

Solution Manual for Business and Administrative Communication 10th Edition By Locker and Kienzler ISBN 0073403180 9780073403182

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Solution Manual

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Chapter 02

Adapting Your Message to Your Audience

True / False Questions

1. Common sense and empathy are the most crucial tools in audience analysis.

True False

2. According to the Myers-Briggs typology, judging type of people prefer to live in a flexible, spontaneous way, and enjoy possibilities.

True False

3. The Myers-Briggs typology states that sensing type of people are good at facts, and expect others to be as well.

True False

4. The best way to handle the thinking type of audience is to use emotion and personal scenarios to show how one's ideas value the needs of the people in the organization.

True False

5. The generational difference witnessed in office environments shows that generation X and millenials are largely motivated by duty to a company as opposed to the older generation who are motivated by why a task is important.

True False

6. Andrea Griffins works in a flat organization and thus can directly communicate with the director or chief executive officer.

True False

7. One can ask questions about the importance of friendship and social relationships to analyze a company's discourse community.

True False

8. Questions about what media, formats, and styles being preferred for communication are a good way of understanding a company's discourse community.

True False

9. Communication channels are identical in speed, accuracy of transmission, and the ability to create goodwill.

True False

10. It is more effective to use a written channel instead of an oral channel if one wants an immediate response from an audience.

True False

11. The political environment of an organization can impact an audience's reaction to a message.

True False

12. It is important to keep a message as short and crisp as possible when an audience considers a message unimportant.

True False

13. A good way to handle a negative audience is by using condescending or hostile phrases which will make them realize their mistake.

True False

14. Placing old information in a subordinate clause helps an audience think of background information needed to appreciate points in a message.

True False

15. Making a message clear and unambiguous helps in handling an audience which may oppose a message.

True False

16. In a request which is time consuming or difficult, it is important to make the actions seem complex which will challenge an audience to take on the task.

True False

17. The best way to present audience benefits is by presenting good news in the middle of a message.

True False

18. It is important to avoid using a salutation and close that remind an audience of their membership in a group if everyone in an audience shares the same experiences, goals, and values.

True False

19. It is important to use the reader's first name in a salutation even if one is not comfortable with first-name basis.

True False

20. Audience benefits refer to advantages that the audience gets by using services, buying products, following policies, or adopting ideas.

True False

21. Good writers maintain one consistent style and approach for all audiences.

True False

22. "You will be entitled to an all-expense paid trip to London if you achieve the quarterly target of 150 accounts" is an example of an intrinsic motivator.

True False

23. Intrinsic motivators are better than extrinsic motivators because research shows that extrinsic motivators may actually make people less satisfied with the products they buy or the procedures they follow.

True False

24. Frederick Herzberg's study of professional employees found that the things people liked about their jobs were all intrinsic motivators such as pride in achievement, and enjoyment of work and responsibility.

True False

25. Convincing the audience of a message's benefits involves two main steps of making sure that the benefit really will occur, and explaining it to the audience.

True False

26. If audience benefits do not use you-attitude in a message, a message is likely to be ineffective.

True False

27. One should identify the needs, wants, and feelings that may motivate an audience if audience benefits are difficult to develop.

True False

28. While developing audience benefits, it is important to link the feature of a product to the audience's needs and provide details to make the benefit vivid.

True False

29. While writing for multiple audiences, it is vital to organize the message based on the decision makers' attitudes toward it.

True False

30. One should avoid providing an overview while writing for multiple audiences because it takes the attention away from the body of the message.

True False

Multiple Choice Questions

31. Janice, a marketing executive at a clothing retail firm, is writing a proposal to promote a new line of clothing for the company. While writing the presentation, she keeps in mind, the marketing directors of the company who have the power to adopt the plan. She also notes that her marketing manager will approve or reject the proposal before it is presented to the directors of the company. On the day of presenting the proposal, she notices that the promotional manager, advertising manager, and the communications manager are also present to offer comments on the proposal. Which of the following is most likely to be a gatekeeper for Janice's proposal?

- A.** Promotional Supervisor
- B.** Communications Manager
- C.** Marketing Manager
- D.** Marketing Director
- E.** Advertising Manager

32. A _____ has the power to decide whether to accept a recommendation or not and every message must reach this audience to fulfill its purpose.

