

11. The following appeared in a memorandum from the business planning department of Avia Airlines:

“Of all the cities in their region, Beaumont and Fletcher are showing the fastest growth in the number of new businesses. Therefore, Avia should establish a commuter route between them as a means of countering recent losses on its main passenger routes. And to make the commuter route more profitable from the outset, Avia should offer a 1/3 discount on tickets purchased within two days of the flight. Unlike tickets bought earlier, discount tickets will be nonrefundable, and so gain from their sale will be greater.”

Discuss how well reasoned . . . etc.

12. The following appeared in a speech by a stockholder of Consolidated Industries at the company’s annual stockholders’ meeting:

“In the computer hardware division last year, profits fell significantly

below projections, the product line decreased from 20 to only 5 items, and expenditures for employee benefits increased by 15 percent. Nevertheless, Consolidated's board of directors has approved an annual salary of more than \$1 million for our company's chief executive officer. The present board members should be replaced because they are unconcerned about the increasing costs of employee benefits and salaries, in spite of the company's problems generating income."

Discuss how well reasoned . . . etc.

13. The following appeared as part of a business plan by the Capital

Idea investment firm:

"In recent years the worldwide demand for fish has grown, and improvements in fishing technology have made larger catches and thus increased supply possible: for example, last year's tuna catch was 9 percent greater than the previous year's. To capitalize on these trends, we should, therefore, invest in the new tartfish processing plant on Tartfish Island, where increasing revenues from tourism indicate a strong local economy."

Discuss how well reasoned . . . etc.

14. The following appeared as part of an article in a weekly newsmagazine:

“The country of Oleum can best solve the problem of its balance of trade deficit by further increasing the tax on its major import, crude oil. After Oleum increased the tax on imported crude oil four months ago, consumption of gasoline declined by 20 percent. Therefore, by imposing a second and significantly higher tax increase next year, Oleum will dramatically decrease its balance of trade deficit.”

Discuss how well reasoned . . . etc.

15. The following appeared in a memorandum from the human resources department of HomeStyle, a house remodeling business:

“This year, despite HomeStyle’s move to new office space, we have seen a decline in both company morale and productivity, and a corresponding increase in administrative costs. To rectify these problems, we should begin using a newly developed software package

for performance appraisal and feedback. Managers will save time by simply choosing comments from a preexisting list; then the software will automatically generate feedback for the employee. The human resources department at CounterBalance, the manufacturer of the countertops we install, reports satisfaction with the package.”

Discuss how well reasoned . . . etc.