

## 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 an on-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. Peter Cat, 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?

75. Ally Hale needs to prepare a presentation to motivate members of the sales team to achieve their monthly target of selling a savings banking account. The savings account is popular among high-end customers and large corporate houses. What steps should Hale adopt which will help her achieve this objective?

## Chapter 02 Adapting Your Message to Your Audience **Answer Key**

### True / False Questions

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

#### TRUE

The most important tools in audience analysis are common sense and empathy. Empathy refers to the ability to put oneself in someone else's situation and to feel with that person. It is vital to use what one knows about people and organizations to predict likely responses.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Ways to Analyze your Audience*

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

**FALSE**

According to the Myers-Briggs typology, judging type of people like to live in a planned, orderly way, seeking closure. On the other hand, perceiving type of people live in a flexible, spontaneous way, and enjoy possibilities.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Ways to Analyze your Audience*

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

**TRUE**

According to the Myers-Briggs typology, sensing people are good at facts, and expects others to be as well. They trust their own experience more than someone else's account. Such an audience can be best handled by presenting all the needed facts, getting them right, and present reasoning step by step while stressing practicalities.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

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.

**FALSE**

According to the Myers-Briggs typology, the thinking types of 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.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Ways to Analyze your Audience*

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.

**FALSE**

Generation X and millenials consist of those who were born after the year 1964. This particular generation is motivated toward work by the importance attached to a task and what they gain from it. On the other hand, the older generation comprises those who were born between 1946 and 1964 and are motivated to perform by their duty toward the company.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Ways to Analyze your Audience*

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

**TRUE**

In a flat organization, equality and individualism are valued and one can write directly to the CEO and address him or her as a colleague. In other companies, one would be expected to follow a chain of command.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Ways to Analyze your Audience*

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

**FALSE**

Organizational culture is a set of values, attitudes, and philosophies. Questions such as how important are friendship and sociability, who are the organization's heroes, and whether an organization values independence and creativity help understand a company's organizational culture.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Ways to Analyze your Audience*

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

**TRUE**

Asking questions such as what media, formats, and styles are preferred for communication, what people talk about, and what kind of and how much evidence is needed to be convincing help analyze an organization's discourse community.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Ways to Analyze your Audience*

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

**FALSE**

A communication channel is the means by which you convey your message. Communication channels vary in speed, accuracy of transmission, cost, number of messages carried, and number of people reached, efficiency, and ability to promote goodwill.

*AACSB: Communication*

*Blooms: Remember*

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

*Level of Difficulty: 1 Easy*

*Topic: Choosing Channels to Reach your Audience*

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

**FALSE**

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

*AACSB: Communication*

*Blooms: Remember*

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

*Level of Difficulty: 1 Easy*

*Topic: Choosing Channels to Reach your Audience*

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

**TRUE**

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

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 1 Easy*

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

**TRUE**

It is important to keep a message as short as possible when an audience considers a message unimportant. One should also use a subject line or first paragraph that shows a reader why the message is important and relevant.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 1 Easy*

*Topic: Using Audience Analysis to Adapt your Message*

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

**FALSE**

A good way to handle a negative audience is by using positive emphasis, counteracting the natural tendency to sound defensive, and develop logic and benefits fully. One should also make a special effort to avoid phrases that could seem condescending, arrogant, rude, hostile, or uncaring.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 1 Easy*

*Topic: Using Audience Analysis to Adapt your Message*

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

**TRUE**

Placing old information in a subordinate clause and prefacing information with an "as you know" helps an audience think of background information needed to appreciate points in a message.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 1 Easy*

*Topic: Using Audience Analysis to Adapt your Message*

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

**TRUE**

Creating a message that is clear and unambiguous and making a special effort to avoid statements that will anger the audience helps in handling a negative or opposing audience.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 1 Easy*

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.

**FALSE**

In a request which is time consuming or difficult, it is important to make the actions as easy as possible and break down complex actions into a list. This will help the audience check off each step once it is completed.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 1 Easy*

*Topic: Using Audience Analysis to Adapt your Message*

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

**FALSE**

While presenting audience benefits, one should present good news first and use audience benefits that go beyond the basic good news.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 1 Easy*

*Topic: Using Audience Analysis to Adapt your Message*

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.

**FALSE**

If everyone in an audience shares the same experiences, interests, goals, and values, one should use a salutation and close that remind the audience of their membership in the formal or informal group. One can also consider using a vivid anecdote to remind the audience of what one shares.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 1 Easy*

*Topic: Using Audience Analysis to Adapt your Message*

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

**FALSE**

Good writers adapt their style to suit the reader's preferences. One should use what one knows about a reader to choose a more or less formal, or a more or less friendly style. One should use a reader's first name in a salutation only if both of them are comfortable with a first-name basis.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 1 Easy*

*Topic: Using Audience Analysis to Adapt your Message*

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

**TRUE**

Audience benefits refer to advantages that the audience gets by using services, buying products, following policies, or adopting ideas. In informative messages, benefits give reasons to comply with the information one announces and suggests that the information is good. In persuasive messages, benefits give reasons to act and help overcome audience resistance.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 1 Easy*

*Topic: Audience Benefits*

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

**FALSE**

When one writes to different audiences, it is important to stress different benefits. To be persuasive, one should talk about features that seem beneficial from the audience's point of view.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 1 Easy*

*Topic: Audience Benefits*

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.

