Chapter 02

Adapting Your Message to Your Audience

True / False Questions

1. Gatekeepers, who have the power to stop a message from reaching an audience, can exist outside the organization.

   True   False

2. The secondary audience will merely encounter your message, but will not have to interact with it.

   True   False

3. According to the Myers-Briggs typology, judging types prefer to live in a more flexible and spontaneous way than perceiving types.

   True   False

4. According to the Myers-Briggs typology, sensing types are good at facts and expect others to be good at them as well.

   True   False

5. The best way to handle the thinking type of audience is to use emotion and personal revelations to show how your ideas value the people needs of the organization.

    True   False

6. A major Psychographic characteristic used to analyze the audience is their location.

    True   False

7. Psychographic characteristics are quantitative rather than qualitative.

    True   False

8. The Internet is an ineffective communication channel for selling when customers already know what they want.

    True   False

9. It is more effective to use a written channel over an oral channel if you want to use emotion to help persuade an audience.

    True   False

10. Oral messages make it easier than written messages to get immediate action or response from an audience.

    True   False

11. The drawback of sending text messages to customers is that, unlike email, they have to opt in to receive texts.

    True   False

12. An audience's reaction to a message is affected not only by personal feelings and preferences, but also by the political environment of the organization, the economy, and current events.

    True   False

13. When some of the information is new to an audience, you should avoid linking new information to old information that the audience already knows.

    True   False

14. When the audience will oppose what you have to say, you need to limit your statement or request to the smallest possible area.

    True   False

15. In persuasive messages, audience benefits give reasons to comply with the information and suggest that the information is good.

    True   False

16. Extrinsic motivators do not necessarily come from using the product or doing the action.

    True   False

17. If audience benefits are worded with you-attitude, they will sound selfish and won't be as effective as they could be.

    True   False

18. Whenever you are communicating with customers about features that are not unique to your organization, it is wise to present both the benefits of the features themselves and the benefits of dealing with your company.

    True   False

19. It is an effective practice to use a more informal style when writing to international audiences.

    True   False

20. When creating a document for multiple audiences, in the body of the document, it is advisable to assume the degree of knowledge that decision makers will have.

    True   False

Multiple Choice Questions

21. Pedro is a marketing executive at an apparel firm. He is currently working on a proposal to promote a new line of clothing for the company. While preparing for the presentation, he keeps in mind the marketing directors of the company, who have the power to adopt the plan. He also notes that his marketing manager might approve or reject his proposal before it is presented to the directors. On the day of the presentation, Pedro notices that the sales manager, the finance manager, and the production manager are also present to offer their comments on the proposal. In this scenario, who among the following individuals is the gatekeeper for Pedro's proposal?

    A. The sales manager

    B. The production manager

    C. The finance manager

    D. The marketing directors

    E. The marketing manager

22. The _____ has the power to decide whether to accept recommendations on the basis of the message, and every message must reach this audience in order to fulfill its purpose.

    A. gatekeeper

    B. secondary audience

    C. primary audience

    D. watchdog audience

    E. whistle-blower

23. Mario is an assistant sales executive. He has prepared a sales presentation on a new product for a client group. Based on this scenario, which of the following *best* represents the primary audience for Mario's presentation?

    A. An attorney who will use this presentation as evidence of the organization's culture and practices
    B. A senior sales executive who will decide whether the presentation should be given to the client group or not
    C. A co-worker who will go through and review Mario's presentation for errors
    D. The client group that will base their decision to purchase the product on the sales presentation
    E. The directors who will attend the sales presentation but will not directly act on the message

24. Janet is an assistant trainer at Orion Inc. She is working on a training manual to help new users learn how to operate the company's data management system. Employees will use the manual as a learning tool in training seminars. The manual will also serve as an on-the-job reference. The senior trainers and system analysts who designed the data management system are expected to offer their comments on Janet's draft. In this scenario, the system analysts *best* represent the ____.

    A. watchdog audience
    B. gatekeepers
    C. primary audience
    D. secondary audience
    E. auxiliary audience

25. Joshua works as a sales executive for a health insurance company. He was assigned the task of designing a new insurance plan for his corporate clients. Before presenting his proposal to the clients, he had to get the plan sanctioned by the department head. Once the department head gave his approval, the sales executives for property insurance, life insurance, and pension plans read through the new plan to gain a better understanding of their co-worker's proposal. Which of the following organizational audiences do the sales executives for property insurance, life insurance, and pension plans *best* represent?

    A. The primary audience

    B. Gatekeepers

    C. The watchdog audience

    D. Whistle-blowers

    E. The auxiliary audience

26. Kayla works as a copywriter for an advertising agency. She has been asked by her manager to write a proposal for a client's social media campaign. This is the first time Kayla is going to present a proposal directly to the client. She understands that while the company's board of directors will not directly act on the proposal, they will carefully evaluate the interaction between the client and herself. In this scenario, which of the following organizational audiences does the board of directors represent?

    A. The primary audience

    B. The watchdog audience

    C. The secondary audience

    D. The auxiliary audience

    E. The virtual audience

27. The top management of an organization called all the departmental heads for a meeting to discuss the strategies the company could adopt to stabilize its market value during recession. After the meeting, the departmental heads informed the employees that they needed to work for an extra hour each day and that all other perks would be limited. However, the heads held back the information that the top management had also decided to downsize the workforce if conditions did not stabilize. In this scenario, the departmental heads *best* represent the ____.

    A. primary audience

    B. watchdog audience

    C. secondary audience

    D. gatekeepers

    E. category captains

28. The Thinking-Feeling dichotomy in Myers-Briggs typology typically measures how:

    A. people make decisions.

    B. people orient themselves to the external world.

    C. individuals prefer to take in information.

    D. individuals behave in ethical dilemmas.

    E. people prefer to focus their attention and derive energy.

29. The _____ dichotomy in Myers-Briggs typology measures how individuals prefer to focus their attention and derive energy.

    A. Extroversion-Introversion

    B. Sensing-Intuition

    C. Thinking-Feeling

    D. Judging-Perceiving

    E. Channeling-Formatting

30. According to Myers-Briggs typology, _____.

    A. intuitive types prefer what is real and tangible

    B. sensing types gather information by focusing on the relationships between facts

    C. judging types prefer to live in a flexible, spontaneous way, enjoying possibilities

    D. feeling types consider the logical consequences of a choice or action in decision making

    E. introverted types derive their energy from within

31. Alfonso works as a marketing assistant. He has observed that his manager has the characteristics of the thinking type according to the Myers-Briggs typology. Which of the following practices should Alfonso adopt when communicating with his manager?

    A. Alfonso should use emotions and personal circumstances to show that he is empathetic.

    B. Alfonso should demonstrate how his ideas primarily value the people needs of the organization.

    C. Alfonso should use logic and principles of consistency when explaining his decisions.

    D. Alfonso should use self-disclosure as a means to prove his capabilities.

    E. Alfonso should demonstrate how his decisions are in sync with the feelings of other employees.

32. According to Myers-Briggs typology, ____.

   A. sensing types enjoy innovation and creative endeavors

   B. perceiving types like to gather lots of information before making decisions

   C. extraverts prefer receiving written messages because it gives them time to think

   D. sensing types can be impatient with details, routine, and repetition

   E. feeling types primarily make decisions based on logic and abstract principles

33. Arnold's manager is of the sensing type in Myers-Briggs typology. Which of the following communication strategies will be most effective when Arnold is presenting his decision to his manager?

   A. Arnold should use metaphors and analogies in his explanations.

   B. Arnold should stress innovation and creativity.

   C. Arnold should present his reasoning step by step.

   D. Arnold should stress underlying patterns over practicality.

   E. Arnold should underplay the details and facts involved in his decision.

34. Mildred Gilbert is the head of the production department at Nebula Inc. He exhibits the characteristics of a judging type of person according to the Myers-Briggs typology. In this context, Gilbert would expect his subordinates to:

   A. work with multiple solution alternatives when making decisions.

   B. exhibit flexibility and spontaneity in solving problems.

   C. keep all solution options open as long as possible.

   D. work toward making a decision in a planned and an orderly way.

   E. seek lots of information before making decisions.

35. According to the Myers-Briggs Type Indicator, a person of the perceiving type is most likely to
____.

A. follow company procedures strictly

B. gather lots of additional information when making decisions

C. work toward making a decision in a highly structured and orderly manner

D. schedule work in advance and provide time frames for various tasks

E. seek closure at work and life in general

36. In analyzing members of groups, which of the following features of an individual is most useful in
psychographic profiling?

