

## 四月作文 GMAT 题库 更新中。。。。

### 更新日志

4/16 更新两只

4/16 北美晚 4/17 国内上午 更新到三只

4/17 北美上午 4/17 国内晚 更新到 6 只

4/18 北美上午 4/18 国内晚 更新到 7 只

4/18 北美晚上 4/19 国内上午 更新到 9 只

## 频率表

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6. 环保和经济	1
7. 健身器材和杂志	1
8. cookville	1
9. 开 gym	1
10. greentree	1
11. 研发再生能源	1
12. 电视广播广告投放	1
13. 校内医院和私立医院	

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## 1.Park Hill 商业计划

### >>> 本月原始

一个 investment firm 的新 plan: 因为在 Park Hill district theatre pizza golfclub 这三个 business 最近两年都成功 所以这个 firm 也打算在 I district 投资这三样 business 并且他们 require customers 一项 special program 就是在两家消费后可以在第三家获得 discount 这个 firm 觉得这项 plan 可以提高 profitability

### >>> 考古原题

The following appeared as part of the business plan of the Capital Idea investment firm:  
"Across town in the Park Hill district, the Thespian Theater, Pizzazz Pizza, and the Niblick Golf Club have all had business increases over the past two years. Capital Idea should therefore invest in the Roxy Playhouse, the Slice-o'-Pizza, and the Divot Golf Club, three new businesses in the Irongate district. As a condition, we should require them to participate in a special program: Any customer who patronizes two of the businesses will receive a substantial discount at the third. By motivating customers to patronize all three, we will thus contribute to the profitability of each and maximize our return."

### >>> 参考思路

1. 错误类比：PH 地区与 I 地区不同，在 PH 地区成功的 business 在 I 地区不一定成功，人口，habit 等不同。
2. 因果关系：即使这三种 business 会成功，那么这特定的三家店也不一定能成功，还要看该店的经营、销售、服务等等。
3. 无根据假设：即使捆绑三个店，顾客也不一定会每个店都去消费。
4. Profit 除了与销售量有关，与成本也有关，不能单纯因为去的人可能增加就认为 profit 会增加，还要考虑成本、折扣等等。

### >>> 参考范文

The argument states that if by motivating customers to patronize all three Businesses of Capital Investment, the profitability of each business will increase and maximize return for Capital investment.To achieve this the firm proposes to initiate a program where if a customer patronizes two of the Businesses , he will receive substantial discount on the third. However there are several assumptions that the argument is based on for which it does not give sufficient evidence.

Firstly, The argument assumes that people will not otherwise go to all the three places if they go to the two places. There is no evidence to support this assumption. For example, certain demographic groups may enjoy watching theatre, playing golf and may like to eat out as well frequently. They may not select two out of the three. So by giving them heavy discount on something that they would have anyways chosen may actually negatively impact the profits.

Secondly, the argument gives the example of the success of the three businesses in the Park Hill district. However it does not clearly state the reasons behind the success of the businesses there. It appears that Capital Idea selected these businesses to invest specifically for the unique combination which they found to be successful in Park Hill district. If this is the case then the three businesses are complementary to one another and hence they will succeed as a group. So there seems no reason to explicitly ask customer to patronize the three at the cost of a discount.

In conclusion the argument is flawed for the above mentioned reasons. It can be strengthened if more evidence is given to substantiate why the proposed program would work. Without these the argument remains unconvincing and open to debate.

## 2. Financial Analyst

### >>> 本月原始

V1

上个月寂静有，就是 crow head's company 那个，攻击点挺多，大家看看就行。

### >>> 考古

作文考的是一个 financial analyst 对于 investment 的 memo 说 Crow's xxx company 是做 youth apparel 最近五年在 outlets 卖的很火 公司想要开 125 个 own retail stores 所以这个 analyst 就建议 clients 快去买公司的 stock 另一方面 CEO 之前是什么 rock star 有 star power 和 name recognition

#### 1-20 AWA Crow's Head Clothes

1. 文章是由 Financial Analysis 写的，并呼吁大家买入 Crow's Head Clothes 的股票
2. Crow's Head Clothes 是一个知名的年青服装品牌 (Jeans, T-shirt 等)，之前都是通过 retail outlet 来销售，现在公司决定在全国范围的大的 shopping mall 开设 125 家自营店
3. 聘请一个著名的 Rock star 来担任新的 CEO，这个 Rock star 非常受年青人喜欢

