

1. When making generalisations

E.g. "German and Swiss managers **tend to** favour structured learning objectives with clear pedagogical course objectives."
"The recruitment process in Latin and Far Eastern countries is **very often** characterised by ascertaining how well that person "fits in" with the larger group.

2. When commenting on data

E.g. "The research **seems to suggest** a growing antipathy towards companies who market high calorie foods such as sugary drinks, cereals and sweets directly at children.

3. When making conclusions

E.g. "What **may be** required therefore is a greater awareness of the different communication styles of different cultures and how these affect participation in groups."
"It **appears that** outstanding managers are rather rare."

4. When making strong claims:

E.g. "Service is **perhaps** the most sustainable differential advantage in building brands. (Doyle, 1989; 87)"

5. When making recommendations:

E.g. "The company **should** recruit workers who can represent its strong ecological values to the clients.

Now look back at the text again. Can you add any of your highlighted sentences to the categories above?

Study task 17

Read the following extract from Yoko's essay.

- What tense has Yoko used throughout this extract?
- Where would a more cautious style be appropriate?
- Make the necessary changes.