A. The age of the individual

B. The values and beliefs of the individual

C. The annual savings made by the individual

D. The sex of the individual

E. The annual tax paid by the individual

37. Which of the following *best* illustrates demographic profiling of employees?

A. An incentive plan designed for employees who value reputation over financial benefits

B. A tax saving plan designed for female employees earning above $8,000 every month

C. A reward system designed for employees whose goal is to grow within the organization

D. An incentive system designed for employees who value a good work-life balance

E. A job description designed for people who are interested in doing a variety of tasks

38. Laila recently made a sales presentation on: "The Benefits of Investing in Frank Jenson Mutual Funds." The seminar was well received, and Laila attributed its success to a careful analysis of the audience's psychographic characteristics. Which of the following characteristics did Laila *best* infer from the analysis?

    A. The majority of the audience believes in living a secured old age.

    B. The majority of the audience is Christian.

    C. The majority of the audience earns $200 per day.

    D. The majority of the participants are Asian.

    E. The majority of the participants are women.

39. Which of the following do baby boomers value more than millennials?

    A. Autonomy

    B. Informality

    C. Hierarchy

    D. Faster feedback

    E. Job flexibility

40. Which of the following statements is true of baby boomers?

    A. They believe that productivity counts, not the amount of hours spent at office.

    B. They adhere to basic business decorum more rigorously than millennials.

    C. They value flexibility, autonomy, and informality over hierarchy.

    D. They freely offer opinions, both laterally and upward.

    E. They accept challenges at work more willingly than those in generation X.

41. Rochelle is a human resource executive. She has just finished recruiting members for the finance team of the organization. Rochelle notices that all the new hires were born after the year 1964 and that they differ in their characteristics from the rest of the employees in the company, who belong to an older age group. Which of the following practices would *best* help Rochelle handle the new employees and avoid job dissatisfaction?

    A. Ensuring that their productivity is assessed on the number of hours they spend in office

    B. Offering a formal, hierarchical, and inflexible work structure with basic business decorum

    C. Providing clearly defined roles for them to excel at work

    D. Motivating them by explaining what they will gain from a performing a task effectively

    E. Inspiring them to work by emphasizing that they have a duty toward the company

42. Paul has been hired as a sales representative for a bank. He is preparing for his first sales presentation. He knows that understanding the nature of the company's discourse community will help keep his message consistent with the organization's culture. Which of the following questions should Paul ask to *best* analyze the company's discourse community?

    A. What media, formats, and styles are preferred for communication in the company?

    B. What is the sales to inventory ratio of the company?

    C. What is the company's break-even point?

    D. What is the company's share in the overall industry output?

    E. What products of the company are more successful than those of its competitors?

43. Relative to oral messages, a written message makes it easier to:

    A. resolve conflicts and build consensus.

    B. present many specific details.

    C. modify plans.

    D. use emotion to persuade the audience.

    E. get immediate response.

44. Dario heads a team at an organization. He often interacts with his team through meetings and e-mails to discuss various issues, strategies, and ideas. In which of the following scenarios should Dario use oral communication over written communication?

    A. When he wants to resolve conflicts between his team members

    B. When he wants to present many specific details about a particular project

    C. When he wants to document something that the team unanimously agreed on

    D. When he wants to minimize undesirable emotions between his team members

    E. When he wants to provide complex, technical data related to a product

45. Isaiah recently gave a presentation on "The Impacts of Climate Change" to a group of college students. The audience, however, failed to recognize the importance of his message in the presentation. Which of the following practices would have helped Isaiah increase the audience's regard for his message?

    A. Making the message as long and descriptive as possible

    B. Suggesting a realistic action the audience could take to curb climate change

    C. Making the action seem difficult, which will challenge the audience

    D. Introducing the message only in the latter parts of his presentation

    E. Projecting the action to prevent climate change as strenuous

46. Juana, a sales manager, has to present a sales report to the directors of the company at the end of every financial year. For her upcoming presentation, which of the following statements should Juana use to help the audience recall the background on the company's growth presented in her last report?

    A. As you may remember, the company had a 25 percent increase in sales last year.

    B. Does anyone remember the sales figures of last year?

    C. You may not be able to recall this, but the company's sales rose by 25 percent last year.

    D. The company's sales rose by a significant 25 percent last year.

    E. For those who cannot remember, the company's sales increased by 25 percent last year.

47. Claudia Walsh is the human resource head for an automobile company. She suggests to the higher management that the firm should adopt pay-cuts over downsizing to tackle the regressive economy. However, Claudia is well aware that the decision to reduce salary will be opposed by the employees. What should Claudia not do when delivering such messages?

    A. Deliver parts of the message later, if possible

    B. Introduce the message orally rather than in a written form to help build consensus

    C. Limit her statement to the smallest possible area

    D. Start her message on areas that the employees and the HR team disagree with

    E. Show that her solution is the best solution currently available, even though it isn't perfect

48. The store manager at Cult Culture Inc., a department store, wants all the sales personnel to work for six days a week instead of five during the summer sale season. The manager knows that the sales team will find it both physically and psychologically taxing to work over weekends. Which of the following statements will *best* help inspire the sales team to agree to the store manager's request?

    A. The company will be able to secure additional financing through the success of this big sale.

    B. The shareholders in the company will be delighted to receive extra income.

    C. Those who work six days a week will receive a higher commission percentage on sales.

    D. I will be promoted if you can all work for four extra days in the coming month.

    E. You will be able to serve our customers better, which will help improve the company's brand equity.

49. Liam is a professional writer. His books, mostly based on managing relationships, achieving success at work, and a work-life balance, are commonly read by people in their early 30s while they travel from work to office. Keeping this in mind, which of the following practices in designing these books will be ineffective?

    A. Numbering items or segments in the books

    B. Using very little white space in the books

    C. Making the books small enough so that they can be held easily

    D. Making use of headings within the books

    E. Grouping chunks of related information in paragraphs

50. True Homes Inc. is preparing a tri-fold user manual for its electric waffle maker. Which of the following practices will help the company enhance the effectiveness of its manual?

   A. Present the safety warnings at the end of the manual

   B. Present the instructions in a paragraph form

   C. Present the steps involved in using the product in alphabetical order

   D. Group steps into five to seven categories if there are many individual steps

   E. Use as little white space as possible in the user manual

51. In which of the following instances would it be unnecessary to provide audience benefits?

   A. When selling a product or a service to a customer

   B. When informing employees that the company will be expanding

   C. When persuading employees to improve their productivity

   D. When informing the stakeholders that the company's revenue has decreased

   E. When asking employees to follow a procedure or adopt a policy

52. SL Foods Inc. produces a line of processed snacks for children between three to five years of age. Most purchase decisions for children in this age group are made by their parents. Which of the following audience benefits should the company focus on while designing printed advertisements?

   A. The processed snack is endorsed by the children's favorite cartoon character, Skippy the cat.

   B. The dealers are earning a good commission on the sales of the product.

   C. The processed snack is a healthy food option for preschoolers.

   D. The product comes with a free plastic toy, worth $1.

   E. The processed snack has a patented recipe.

53. Which of the following is an example of an extrinsic motivator for an employee?

    A. Taking pleasure in helping clients understand a product's features

    B. Deriving pride in helping a customer with a technical problem

    C. Experiencing satisfaction in having an effect on the organization

    D. Getting promoted or receiving a good appraisal

    E. Having strong networking and marketing skills

54. Natalie Tong is a sales executive at an insurance firm. She is working on convincing a large corporate client to insure its employees. Although she knows that the task at hand is challenging, she is determined to achieve her objective. Which of the following is responsible for extrinsically motivating Natalie to convince the client?

