Chapter 02

Adapting Your Message to Your Audience

True / False Questions

1. The secondary audience may be asked to comment on a message or to implement ideas after they have been approved.

    True   False

2. In an organizational setting, there are typically seven types of audiences for a message.

    True   False

3. A gatekeeper has the power to stop a message from reaching the primary audience.

    True   False

4. However important a watchdog audience might be, it does not have the power to stop a message.

    True   False

5. A person is only part of one audience for a message.

    True   False

6. The secondary audience pays close attention to the transaction between the writers and the primary audience and may base future actions on its evaluation of the message.

    True   False

7. Messages seldom need to be adapted to an audience—humans by nature are adaptable and will find a way to understand the message.

    True   False

8. Of the six questions in PAIBOC, five relate to the audience.

    True   False

9. All audiences have the same attitudes.

    True   False

10. The communication process begins with a person interpreting the information.

    True   False

11. The stage of putting ideas into words and other nonverbal symbols is called interpreting.

    True   False

12. Noise hinders the receiver from decoding a message accurately.

    True   False

13. Psychological noise could include handwriting that is hard to read.

    True   False

14. Channel overload occurs when more messages are transmitted than the human receiver can handle.

    True   False

15. Miscommunication can occur because different people have different frames of reference.

    True   False

16. Empathy is the ability to put oneself in someone else's shoes, to feel with that person.

    True   False

17. One way to remind readers of information in a tactful way is to preface statements with "As you may know."

    True   False

18. Demographic characteristics are measurable features that can be counted objectively.

    True   False

19. Myers-Briggs Type Indicator is used to classify people based on race and ethnicity.

    True   False

20. Psychographic characteristics are quantitative rather than qualitative.

   True   False

21. Strivers are motivated by achievement and are relatively low in resources and innovation.

   True   False

22. One strategy to keep in mind while writing to an audience is to protect the reader's ego.

   True   False

23. When delivering bad news, it is important to get to the point quickly.

   True   False

24. It is important to use "academic," not conversational, language in a message.

   True   False

25. In the body of the document, it is important to provide enough detail for primary audiences and for anyone who could veto the proposal.

   True   False

26. It is important to connect personally with the audience by using informal language like "You" in the message.

   True   False

27. In the body of a document, it is important to assume the degree of knowledge that primary audiences will have.

    True   False

28. A written message makes it easier to get immediate action or response.

    True   False

29. E-mail messages are appropriate for someone to whom the writer is writing to for the first time.

    True   False

30. Important messages should use more formal channels, whether they're oral or written.

    True   False

Multiple Choice Questions

31. Lorie routinely arrives at the office five to ten minutes late. Her boss, Carl, seems unconcerned about it, as do her co-workers. However, when Frank wants to leave a few minutes early one day, Carl reprimands him for not finishing his work first. What does this behavior best suggest about the organizational culture?

    A. The organization does not tolerate employees who are not punctual.

    B. The organization tolerates women employees arriving late but do not tolerate male employees leaving early.

    C. The organization is concerned about getting the work done rather than enforcing punctuality.

    D. The organization is managed by an ineffective boss who favors certain employees over others.

    E. None of the above

32. Tracy is presenting a proposal to the City Council at a public meeting. Which of the following is her primary audience?

    A. The TV journalists filming the presentation

    B. The council members who will vote on the proposal

    C. Her boss, who has promised her a raise if the proposal is accepted by the Council

    D. The speakers following Tracy who will have a chance to criticize her proposal

    E. None of the above

33. Which of the following audiences may stop a message from getting to its intended audience?

    A. Primary audience

    B. Secondary audience

    C. Initial audience

    D. Watchdog audience

    E. None of the above

34. A watchdog audience:

   A. has the authority to keep a message from getting to the primary audience.

   B. has the ability to act directly on a message in lieu of the primary audience.

   C. has the ability to cancel a message from the start.

   D. has political, social, or economic power.

   E. seldom pays attention to the transactions between the speaker/writer and the primary audience.

35. Jordan, an auditor in an accounting firm, is required to write a report to the client as soon as he completes an audit. The client would be classified as a _____.