一间叫做“Crow Head Cloth”的公司，过去五年通过在 mall 的专柜销售，获得不错的成绩，在青少年 (Youth Market) 都是很受欢迎的。这个时候，Management Team 就抽风说，我们计划扩张，要做够 125 个 retail stores across the states。通过扩张获得更大的销售额和利润。Management Team 还友善地提醒消费者赶紧囤货，多买点，不然以后就更加贵了。这个公司还有一个 Lady CEO 是“Former Famous Rock Star”，CEO 的名气对于品牌的销售还是很有帮助的，特别是和 CEO 的歌曲当年还是很受欢迎的。

提供思路 (非典型不按七宗罪...T.T): (狗主比较喜欢看 Bloomberg TV，所以看到商业类就特么激动了....)

1. 开一间 Retail Store 的成本 (租金，装修，布置，VM，Training，Supply Chain，Promotion) 是多高呐，还要开 125 家，cash flow 都不见呐....
2. Management Team 还不如把这些钱投入到新产品的研发/customer loyalty/新的产品线呐。狗主用了 A&F + Hollister & Co. 作比喻 (脑残粉)，fashion garment industry 嘛，还可以用 H&M 和 Alexander Wang 的 cross over 呐，Zara 的之类做比较。
3. 还有就是过气的 Rock Star CEO，明显用来做品牌的定位不对撒。狗主之前有学 branding 的，可以在 Marketing 的 4P 上面做做文章..

### 3.luxury hotel

#### >>> 考古

V1

finance director 说应该向全民征税，修建 convention centre 旁边的豪华酒店。说豪华酒店能增加 centre 的客流量，豪华客花费多，带来税收，这样市民可以少缴税。

V2

Convention Center 附近應該多開豪華旅館，因為這些人個購買力很強大，可以增加政府稅收。

V3

一个城市 B 的 Finance Director 的一段话：

“B 城市应该在城市 center 建 luxury hotel，因为 luxury hotel 可以让 guests pay more fee than the conventional hotel.然后这样就可以增加城市的 tax revenue.增加了城市的 tax revenue 后 local residents would not need to pay more for the total tax revenue.接着举例说当前城市 center 的 hotels 只住了 50% of the capacity,建成 luxury hotel 后，将有更多的 guests 选择住在 luxury hotel，从而支持前面提到的增加 tax revenue.

题目让结合 Finance Director 举的例子（就是当前只有 50%capacity）说明 Finance Director 的建议有什么问题。

V4

考到了 luxury hotel 那篇!!!

嗯，讲的大概是为了增加 tax revenue,政府准备在 convention center（确定是 conven 打头的一个单词）,which produce goods and service ,旁边修 luxury hotel，有两个原因：一方面吸引 out-town visitors 前来购物，可以降低 local people 交的税。二是这些 visitor 住在 luxury hotel 会很蠢的付更多钱（大概意思就是这个房间本来一晚只要 200 的，但对这些 visitor 要价 400，他们也会付）。总之通过这两种方法可以提高 tax revenue

V5

说本地政府为了实现税收目标，tax revenue increase，打算新建一个豪华酒店。理由是：本地有个会展中心（convention center）经常有外地客人来，这帮土豪每次来都大量购买 goods 和 service，The more shopping, the less local income 什么的，原句忘了，句型结构是一个 the more ... the less。他们带来的 out-of-town tax，增加了 tax 收入，所以本地人就可以不用交太多税了，税收指标由这些外地土豪买单了。另外这个 convention center 只有 50%的使用率，还有很大潜力可以挖，所以需要在周边建个豪华酒店。另外一个论点是，住豪华酒店的人比住 inexpensive 酒店的人消费能力更强，能带活本地经济，增加收入。

### >>> 参考思路

1. 无因果关系：建立 luxury hotel 不一定能达到税收上升这一目的，如果成本增加之后，消费人数下降收入降低就无法增加税收。
2. 无根据假设：认为外地土豪会入住豪华宾馆 带动本地经济，但是文中并没有说明来此地的外地人是什么消费层次的，是否会选择这样的 hotel 居住，也没有考虑在建立 luxury hotel 之前当地的宾馆是否供大于求。
3. 单一因果：影响税收的其他因素，除收入之外的。