    A. The prospect of getting a commission

    B. The pride in undertaking a challenge

    C. The satisfaction in achieving her company's objectives

    D. The desire to improve her public relation skills

    E. The pleasure in contributing to her team's target

55. Food Love, a chain of fast food restaurants, recently conducted a survey to understand what motivated their employees at work. To their surprise, they noticed that over 85 percent of the employees were inspired to perform better by intrinsic factors as opposed to extrinsic factors. Which of the following would *best* serve as an intrinsic motivator for the employees of Food Love?

    A. Earning a high sales commission

    B. Being rewarded with a trip to the Bahamas

    C. Being able to contribute to the company

    D. Receiving good performance evaluations

    E. Enjoying perks and added benefits

56. Mova Technologies Inc., a consumer electronics firm, has been facing tough competition in the industry. The company has realized that the only way to improve its market share is by providing customers with intrinsic benefits to purchase its products. Thus, Mova Technologies Inc. will have to:

    A. offer discounts on its products.

    B. provide gifts and freebies on purchases above $250.

    C. offer extended warranty for its products.

    D. design its products to help customers optimize their use of time.

    E. allow customers to exchange old products for new ones.

57. Intrinsic motivators or benefits are better than extrinsic motivators because:

    A. extrinsic motivators do not come from doing something.

    B. intrinsic motivators are less psychological.

    C. extrinsic motivators come from using a product.

    D. intrinsic motivators are easily measurable.

    E. extrinsic motivators are limited.

58. Barbeque Cult, a new restaurant in Mexico City, wants to place emphasis on the quality of its food in its advertisements. Which of the following statements is phrased appropriately to effectively bring out the audience benefits?

    A. At Barbeque Cult, we offer the tastiest steaks in town!

    B. We offer the fastest service in town!

    C. The best-tasting food in Mexico City!

    D. At Barbeque Cult, you can enjoy our world-renowned dishes!

    E. We love barbeque, and it shows in our food!

59. Which of the following is an effective practice regarding audience benefits?

    A. Avoiding the use of "you-attitude" while phrasing audience benefits

    B. Stressing extrinsic motivators over intrinsic motivators to sell a product

    C. Explaining a benefit in detail when the audience has not thought of the benefit before

    D. Stressing a common benefit without focusing on the needs of the audience

    E. Separating the objective features of a product or policy from the audience benefits

60. Eat Festival, a restaurant near New York's Central Park, attracts more customers than any other restaurant in that commercial hub. The owners of Eat Festival believe that the reason for having such a wide customer base is because they appeal to the large working subgroup in the area who are pressed for time. Which of the following objective features does Eat Festival essentially focus on that meets the needs of the working subgroup?

   A. High rise chairs

   B. Elite customer base

   C. Play-area for kids

   D. Pre-packed, combo lunches

   E. Tasteful décor

61. Maiko and Tao, a young working couple, have hectic work schedules with no time for entertainment during the week. However, on weekends, they try out new restaurants and make sure that they unwind and relax over dinner. Which of the following objective features would *best* help a restaurant appeal to Maiko and Tao's requirements?

   A. Free Wi-Fi access

   B. A popular live band

   C. Quick dinner combos

   D. No tipping policy

   E. Low pricing

62. Coral Dawn, a chain of luxury spas, specializes in Thai massages, Ayurveda remedies, and acupressure treatments. Its target customers are those who enjoy weekend spa treatments after a stressful week at work. When advertising, which of the following statements would *best* help Coral Dawn link the features of its services to the needs of its audience?

    A. Our services are world renowned.

    B. If you need to de-stress, try our wide range of relaxing massages.

    C. We are rated the best luxury spa.

    D. We will make your experience at Coral dawn unforgettable.

    E. We are committed toward providing the best services at the most affordable prices.

63. When writing a document for multiple audiences, which of the following practices should be adopted to effectively address the audiences' different needs?

    A. Using personal pronouns to ensure that all members of the audience interpret the text in a similar fashion

    B. Writing the document in an informal style if it is meant for both internal and external audiences

    C. Presenting background and explanatory information under the same heading

    D. Using a table of contents so that readers can turn to the portions that interest them

    E. Keeping the body of the document as short and brief as possible for the convenience of the decision makers

64. When writing a document for multiple audiences, it is *best* to avoid:

    A. using personal pronouns.

    B. using a formal style of writing.

    C. including an executive summary.

    D. categorizing information using headings.

    E. organizing the message based on the decision makers' attitudes.

65. Saul is planning on writing a feasibility report for his business plan. He intends to use this report to get some capital to start his business. Also, this report has to be created keeping in mind the multiple audiences at his current office: the venture capitalists, the bankers, and the managers. Which of the following practices should Saul adopt while drafting the feasibility report?

    A. Since the report will be used by both internal and external audiences, Saul should adopt a more informal style of writing.

    B. If the decision makers don't need details that other audiences will need, Saul should provide such details in the report's appendices.

    C. When writing the body of the report, Saul should not make any assumptions about the degree of knowledge that the decision makers will have.

    D. Saul should actively use personal pronouns in the report to keep the style of the report conversational.

    E. Saul should place background and explanatory information under the same heading to make it easier for his readers to locate the required information.

Short Answer Questions

66. Organizational messages have multiple audiences. List the audiences and explain how they differ from each other.

67. Explain the four dichotomies that the Myers-Briggs Type Indicator uses to analyze people.

68. Explain good communication strategies for the sensing type and the judging type in the Myers-Briggs typology.

69. Explain how the demographic characteristics of the members of an audience differ from their psychographic characteristics.

70. What do the terms "organizational culture" and "discourse community mean"? Describe each one.

71. Explain which situations are best for written communication and which for oral communication, and why each is best for those situations.

72. What should you do in a written message when the audience will oppose what you have to say?

73. Discuss, with the help of suitable examples, how intrinsic and extrinsic motivators help to create effective audience benefits.

74. Briefly discuss the steps in identifying and developing good audience benefits.

75. Discuss strategies for creating documents for multiple audiences.

Chapter 02 Adapting Your Message to Your Audience Answer Key

True / False Questions

1. Gatekeepers, who have the power to stop a message from reaching an audience, can exist outside the organization.

    <u>TRUE</u>

    A gatekeeper has the power to stop your message instead of sending it on to other audiences. Sometimes the supervisor who assigns the message is the gatekeeper; sometimes the gatekeeper is higher in the organization. In some cases, gatekeepers may exist outside the organization.

    AACSB: Communication
    Accessibility: Keyboard Navigation
    Blooms: Understand
    Difficulty: 2 Medium
    Learning Objective: 02-01 How to identify your audience.
    Topic: Identifying Your Audiences

2. The secondary audience will merely encounter your message, but will not have to interact with it.

    <u>FALSE</u>

    An auxiliary audience will encounter your message but will not have to interact with it.

    AACSB: Communication
    Accessibility: Keyboard Navigation

3.   According to the Myers-Briggs typology, judging types prefer to live in a more flexible and spontaneous way than perceiving types.

<u>FALSE</u>

According to the Myers-Briggs typology, the Judging-Perceiving dichotomy measures how individuals orient themselves to the external world. Judging types like to live in a planned, orderly way, seeking closure. Perceiving types prefer to live in a flexible, spontaneous way, enjoying possibilities.

4.   According to the Myers-Briggs typology, sensing types are good at facts and expect others to be good at them as well.

<u>TRUE</u>

According to the Myers-Briggs typology, sensing people are good at facts and expect others to be good at them as well. They trust their own experience more than someone else's account.

5.   The best way to handle the thinking type of audience is to use emotion and personal
     revelations to show how your ideas value the people needs of the organization.

     <u>FALSE</u>

     According to the Myers-Briggs typology, thinking people make decisions based on logic and
     abstract principles. They are often uncomfortable with emotion or personal revelations. The
     best way to handle such audiences is to use logic and principles of consistency and fairness
     rather than emotion or personal circumstances.

6.   A major Psychographic characteristic used to analyze the audience is their location.

     <u>FALSE</u>

     Location of the audience is a major demographic characteristic. Psychographic characteristics
     are qualitative rather than quantitative. They include values, beliefs, goals, and lifestyles.