   A. primary audience

   B. universal audience

   C. secondary audience

   D. gatekeeper

   E. watchdog

36. Judy is the marketing head in a company. Which of the following situations would require her to be considered both as a primary audience and an initial audience?

    A. Judy asks Patricia to compile sales figures for the last fiscal year so she can send them on to her boss, who needs the information to prepare himself for an upcoming board meeting.

    B. The company's newsletter needs information on each department's softball team, which Judy wants to see before it's passed on to the editor.

    C. Will writes a proposal to Judy suggesting a new promotional idea with the hope that she will like it enough to pass it on to the division chief, who has the power to implement a new plan.

    D. Judy asks Jake to compile sales figures and put them in an informative report so she can decide if his new marketing strategies have paid off.

    E. None of the above

37. Which of the following is not a component of the communication model?

    A. Sender

    B. Receiver

    C. Message

    D. Channel

    E. Compiler

38. Which of the following is true of the communication process?

    A. It begins with the sender perceiving some stimulus.

    B. It begins with the interpretation of the message.

    C. Noise can interfere with the message exclusively during feedback.

    D. The receiver will first decode the message.

    E. Information overload occurs when the channel cannot handle all the messages that are being sent.

39. Person A decides to send a message to Person B. Person A first perceives a stimulus and then interprets that perception. Which of the following is the next stage in the communication process?

    A. Encoding, or putting ideas into symbols

    B. Choosing the information to send to Person B

    C. Decoding the proposed message

    D. Offering feedback

    E. None of the above

40. Lisa is a part of the audience that is watching a panel of top business executives engage in a heated debate. Some members are talking simultaneously, one member is explaining her views through visual aids, and yet another is trying to answer questions from the audience. Lisa can't keep up with all this simultaneous communication. Which of the following terms best exemplifies the difficulty she faces?

   A. Channel overload

   B. Information overload

   C. Misperception

   D. Transmission interruption

   E. None of the above

41. Which of the following is a tactful way to remind readers of information?

   A. Give a brief definition in the text

   B. Ask readers if they need or want additional information

   C. Spell out acronyms the first time they are used

   D. Ensure that readers use the Internet to search for information at that very instant

   E. Both A and C

42. Forever young beauty is a new anti-wrinkle skin cream targeting women over the age of 50. Which of the following will help the company in effectively marketing their new product?

   A. Geographic factors

   B. Myers-Briggs Type Indicator

   C. Demographic factors

   D. A and B only

   E. None of the above

43. The marketing head of a luxury food brand is reviewing potential customers using the VALS system. What VALS category is the company most likely to target?

    A. Thinkers

    B. Believers

    C. Achievers

    D. Experiencers

    E. Innovators

44. Which of the following should a writer follow when adapting a message to meet audiences' needs?

    A. The writer must take care to protect the audiences' ego.

    B. The writer must use hot button words to connect with the audience.

    C. The writer should use academic, not conversational language.

    D. The writer should exclusively use a soft-sell approach.

    E. None of the above

45. Which of the following is useful when developing the style for an effective message?

    A. Using complex jargon to impress the audience

    B. Using hot button words

    C. Using conversational, not "academic," language

    D. Using sentences of the same length

    E. All of the above

46. Appendices are used in messages to:

    A. provide an overview or executive summary for readers who just want the main points.

    B. provide information that primary audiences don't need.

    C. provide irrelevant and vague information.

    D. act as table of contents so that readers can turn to the portions that interest them.

    E. exclusively explain the common technical terms used in the document that all the audiences are
       aware of.

47. If primary audiences will have more knowledge than other audiences then writers must:

    A. cover the simpler topics exclusively.

    B. skim through the topics quickly.

    C. merge all the paragraphs into one.

    D. assume that the other audiences would make an effort to acquire information via the Internet
       prior to receiving the message.