## 4. 摩托公司生产线

### >>> 本月原始

By

说是一个公司有两种摩托，一种豪华版一种标准版，现在说标准版是机器流水线装配豪华版手工装配，所以豪华版的很 time-consuming 并且归，管理层打算把豪华版的生产线去掉换成流水线的标准版摩托车，这样生产效率高了利润也自然就高了

### >>> 考古

V1. 一个摩托车公司有两条生产线---豪华版和普通版。豪华版的零件很贵，所以生产成本高；而且豪华版是纯手工，所以耗时更长。普通版零件便宜，而且可以生产线批量生产，所以成本更低，而且相比豪华版可以生产更多量。所以摩托车公司决定要取消豪华版的生产，把现有的豪华版生产线改为第二条普通版的生产线，这样公司就能生产更多的普通版摩托车，进而公司的利润会更高。

V2. 某摩托车生产公司有 two production lines, 手工线生产 luxury motorcycles, but the production requires more expensive material and longer time; 机器人线生产 standard motorcycles, . 公司将 cease 豪华车生产线 in order to produce a great number of motorcycles more efficiently and get more profits.

### >>> 参考思路

1. 无根据假设：生产数量少不代表利润少，薄利多销的利润不一定比高价少销的利润多，不能保证都换成 standard line 以后生产的摩托车数量会激增。
2. 因果关系：除了提高产量能带来更多利润外，还应考虑(1)品牌效应，一个品牌拥有其自己的奢侈品，或是质量极高的产品可以彰显地位，提高品牌知名度，也可以带来更多的利润；(2)供求情况，市场是否需要大量普通摩托 等。
3. 使用手工而不用 robot 可以增加就业，有利于提升当地政府对企业的好感，获得更多的商业机会。

## 5.服装店和音乐店

### >>> 本月原始

作文考到的是上个月的，一篇讲 clothes shop 想要用和 music shop 一样的 radio advertisement 的，想我看了那么久的 jj，居然考前一天换题.....

### >>> 考古

今天碰到的考题是说 the owner of Carlo's Clothing store 想要模仿 the music store at next block 的宣传手法，the music store 之前弄了个 radio advertising campaign，于是就造成了 foot traffic，相比于 music store 去年的成绩呢，今年 boost sales and profit 了。然后说了这个 clothing store 的 past three years 都干得不错，那个 music store 的老板要退休了（貌似是这个意思我忘记了。。。）于是 clothing 老板也想来一个 radio advertising 来达到同样效果（这里我仔细看了一下，不是也想做一个 campaign，只说了 radio advertising）。

### >>> 考古**原题**

The following appeared in a memorandum from the owner of Carlo's Clothing to the staff:  
"Since Disc Depot, the music store on the next block, began a new radio advertising campaign last year, its business has grown dramatically, as evidenced by the large increase in foot traffic into the store. While the Disc Depot's owners have apparently become wealthy enough to retire, profits at Carlo's Clothing have remained stagnant for the past three years. In order to boost our sales and profits, we should therefore switch from newspaper advertising to frequent radio advertisements like those for Disc Depot."

### >>> 参考思路

1. 错误类比：DD music store 与 C 的服饰店无可比性，不能说广告就适用 C 的服饰店。买 cd 的



人也许经常通过 radio 了解歌曲，但是买衣服的人很少通过 radio 来了解衣服。

2. 无根据假设：不能根据人流量大就假设销售量增加，万一只是看一看不买呢？

3. 因果关系：没有说电台广告与业务量增长有必然因果关系。Other factors other than the radio advertisement that may contribute to the business growth of Disc depot should be considered and ruled out. 比如促销，请了明星做活动等等。

4. 错误比较-时间纵向：一年前好用不代表现在好用。

## 6. 环保和经济

### >>> 本月原始

有个城市 E 实行了很多环保措施影响到了经济，所以隔壁城市 C 就说咱们要抵制环保措施呀！不然环保措施把我们经济都带垮了

请考古到了的同学私信坐稳菌！！！！

## 7.健身杂志

### >>> 本月原始

关于一个在 community center 放 exercise machines to maximise fitness level of residents 的。因为有个杂志有 frequently feature bodybuilders using the machines, which frequently sells out, according to the owner of Skyview Newsstand.

### >>> 考古原题

The following appeared in the letters-to-the-editor section of a local newspaper.