7.   Psychographic characteristics are quantitative rather than qualitative.

        <u>FALSE</u>

        Psychographic characteristics are qualitative rather than quantitative. They include values, beliefs, goals, and lifestyles.

8.   The Internet is an ineffective communication channel for selling when customers already know what they want.

        <u>FALSE</u>

        Marketers frequently use both the Internet and television, because they believe the two channels do different things. The Internet excels at selling when customers know what they want, such as a book or airline ticket; television is good at getting people to want to buy something and then remembering to do so.

9. It is more effective to use a written channel over an oral channel if you want to use emotion to help persuade an audience.

FALSE

Oral messages make it easier to use emotion to help persuade the audience, focus the audience's attention on specific points, resolve conflicts and build consensus, and modify plans. Written messages help minimize undesirable emotions.

10. Oral messages make it easier than written messages to get immediate action or response from an audience.

TRUE

Oral messages make it easier to use emotion to help persuade the audience, focus the audience's attention on specific points, resolve conflicts and build consensus, modify plans, and get immediate action or response.

11. The drawback of sending text messages to customers is that, unlike email, they have to opt in to receive texts.

TRUE

New marketing research shows that people are five times more likely to open texts than emails, and they generally respond within one to three minutes. But the drawback of sending text messages to customers is that customers have to opt in to receive texts, unlike email.

12. An audience's reaction to a message is affected not only by personal feelings and preferences, but also by the political environment of the organization, the economy, and current events.

TRUE

Audiences change, sometimes drastically, over time. An audience's reaction to a message is affected not only by personal feelings and preferences, but also by the political environment of the organization, the economy, and current events.

13. When some of the information is new to an audience, you should avoid linking new information to old information that the audience already knows.

   <u>FALSE</u>

   It's easy to overestimate the knowledge an audience has. People outside your organization won't know how your organization does things. So, when some of your information is new to an audience, you need to link new information to old information that the audience already knows.

14. When the audience will oppose what you have to say, you need to limit your statement or request to the smallest possible area.

   <u>TRUE</u>

   People who have already made up their minds are highly resistant to change. When the audience will oppose what you have to say, you need to limit your statement or request to the smallest possible area. If parts of your message could be delivered later, postpone them.

15. In persuasive messages, audience benefits give reasons to comply with the information and suggest that the information is good.

    <u>FALSE</u>

    In informative messages, benefits give reasons to comply with the information you announce and suggest that the information is good. In persuasive messages, benefits give reasons to act and help overcome audience resistance.

16. Extrinsic motivators do not necessarily come from using the product or doing the action.

    <u>TRUE</u>

    One of the criteria for writing good audience benefits is stressing on intrinsic and extrinsic motivators. Extrinsic motivators are "added on." Someone in power decides to give them; they do not necessarily come from using the product or doing the action.

17. If audience benefits are worded with you-attitude, they will sound selfish and won't be as effective as they could be.

   <u>FALSE</u>

   If benefits aren't worded with you-attitude, they'll sound selfish and won't be as effective as they could be.

   AACSB: Communication
   Accessibility: Keyboard Navigation
   Blooms: Remember
   Difficulty: 1 Easy
   Learning Objective: 02-05 How to characterize good audience benefits.
   Topic: Characteristics of Good Audience Benefits

18. Whenever you are communicating with customers about features that are not unique to your organization, it is wise to present both the benefits of the features themselves and the benefits of dealing with your company.

   <u>TRUE</u>

   Whenever you're communicating with customers or clients about features that are not unique to your organization, it's wise to present both benefits of the features themselves and benefits of dealing with your company.

   AACSB: Communication
   Accessibility: Keyboard Navigation
   Blooms: Understand
   Difficulty: 2 Medium
   Learning Objective: 02-06 How to create audience benefits.
   Topic: Identifying and Developing Audience Benefits

19.   It is an effective practice to use a more informal style when writing to international audiences.

       <u>FALSE</u>

       While writing or speaking to multiple audiences with different needs, you should remember to use a more formal style when you write to international audiences.

20.   When creating a document for multiple audiences, in the body of the document, it is advisable to assume the degree of knowledge that decision makers will have.

       <u>TRUE</u>

       In the body of the document, assume the degree of knowledge that decision makers will have. If decision makers will have more knowledge than other audiences, provide a glossary of terms. Early in the document, let readers know that the glossary exists.

Multiple Choice Questions

21.   Pedro is a marketing executive at an apparel firm. He is currently working on a proposal to promote a new line of clothing for the company. While preparing for the presentation, he keeps in mind the marketing directors of the company, who have the power to adopt the plan. He also notes that his marketing manager might approve or reject his proposal before it is presented to the directors. On the day of the presentation, Pedro notices that the sales manager, the finance manager, and the production manager are also present to offer their comments on the proposal. In this scenario, who among the following individuals is the gatekeeper for Pedro's proposal?

   A. The sales manager
   B. The production manager
   C. The finance manager
   D. The marketing directors
   E. The marketing manager

   The marketing manager is the gatekeeper for Pedro's proposal since he has the authority to approve or reject it before it is presented to the directors. A gatekeeper has the power to stop your message instead of sending it on to other audiences. The gatekeeper therefore controls whether your message even gets to the primary audience.

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 How to identify your audience.
Topic: Identifying Your Audiences

22.   The _____ has the power to decide whether to accept recommendations on the basis of the message, and every message must reach this audience in order to fulfill its purpose.

    A. gatekeeper
    B. secondary audience
    C. primary audience
    D. watchdog audience
    E. whistle-blower

The primary audience decides whether to accept your recommendations or acts on the basis of your message. You must reach the primary audience to fulfill your purposes in any message.

23. Mario is an assistant sales executive. He has prepared a sales presentation on a new product for a client group. Based on this scenario, which of the following *best* represents the primary audience for Mario's presentation?

    A. An attorney who will use this presentation as evidence of the organization's culture and practices

    B. A senior sales executive who will decide whether the presentation should be given to the client group or not

    C. A co-worker who will go through and review Mario's presentation for errors

    <u>D.</u> The client group that will base their decision to purchase the product on the sales presentation

    E. The directors who will attend the sales presentation but will not directly act on the message

"The client group that will base their decision to purchase the product on the sales presentation" best represents the primary audience for Mario's presentation. The primary audience decides whether to accept your recommendations or acts on the basis of your message. You must reach the primary audience to fulfill your purpose in any message.

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 How to identify your audience.
Topic: Identifying Your Audiences

24. Janet is an assistant trainer at Orion Inc. She is working on a training manual to help new users learn how to operate the company's data management system. Employees will use the manual as a learning tool in training seminars. The manual will also serve as an on-the-job reference. The senior trainers and system analysts who designed the data management system are expected to offer their comments on Janet's draft. In this scenario, the system analysts *best* represent the ____.

    A. watchdog audience

    B. gatekeepers

    C. primary audience

    D. secondary audience

    E. auxiliary audience

The secondary audience may be asked to comment on your message or to implement your ideas after they've been approved. In this scenario, the system analysts represent the secondary audience as they are expected to offer their comments on Janet's draft.

25. Joshua works as a sales executive for a health insurance company. He was assigned the task of designing a new insurance plan for his corporate clients. Before presenting his proposal to the clients, he had to get the plan sanctioned by the department head. Once the department head gave his approval, the sales executives for property insurance, life insurance, and pension plans read through the new plan to gain a better understanding of their co-worker's proposal. Which of the following organizational audiences do the sales executives for property insurance, life insurance, and pension plans *best* represent?

A. The primary audience
B. Gatekeepers
C. The watchdog audience
D. Whistle-blowers
E. The auxiliary audience

An auxiliary audience may encounter your message but will not have to interact with it. This audience includes the "read-only" people. In this scenario, the sales executives for property insurance, life insurance, and pension plans best represent the auxiliary audience as they only have to read and understand the new insurance plan.