    E. provide a glossary of terms.

48. Which of the following must be avoided when drafting an effective message?

    A. Use of table of contents

    B. Use of glossary

    C. Use of personal pronouns

    D. Use of appendices

    E. Use of sentences of varying lengths

49. Trevor is required to present details of investment policies at his firm to a potential client. Which of the following channels of communication would be most effective in this case?

    A. Written message on paper

    B. Written message via e-mail

    C. Oral message via phone

    D. Oral message via video conference

    E. None of the above

50. Oral messages make it easier to:

    A. present many specific details of a law, policy, or procedure.

    B. present extensive or complex financial data.

    C. minimize undesirable emotions.

    D. get immediate action or response.

    E. focus the audience's attention on all the points being said.

Short Answer Questions

51. How many kinds of audiences are present in an organizational setting?

52. Discuss how PAIBOC relates to audience analysis.

53. What is information overload?

54. List the four dimensions of the Myers-Briggs Type Indicator.

55. Differentiate between the use of demographics and psychographics in audience analysis.

56. What are VALS profiles?

57. When is it acceptable to take a while to make a point?

58. Briefly explain what "red flag" words are and why they should be avoided. Give three examples of such words.

59. What should be the level of formality in a message?

60. What are the advantages of written messages over other channels?

Fill in the Blank Questions

61. A _____ has the power to stop a message before it gets to the primary audience.

_____

62. _____ occurs when the channel cannot handle all the messages that are being sent.

   _____

63. _____ characteristics are measurable features that can be counted objectively, such as age, sex, race, education level, and income.

   _____

64. When it is not possible to meet everyone's needs, one must meet the needs of _____ and primary audiences first.

   _____

65. _____ messages are appropriate for routine messages to people the writer already knows.

   _____

Chapter 02 Adapting Your Message to Your Audience Answer Key

True / False Questions

1. The secondary audience may be asked to comment on a message or to implement ideas after they have been approved.

    <u>TRUE</u>

    The secondary audience may be asked to comment on the message or to implement ideas after they have been approved.

    AACSB: Communication
    Blooms: Remember
    Learning Objective: 02-02 Define audiences for messages.
    Level of Difficulty: 1 Easy
    Topic: Who is my audience?

2. In an organizational setting, there are typically seven types of audiences for a message.

    <u>FALSE</u>

    In an organizational setting, a message may have five separate audiences—the primary audience, secondary audience, initial audience, gatekeeper, and the watchdog audience.

    AACSB: Communication
    Blooms: Remember
    Learning Objective: 02-02 Define audiences for messages.
    Level of Difficulty: 1 Easy
    Topic: Who is my audience?

3.   A gatekeeper has the power to stop a message from reaching the primary audience.

        TRUE

        A gatekeeper has the power to stop your message before it gets to the primary audience. In
        some cases, gatekeepers exist outside the organization.

4.   However important a watchdog audience might be, it does not have the power to stop a
        message.

        TRUE

        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.

5.   A person is only part of one audience for a message.

   <u>FALSE</u>

   One person or group can be part of two audiences. Frequently, a supervisor is both the initial
   audience and the gatekeeper. Sometimes the initial audience is also the primary audience that
   will act on the message.

6.   The secondary audience pays close attention to the transaction between the writers and the
   primary audience and may base future actions on its evaluation of the message.

   <u>FALSE</u>

   The watchdog pays close attention to the transaction between the writers and the primary
   audience and may base future actions on its evaluation of the message.

7.   Messages seldom need to be adapted to an audience—humans by nature are adaptable and will find a way to understand the message.

FALSE

Good business communication is audience-centered. To be successful, messages must meet the audiences' needs.

AACSB: Communication
Blooms: Understand
Learning Objective: 02-03 Apply strategies for audience analysis with PAIBOC.
Level of Difficulty: 2 Medium
Topic: Why is my audience so important?

8.   Of the six questions in PAIBOC, five relate to the audience.

TRUE

Good business communication is audience-centered. Audience is central to PAIBOC, with five of the six questions relating to the audience.