“Muscle Monthly, a fitness magazine that regularly features pictures of bodybuilders using state-of-the-art exercise machines, frequently sells out, according to the owner of Skyview Newsstand. To help maximize fitness levels in our town’s residents, we should, therefore, equip our new community fitness center with such machines.”

### >>> 参考思路

1. 无根据假设：MM 总卖完=MM 的内容都对=exercise machine 很有用，杂志卖得好得原因不一定是因为刊登这个机器，很可能是价钱便宜，或其他的内容吸引读者。社区健身中心有了 machine 居民们的健康就能大为改善。
2. 质疑：Skyview 摊主的话是不是中立？

3. From 狗主: 我的论点是, 杂志好卖不一定是因为健身员的图片, 可能是因为价格, 内容还有其他文化因素。即使是, 也不能肯定该镇的人就会喜欢该健身员, 甚至健身器材。也许杂志是在东部或者北部甚至国外好卖, 不一定镇里的人都买啊。如果连喜欢都不喜欢, 怎么用? 就算镇里人士喜欢该健身器材, 那也不代表人会去用, 那个还是受其他很多因素影响的。

### >>> 参考范文

In this argument the author concludes that the new community fitness center should be equipped with the state-of-the-art exercise machines featured in Muscle Monthly magazine. In support of this recommendation two reasons are offered: (1) Muscle Monthly contains pictures of bodybuilders using such machines, and (2) Muscle Monthly is a popular magazine, as evidenced by the fact that it frequently sells out at the local newsstand. This argument is questionable on two counts.

First, a major implication of the argument is that the bodybuilders pictured using the machines in Muscle Monthly magazine reached their state of fitness as a result of using these machines. The only evidence offered to support this contention, however, is the pictures in the magazine. It is possible that the bodybuilders pictured use different equipment for their workouts and are merely posing with the machines for advertising purposes.

Second, the author assumes that machines that are suitable for bodybuilding will also be suitable to help maximize the fitness levels of the town's residents. This assumption is highly questionable. Machines designed to increase muscle development are significantly different from those designed to increase cardiovascular fitness. Consequently, it is unlikely that the machines pictured in the magazine will be of much use to help maximize the fitness levels of the town's residents.

In conclusion, this argument is unconvincing. To strengthen the argument the author would have to show that the bodybuilders pictured using the exercise machines actually used the machines to reach their level of muscle development. Additionally, the author would have to show that the machines were suitable for increasing the fitness levels of the persons using them.

## 8.Cookville

### >>> 本月原始

作文是一个 production manager 想要 overall cost reduction. 他手下一个叫 Cookville 的工厂最 advanced&efficient。相较其他工厂，cookville 的 marginal cost for drill bit is 30% less than other factories. in order to achieve overall cost reduction, the pm decide to shift all drill bit production to cookeville.

### >>> 考古原题

From GMAT AWA 最新题库 - 2010

The following appeared in a presentation by the chief production manager of a machine parts manufacturing company at a management meeting:

“Our factory in Cookville is our most advanced and efficient. It is capable of producing ten drill bits for each dollar of production costs, whereas none of our other factories can produce more than seven drill bits per dollar of production costs. Therefore, we can reduce our overall drill bit production costs by devoting the Cookville factory entirely to drill bit production. Since reducing the production costs of individual machine parts is the only way to achieve our larger goal of reducing our overall production costs, dedicating the Cookville factory entirely to drill bit production and shifting all other machine part production to our other factories will help us to attain that larger goal.”

### >>> 参考思路

1. 方案置疑：although C produce more bits per dollar, the reason may be that C has high- skilled workers, total new and high- quality machines, or less amounts of orders thus entirely shifting is fallacious, the

results may be that the workers may be too tired and have too much burden, the machines would be worn out, and all this could contribute to the lowering of the productivity.

2. 充分必要条件 : The only way to reduce costs is to reduce production costs: the management assumes without further more evidence that reducing the productions costs is the only way to enhance cost - effective production process: 可以 train workers , 引进 new technologies, 定期维修老旧设备 , 提高 management strategy...