26. Kayla works as a copywriter for an advertising agency. She has been asked by her manager to write a proposal for a client's social media campaign. This is the first time Kayla is going to present a proposal directly to the client. She understands that while the company's board of directors will not directly act on the proposal, they will carefully evaluate the interaction between the client and herself. In this scenario, which of the following organizational audiences does the board of directors represent?

A. The primary audience
B. The watchdog audience
C. The secondary audience
D. The auxiliary audience
E. The virtual audience

A watchdog audience has political, social, or economic power. They do not have the power to stop a message or directly act on it but pay close attention to the interaction between the presenter of a message and the primary audience. They may also base their future action on the evaluation of the message.

27. The top management of an organization called all the departmental heads for a meeting to discuss the strategies the company could adopt to stabilize its market value during recession. After the meeting, the departmental heads informed the employees that they needed to work for an extra hour each day and that all other perks would be limited. However, the heads held back the information that the top management had also decided to downsize the workforce if conditions did not stabilize. In this scenario, the departmental heads *best* represent the _____.

A. primary audience

B. watchdog audience

C. secondary audience

D. gatekeepers

E. category captains

In this scenario, the departmental heads best illustrate the gatekeepers. A gatekeeper has the power to stop your message instead of sending it on to other audiences. The gatekeeper therefore controls whether your message even gets to the primary audience.

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 How to identify your audience.
Topic: Identifying Your Audiences

28.   The Thinking-Feeling dichotomy in Myers-Briggs typology typically measures how:

A. people make decisions.

B. people orient themselves to the external world.

C. individuals prefer to take in information.

D. individuals behave in ethical dilemmas.

E. people prefer to focus their attention and derive energy.

The Thinking-Feeling dichotomy measures the way an individual makes decisions. Thinking types prefer to use thinking in decision making to consider the logical consequences of a choice or action. Feeling types make decisions based on the impact to people, considering what is important to them and to others involved.

29. The _____ dichotomy in Myers-Briggs typology measures how individuals prefer to focus their attention and derive energy.

A. Extroversion-Introversion
B. Sensing-Intuition
C. Thinking-Feeling
D. Judging-Perceiving
E. Channeling-Formatting

The Myers-Briggs Type Indicator uses the Extroversion-Introversion dichotomy to measure how individuals prefer to focus their attention and get energy. Extroverted types are energized by interacting with other people, whereas introverted types get their energy from within.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Ways to analyze different kinds of audiences.
Topic: Analyzing Your Audience

30. According to Myers-Briggs typology, _____.

    A. intuitive types prefer what is real and tangible

    B. sensing types gather information by focusing on the relationships between facts

    C. judging types prefer to live in a flexible, spontaneous way, enjoying possibilities

    D. feeling types consider the logical consequences of a choice or action in decision making

    E. introverted types derive their energy from within

Extroversion-Introversion, one of the four dichotomies in Myers-Briggs typology, measures how individuals prefer to focus their attention and get energy. Extroverted types are energized by interacting with other people while introverted types get their energy from within.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-02 Ways to analyze different kinds of audiences.
Topic: Analyzing Your Audience

31. Alfonso works as a marketing assistant. He has observed that his manager has the characteristics of the thinking type according to the Myers-Briggs typology. Which of the following practices should Alfonso adopt when communicating with his manager?

    A. Alfonso should use emotions and personal circumstances to show that he is empathetic.

    B. Alfonso should demonstrate how his ideas primarily value the people needs of the organization.

    <u>C.</u> Alfonso should use logic and principles of consistency when explaining his decisions.

    D. Alfonso should use self-disclosure as a means to prove his capabilities.

    E. Alfonso should demonstrate how his decisions are in sync with the feelings of other employees.

Myers-Briggs Type Indicator uses the Thinking-Feeling dichotomy to measure the way an individual makes decisions. Thinking types prefer to use thinking in decision making to consider the logical consequences of a choice or action. Feeling types make decisions based on the impact to people, considering what is important to them and to others involved.

32.   According to Myers-Briggs typology, _____.

       A. sensing types enjoy innovation and creative endeavors

       B. perceiving types like to gather lots of information before making decisions

       C. extraverts prefer receiving written messages because it gives them time to think

       D. sensing types can be impatient with details, routine, and repetition

       E. feeling types primarily make decisions based on logic and abstract principles

According to Myers-Briggs typology, perceiving types prefer to live in a flexible, spontaneous way, enjoying possibilities. Perceiving people like to gather lots of information before making decisions, and they like to keep all options open as long as possible.

33. Arnold's manager is of the sensing type in Myers-Briggs typology. Which of the following communication strategies will be most effective when Arnold is presenting his decision to his manager?

A. Arnold should use metaphors and analogies in his explanations.
B. Arnold should stress innovation and creativity.
C. Arnold should present his reasoning step by step.
D. Arnold should stress underlying patterns over practicality.
E. Arnold should underplay the details and facts involved in his decision.

Sensing people are good at facts and expect others to be good at them as well. They trust their own experience more than someone else's account. When Arnold is presenting his decision to his manager, he should present his reasoning step by step.

34. Mildred Gilbert is the head of the production department at Nebula Inc. He exhibits the characteristics of a judging type of person according to the Myers-Briggs typology. In this context, Gilbert would expect his subordinates to:

A. work with multiple solution alternatives when making decisions.

B. exhibit flexibility and spontaneity in solving problems.

C. keep all solution options open as long as possible.

D. work toward making a decision in a planned and an orderly way.

E. seek lots of information before making decisions.

According to the Myers-Briggs Type Indicator, a judging audience type is one where people are eager to make decisions, and thus may not seek additional information. They prefer a structured, orderly work life. While dealing with such an audience, it is best to present communications in an orderly manner, follow company procedures, provide time frames for tasks, and schedule work in advance.

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-02 Ways to analyze different kinds of audiences.
Topic: Analyzing Your Audience

35. According to the Myers-Briggs Type Indicator, a person of the perceiving type is most likely to
    ____.

    A. follow company procedures strictly
    B. gather lots of additional information when making decisions
    C. work toward making a decision in a highly structured and orderly manner
    D. schedule work in advance and provide time frames for various tasks
    E. seek closure at work and life in general

    According to the Myers-Briggs Type Indicator, perceiving people like to gather lots of information before making decisions, and they like to keep all options open as long as possible. Judging people are eager to make decisions, so they may not seek out additional information.

36. In analyzing members of groups, which of the following features of an individual is most useful in psychographic profiling?

    A. The age of the individual

    B. The values and beliefs of the individual

    C. The annual savings made by the individual

    D. The sex of the individual

    E. The annual tax paid by the individual

Psychographic characteristics are qualitative rather than quantitative. Values, beliefs, goals, and lifestyles are examples of psychographic characteristics.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Ways to analyze different kinds of audiences.
Topic: Analyzing Your Audience

37. Which of the following *best* illustrates demographic profiling of employees?

    A. An incentive plan designed for employees who value reputation over financial benefits
    B. A tax saving plan designed for female employees earning above $8,000 every month
    C. A reward system designed for employees whose goal is to grow within the organization
    D. An incentive system designed for employees who value a good work-life balance
    E. A job description designed for people who are interested in doing a variety of tasks

    Demographic characteristics are measurable features that can be counted objectively: age, sex, race, religion, education level, income, and so on. A tax saving plan for female employees earning above $8,000 every month best illustrates demographic profiling of employees.

38. Laila recently made a sales presentation on: "The Benefits of Investing in Frank Jenson Mutual Funds." The seminar was well received, and Laila attributed its success to a careful analysis of the audience's psychographic characteristics. Which of the following characteristics did Laila *best* infer from the analysis?

A. The majority of the audience believes in living a secured old age.

B. The majority of the audience is Christian.

C. The majority of the audience earns $200 per day.

D. The majority of the participants are Asian.

E. The majority of the participants are women.

Psychographic characteristics are qualitative rather than quantitative. Values, beliefs, goals, and lifestyles are examples of psychographic characteristics. From the analysis, Laila inferred that the majority of the audience believes in living a secured old age.