AACSB: Communication
Blooms: Remember
Learning Objective: 02-03 Apply strategies for audience analysis with PAIBOC.
Level of Difficulty: 1 Easy
Topic: Why is my audience so important?

9.   All audiences have the same attitudes.

FALSE

Different audiences have different attitudes.

AACSB: Communication

10.   The communication process begins with a person interpreting the information.

       <u>FALSE</u>

       The communication process begins when a person perceives some stimulus. This is literal
       perception: the ability to see, to hear, to taste, to smell, to touch.

11.   The stage of putting ideas into words and other nonverbal symbols is called interpreting.

       <u>FALSE</u>

       Words are not the only way to convey ideas; gestures, clothing, and pictures can carry meaning
       nonverbally. The stage of putting ideas into any of these symbols is called encoding.

12.   Noise hinders the receiver from decoding a message accurately.

<u>TRUE</u>

Noise can interfere with every aspect of the communication process. Noise may be physical or psychological.

13.   Psychological noise could include handwriting that is hard to read.

<u>FALSE</u>

Noise may be physical or psychological. Physical noise could be a phone line with static, a lawn mower roaring outside a classroom, or handwriting that is hard to read.

14. Channel overload occurs when more messages are transmitted than the human receiver can handle.

 <u>FALSE</u>

 Channel overload occurs when the channel cannot handle all the messages that are being sent. A small business may have only two phone lines; no one else can get through if both lines are in use.

15. Miscommunication can occur because different people have different frames of reference.

 <u>TRUE</u>

 Miscommunication can occur because different people have different frames of reference. People always interpret messages in light of their personal experiences, their cultures and subcultures, and even the point in history at which they live.

16.   Empathy is the ability to put oneself in someone else's shoes, to feel with that person.

        <u>TRUE</u>

        Empathy is the ability to put oneself in someone else's shoes, to feel with that person.

17.   One way to remind readers of information in a tactful way is to preface statements with "As you may know."

        <u>TRUE</u>

        Most of the time, speakers won't know exactly what the audience knows. Moreover, even if they've told readers before, readers may not remember the old information when they read the new message. To remind readers of information in a tactful way, it is useful to preface statements with "As you may know."

18.   Demographic characteristics are measurable features that can be counted objectively.

   <u>TRUE</u>

   Demographic characteristics are measurable features that can be counted objectively: age, sex, race, religion, education level, income, and so on.

19.   Myers-Briggs Type Indicator is used to classify people based on race and ethnicity.

   <u>FALSE</u>

   When the primary audience is just one person, his or her personality is relevant. There are many ways to analyze personality. For business, one of the most useful is the Myers-Briggs Type Indicator instrument, which uses four pairs of dichotomies to identify ways that people differ—Extraversion–Introversion; Sensing–Intuition; Thinking–Feeling; Judging–Perceiving.

20. Psychographic characteristics are quantitative rather than qualitative.

FALSE

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

21. Strivers are motivated by achievement and are relatively low in resources and innovation.

TRUE

Values and Lifestyles (VALS) profiles divide U.S. buyers into eight categories according to their primary motivation, the amount of resources they have, and the extent to which they innovate. For instance, Strivers are motivated by achievement and are relatively low in resources and innovation. These conspicuous consumers try to be in style, even without a lot of money.

22.   One strategy to keep in mind while writing to an audience is to protect the reader's ego.

       <u>TRUE</u>

       When devising a strategy for a message, it is important to protect the reader's ego.

23.   When delivering bad news, it is important to get to the point quickly.

       <u>FALSE</u>

       Because most managers are intuitive types, it's usually better to get to the point right away. The major exceptions are when writers must persuade a reluctant reader and when writers have bad news and want to let the reader down gradually.

24.   It is important to use "academic," not conversational, language in a message.

        FALSE

        When developing the style of a message, it is important to use conversational, not "academic,"
        language.

25.   In the body of the document, it is important to provide enough detail for primary audiences
        and for anyone who could veto the proposal.

        TRUE

        In the body of the document, it is important to provide enough detail for primary audiences
        and for anyone else who could veto the proposal.

