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## Critical reasoning practice questions and answers

I get a surprising number of questions that either (1) I can't answer without knowing a lot more details than the reader provides, (2) the reader can answer as easily as I can, or (3) involve asking SmarterTravel.com to do something we don't do. Below, you'll find answers to common questions. Reading the answers before asking one of these questions will save you time and help you find the answer yourself. Where do we have to go? I need a 600-page book or a day-long discussion to answer that question in any useful way. To have any help at all, I first need to know quite a bit about you: what kind of family or group you have, what your interests are, how long you have, what your budgetary goals or limitations are, whether you want prestige or simplicity, whether you prefer bright lights or loneliness, what kind of activities interest you, what kind of climate you prefer, whether your grandchildren or your dog will go with you, and continue, and continue. Surprisingly, some readers who ask where to go don't even say where they live and start their trip. Sorry, guys, the only way I can help is when you send questions that are much more specific. If you are completely unsure about what you want to do, my best recommendations are that you (1) read a lot of travel postings, (2) log in to a lot of destination websites, and (3) find a good travel agent who is adept at handling such questions. When are we going to visit? As with the question of where, the question of the best time to visit depends on how you define the best time: the lowest prices, a minimal audience, a wide range of activities, the hottest/coldest/driest/wettest climate, and will continue, and will continue. From a cost perspective, the answer is almost always in the low season, but it can't be what you really want. What's the price? I get it probably more than anyone else, which is a little surprising. If you get as far as Ask & Answer, you've obviously been SmarterTravel.com. And right there, on our shiny new homepage, in the top right corner, there's our own fare search gateway: you can search for plane tickets, a hotel, car rental, a holiday and cruise prices. If you don't like our search system, there are dozens of others. Don't think we have secret ways to get flight torture that isn't available to you; We don't know. We have to go through the same kind of searches that you do. If you're asking about a trip that regular search engines in the U.S. don't handle, a good place to try is ETN, where you can send a trip anywhere in the world and have ticket agents respond with their best deals. And if you're starting your trip in another country, you might want to find a local discount travel agency, online or offline, in that country. Can you arrange my trip/sell me a ticket? Not. SmarterTravel.com does not arrange tours or sell tickets. All tickets. If you're looking for timetable information, scroll to the top right of the travel tool, with one of the options in the dropdown menu is Flight Schedules. Other include hotel outlet and links to suppliers selling all types of travel. What are the requirements? Quite a few readers ask about different requirements and limitations, especially on flights, but also on travel documents. You can answer almost all of these questions by simply google the question. Here are places to look for some of your most frequently asked questions: Airline baggage restrictions: Each airline lists its baggage policy online. Just go to the airline's website and look for a link in her honor. If you don't see it in a drop-down menu, go to Search a site or site map. (Incidentally, when searching, the official term is baggage, not luggage. Luggage is what you buy in the store; when you put your stuff in it and take it for a walk, it becomes luggage.) Items allowed in hand baggage: The Transportation Security Administration (TSA) keeps a list of dos and don'ts for carry-on items. Passport and visa requirements: The Foreign Office travel details home page includes a button for travel information to apply by U.S. citizens and other passport information. The Info button leads to detailed lists of visa requirements for entry to any country in the world. Is it safe to visit? No one can answer whether you will be safe visiting any foreign country – or anywhere in the U.S., for that matter. However, the State Department does collect extensive bank data on world countries, including warnings about places to avoid and more general information about what visitors can expect. Click Travel Warnings from the State Department travel page for information on hotspots, and consular information sheets to other locations. Where should I complain? Most trip providers display an address for complaints, or at least a contact address, somewhere on their website. You can easily find them. And you can forget to make a big fuss by sending a registered, repeated acceptance letter, or express mail to the CEO - it will end up in the same complaints office. The U.S. Department of Transportation (DOT) makes your complaints about airlines even easier. Its website lists the current name, snail mailing address, telephone, and email address for complaints offices of all major U.S. airlines. If you wish, you can file a complaint with DOT. And the butt also provides extensive information about the rights you have and don't have as an air passenger. Professionals and managers are often asked to review a business case and provide a recommendation to senior management. Here are the right questions to ask the author of a business case. I've written articles for TechRepublic about business portfolio development and influence on decisions and I'll probably write quite a bit more, but just for a change of pace, this piece is about evaluating or reviewing a business case. So, why is this discussion necessary? Professionals and managers are often asked to review a business case and provide a recommendation Management. It looks fine he's not really going to cut it, believe me, especially if it happens that it's really wrong at all. A large CLM (career restriction move) may be in the making. If you happened to be a manager whose job it was to confirm or deny the case, it's clear the stakes are even higher. While these considerations may seem obvious to you and my people, in the last 12 months alone I have seen some C-level executives easily sign off on business cases, which contained material errors, based