39.   Which of the following do baby boomers value more than millennials?

    A. Autonomy

    B. Informality

    <u>C.</u> Hierarchy

    D. Faster feedback

    E. Job flexibility

Baby boomers, born between 1946 and 1964, value hard work, consistency, hierarchy, and clearly defined roles.

40.   Which of the following statements is true of baby boomers?

    A. They believe that productivity counts, not the amount of hours spent at office.

    <u>B.</u> They adhere to basic business decorum more rigorously than millennials.

    C. They value flexibility, autonomy, and informality over hierarchy.

    D. They freely offer opinions, both laterally and upward.

    E. They accept challenges at work more willingly than those in generation X.

Baby boomers, born between 1946 and 1964, follow basic business decorum more promptly than millennials.

41.   Rochelle is a human resource executive. She has just finished recruiting members for the finance team of the organization. Rochelle notices that all the new hires were born after the year 1964 and that they differ in their characteristics from the rest of the employees in the company, who belong to an older age group. Which of the following practices would *best* help Rochelle handle the new employees and avoid job dissatisfaction?

A. Ensuring that their productivity is assessed on the number of hours they spend in office

B. Offering a formal, hierarchical, and inflexible work structure with basic business decorum

C. Providing clearly defined roles for them to excel at work

<u>D.</u> Motivating them by explaining what they will gain from a performing a task effectively

E. Inspiring them to work by emphasizing that they have a duty toward the company

Generational differences in office environments are quite distinct. Younger workers prefer work-life balance, flexibility, autonomy, and informality. They enjoy a variety of challenges and believe that productivity counts instead of long hours at office.

42.   Paul has been hired as a sales representative for a bank. He is preparing for his first sales presentation. He knows that understanding the nature of the company's discourse community will help keep his message consistent with the organization's culture. Which of the following questions should Paul ask to *best* analyze the company's discourse community?

A. What media, formats, and styles are preferred for communication in the company?
B. What is the sales to inventory ratio of the company?
C. What is the company's break-even point?
D. What is the company's share in the overall industry output?
E. What products of the company are more successful than those of its competitors?

To analyze an organization's discourse community, it is important to ask questions such as, "What media, formats, and styles are preferred for communication?", "What do people talk about?", "What topics are not discussed?", and "What kind of and how much evidence is needed to be convincing?"

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-02 Ways to analyze different kinds of audiences.
Topic: Analyzing Your Audience

43.   Relative to oral messages, a written message makes it easier to:

A. resolve conflicts and build consensus.

B. present many specific details.

C. modify plans.

D. use emotion to persuade the audience.

E. get immediate response.

A written message makes it easier to present extensive or complex data, present many specific details, minimize undesirable emotions, and track details and agreements.

44. Dario heads a team at an organization. He often interacts with his team through meetings and e-mails to discuss various issues, strategies, and ideas. In which of the following scenarios should Dario use oral communication over written communication?

A. When he wants to resolve conflicts between his team members
B. When he wants to present many specific details about a particular project
C. When he wants to document something that the team unanimously agreed on
D. When he wants to minimize undesirable emotions between his team members
E. When he wants to provide complex, technical data related to a product

When Dario wants to resolve conflicts between his team members, he should use oral communication over written communication. Oral messages make it easier to use emotion to help persuade the audience, focus the audience's attention on specific points, resolve conflicts and build consensus, and modify plans.

45. Isaiah recently gave a presentation on "The Impacts of Climate Change" to a group of college students. The audience, however, failed to recognize the importance of his message in the presentation. Which of the following practices would have helped Isaiah increase the audience's regard for his message?

   A. Making the message as long and descriptive as possible
   B. Suggesting a realistic action the audience could take to curb climate change
   C. Making the action seem difficult, which will challenge the audience
   D. Introducing the message only in the latter parts of his presentation
   E. Projecting the action to prevent climate change as strenuous

   When an audience sees a message as unimportant, one needs to suggest a realistic deadline for action. Also, use a subject line or first paragraph that shows the reader that the message is important and relevant, make the action as easy as possible, and keep the message as short as possible.

   AACSB: Communication
   AACSB: Reflective Thinking
   Accessibility: Keyboard Navigation
   Blooms: Apply
   Difficulty: 3 Hard
   Learning Objective: 02-04 How to adapt your message to your audience.
   Topic: Using Audience Analysis to Adapt Your Message

46. Juana, a sales manager, has to present a sales report to the directors of the company at the end of every financial year. For her upcoming presentation, which of the following statements should Juana use to help the audience recall the background on the company's growth presented in her last report?

A. As you may remember, the company had a 25 percent increase in sales last year.
B. Does anyone remember the sales figures of last year?
C. You may not be able to recall this, but the company's sales rose by 25 percent last year.
D. The company's sales rose by a significant 25 percent last year.
E. For those who cannot remember, the company's sales increased by 25 percent last year.

When an audience needs to think of a background or old information to appreciate points presented in a message, one can preface information with "As you know" or "As you may remember" to avoid suggesting that the audience does not know what one is saying. One can also put old or obvious information in a subordinate clause.

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-04 How to adapt your message to your audience.
Topic: Using Audience Analysis to Adapt Your Message

47.   Claudia Walsh is the human resource head for an automobile company. She suggests to the higher management that the firm should adopt pay-cuts over downsizing to tackle the regressive economy. However, Claudia is well aware that the decision to reduce salary will be opposed by the employees. What should Claudia not do when delivering such messages?

A. Deliver parts of the message later, if possible
B. Introduce the message orally rather than in a written form to help build consensus
C. Limit her statement to the smallest possible area
D. Start her message on areas that the employees and the HR team disagree with
E. Show that her solution is the best solution currently available, even though it isn't perfect

When an audience will oppose what you have to say, you should start your message with any areas of agreement or common ground that you share with your audience. You can also make a special effort to be clear and unambiguous. It is important to limit statements or requests to the smallest possible area. You should show that the solution is the best one currently available, even though it may not be perfect.

48. The store manager at Cult Culture Inc., a department store, wants all the sales personnel to work for six days a week instead of five during the summer sale season. The manager knows that the sales team will find it both physically and psychologically taxing to work over weekends. Which of the following statements will *best* help inspire the sales team to agree to the store manager's request?

    A. The company will be able to secure additional financing through the success of this big sale.

    B. The shareholders in the company will be delighted to receive extra income.

    <u>C.</u> Those who work six days a week will receive a higher commission percentage on sales.

    D. I will be promoted if you can all work for four extra days in the coming month.

    E. You will be able to serve our customers better, which will help improve the company's brand equity.

The statement "The competent few among you will be promoted based on your performances during the sale" will best help inspire the sales team to oblige to the store manager's request. When a request is time-consuming, complicated, or physically or psychologically difficult, one should show how the audience will benefit when the action is completed. It is also important to make the action as easy as possible and show that the request is consistent with some aspect of what the audience believes.

49. Liam is a professional writer. His books, mostly based on managing relationships, achieving success at work, and a work-life balance, are commonly read by people in their early 30s while they travel from work to office. Keeping this in mind, which of the following practices in designing these books will be ineffective?

    A. Numbering items or segments in the books

    B. Using very little white space in the books

    C. Making the books small enough so that they can be held easily

    D. Making use of headings within the books

    E. Grouping chunks of related information in paragraphs

In designing a document that readers might use outside an office, a writer must use lots of white space, make the document small enough so that it can be easily held in one hand, and number items so that readers can find their place after an interruption.

50.	True Homes Inc. is preparing a tri-fold user manual for its electric waffle maker. Which of the following practices will help the company enhance the effectiveness of its manual?

	A.	Present the safety warnings at the end of the manual
	B.	Present the instructions in a paragraph form
	C.	Present the steps involved in using the product in alphabetical order
	D.	Group steps into five to seven categories if there are many individual steps
	E.	Use as little white space as possible in the user manual

If the document is to be a detailed guide, or if it contains instructions, check to be sure that all the steps are in chronological order; number steps so that readers can easily see which steps they've completed; group steps into five to seven categories if there are many individual steps; and put any warnings at the beginning of the document, then repeat them just before the specific step to which they apply.