26.   It is important to connect personally with the audience by using informal language like "You" in the message.

        FALSE

        When drafting a message it is important to avoid personal pronouns. "You" ceases to have a specific meaning when several different audiences use a document.

27.   In the body of a document, it is important to assume the degree of knowledge that primary audiences will have.

        TRUE

        In the body of the document, writers must assume the degree of knowledge that primary audiences will have. If primary audiences will have more knowledge than other audiences, writers must provide a glossary of terms.

28. A written message makes it easier to get immediate action or response.

FALSE

An oral message makes it easier to get immediate action or response.

29. E-mail messages are appropriate for someone to whom the writer is writing to for the first time.

FALSE

Messages on paper are more formal than e-mail messages. E-mail messages are appropriate for routine messages to people writers already know. Paper is usually better for someone to whom they're writing for the first time.

30. Important messages should use more formal channels, whether they're oral or written.

TRUE

Important messages should use more formal channels, whether they're oral or written. Oral and written messages have many similarities.

Multiple Choice Questions

31.   Lorie routinely arrives at the office five to ten minutes late. Her boss, Carl, seems unconcerned about it, as do her co-workers. However, when Frank wants to leave a few minutes early one day, Carl reprimands him for not finishing his work first. What does this behavior best suggest about the organizational culture?

A. The organization does not tolerate employees who are not punctual.

B. The organization tolerates women employees arriving late but do not tolerate male employees leaving early.

C. The organization is concerned about getting the work done rather than enforcing punctuality.

D. The organization is managed by an ineffective boss who favors certain employees over others.

E. None of the above

Just as every sport has rules about scoring, so, too, do workplaces have rules about what "counts." Even in the same industry, different organizations and different supervisors may care about different things. Carl is only concerned with his employees getting the work done and does not enforce a strict schedule.

AACSB: Analytic
Blooms: Apply
Learning Objective: 02-01 Understand expectations from your organization.
Level of Difficulty: 3 Hard
Topic: Understanding What Your Organization Wants

32.   Tracy is presenting a proposal to the City Council at a public meeting. Which of the following is her primary audience?

    A. The TV journalists filming the presentation
    B. The council members who will vote on the proposal
    C. Her boss, who has promised her a raise if the proposal is accepted by the Council
    D. The speakers following Tracy who will have a chance to criticize her proposal
    E. None of the above

The council members form the primary audience. The primary audience will decide whether to accept Tracy's recommendations or will act on the basis of her message.

33.   Which of the following audiences may stop a message from getting to its intended audience?

    A. Primary audience
    B. Secondary audience
    C. Initial audience
    D. Watchdog audience
    E. None of the above

A gatekeeper has the power to stop a message before it gets to the primary audience.

34.   A watchdog audience:

A. has the authority to keep a message from getting to the primary audience.

B. has the ability to act directly on a message in lieu of the primary audience.

C. has the ability to cancel a message from the start.

D. has political, social, or economic power.

E. seldom pays attention to the transactions between the speaker/writer and the primary audience.

A watchdog audience, though it does not have the power to stop a message and will not act directly on it, has political, social, or economic power.

35. Jordan, an auditor in an accounting firm, is required to write a report to the client as soon as he completes an audit. The client would be classified as a ____.

A. primary audience
B. universal audience
C. secondary audience
D. gatekeeper
E. watchdog

The primary audience will decide whether to accept Jordan's recommendations or will act on the basis of his message. Thus in this case, the client is a primary audience.

AACSB: Analytic
Blooms: Apply
Learning Objective: 02-02 Define audiences for messages.
Level of Difficulty: 2 Medium
Topic: Who is my audience?

36. Judy is the marketing head in a company. Which of the following situations would require her to be considered both as a primary audience and an initial audience?

    A. Judy asks Patricia to compile sales figures for the last fiscal year so she can send them on to her boss, who needs the information to prepare himself for an upcoming board meeting.

    B. The company's newsletter needs information on each department's softball team, which Judy wants to see before it's passed on to the editor.

