句话是该段的总起句**，要概括这段的中心内容

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tell them to, and that makes them more productive, which is the aim of work. Taylor is much concerned about increasing the output of the production systematically and scientifically and at the meantime decreasing the cost per output. Taylor (1947) believed that by scientifically selecting them, workers would possess the physical and intellectual qualities to enable them to get work done systematically and efficiently and consequently achieve the output. Similarly, Elton Mayo also pays much attention to productivity and efficiency. Mayo (1933) introduced rest pauses as one technique and explained its importance for accomplishing work productively. The rest periods eliminate the monotony of the work, which can lead to 'pessimistic reveries' (p.59). Workers could re-participate into the task fast due to the relief of postural fatigue and impaired circulation during the rest pauses. Generally speaking, both Taylor and Mayo treated labor as the main source of productivity and efficiency which are the eventual destination of work, and created the different theories to achieve the increase of the two factors.

The other one similarity of the two thinkers' theories is the aspect of cooperation between managers and workers. Both of them indicate the necessity and importance of finishing a task cooperatively. From Taylor's point of view, there is an equal division of work and responsibility between management and workers. Managers are responsible to study the scientific way and set up the rational and productive methods to accomplish the task while the workers should strictly follow those determined methods and cooperatively finish the work, since the close personal cooperation can eliminate the opportunities of conflict. Work can be hardly completed by individual person, because if every member in the group works individually following their own ways, the task eventually fails, and this stresses the importance of the cooperation during the whole process of the work. Tillett, Kempner and Wills (1970) also stated 'it is important to stress the nature of the cooperative system between management and men which Taylor advocated' (p.80). According to Taylor's theory, workers should be friendly and obey managers and do what they were told, which is obviously

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the reflect on cooperation. As well as Taylor, Mayo also treats cooperation as an important role in his 'Human Relations' theory. One of the three summarised main points of Mayo's research, 'the importance of the work group', illustrates that 'group collaborations with management's objectives is important and must be planned for rather than expected' (Tillett, Kempner & Wills, 1970, p.300). Mayo's theory is concerned more about the feelings of the workers. By giving workers the rest pauses and providing them with good working conditions and circumstances, the morale of the workers can largely increase, which leads to the efficiency and well-cooperative achievement. Mayo's best known research 'Hawthorne Experiments' also proves that the informal social patterns of work on which work satisfaction and performance depend more than on formal organisation makes the workers less stressed to work together and finish the work efficiently (Mayo, 1933).

Differences of the two theories

As Taylor and Mayo are two different leading thinkers, their theories do differ from each other in certain aspects. Taylor (1947) pointed that the methods of achieving work should be systematically and scientifically planned and set up by manager, and workers should be trained as 'first-class men' and strictly follow the determined methods and finish the work efficiently. He proved his theory by an experiment. In the experiment, Taylor selected a person, and persuaded him a higher wage rate by doing the work following his method. The experiment eventually showed that huge increases in productivity were probable when rational and systematic techniques of management were applied. According to the 'Scientific Management', workers are strictly controlled by managers, and do whatever they have been told, which makes them bore, and sometimes response against managers. Hoxie (1915) indicated 'Scientific Management' removed the control from workers who are closer to the work than anyone else to the managers, which only offers managers themselves for improvement. Although the theory gives more control to managers than workers and indeed efficiently and productively improves workers, it concerns the feelings of

批注 [LX6]: (仅针对这一篇 essay 来说), 从这个地方开始就是 body 内容里的内容 B 部分

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workers and the friendly relationship between managers and workers much less than those are expected.

On the contrary, Mayo, the creator of 'Human Relations' theory, thought there was some kind of human element responsible for performance improvement during the management. In his 'Hawthorne Experiments' between 1927 and 1932, six female assemblers were isolated from the rest of the factory, and had their conditions of work such as physical conditions, rest pauses systematically changed during the years. The experiment showed productivity improved with those change (Mayo, 1933). Mayo (1939) focuses the productivity of the work on 'morale'. He believed people had a strong need for social relationships and that often it is the informal network of relationships at work which determine how they will act (Inkson & Kolb, 2002). Workers, as human beings, want more physical and psychological care and consideration. The necessary rest pauses, working conditions and less-stressed circumstances make workers ignore the monotony of the task and improve their activities and the quality and efficiency of the achievement. By working in informal groups, the workers' attitude toward their work and working environment could be significantly improved so that the productivity and efficiency of the work increase dramatically. Mayo's research shows the importance of the human relations during the whole management. It treats workers more like human beings rather than only the labor, compare to Taylor's 'Scientific Management', which restricts the workers' freedom of doing other things out of work, treating them more like machine. Taylor's theory could easily make the relationship between managers and works collapse, since no person wants to be forced to do anything, while Mayo creates a relaxed environment for workers, which makes workers more willing to do the work for managers. This illustrates the two theories differ as well on the workers' attitude toward the work. According to Taylor's theory, workers are more likely to work passively, and they always struggle from doing exactly what managers told.