51.   In which of the following instances would it be unnecessary to provide audience benefits?

       A. When selling a product or a service to a customer

       B. When informing employees that the company will be expanding

       C. When persuading employees to improve their productivity

       <u>D.</u> When informing the stakeholders that the company's revenue has decreased

       E. When asking employees to follow a procedure or adopt a policy

When informing the stakeholders that the company's revenue has decreased, providing audience benefits would be unnecessary. In informative messages, benefits give reasons to comply with the information you announce and suggest that the information is good. In persuasive messages, benefits give reasons to act and help overcome audience resistance. However, negative messages do not use benefits.

52.	SL Foods Inc. produces a line of processed snacks for children between three to five years of age. Most purchase decisions for children in this age group are made by their parents. Which of the following audience benefits should the company focus on while designing printed advertisements?

A.	The processed snack is endorsed by the children's favorite cartoon character, Skippy the cat.

B.	The dealers are earning a good commission on the sales of the product.

C.	The processed snack is a healthy food option for preschoolers.

D.	The product comes with a free plastic toy, worth $1.

E.	The processed snack has a patented recipe.

Audience benefits refer to advantages that an audience gets by using your services, buying your products, following your policies, or adopting your ideas. When you write to different audiences, you may need to stress different benefits.

53. Which of the following is an example of an extrinsic motivator for an employee?

    A. Taking pleasure in helping clients understand a product's features

    B. Deriving pride in helping a customer with a technical problem

    C. Experiencing satisfaction in having an effect on the organization

    <u>D.</u> Getting promoted or receiving a good appraisal

    E. Having strong networking and marketing skills

Extrinsic motivators are given by someone in power and do not necessarily come from using a product or undertaking an action. Getting a raise, a promotion, a commission, or a monetary reward are examples of extrinsic motivators.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 1 Easy
Learning Objective: 02-05 How to characterize good audience benefits.
Topic: Characteristics of Good Audience Benefits

54. Natalie Tong is a sales executive at an insurance firm. She is working on convincing a large corporate client to insure its employees. Although she knows that the task at hand is challenging, she is determined to achieve her objective. Which of the following is responsible for extrinsically motivating Natalie to convince the client?

A. The prospect of getting a commission
B. The pride in undertaking a challenge
C. The satisfaction in achieving her company's objectives
D. The desire to improve her public relation skills
E. The pleasure in contributing to her team's target

Extrinsic motivators are given by someone in power and do not necessarily come from using a product or undertaking an action. Getting a raise, a promotion, a commission, or a monetary reward may be examples of extrinsic motivators.

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-05 How to characterize good audience benefits.
Topic: Characteristics of Good Audience Benefits

55. Food Love, a chain of fast food restaurants, recently conducted a survey to understand what motivated their employees at work. To their surprise, they noticed that over 85 percent of the employees were inspired to perform better by intrinsic factors as opposed to extrinsic factors. Which of the following would *best* serve as an intrinsic motivator for the employees of Food Love?

   A. Earning a high sales commission
   B. Being rewarded with a trip to the Bahamas
   C. Being able to contribute to the company
   D. Receiving good performance evaluations
   E. Enjoying perks and added benefits

   Intrinsic motivators come automatically from using a product or doing something. On the other hand, extrinsic motivators are given by someone in power and do not necessarily come from using the product or undertaking an action.

56. Mova Technologies Inc., a consumer electronics firm, has been facing tough competition in the industry. The company has realized that the only way to improve its market share is by providing customers with intrinsic benefits to purchase its products. Thus, Mova Technologies Inc. will have to:

A. offer discounts on its products.

B. provide gifts and freebies on purchases above $250.

C. offer extended warranty for its products.

<u>D.</u> design its products to help customers optimize their use of time.

E. allow customers to exchange old products for new ones.

In this scenario, Mova Technologies Inc. will have to design its products to help customers optimize their use of time as intrinsic motivators come automatically from using a product or doing something.

57. Intrinsic motivators or benefits are better than extrinsic motivators because:

    A. extrinsic motivators do not come from doing something.
    B. intrinsic motivators are less psychological.
    C. extrinsic motivators come from using a product.
    D. intrinsic motivators are easily measurable.
    E. extrinsic motivators are limited.

    There just aren't enough extrinsic motivators for everything you want people to do. You can't give a prize to every customer every time he or she places an order or to every subordinate who does what he or she is supposed to do.

58. Barbeque Cult, a new restaurant in Mexico City, wants to place emphasis on the quality of its food in its advertisements. Which of the following statements is phrased appropriately to effectively bring out the audience benefits?

    A. At Barbeque Cult, we offer the tastiest steaks in town!

    B. We offer the fastest service in town!

    C. The best-tasting food in Mexico City!

    <u>D.</u> At Barbeque Cult, you can enjoy our world-renowned dishes!

    E. We love barbeque, and it shows in our food!

Audience benefits need to emphasize on you-attitude. If a message does not carry you-attitude, it may sound selfish and will not be effective in convincing an audience.

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-05 How to characterize good audience benefits.
Topic: Characteristics of Good Audience Benefits

59.   Which of the following is an effective practice regarding audience benefits?

    A. Avoiding the use of "you-attitude" while phrasing audience benefits

    B. Stressing extrinsic motivators over intrinsic motivators to sell a product

    <u>C.</u> Explaining a benefit in detail when the audience has not thought of the benefit before

    D. Stressing a common benefit without focusing on the needs of the audience

    E. Separating the objective features of a product or policy from the audience benefits

You will need to explain an audience benefit in detail when the audience has not thought of the benefit before. The benefit depends on the difference between the long run and the short run. The audience will be hard to persuade, and you need detail to make the benefit vivid and emotionally convincing.

60. Eat Festival, a restaurant near New York's Central Park, attracts more customers than any other restaurant in that commercial hub. The owners of Eat Festival believe that the reason for having such a wide customer base is because they appeal to the large working subgroup in the area who are pressed for time. Which of the following objective features does Eat Festival essentially focus on that meets the needs of the working subgroup?

A. High rise chairs

B. Elite customer base

C. Play-area for kids

D. Pre-packed, combo lunches

E. Tasteful décor

In order to appeal to particular subgroups, it is important to identify the objective features of one's product or policy that could meet the needs of an audience. For instance, restaurants can attract the working class by offering quick lunches or a relaxing place to take clients or colleagues.

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-06 How to create audience benefits.
Topic: Identifying and Developing Audience Benefits

61.   Maiko and Tao, a young working couple, have hectic work schedules with no time for entertainment during the week. However, on weekends, they try out new restaurants and make sure that they unwind and relax over dinner. Which of the following objective features would *best* help a restaurant appeal to Maiko and Tao's requirements?

   A. Free Wi-Fi access

   B. A popular live band

   C. Quick dinner combos

   D. No tipping policy

   E. Low pricing

   In order to appeal to particular subgroups, it is important to identify the objective features of one's product or policy that could meet the needs of an audience. For instance, people who desire entertainment during meals can be offered music, live bands, or performances by artists.

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-06 How to create audience benefits.
Topic: Identifying and Developing Audience Benefits

62. Coral Dawn, a chain of luxury spas, specializes in Thai massages, Ayurveda remedies, and acupressure treatments. Its target customers are those who enjoy weekend spa treatments after a stressful week at work. When advertising, which of the following statements would *best* help Coral Dawn link the features of its services to the needs of its audience?

    A. Our services are world renowned.

    B. If you need to de-stress, try our wide range of relaxing massages.

    C. We are rated the best luxury spa.

    D. We will make your experience at Coral dawn unforgettable.

    E. We are committed toward providing the best services at the most affordable prices.

The statement "If you need to de-stress, try our wide range of massages" would best help Coral Dawn link the features of its services to the needs of its audience. Features alone rarely motivate people. Instead, link the feature to the audience's needs and provide details to make the benefit vivid.

63. When writing a document for multiple audiences, which of the following practices should be adopted to effectively address the audiences' different needs?