3 . Gratuitous assumption : shifting the production of the other parts to other factories is the appropriate way to go 也许转移制造之后 cargo and transporting fees would roar 因为 sporadically 分布的工厂可以及时供货 , 集中在一个地方不利于供货 , 而且 shifting 牵扯到搬家的费用 , 都是 huge expense, may not weigh over the elevation of the productivity

4. Gratuitous assumption : Coikville factory entirely to drill bit production will reduce our overall drill bit production cost. Perhaps, there are only one or several skilled workers who are can product them drill bits for each dollar of production cost. And they have already reached their full potential.

5. 没有考虑 production process as a whole。举例 : 可能生产过程和装配过程要联系很密切 , 如果把其他环节放到别的 factory 会出问题。

## 9.开 gym

### >>> 本月原始

题目是：一个 town 的一个 manager 向 town council 提议，根据一个研究，经常锻炼的人比不经常锻炼的人去医院的可能性少了一半。为了减少政府在 health insurance 方面的开支以平衡公共收支，政府应该向镇子里的 municipal (这个词不认识纠结了好半天) employee 提供 gym 让他们锻炼，以减少 group health insurance 的开支。

### >>> 考古

作文：考的是上个月关于一个咨询公司，经过研究发现定期锻炼的人比不锻炼的人住院率要低，所以公司准备给员工提供很好的健身房锻炼的福利，认为这样可以减少健康保险的支出，并且可以平衡预算。我觉得这个攻击点还是挺多的啊，什么咨询公司的员工一定是没定期锻炼才导致高住院率的吗？还有就算有健身福利，员工有时间锻炼吗？还有就是减少了健康保险的支出，就一定能够平衡预算吗？也有很多其他的原因吧，还有各种缺乏数据和具体调查吧，大家可以看着写啦~

S 市调查发现，经常锻炼的人就医次数少于不锻炼的人。所以 S 市打算新建一个 well-equipped gym, 从而减少医疗保险的 cost, 减少的 cost 可以用于市政建设 (或者是给市民谋福利, 记不清了)。

调查表明经常锻炼的人比不锻炼的人少去医院 50%，所以一个 manager 打算提供一个 gym, 这样公司还是城镇的医疗保险赔付就会减少 50%，有很多的 gratuitous assumption

a memo to city council from a business manager:

Research indicates that 不锻炼的人比经常锻炼的人更容易 hospitalized. 所以呢，我们 town 要建一个 well-equipped gym，这样就可以减少 health insurance coverage, 最终就可以 balance town budget

### >>> 考古原题

The following appeared in a memo to the Saluda town council from the town's business manager. "Research indicates that those who exercise regularly are hospitalized less than half as often as those who don't exercise. By providing a well-equipped gym for Saluda's municipal employees, we should be able to reduce the cost of our group health insurance coverage by approximately 50% and thereby

achieve a balanced town budget.”

### >>> 参考思路

1. 可以调查：research 的样本容量、统计标志都没有说明，无法保证研究结果具有一定的参考性。
2. 无根据假设：不一定提供了 gym 员工就会去锻炼，所以无法确保健康水平会提升。
3. 因果关系：(1) insurance 针对的也许是 emergency 的情况，即使提高了健康水平也不能保证降低 cost (2)不健康也许不是不运动导致的，也许那地方环境污染，水质不好空气不好等等。

### >>> 参考范文

In this memo Saluda's business manager recommends that the town provide a gym for its employees as a means of balancing the town's budget. The manager reasons that since studies show that people who exercise regularly are hospitalized less than half as often than those who don't exercise, Saluda could save approximately 50% on the cost of its group health insurance coverage by providing its employees with a well-equipped gym. The savings on insurance would balance the town's budget. The manager's argument is unconvincing because it rests on several unsupported and dubious assumptions.

First, the manager assumes that Saluda's employees will exercise regularly if a well-equipped facility is provided for them. This assumption is questionable since the mere fact that a gym is made available for employee use is no guarantee that they will avail themselves of it at all, let alone on a regular basis.

Second, the manager assumes that Saluda's employees do not exercise regularly. Once again, the manager offers no support for this crucial assumption. Obviously, if all of Saluda's employees already engage in daily exercise, the hospitalization rate will be unaffected by equipping an exercise facility and no savings will be realized on the group health insurance.

Third, the manager assumes that there is a direct relation between the hospitalization rate for employees and the cost of their group health insurance such that a reduction in the hospitalization rate will result in a corresponding reduction in the cost of insurance. While this may turn out to be true, the manager has failed to offer any evidence for this claim.