- A.** gatekeeper
- B.** watchdog audience
- C.** primary audience
- D.** secondary audience
- E.** auxiliary audience

33. Which of the following is an example of a primary audience?

- A.** An attorney who uses company documents as evidence of the organization's culture and practices
- B.** A supervisor who controls the power to decide whether or not to send a message to other audiences
- C.** A company president who reads minutes of departmental meetings to stay informed, even though he plays no direct role
- D.** A client group who will decide whether or not to purchase a product based on a sales proposal
- E.** A board of directors who do not have the power to stop a message but will use its evaluation to monitor future actions

34. John Moreno is a technical writer who is working on a training manual to help new users learn the company's data management system. Employees will use the manual in training seminars taught by the company's trainers. The manual will also serve as a non-the-job reference. The trainers and system analysts who designed the computer system will need to offer their comments on Moreno's draft. What kind of an audience will the trainers be classified as?

- A.** Watchdog
- B.** Gatekeeper
- C.** Primary
- D.** Secondary
- E.** Auxiliary

35. Carlos Diaz works in the collections section of a bank's loan department, and is very efficient at writing professional, effective letters to customers whose accounts are overdue. The human resources department asks to use copies of some of his letters in a training course for new employees to show good examples of written documents. Under which of the following categories would these new employees be classified?

- A.** Primary audience
- B.** Gatekeepers
- C.** Watchdog audience
- D.** Secondary audience
- E.** Auxiliary audience

36. Jean Welch has recently started working as a copywriter at an advertising agency and has been asked by her manager to write a proposal for a client's social media campaign. This is the first time that Welch is going to present a proposal and understands that though the company's board of directors will not directly act on it, they will be paying careful attention to the interaction between her and the client. Which of the following audiences can the board of directors be categorized under?

- A.** Primary audience
- B.** Watchdog audience
- C.** Secondary audience
- D.** Auxiliary audience
- E.** Gatekeeper

37. The ability to put yourself in someone else's shoes and to feel with that person is known as _____.

- A.** common sense
- B.** professionalism
- C.** intuition
- D.** empathy
- E.** sympathy

38. The _____ dichotomy of the Myers-Briggs Type Indicator 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

39. Raymond Dean works in the human resource department of a five star deluxe hotel in Las Vegas and needs to recruit people for the post of floor managers in the guest relations department. These recruits will have to be sensitive to in-house guests' requirements and make crucial decisions keeping in mind their preferences. Which of the following dichotomies of Myers-Briggs Type Indicator will best help Dean in recruiting?

- A. Sensing-intuition
- B. Channeling-formatting
- C. Thinking-feeling
- D. Judging-perceiving
- E. Extroversion-introversion

40. Rebecca Harvey, who works as a marketing executive at a travel company, was recently asked by her manager to provide an update on the campaign she is working on. Instead of giving the manager details through a face-to-face interaction, she chose to write an e-mail. She knew she will have more time to formulate the campaign update if she chooses a written mode of communication. According to Myers-Briggs Type Indicator, which of the following personality types is Harvey?

- A. Extroverting
- B. Intuiting
- C. Thinking
- D. Introverting
- E. Judging

41. According to the Myers-Briggs Type Indicator, the _____ dichotomy measures the way an individual prefers to take in information.

- A. channeling-formatting
- B. thinking-feeling
- C. sensing-intuition
- D. judging-perceiving
- E. extroversion-introversion

42. Amanda George needs to give a presentation on "Drug and Alcohol Abuse" to college students in Michigan. Before preparing the presentation, she analyzes the audience and realizes that the presentation needs to focus on the underlying patterns of the issue. In the presentation, she uses metaphors and case studies as examples of severe drug abuse cases. Which of the following types according to the Myers-Briggs Type Indicator is George's audience?

- A. Sensing
- B. Perceiving
- C. Intuiting
- D. Extroverting
- E. Judging

43. Mildred Gilbert, who works for a travel company, recently gave a presentation to her manager on a marketing plan for the next financial year. In the presentation, she ensured that all communication was well organized, and all procedures followed a distinct structure and timeframe. Which of the following personality types was Gilbert's audience according to the Myers-Briggs Type Indicator?