    C. Will writes a proposal to Judy suggesting a new promotional idea with the hope that she will like it enough to pass it on to the division chief, who has the power to implement a new plan.

    D. Judy asks Jake to compile sales figures and put them in an informative report so she can decide if his new marketing strategies have paid off.

    E. None of the above

The primary audience will decide whether to accept recommendations or will act on the basis of a message. The initial audience receives the message first and routes it to other audiences. Sometimes the initial audience also tells the writer to write the message.

37.   Which of the following is not a component of the communication model?

      A. Sender

      B. Receiver

      C. Message

      D. Channel

      <u>E.</u> Compiler

The communication process involves the sender, receiver, the transmitted message, and the channel used to transmit it.

38.   Which of the following is true of the communication process?

      <u>A.</u> It begins with the sender perceiving some stimulus.

      B. It begins with the interpretation of the message.

      C. Noise can interfere with the message exclusively during feedback.

      D. The receiver will first decode the message.

      E. Information overload occurs when the channel cannot handle all the messages that are being sent.

Audience is central to the communication process. The process begins when a person, the sender, perceives some stimulus.

39.   Person A decides to send a message to Person B. Person A first perceives a stimulus and then interprets that perception. Which of the following is the next stage in the communication process?

A. Encoding, or putting ideas into symbols

B. Choosing the information to send to Person B

C. Decoding the proposed message

D. Offering feedback

E. None of the above

The process begins when Person A perceives some stimulus. Next, Person A interprets what has been perceived. The next step is for Person A to choose or select the information to be sent to Person B.

40. Lisa is a part of the audience that is watching a panel of top business executives engage in a heated debate. Some members are talking simultaneously, one member is explaining her views through visual aids, and yet another is trying to answer questions from the audience. Lisa can't keep up with all this simultaneous communication. Which of the following terms best exemplifies the difficulty she faces?

A. Channel overload

B. Information overload

C. Misperception

D. Transmission interruption

E. None of the above

Information overload occurs when more messages are transmitted than the human receiver can handle. Some receivers process information "first come, first served." Some may try to select the most important messages and ignore others. A third way is to depend on abstracts or summaries prepared by other people. None of these ways is completely satisfactory.

AACSB: Analytic
Blooms: Apply
Learning Objective: 02-03 Apply strategies for audience analysis with PAIBOC.
Level of Difficulty: 3 Hard
Topic: Why is my audience so important?

41.   Which of the following is a tactful way to remind readers of information?

  A. Give a brief definition in the text

  B. Ask readers if they need or want additional information

  C. Spell out acronyms the first time they are used

  D. Ensure that readers use the Internet to search for information at that very instant

  E. Both A and C

To remind readers of information in a tactful way, speakers can preface statements with "As you know," "As you may know," or a similar phrase. They could also spell out acronyms the first time they use them. It also helps to give brief definitions in the text. They must also put information readers should know in a subordinate clause.

42.   Forever young beauty is a new anti-wrinkle skin cream targeting women over the age of 50. Which of the following will help the company in effectively marketing their new product?

    A. Geographic factors

    B. Myers-Briggs Type Indicator

    <u>C.</u> Demographic factors

    D. A and B only

    E. None of the above

Demographic characteristics are measurable features that can be counted objectively: age, sex, race, religion, education level, income, and so on. Since the product is aimed at women over the age of 50, demographics will help the company market the product.

AACSB: Analytic
Blooms: Apply
Learning Objective: 02-04 Apply strategies for individual and group audience analyses.
Level of Difficulty: 3 Hard
Topic: What do I need to know about my audience(s)?

43. The marketing head of a luxury food brand is reviewing potential customers using the VALS system. What VALS category is the company most likely to target?

    A. Thinkers
    B. Believers
    C. Achievers
    D. Experiencers
    <u>E.</u> Innovators

    VALS profiles divide U.S. buyers into eight categories according to their primary motivation, the amount of resources they have, and the extent to which they innovate. Innovators are likely to have more disposable income and enjoy cooking and fine food.

