

4. Use "I" when you want to make a personal statement about the source of your information

e.g., I would like to thank my colleague, ..., for ...

"We" has two common uses

1. Meaning = "we all" i.e., "I" the writer, "you" the reader and "them" other academics.

e.g., We know that the industrial revolution greatly accelerated the development of industry.

2. Meaning = "I" and "you" (the reader) but excludes others. Use it when you want to guide the reader through what you propose to do/write. It is most frequently used with verbs of perception, observation and analysis (e.g., consider, observe, inspect, assume, analyse, examine, find)

e.g., If we assume that the turnover is ...
We have seen ...

Exercise 8

Look at the following from MBA students' writing and comment on the use of "I" and "We". Use a ✓ if you think the use of I/We is appropriate; use a ✗ for an inappropriate use.

1. My intention is, firstly, to examine one of the biggest UK-based multinationals. Secondly, I will ...

2. ICI has become more successful, partly because the climate in the company now expects success and because management believes in their ability to achieve success. This, I believe, is Sir John's chief achievement.

3. We adopt the definition of "profitability" as given by ...

9. Limit the Use of Direct Questions

e.g., What can be done to improve productivity? → We now need to consider how productivity can be improved.

Exercise 9

Suggest improvements to the following:

1. What are Porters' five competitive forces?