- A. Perceiving
- B. Sensing
- C. Intuiting
- D. Extroverting
- E. Judging

44. Naomi works at an event management company and is popular among her clients for her ability to adapt to changing situations and client requirements with ease. She also avoids making impulsive decisions and gathers all necessary information before implementing an action. According to the Myers-Briggs Type Indicator, she qualifies as the _____ type.

- A. perceiving
- B. judging
- C. thinking
- D. intuiting
- E. introverting

45. Which of the following is an example of demographic data?

- A. Moral values
- B. Educational level
- C. Social security number
- D. Personality types
- E. Intellect

46. Which of the following is an example of a psychographic characteristic?
- A. Age
 - B. Goals
 - C. Location
 - D. Education
 - E. Race
47. Beverly Vaughn recently gave a presentation on "The Benefits of Investing in Frank Middleton Mutual Funds." The seminar was a big success and Vaughn gives its credit to careful analysis of the audience's psychographic characteristics. Which of the following characteristics does the analysis most likely indicate?
- A. Over 40 percent of the audience believes in ensuring security during old age.
 - B. Over 70 percent of the group members are scientists with Ph.D. degrees.
 - C. At least 20 percent of the audience members are nearing retirement age.
 - D. Nearly 35 percent of the participants are from Asian backgrounds.
 - E. Approximately 25 percent of the audience's participants are women.

- 48.** Tiffany Miles, who works as a human resource executive, recently recruited members for the communication team of their organization. She has noticed that all of the new employees were born after the year 1964 and distinctly differ from the rest of the age group of the company. Which of the following would best help Miles handle them and avoid dissatisfaction of employees?
- A.** Ensure they put in long hours at office and have an annual evaluation
 - B.** Offer a formal, hierarchical work structure with basic decorum
 - C.** Provide clearly defined roles for them to excel in
 - D.** Motivate them by explaining them what they gain from a task
 - E.** Inspire them to work by emphasizing on duty toward the company
- 49.** Zoë works for a fashion house in Manhattan and recently gave an oral presentation to her colleagues on a marketing plan for a line of woolen clothing. The presentation was liked by everyone in the audience. Zoë feels the presentation was a success because she chose the oral medium of communication instead of a written medium. Which of the following did Zoë most likely present in her presentation?
- A.** Extensive data about marketing plans
 - B.** Complex statistical information about markets rates
 - C.** Specific, minute details about the marketing plan
 - D.** Lengthy data about successful marketing plans
 - E.** Passion and emotion about the plan

50. Esther Rhodes recently gave a presentation to a group of college students on "Impacts of Climate Change." However, the members in the audience did not see the message of the presentation as crucial. Which of the following will help Esther change their view to a more positive one?

- A.** Making the message longer and as descriptive as possible
- B.** Suggesting an idealistic deadline for action to curb climate change
- C.** Making the action seem difficult which will challenge the audience
- D.** Using the first paragraph to show that the message is relevant
- E.** Projecting action to prevent climate change as strenuous

51. Loretta Jones, who works as a sales manager in a telecom company, needs to present a report to the directors at the end of every financial year on the sales generated by the company. For her upcoming presentation, which of the following statements should she use for the audience to recall the background on company's growth presented in her last report?

- A.** "As you know, 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 recall 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.** "All of you, who remember last year's sales figures, please raise your hands."

52. Claudia Walsh, an insurance agent, recently gave a presentation to a client on long-term investment policies. Initially, the client was skeptical about the investment products but by the end of the presentation, they gave a positive response. Which of the following did he most likely do?

- A.** Walsh was as ambiguous as possible to avoid offending the members of the audience.
- B.** Walsh began the message with something that the audience and the presenter could agree upon.
- C.** Walsh put across the message aggressively to prove it as the best solution, even though it angered the audience.
- D.** Walsh delivered all aspects and details about the message at once instead of limiting the message.
- E.** Walsh was vague about the concerns the audience had in order to avoid confrontation.

53. Leona Benson e-mails her colleague, Miriam Wolfe, to suggest that she should write a comprehensive business plan for the company. The task will be rather challenging and time-consuming; however, Miriam still takes up the task. Which of the following did Benson most likely say to Wolfe that motivated her to take up the task?