44.   Which of the following should a writer follow when adapting a message to meet audiences' needs?

   A. The writer must take care to protect the audiences' ego.
   B. The writer must use hot button words to connect with the audience.
   C. The writer should use academic, not conversational language.
   D. The writer should exclusively use a soft-sell approach.
   E. None of the above

Writers should adapt their message's strategy, organization, and style to meet the audience's needs. When adapting the message's strategy, they should take care to protect their audiences' ego.

AACSB: Communication
Blooms: Understand
Learning Objective: 02-05 Apply strategies for audience needs analysis.
Level of Difficulty: 2 Medium
Topic: Now that I have my analysis, what do I do with it?

45.   Which of the following is useful when developing the style for an effective message?

      A. Using complex jargon to impress the audience

      B. Using hot button words

      <u>C.</u> Using conversational, not "academic," language

      D. Using sentences of the same length

      E. All of the above

For most audiences, writers must use easy-to-understand words, a mixture of sentence lengths, and paragraphs with topic sentences. They must avoid hot buttons or "red-flag" words to which some readers will have an immediate negative reaction. They must also take care to use conversational, not "academic," language.

46. Appendices are used in messages to:

A. provide an overview or executive summary for readers who just want the main points.

B. provide information that primary audiences don't need.

C. provide irrelevant and vague information.

D. act as table of contents so that readers can turn to the portions that interest them.

E. exclusively explain the common technical terms used in the document that all the audiences are aware of.

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

AACSB: Communication
Blooms: Understand
Learning Objective: 02-06 Adapt messages for audiences.
Level of Difficulty: 2 Medium
Topic: What if my audiences have different needs?

47.   If primary audiences will have more knowledge than other audiences then writers must:

   A. cover the simpler topics exclusively.

   B. skim through the topics quickly.

   C. merge all the paragraphs into one.

   D. assume that the other audiences would make an effort to acquire information via the
       Internet prior to receiving the message.

   E. provide a glossary of terms.

If primary audiences will have more knowledge than other audiences, writers must provide a
glossary of terms. Early in the document, they must let the readers know that the glossary
exists.

48.   Which of the following must be avoided when drafting an effective message?

   A. Use of table of contents

   B. Use of glossary

   C. Use of personal pronouns

   D. Use of appendices

   E. Use of sentences of varying lengths

Writers must avoid personal pronouns in their messages. "You" ceases to have a specific
meaning when several different audiences use a document.

49. Trevor is required to present details of investment policies at his firm to a potential client. Which of the following channels of communication would be most effective in this case?

A. Written message on paper
B. Written message via e-mail
C. Oral message via phone
D. Oral message via video conference
E. None of the above

A written message makes it easier to present many specific details of a law, policy, or procedure. It also enables writers to present extensive or complex financial data. Messages on paper are more formal than e-mail messages. E-mail messages are appropriate for routine messages to people already known to the writer. Paper is usually better for someone to whom they're writing for the first time.

50.   Oral messages make it easier to:

    A. present many specific details of a law, policy, or procedure.

    B. present extensive or complex financial data.

    C. minimize undesirable emotions.

    D. get immediate action or response.

    E. focus the audience's attention on all the points being said.

Scheduled meetings and oral presentations are more formal than phone calls or stopping someone in the hall. Oral messages make it easier to get immediate action or response from the audience.

Short Answer Questions

51.   How many kinds of audiences are present in an organizational setting?

In an organizational setting, a message may have five separate audiences, namely the primary audience, the secondary audience, the initial audience, a gatekeeper, and a watchdog audience.

52.   Discuss how PAIBOC relates to audience analysis.

Five of the PAIBOC dimensions relate to the audience, the exception being Purpose. The five questions that relate to audience analysis are as follows:

1. Who is (are) your audience(s)? How do members of your audience differ? What characteristics are relevant to this particular message?

2. What information must your message include?

3. What reasons or reader benefits can you use to support your position?

4. What objection(s) can you expect your reader(s) to have? What negative elements of your message must you deemphasize or overcome?