Finally, the manager assumes that the cost of building a well-equipped exercise facility will not negate the savings realized on the group health insurance. Until evidence has been provided to show that this is not the case, the manager's plan is unacceptable.

In conclusion, the business manager's proposal to provide an exercise facility as a means of balancing Saluda's budget is not convincing. To strengthen the argument, evidence would have to be provided for each of the assumptions listed in the previous analysis.

## 10.Greentree

### >>> 本月原始

Greentree 生意不好要 cut costs. Plan: lay off 10 employees per store, eliminate expensive products and free samples , partner with cafe. 主要顾客想要 luxury experience: expensive goods, excellent service. Survey 显示 greentree 和 cafe 有类似的客户群体. 结论：将来会有 higher sales and profits

### >>> 考古

V1.一家叫 Greentree 的公司，sales 达到了顶峰但是 profit 却在下滑，管理层觉得应该要 cut cost 啦，但是公司大部分顾客是高端客户，所以要做到 cut cost 的时候不能让公司形象变 low。然后提出通过 lay off employees in 10 stores and eliminate luxury displays and free samples 来 cut costs。(好像还有一句是为了保持住高端大气上档次的企业形象，还要在店门口摆展览也不什么的，忘了- -)。第二个措施是要 partner with Cabarbet Coffee Cafe，这家咖啡店就在 Greentree 店铺的附近。因为一个 recent survey showed Greentree and Cabarbet 吸引的顾客很相似，所以和这家 cafe 合作可以增加 new customers，继而增加 sales 和 profit。

V2.一个 grocery 的新策略，所在城市的消费者倾向于买 luxury 物品，(中间还有一个啥原因，忘记了.....) 商家为了节约成本决定裁掉 10%的雇员和减掉一些奢侈品的推广费用还是啥的.....同时为了保持消费者的奢侈品购买需求，他们决定和一个咖啡店合作，因为一项调查显示咖啡店赚钱很多(好像还有个什么原因，忘了.....)。grocery 觉得和咖啡店合作应该可以带来利润提升。

V3.Greentree Grocer 是一家连高级锁卖的杂货店，最近业绩不好。有人提出削减成本来增加利润,削减成本的方式是 1.每家店减少 10 名员工 2.减少陈列的贵的商品和免费试吃。并且和 Cabaret Coffee Café 合作让其在杂货店内开咖啡厅，因为 Greentree 杂货店和 Cabaret 咖啡厅的客户群是一样的。这样就能 bring the company back on the track to higher sales and higher profits.

V4

讲的是一个奢侈品商店的店主发现自己店的收入在下降。于是决定裁员并减少一些 free samples 来节约成本，但是为了达到增加收入的目的，决定和一个 coffee cafe 合作，在商店里开一个很小的柜台来供 cafe 使用。因为两个商店都 attract 相似的顾客，所以店主就认为这样能够帮助店里增加销量，大致是这样了

V5

一个公司说，大概是百货公司之类的说自己的顾客都有钱，但是自己利润下降了，为了减少成本，吸引顾客制定两个策略。一个是裁员，服务员撤 10 个，而且取消了贵的展品 free sample，化妆品小样吧。第二个策略是，为了 offset 上面的策略，公司准备和咖啡厅合作，证据表明，两者的消费群体差不多。然后就能 cut off costs，还能吸引消费者了，销售和利润一定暴涨



### >>> 参考思路

1. 错误因果：减少货物和裁员不一定能达到 cut cost 的目的；减少的货物也许是 best-seller，减少的员工可能会导致超市更加混乱
2. 可疑调查：文中只说了 a recent survey，完全没提及 survey 的其他信息比如 sample size
3. 无端假设，可能 Greentree 和 cafe 的 customer 就是同样一群人，cafe 的 customers 已经同时也是 Greentree 的了，和 cafe 合作不能增加 new customer
4. 因果关系——忽略他因：最近业绩不好也许是因为有 Competiton，或者 market as a whole 不景气。所以减少成本不一定有利。

## 11.研发再生能源

### >>> 本月原始

作文来回忆一下 讲的的是一个人写了一个 newsletter 给一个叫做 M 的公司 让公司把重心从 mining technology 转换到 renewable resource 上面，因为 mining 的利润开始降低 同时很多支柱（注意是支柱，我就对这个反驳的。。。）的 renewable resources 的公司并没有因为经济危机而损失利润，所以这个作者认为转换之后的公司不会有任何利润降低的问题

### >>> 考古

V1.公司研究方从 mining technology 到 renewable energy Blastcom Corporation 的一封信给 stockholders 的 newsletter. 发现 mining technology had a big drop last year.作为能源公司, 它们打算要 have scientists 把研究 efforts 全部转移到 renewable energy technology research. 然后说其他研究新能源的公司近年盈利,所以他们打算转移研究方向.结尾是 guarantee no decline 关键字来说服 stockholders 买 stock.