**FALSE**

Intrinsic motivators come automatically from using a product or doing something.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 2 Medium*

*Topic: Audience Benefits*

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**

Intrinsic motivators or benefits are better than extrinsic motivators for two main reasons. First, there are not enough extrinsic motivators for everything one wants people to do. Second, research shows that extrinsic motivators may actually make people less satisfied with the products they buy or the procedures they follow.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 1 Easy*

*Topic: Audience Benefits*

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**

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. On the other hand, extrinsic motivators such as pay, and company policy were sometimes mentioned as things people disliked, and were never cited as things that motivated or satisfied them.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 1 Easy*

*Topic: Audience Benefits*

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**

An audience benefit is a claim or assertion that the audience will benefit if they do something. 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.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 1 Easy*

*Topic: Audience Benefits*

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

**TRUE**

If audience benefits do not use you-attitude in a message, a message will sound selfish and will not be as effective as it could be.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 1 Easy*

*Topic: Audience Benefits*

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

**TRUE**

Everyone has basic needs, and most of them supplement those needs with possessions or intangibles that they want. One should identify these needs, wants, and feelings that may motivate an audience if audience benefits are difficult to develop.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 1 Easy*

*Topic: Audience Benefits*

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**

Features of a product or policy alone rarely motivate people. Instead, one should link the feature to the audience's needs and provide details to make the benefit vivid.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 1 Easy*

*Topic: Audience Benefits*

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

**TRUE**

While writing for multiple audiences, it is vital to organize the message based on the decision makers' attitudes toward it. One should also use headings and a table of contents so that readers can turn to the portions that interest them.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 1 Easy*

*Topic: Audience Benefits*

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

**FALSE**

While writing for multiple audiences, it is important to provide an overview or executive summary for readers who require only the main points of the message. One should also provide in the body of the document, enough detail for decision makers and for anyone else who could veto a proposal.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 1 Easy*

## **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

Organizational messages have multiple audiences and a gatekeeper refers to those in an audience who controls the power to reject or approve a message before it is sent out to a primary audience. Gatekeepers may consist of a supervisor, someone higher in the organization, or even someone outside an organization.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 2 Medium*

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

A primary audience decides whether to accept a recommendation or act on the basis of a message. Each message must reach its primary audience to fulfill its purpose.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Introduction*

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

A primary audience decides whether to accept a recommendation or act on the basis of a message. Each message must reach its primary audience to fulfill its purpose.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 2 Medium*

*Topic: Introduction*

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 an on-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

A secondary audience consists of those who can comment on a message or implement ideas after they have been approved. Secondary audiences may comprise lawyers who may use a message as evidence of an organization's practices and culture.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 3 Hard*

*Topic: Introduction*

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

An auxiliary audience consists of those who may encounter a message but will not have the power to interact with it. This audience consists of the "read-only" people.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 3 Hard*

*Topic: Introduction*

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

A watchdog audience consists of those who have 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.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 2 Medium*

*Topic: Introduction*

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

The most common tools in audience analysis are common sense and empathy. Empathy is the ability to put oneself in someone else's situation and to feel with that person. It can be used to know about another person or an organization and predict likely responses.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Ways to Analyze your Audience*

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

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*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Ways to Analyze your Audience*

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

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.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 3 Hard*

*Topic: Ways to Analyze your Audience*

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

According to the Myers-Briggs Type Indicator, introverted types of people like to think before they communicate and derive their energy from within. A good way of dealing with such type of audience is to communicate with them in writing so that they can think about a message before responding.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 3 Hard*

*Topic: Ways to Analyze your Audience*

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

The Sensing-Intuition dichotomy measures the way an individual prefers to take in information. Sensing types gather information through their senses, preferring what is real and tangible. Intuitive types on the other hand, prefer to gather information by looking at the big picture, focusing on the relationships and connections between facts.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Ways to Analyze your Audience*

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

According to the Myers-Briggs Type Indicator, intuitive people like new possibilities and innovation and enjoy problem solving and creative endeavors. They can be impatient with details, routine, and repetition. The best way to handle them is to focus on the big picture and underlying patterns first and save details for later. One should use metaphors, analogies in explanations and stress innovation.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 3 Hard*