- A.** "The company will be able to secure additional financing once it has a business plan."
- B.** "The President will be able to use the document to communicate expansion plans to stockholders."
- C.** "You will gain key writing experience that will help you in your future projects."
- D.** "I will be very grateful if you can help me out by taking on this task."
- E.** "You will be able to strengthen our team's image by taking up the task."

54. Which of the following is most likely to be an audience benefit?

- A.** Features of a product
- B.** Level of formality in a document
- C.** Loopholes of a product
- D.** Tips on how to use a product
- E.** Steps on how to maintain a product

55. Naomi Moss, a sales executive at an insurance firm, is working on convincing a large corporate client to insure their employees. Though she knows that the task is a difficult one, she is keeping her focus on the objective to be achieved. Her motivation comes from an extrinsic factor and knows that she will succeed if she continues working at the current rate. Which of the following is most likely an extrinsic motivator that is inspiring Moss to make a sale?

- A.** A high sales commission for the sale
- B.** Delight in solving a complicated work problem
- C.** Pleasure in making a large sale for the company
- D.** Pride in having strong public relation skills
- E.** Excitement of contributing to her team's target

56. PeterCat, a fast food chain in Mexico, recently conducted a survey to understand what motivated their employees in their work. To their surprise, they noticed that over 85% of employees were inspired to perform better by intrinsic factors as opposed to extrinsic factors. Which of the following is most likely to be an intrinsic motivator for their employees?

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

57. Barbeque, a new restaurant in Mexico City, advertised themselves through newspaper ads which generated a large customer base. Which of the following did the restaurant most likely say in their ad which represented you-attitude?

A. At Barbeque, we offer the best grills in the city!

B. We offer the quickest serving grills here!

C. The best serving grills in Mexico City!

D. If you love grills, try our barbeque dishes!

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

58. Paul Jones, an eatery at New York's Central Park, attracts more customers than any other in that commercial hub. The marketing manager of the company says that the reason for such a wide customer base is because they appeal to the large working sub group in the area who are pressed for time. Which of the following objective features does Paul Jones most likely focus on that meets the needs of working sub group?

A. High rise chairs

B. Low sodium and carb-food

C. Economic prices

D. Quick lunches

E. Tasteful décor

59. Sally and Ryan are working professionals and have hectic work schedules with no time for entertainment during weekdays. However, on Saturdays, they try out new restaurants and make sure that they unwind and ease out their week's stress over dinner. Which of the following would help a restaurant appeal to Sally and Ryan's requirements?

- A.** Vegetarian food
- B.** Popular live band
- C.** Quick serving dinners
- D.** No tipping policy
- E.** Economic food

60. Which of the following should be undertaken to address multiple audiences with different needs?

- A.** Using personal pronouns to ensure that all members of the audience have the same interpretation
- B.** Writing a document in an informal style, if it is meant for both internal and external audiences
- C.** Placing background and explanatory information under the same heading
- D.** Using table of contents so that readers can turn to the portions that interest them
- E.** Avoiding assumption on the degree of knowledge that decision makers will have

Short Answer Questions

61. Explain how a primary audience differs from a secondary audience?

62. Discuss how a watchdog audience is different from a gatekeeper and an auxiliary audience.

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

64. Explain how demographic characteristics differ from psychographic features of an audience.

65. Explain with an example, how knowing about the lifestyle of an audience helps in understanding the audience's needs.

66. What is an organizational culture and discourse community? Explain.

67. Explain how written communication helps in communicating a message more easily than oral communication and vice versa.

68. Identify the six questions that provide a framework for audience analysis.

69. What techniques can be effective when information presented in a message is new to an audience?

70. What steps should one follow if an audience's opinion or understanding needs to be altered?

71. What guidelines should be followed if the audience is not known to the presenter of a message?

72. Brooklyn Holmes is a human resource executive at Rowland and Co, a small finance firm. She recently wrote a general reference document on office guidelines. The document served very beneficial for existing employees at the company and also will be used as a future reference document. What steps or guidelines did Brooklyn follow which helped her prepare a good general reference document?

73. Explain strategies to employ when writing a document that will serve as a detailed guide or contain instructions.

74. Why are intrinsic motivators more effective than extrinsic motivators if one wants to bring about long-term change?