    A. Using personal pronouns to ensure that all members of the audience interpret the text in a similar fashion

    B. Writing the document in an informal style if it is meant for both internal and external audiences

    C. Presenting background and explanatory information under the same heading

    <u>D.</u> Using a table of contents so that readers can turn to the portions that interest them

    E. Keeping the body of the document as short and brief as possible for the convenience of the decision makers

While addressing multiple audiences with different needs in a message, it is important to use headings or table of contents so that readers can turn to the portions that interest them. One should also place background and explanatory information under different headings, avoid using pronouns, and assume the degree of knowledge that decision makers will have.

64. When writing a document for multiple audiences, it is *best* to avoid:

    A. using personal pronouns.

    B. using a formal style of writing.

    C. including an executive summary.

    D. categorizing information using headings.

    E. organizing the message based on the decision makers' attitudes.

When writing a document for multiple audiences, it is best to avoid using personal pronouns. "You" ceases to have a specific meaning when several different audiences use a document.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 How to communicate with multiple audiences.
Topic: Writing or Speaking to Multiple Audiences with Different Needs

65. Saul is planning on writing a feasibility report for his business plan. He intends to use this report to get some capital to start his business. Also, this report has to be created keeping in mind the multiple audiences at his current office: the venture capitalists, the bankers, and the managers. Which of the following practices should Saul adopt while drafting the feasibility report?

    A. Since the report will be used by both internal and external audiences, Saul should adopt a more informal style of writing.

    B. If the decision makers don't need details that other audiences will need, Saul should provide such details in the report's appendices.

    C. When writing the body of the report, Saul should not make any assumptions about the degree of knowledge that the decision makers will have.

    D. Saul should actively use personal pronouns in the report to keep the style of the report conversational.

    E. Saul should place background and explanatory information under the same heading to make it easier for his readers to locate the required information.

If the decision makers don't need details that other audiences will want, provide those details in appendices—statistical tabulations, earlier reports, and so forth.

Short Answer Questions

66. Organizational messages have multiple audiences. List the audiences and explain how they differ from each other.

The first step in analyzing your audience is to decide who your audience is. Organizational messages have multiple audiences: gatekeepers, primary audiences, secondary audiences, auxiliary audiences, and watchdog audiences.

• A gatekeeper has the power to stop your message instead of sending it on to other audiences. The gatekeeper therefore controls whether your message even gets to the primary audience.
• The primary audience decides whether to accept your recommendations or acts on the basis of your message. You must reach the primary audience to fulfill your purposes in any message.
• The secondary audience may be asked to comment on your message or to implement your ideas after they've been approved.
• An auxiliary audience may encounter your message but will not have to interact with it. This audience includes the "read-only" people.
• A watchdog audience, though it does not have the power to stop the message and will not act directly on it, has political, social, or economic power.

67.   Explain the four dichotomies that the Myers-Briggs Type Indicator uses to analyze people.

The Myers-Briggs Type Indicator uses four pairs of dichotomies to identify ways that people differ. The Extroversion-Introversion dichotomy measures how individuals prefer to focus their attention and get energy. The Sensing-Intuition dichotomy measures the way an individual prefers to take in information. The Thinking-Feeling dichotomy measures the way an individual makes decisions. The Judging-Perceiving dichotomy measures how individuals orient themselves to the external world.

AACSB: Communication
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Ways to analyze different kinds of audiences.
Topic: Analyzing Your Audience

68.   Explain good communication strategies for the sensing type and the judging type in the Myers-Briggs typology.

Sensing types gather information through their senses, preferring what is real and tangible. Sensing people are good at facts, and expect others to be, also. They trust their own experience more than someone else's account. For the sensing types:

• Present all of the needed facts, and get them right.
• Present your reasoning step by step.
• Stress practicalities.

Judging types like to live in a planned, orderly way, seeking closure. Judging people are eager to make decisions, so they may not seek out additional information. They prefer a structured, orderly work life. For the judging types:

• Make your communications very organized.
• Provide all needed information.
• Follow company procedures.
• Schedule work in advance.
• Provide time frames for various tasks.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-02 Ways to analyze different kinds of audiences.
Topic: Analyzing Your Audience

69. Explain how the demographic characteristics of the members of an audience differ from their psychographic characteristics.

Demographic characteristics are measurable features that can be counted objectively such as age, sex, race, religion, education level, income, and so on. On the other hand, psychographic characteristics are qualitative rather than quantitative features. These include values, beliefs, goals, and lifestyles. Knowing what an audience finds important allows you to choose information and benefits that the audience will find persuasive in a message.

70. What do the terms "organizational culture" and "discourse community mean"? Describe each one.

Organizational culture is a set of values, attitudes, and philosophies. An organization's culture is revealed verbally in the organization's myths, stories, and heroes, as well as in documents such as employee manuals. It is also revealed nonverbally through means such as dress codes, behavior standards, or the allocation of space, money, and power. A discourse community is a group of people who share assumptions about what channels, formats, and styles to use for communication, what topics to discuss and how to discuss them, and what constitutes evidence.

71.   Explain which situations are best for written communication and which for oral communication, and why each is best for those situations.

A written message makes it easier to:

• Present extensive or complex data.

• Present many specific details.

• Minimize undesirable emotions.

• Track details and agreements.

Oral messages make it easier to:

• Use emotion to help persuade the audience.

• Focus the audience's attention on specific points.

• Resolve conflicts and build consensus.

• Modify plans.

• Get immediate action or response.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-03 How to choose channels to reach your audience.

Topic: Choosing Channels to Reach Your Audience

72. What should you do in a written message when the audience will oppose what you have to say?

When the audience will oppose what you have to say, you need to:

• Start your message with any areas of agreement or common ground that you share with your audience.
• Make a special effort to be clear and unambiguous. Points that might be clear to a neutral audience can be misinterpreted by someone opposed to the message.
• Make a special effort to avoid statements that will anger the audience.
• Limit your statement or request to the smallest possible area. If parts of your message could be delivered later, postpone them.
• Show that your solution is the best solution currently available, even though it isn't perfect.

73. Discuss, with the help of suitable examples, how intrinsic and extrinsic motivators help to create effective audience benefits.

Intrinsic motivators come automatically from using a product or doing something. Extrinsic motivators are "added on." Someone in power decides to give them; they do not necessarily come from using the product or doing the action. For example, when making sales, getting a commission is an example of an extrinsic motivator. Pleasure in convincing someone and pride in using one's talents to think of a strategy are examples of intrinsic motivators.

74.   Briefly discuss the steps in identifying and developing good audience benefits.

The steps in identifying and developing good audience benefits are as follows:

1. Identify the needs, wants, and feelings that may motivate your audience: All of us have basic needs, and most of us supplement those needs with possessions or intangibles we want.
2. Identify the objective features of your product or policy that could meet the needs you've identified: Sometimes just listing the audience's needs makes it obvious which feature meets a given need. Sometimes several features together meet the need. Try to think of all of them.
3. Show how the audience can meet their needs with the features of the policy or product: Features alone rarely motivate people. Instead, link the feature to the audience's needs—and provide details to make the benefit vivid.

75.   Discuss strategies for creating documents for multiple audiences.

The strategies for creating documents for multiple audiences are:

Content and number of details:

• Provide an overview or executive summary for readers who want just the main points.
• In the body of the document, provide enough detail for decision makers and for anyone else who could veto your proposal.
• If the decision makers don't need details that other audiences will want, provide those details in appendices—statistical tabulations, earlier reports, and so forth.

Organization:

• Use headings and a table of contents so readers can turn to the portions that interest them.
• Organize your message based on the decision makers' attitudes toward it.

Level of formality:

• Avoid personal pronouns. Using the word you ceases to have a specific meaning when several different audiences use a document.
• If both internal and external audiences will use a document, use a slightly more formal style than you would in an internal document.
• Use a more formal style when you write to international audiences.

Technical level:

• In the body of the document, assume the degree of knowledge that decision makers will have.
• Put background and explanatory information under separate headings. Then readers can use the headings and the table of contents to read or skip these sections, as their knowledge dictates.
• If decision makers will have more knowledge than other audiences, provide a glossary of

terms. Early in the document, let readers know that the glossary exists.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-07 How to communicate with multiple audiences.

Topic: Writing or Speaking to Multiple Audiences with Different Needs