*Topic: Ways to Analyze your Audience*

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

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*

*Blooms: Apply*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 3 Hard*

*Topic: Ways to Analyze your Audience*

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

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

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 3 Hard*

*Topic: Ways to Analyze your Audience*

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

Databases help in mapping demographic and psychographic profiles of customers or employees. Demographic characteristics are measurable features that can be counted objectively such as age, sex, race, religion, education level, income, and so on.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Ways to Analyze your Audience*

46. Which of the following is an example of a psychographic characteristic?

A. Age

**B. Goals**

C. Location

D. Education

E. Race

Psychographic characteristics are qualitative rather than quantitative. Values, beliefs, goals, and lifestyles are examples of psychographic characteristics. Knowing such characteristics of an audience helps find things which are important to them and allows one to choose information and benefits that the audience will find persuasive.

*AACSB: Communication*

*Blooms: Remember*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 1 Easy*

*Topic: Ways to Analyze your Audience*

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.

Psychographic characteristics are qualitative rather than quantitative. Values, beliefs, goals, and lifestyles are examples of psychographic characteristics. Knowing such characteristics of an audience helps find things which are important to them and allows one to choose information and benefits that the audience will find persuasive.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 3 Hard*

*Topic: Ways to Analyze your Audience*

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

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.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 3 Hara*

*Topic: Ways to Analyze your Audience*

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

An oral message is more useful than a written message if one has to demonstrate emotion to persuade an audience. It focuses the audience's attention on specific points and resolves conflicts and builds consensus. It also helps modify plans and gets an immediate action or response.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

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

*Level of Difficulty: 3 Hard*

*Topic: Choosing Channels to Reach your Audience*

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

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

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 3 Hard*

*Topic: Using Audience Analysis to Adapt your Message*

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."

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*

*Blooms: Apply*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 2 Medium*

*Topic: Using Audience Analysis to Adapt your Message*

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.

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

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

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."

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 important to make the action as easy as possible and show that the request is consistent with some aspect of what the audience believes.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

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

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

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 2 Medium*

*Topic: Audience Benefits*

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

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*

*Blooms: Apply*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 2 Medium*

*Topic: Audience Benefits*

56. Peter Cat, 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

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.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 3 Hard*

*Topic: Audience 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!

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 appealing to an audience.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 3 Hard*

*Topic: Audience Benefits*

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

In order to appeal to particular sub-groups, 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 work can be appealed to eat at a restaurant by offering quick lunches or a relaxing place to take clients or colleagues.

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 2 Medium*

*Topic: Audience Benefits*

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

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

*AACSB: Communication*

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 2 Medium*

*Topic: Audience Benefits*

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

While addressing multiple audiences with different needs in a message, it is important to use 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 assuming the degree of knowledge that decision makers will have.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 2 Medium*

*Topic: Audience Benefits*

## Short Answer Questions

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

A primary audience is one which has the power to decide whether to accept a recommendation or act on the basis of a message. One must reach the primary audience to fulfill the purpose in any message. On the other hand, a secondary audience may be asked to comment on a message or to implement the ideas of a message after they have been approved. Such audiences also include lawyers who may use a message, several years later as evidence of the organization's culture and practices.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 2 Medium*

*Topic: Introduction*

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

A gatekeeper audience is one who has the power to stop a message instead of sending it to the primary or other audiences. It may comprise of a supervisor who assigns the message, someone higher in the organization, or even someone external to the organization. An auxiliary audience is one which may encounter a message but will not have to interact with it. This audience merely reads a message. On the other hand, a watchdog audience is one which pays close attention to the transaction between a presenter of a message and the primary audience, and may base future actions on its evaluation of the message. This audience does not have the power to stop a message and will not act directly on it, but has political, social, or economic power.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 2 Medium*

*Topic: Introduction*

63. 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 which measures the way an individual makes decisions. The judging-perceiving dichotomy measures how individuals orient themselves to the external world.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 2 Medium*

*Topic: Ways to Analyze your Audience*

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

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. These include values, beliefs, goals, and lifestyles. Knowing what an audience finds important allows one to choose information and benefits that the audience will find persuasive in a message.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 2 Medium*

*Topic: Ways to Analyze your Audience*

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

The Loyola Group of Hotels recently analyzed their guests' feedback forms which incorporated their interests and lifestyles. The forms indicated that a large group of their clients indulged in golf and horse riding during holidays. Though they did not have facilities for them, they soon developed to cater to the clients' needs and increase their satisfaction levels during their stay at the property. The survey also indicated that a significant number of their guests had chaotic city lives and thus, enjoyed staying in hotels that were surrounded by wilderness and facilitated nature treks and fishing. This information enabled them to focus on these requirements while developing personalized entertainment packages.