5. How will the context affect reader response? Think about your relationship to the reader, morale in the organization, the economy, the time of year, and any special circumstances.

53.	What is information overload?

Information overload occurs when more messages are transmitted than the human receiver can handle.

54.	List the four dimensions of the Myers-Briggs Type Indicator.

The Myers-Briggs Type Indicator instrument uses four pairs of dichotomies to identify ways that people differ—Extraversion-Introversion; Sensing-Intuition; Thinking-Feeling; Judging-Perceiving.

55. Differentiate between the use of demographics and psychographics in audience analysis.

Demographics and psychographics are powerful tools, however demographics is restricted to mostly quantitative information, while psychographics is primarily qualitative. They are limited by how information is collected and analyzed.

AACSB: Communication
Blooms: Understand
Learning Objective: 02-04 Apply strategies for individual and group audience analyses.
Level of Difficulty: 2 Medium
Topic: What do I need to know about my audience(s)?

56. What are VALS profiles?

Many marketers use the Values and Lifestyles (VALS) profiles developed by the SRI research firm in California to categorize their audience. VALS profiles divide U.S. buyers into eight categories according to their primary motivation, the amount of resources they have, and the extent to which they innovate.

AACSB: Communication
Blooms: Understand
Learning Objective: 02-04 Apply strategies for individual and group audience analyses.
Level of Difficulty: 2 Medium
Topic: What do I need to know about my audience(s)?

57.   When is it acceptable to take a while to make a point?

Since most managers are intuitive types, it's usually better to get to the point right away. The major exceptions are when one must persuade a reluctant reader or when one has bad news and wants to let the reader down gradually.

58.   Briefly explain what "red flag" words are and why they should be avoided. Give three examples of such words.

Red flag words provoke strong negative responses from audiences. They can include words like criminal, un-American, crazy, fundamentalist, liberal. When possible, less provocative terms should be chosen.

59.	What should be the level of formality in a message?

Some of the points to keep in mind regarding the level of formality in a message are listed below.

• Avoid personal pronouns. "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 in an internal document.
 • Use a more formal style when writing to international audiences.

60.	What are the advantages of written messages over other channels?

A written message makes it easier to
 • Present many specific details of a law, policy, or procedure.
 • Present extensive or complex financial data.
 • Minimize undesirable emotions.

Fill in the Blank Questions

61.   A ____ has the power to stop a message before it gets to the primary audience.

gatekeeper

A gatekeeper has the power to stop a message before it gets to the primary audience. In some cases, gatekeepers exist outside the organization.

AACSB: Communication

Blooms: Remember

Learning Objective: 02-02 Define audiences for messages.

Level of Difficulty: 1 Easy

Topic: Who is my audience?

62.   ____ occurs when the channel cannot handle all the messages that are being sent.

Channel overload

Channel overload occurs when the channel cannot handle all the messages that are being sent.

AACSB: Communication

Blooms: Remember

Learning Objective: 02-03 Apply strategies for audience analysis with PAIBOC.

Level of Difficulty: 1 Easy

Topic: Why is my audience so important?

63.   _____ characteristics are measurable features that can be counted objectively, such as age, sex, race, education level, and income.

Demographic

Demographic characteristics are measurable features that can be counted objectively: age, sex, race, religion, education level, income, and so on. Sometimes demographic information is irrelevant; sometimes it's important.

64.   When it is not possible to meet everyone's needs, one must meet the needs of _____ and primary audiences first.

gatekeepers

Often different members of the audience have different needs. When it is not possible to meet everyone's needs, one must meet the needs of gatekeepers and primary audiences first.

65.   ____ messages are appropriate for routine messages to people the writer already knows.

E-mail

Messages on paper are more formal than e-mail messages. E-mail messages are appropriate for routine messages to people you already know. Paper is usually better for someone to whom you're writing for the first time.

AACSB: Communication

Blooms: Remember

Learning Objective: 02-07 Choose channels for audiences.

Level of Difficulty: 2 Medium

Topic: How do I reach my audience(s)?