on incorrect assumptions or suggested actions were unsustainable. I believe such a waste of resources and risking people's careers is simply unnecessary. Before we delve into the discussion, I want to make the framing of this article clear. First, it was written to allow people to be more effective at reviewing business cases, not teaching them how to drop a business case. In other words, he assumes that the critic is really interested in the subject and wants the author to succeed. Second, this short guide is a completely practical tool that isn't going to be concerned about how the case should have been written in the perfect world, but how to make a decision based on what you have in front of you (if at all possible). Third, there is no specter of chance that we can explore the issue in detail within the confines of a short article. Now, let's get started. Apparently, the case you received for review contains an administrative summary, where you need to start getting a general understanding of what it's all about. So you need to read the rest of the case, which should tell a story. Then ask yourself the following questions. If you're unsure about the answers, I recommend talking to the author. What's this case about? After reading the administrative summary and certainly after reviewing the case body, you should be in a position to reflect on the purpose of the proposal. Is there a legitimate business concern or opportunity it identifies and addresses? Are you tempted to keep your head up saying so what? There are some common problems you may encounter here. First, you may find there is no clear purpose. Second, you may find that the author does not understand the problem he is trying to address. Third, you may find that the problem is misdiagnosed which often leads to attempts to address not the cause but the effects. The latter includes the infamous sin of let's throw technology at it, which always leaves the core problem unresolved. If you are clear about the goals and they seem legitimate, keep reading. How can we get there? The next barrier is this: the business case must advance some course of action, but does it discuss the alternatives that have been considered? My standard advice for business portfolio developers is to discuss some good alternatives and recommend one of them. If the case shows only one And especially if it positions it as the only way to do this, it's worth considering very carefully whether other viable alternatives might exist. If they seem to exist, while the goal has value, send the case back to the authors, encourage them to take a wider view and suggest it might be appropriate to involve others. There's rarely one way to do things. The same course of action is appropriate even when you discover that the alternatives presented are weak on a stupid border. Please note that depending on our good framing, I don't suggest simply throwing the bag out, although this option is always available. What are the costs and benefits? Maybe your business case was written by someone who gave my advice on recommending one of the alternatives. Here's the key question: What were their criteria for this recommendation? The business case should present you with a comparative analysis of the advantages and disadvantages, cost and benefits of each alternative. Sometimes the possibilities are so close that it makes sense to discuss the common and vibrant features, and sometimes it makes sense to discuss them completely separately. No matter what it's like, you, as a walker, should have a sense that someone explained their thinking to you on the subject and that makes sense. Here are some key items you should expect to see: Fit with mission, vision, values fit with strategy and other projects risk profile benefits and costs (qualitative, capacity) economic benefits and last bullet point costs can be so much of a problem that I intend to discuss this in detail on my next blog here at TechRepublic. There are concrete established methods of economic analysis that need to be followed and done well if this important part of the business case is to be worth more than the paper it is written on. There are actually rules to follow, but in my observation, not the author and not the critic always have the skills required. My advice is to learn the most common methods of financial analysis, such as Payback, IRR and NPV and be able to identify problems. If you're unfamiliar with these, look for a professional's opinion. Please keep in mind that financial analysis and accounting are two distinctly different skill sets. Not just give it to the CA, but check with a financial analysis expert. The finer details of these methods aside, you should expect to see the following two critical points addressed: assumptions. Being a projection of the future state, business cases involve assumptions. To judge whether the case is reasonable, you must be able to judge whether the assumptions are reasonable. As such, they should be clearly identified. Sources of information. You want to know if the supporting data has arrived. Otherwise, how can you trust him? After you pass the cost-benefit analysis, you should be in a position to state You understand all the pros and cons of each alternative and the author is known to have made his recommendation. What's involved? Many business events include draft implementation plans because, to realistically upload a project, you need to think about resource requirements and the project schedule. It's not always justified to delve into the details, but often the author will have the application figured out to get the costs right, and since it already exists, why not include it into the business case. If the business case before you includes the implementation plan, check for realism and integrity. If you find that it has no instructions for certain application activities at cost, you will know that the financial analysis is also incompcmpcompcompcompcomp leot. But don't get excited about the little things. Is it both legal and with me? I'm not kidding. Check with the general counsel to see if you have any doubts. If it seems to fall below the ethical level of your organization, consult with your colleagues or those who may be better equipped to overturn this verdict. There's probably no such thing as a perfect business case, nor is there the best way to ever review it. But I believe you'll be in good shape if you ask these questions every time you evaluate a business case. 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