批注 [LX7]: (仅针对这一篇 essay 来说), 从这个地方开始就是 body 内容里的内容 C 部分, 也就是这篇 essay 的 body 内容的最后一部分

批注 [LX8]: 这是文章当中的 reference 的写法, 注意, 句号的位置在 ref 的后面。顺序为: 括号, 人名, 逗号, 年代

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How the two theories affect the feeling of workers

Both Taylor and Mayo created their own management theories, and proved they all effectively improved the aspect of management about the productivity and the efficiency. Taylor focuses on setting up the scientific, systematic and rational methods by managers and organising and controlling workers to finish the work by requiring them to strictly follow the methods, which increases the productivity scientifically. Mayo is more concerned about the workers' feeling, as human beings. He believes that workers are the cores of a task, and their responsibilities to work are more likely to base on morale, for which the rest pauses, good working conditions and relaxed environment are essential. To form the informal groups, the work could be accomplished with high standards of cooperation and productivity.

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Conclusion

In conclusion, Taylor requires managers to manage and workers only to follow managers without doing any other things out of work, while Mayo considers more about workers. He improves more on circumstances during work and makes workers work enthusiastically to achieve the high productivity through social contact. Although both two theories give rise on productivity and efficiency, they differ from each other on treating workers. The two thinkers both agree that cooperation is necessary and important. Whichever way to approach, cooperation is always the essential point to achieve productivity. As a result, Taylor's 'Scientific Management' theory leads to the high rate of labor turnover and seems spectacularly successful with simple jobs in short-term. However, Mayo's theory illustrates workers contribute into the work enthusiastically, which could maintain the trained workers in the long-term.

批注 [L9]: 这个标志是 conclusion 的一个重要标志, 一定要写这个词, 同时可以用 To sum up 或 Conclusively 代替, conclusion 和 introduction 一样, 只能写一段, 而且至少要写到半页

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References:

Hoxie, R.F. (1915). *Scientific Management and Labor*. New York: Appleton.

Inkson, K. & Kolb, D. (2002) *Management*. New Zealand: Pearson Education.

Mayo, E. (1933) *The human problems of an industrial civilisation*. New York: Macmillan; Roethlisberger, F.J. and Dickson, W.J. (1939) *Management and the worker*. Cambridge, MA: Harvard University Press.

Taylor, F.W. (1947) *The Principles of Scientific Management*. New York: Harper and Row.

Tillett, A., Kempner, T., & Wills, G. (1970) *Management Thinkers*. Great Britain: Hazell Watson and Viney.

- 请各位写手认真仔细阅读新版的 **essay** 和 **report** 范文的内容，并且细看每一个“批注”，同时按照批注的要求来做，绝对不能自由发挥，要推行“简单做，照着做”的原则，严格按照我们的要求以及个别客户或者 TOPIC 的特殊要求来完成。

批注 [LX10]: 这是最后的 reference list，这个是必写内容，下面的 reference 必须包含文章当中 (in-text) 的 reference 的所有人名，不错也不少这里的 reference 要和文章当中的 reference 一一对应，文章当中多次引用的人名，如果书名也一样话，在此只写一次。如果在文章当中多次用到同一个作者的引用，但是著作名又不一样的话，在这里就必须把他们都写上。注意格式，reference list 里的 reference 大都有 2 种格式，一种为 harvard，一种为 APA，详细做法另见具体文件

批注 [LX11]: 注意，如果 ref 有超过 2 行的，从第 2 行开始，以后的每一行前面都空 4--5 格

批注 [LX12]: 请注意，关于 reference 的排序问题：按照打头字母从 A-Z 的排列顺序，一定记住

批注 [LX13]: 对 reference，我们对其做了硬性规定，除非是理论性很强的文章，需要用到很经典的一些理论的引用外，所有一般的 ref 都必须是 2000 年以后的，并且禁止使用中国人名的著作，如果是引用网页的，禁止出现中文网页，这些是强制规定！！！！

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