V2.Due to the decline demand of the mining technology, all the related corporations are suffering form decline of profit and sales this year, including Blastcom Corporation. Blastcom Corporation is considering adopting one growth strategy: to shift some of the researchers from mining technology to the renewable energy technology, the demand for the renewable energy such as solar energy. Some of the prominent companies which market the renewable energy are successful in recent years. Therefore, it is guaranteed that company Blastcom will also be successful in the future by providing renewable energy

V3.

Blastcom Corporation 要让所有的研究人员从研究 mining technology switch to renewable xx technology , 因为所有公司都因为 mining technology demand 的减少而利润、股票价格下跌。那些用 renewable technology 的公司在最近几年都 successful. 所以 B 公司相信我们 switch to renewable technology 一定会盈利且股票上升。

### >>> 参考思路

- 1.错误类比：别家公司做 renewable energy 成功不代表 B 公司也会成功
- 2.就算 renewable energy 整个行业都在发展，也不能代表这个行业里面的每家公司都盈利
3. Profit 的影响因素很多，即使专业之后 profit 有好转，也无法保证无论遇到什么困境，只要在 renewable energy 行业里 profit 都不会受影响
- 4.无因果关系：其他研究新能源的公司盈利不是因为他们的研究，可能是其他原因，比如前几年国家政策支持等等
5. 就算 Blastcom Corporation 转移研究方向能够 guarantee no decline，也不代表 stockholders 一定要选他们，其他的公司还能够 guarantee increase 呢

## 12. 电视广播广告投放

### >>> 本月原始

一个摩托车公司的 Memo，主旨是建议公司放弃在社交网络上放广告转而把大部分预算放到电视和电台广告上去，从而提升 sales 并且提高 advertising 的 profitability。原因 1：一个针对一个网站的用户调研，发现这个社交网站的大部分用户都不会因为看到广告而去买摩托车。原因 2：自从公司在 Metro City 的电视和电台里播放广告后，该城市的摩托销售额增长了 15%。大家拿着“7 宗罪”往上抡

### >>> 考古

V1 Argument：一个 motorcycle manufacturing company 的 market analyst 表示 advertising on social networking websites has been inefficient. In a survey of ONE such website users, 他们说他们不会看了 website 上的广告买产品。而 advertising on television and radio(?) 更有用。公司在某个城市打 television 和 radio 广告的那一年，sales of motorcycles rose 15%. In order to earn more PROFIT, 这个 analyst 认为公司应该 discontinue advertising on social networking websites, 将这个的 budget 用在在 television 和 radio 的广告上。

V2 变体 就是 motorcycle 那个，不过我这个有点变形，他说的是出现了一种新形势的 radio 广告，导致 profit 停止上升，题目里说是应该少投入 newspaper 上的广告，多做 radio 的广告。

一个公司的什么什么人认为公司在社交网络上投放广告是没用的。因为一项网络调查显示并没有什么人会看了这家公司的广告后购买他家产品。另外，在电视广播上投放广告后利润上升了（好像社交网络上发了广告利润没变化.....有没有这个我忘了==）。因此，公司应该停止在社交网络上投放广告转而在电视广播里投放。

### >>> 参考思路

1. 调查置疑：一个 survey of such website，没有指出这个调查的任何其他情况，这个 survey 的调查结果是否准确。
2. 因果关系-错误因果：70%的网站用户不会去点击那个小广告从而 sell specific product 不代表广告没有效果，很可能那 30%点击广告的人都是潜在客户，并且绝大多数点击广告的人都会买他们的产品。【这个是考古的思路，作文君表示没有看出来具体数目，明天继续找原题】
3. 因果关系-忽略他因：之前那一年提高了 15%还是 25%的 sale 不一定是在 radio 和 television 上做过广告造成的，还可能是其他原因，比如那一年油价便宜导致很多人买车等。
4. 错误比较-纵向：之前有一年就在 radio 和 television 上做过广告并且效果很不错不代表现在在 radio 和 television 上做广告效果也不错，很可能现在在做广告根本没人关注。