*AACSB: Communication*

*Blooms: Apply*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 3 Hard*

*Topic: Ways to Analyze your Audience*

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

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 non-verbally 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.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-01 Ways to analyze different kinds of audiences.; a. Individuals; b. Groups; c. Organizations*

*Level of Difficulty: 2 Medium*

*Topic: Ways to Analyze your Audience*

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

A written form helps in communicating a message more easily than an oral form when data is extensive or complex, or has many specific details. A written message also makes it easier to minimize undesirable emotions and track details and agreements. On the other hand, an oral form helps in communicating a message more easily than a written form when one needs to use emotion to persuade the audience or to focus the audience's attention on specific points. It is also more useful to use an oral form to resolve conflicts, build consensus, modify plans, and get immediate action or response.

*AACSB: Communication*

*Blooms: Understand*

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

*Level of Difficulty: 2 Medium*

*Topic: Choosing Channels to Reach your Audience*

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

Some questions which provide a framework for audience analysis are as follows:

1. What will the audience's initial reaction be to the message?
2. How much information does the audience need?
3. What obstacles must you overcome?
4. What positive aspects can you emphasize?
5. What expectations does the audience have about the appropriate language or format of messages?
6. How will the audience use the document?

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 2 Medium*

*Topic: Using Audience Analysis to Adapt your Message*

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

When information presented in a message is new to an audience, it is important to make a special effort to be clear and define terms, explain concepts, use examples. One should link new information to old information that the audience already knows and avoid using acronyms. It is also vital to use paragraphs and headings to break up new information into related chunks so that the information is easier to understand. Testing a draft of the document with a reader or a subset of intended audience to see whether the audience can understand it is a good technique to present new information to an audience.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 2 Medium*

*Topic: Using Audience Analysis to Adapt your Message*

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

If an audience's opinion or understanding needs to be altered, one should acknowledge the audience's initial understanding early in the message. It is important to use examples, statistics, or other evidence to show the need for the change, or to show that the audience's experience is not universal. One should also allow the audience to save face by suggesting that changed circumstances call for new attitudes or action.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 2 Medium*

*Topic: Using Audience Analysis to Adapt your Message*

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

If an audience is not known to the presenter of a message, it is important to provide all the details they need to understand and act on a message. One should group chunks of information under headings so that readers can go directly to the parts of the message they find most interesting and relevant. It is also vital to ensure that a shorter-than-usual document covers the essential points and that a longer-than-usual document is free from wordiness and repetition.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 2 Medium*

*Topic: Using Audience Analysis to Adapt your 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?

While preparing the document, Brooklyn ensured she used a specific subject line such as "Office Guidelines at Rowland and Co" or "Reference document: Office Guidelines at Rowland and Co." which helped the document be filed and retrieved easily. She also uploaded the document on the company's intranet so that employees could access it online whenever required. The document also had headings such as "Attendance", "Timings," "Office Property" so that readers can find information easily under the headings. Brooklyn understood the importance of mentioning all guidelines which may currently be obvious. Hence, she mentioned all such guidelines such as decorum and dress code which employees may remember now but can slip-off their mind in the future. Students' answers may vary.

*AACSB: Communication*

*Blooms: Apply*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 3 Hard*

*Topic: Using Audience Analysis to Adapt your Message*

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

When writing a document that will serve as a general reference, it is essential to ensure that all the steps are in chronological order and that steps are numbered so that readers can easily see which steps they have completed. It is also important to group steps into five to seven categories if there are many individual steps. One should indicate any warnings at the beginning of the document; and repeat them just before the specific step to which they apply.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-03 How to analyze your audience and adapt your message to it.*

*Level of Difficulty: 2 Medium*

*Topic: Using Audience Analysis to Adapt your Message*

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

Intrinsic motivators or benefits are better than extrinsic motivators for two reasons: (1) There aren't enough extrinsic benefits for everything one wants people to do (2) Research shows that extrinsic benefits may actually make people less satisfied with the products they buy or the procedures they follow.

*AACSB: Communication*

*Blooms: Understand*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 2 Medium*

*Topic: Audience Benefits*

75. Ally Hale needs to prepare a presentation to motivate members of the sales team to achieve their monthly target of selling a savings banking account. The savings account is popular among high-end customers and large corporate houses. What steps should Hale adopt which will help her achieve this objective?

While writing the presentation, Hale should emphasize on the extrinsic motivators such as commission or a trip abroad to those who make the highest number of sales. She also should stress on intrinsic factors such as recognition and increased value to the organization. The product is popular among high profile clientele and she needs to mention the benefits of selling the product as an opportunity to strengthen relationships with esteemed clients. She should also list out the benefits in the document with clear logic and adequate detail. In addition, Hale should use you-attitude to communicate with the audience and get their attention. Students' answers may vary.

*AACSB: Communication*

*Blooms: Apply*

*Learning Objective: 02-04 How to identify and develop audience benefits.*

*Level of Difficulty: 3 Hard*

*Topic: Audience Benefits*