## 13.校医院私立医院对比

### >>> 本月原始

V1

作者先说了一个人人们普遍认为错误的说法：校医院（university hospital）比私立医院、省医院等等要好。后来又说了些校医院不好，举了一些数据，比如医治率不高等等

V2

university hospitals 那题

说 university hospitals 没有社区或私人医院好

### >>> 考古原题

The following appeared in an article in the health section of a newspaper.

“There is a common misconception that university hospitals are better than community or private hospitals. This notion is unfounded, however: the university hospitals in our region employ 15 percent fewer doctors, have a 20 percent lower success rate in treating patients, make far less overall profit, and pay their medical staff considerably less than do private hospitals. Furthermore, many doctors at university hospitals typically divide their time among teaching, conducting research, and treating patients. From this it seems clear that the quality of care at university hospitals is lower than that at other kinds of hospitals.”

报纸的健康板块上的文章：

有一种普遍的错误观念认为大学医院比社区或私人医院更好。这个想法是无根据的，我们地区的大学医院较之私人医院，少雇 15%的医生，对患者的治愈率要低 20%，总体利润要小得多，给一户员工的待遇比私人医院低很多。而且，很多大学医院的医生将他们的时间分为教学，直到研究和看病几部分。从此可明显看出大学医院的服务质量比其他医院低。

>>>参考思路

- 1.false analogy：将大学医院与所有其他医院相比较。大学医院与其他医院有好多不同点，例如在规模上，医生质量上，所接纳病人的病情上等；
- 2.样本问题，以偏概全：仅仅一个 region 的例子就推出所有的大学医院都不好，这种 generalization 是绝对不严谨的；It is entirely possible that 这个地方的只是一个特例，很有可能在别的地方大学医院成功率就比较高；
- 3.low success rate 并不代表 low quality of care（如同 1 中提及的所接纳病人的病情上这一点，如果大学医院里的都是疑难杂症，病入膏肓的病人，而其他医院里的病人都只是小毛病，那当然大学医院的 success rate 会低）
- 4.工资低，总体利润低，时间分配给教学都不能一定说明质量差。可能其他福利好，接受的病人少，教学研究有助于进步

### >>> 参考范文

In this argument the author concludes that university hospitals provide no better care than private or community hospitals. The author bases this conclusion on the following claims about university hospitals: the ones in this region employ 15 percent fewer doctors; they have a 20 percent lower success rate in treating patients; they pay their staffs less money; they make less profit than community hospitals; and they utilize doctors who divide their time between teaching, research and treating patients. This argument is unconvincing for several reasons.

The most egregious reasoning error in the argument is the author's use of evidence pertaining to university hospitals in this region as the basis for a generalization about all university hospitals. The underlying assumption operative in this inference is that university hospitals in this region are representative of all university hospitals. No evidence is offered to support this gratuitous assumption.

Secondly, the only relevant reason offered in support of the claim that the quality of care is lower in university hospitals than it is at other hospitals is the fact that university hospitals have a lower success rate in treating patients. But this reason is not sufficient to reach the conclusion in question unless it can be shown that the patients treated in both types of hospitals suffered from similar types of maladies. For example, if university hospitals routinely treat patients suffering from rare diseases whereas other hospitals treat only those who suffer from known diseases and illnesses, the difference in success rates would not be indicative of the quality of care received.

Finally, the author assumes that the number of doctors a hospital employs, its success rate in treating patients, the amount it pays its staff, and the profits it earns are all reliable indicators of the quality of care it delivers. No evidence is offered to support this assumption nor is it obvious that any of these factors is linked to the quality of care delivered to patients. Moreover, the fact that doctors in university hospitals divide their time among many tasks fails to demonstrate that they do a poorer job of treating patients than doctors at other kinds of hospitals. In fact, it is highly likely that they do a better job because they are more knowledgeable than other doctors due to their teaching and research.

In conclusion, the author's argument is unconvincing. To strengthen the argument the author would have to demonstrate that university hospitals in this region are representative of all university hospitals, as well as establishing a causal link between the various factors cited and the quality of care delivered to patients.