Excellence in Business Communication, 12e **(Thill/Bovee)**
Chapter 4   Planning Business Messages

1) The three primary steps involved in preparing a business message are
A) planning, writing, and completing.
B) informing, persuading, and collaborating.
C) defining the purpose, the main idea, and the topic.
D) satisfying the audience's informational, motivational, and practical needs.
E) outlining, presenting, and following up
Answer: A
Explanation: A) In the planning stage, you organize and gather information. In the writing stage, you compose the message. In the completing stage, you revise and polish.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

2) Which one of the following is an element of the completing phase of the three-step writing process?
A) organizing the information
B) interpreting the research
C) proofreading the message
D) selecting the right medium
E) identifying audience
Answer: C
Explanation: C) The completing step includes the following elements: revising the message, producing the message, proofreading the message, and distributing the message.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Application
Learning Outcome: Plan and prepare business messages

3) Which of the following are elements in the writing phase of the three-step writing process?
A) gathering information
B) adapting to the audience
C) selecting the right medium
D) organizing the information
E) analyzing the situation
Answer: B
Explanation: B) The planning phase includes analyzing the situation, gathering information, selecting the right medium, and organizing the information.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

4) Planning is essential when writing business messages because it
A) helps you provide the right information to the right people in the right format.
B) makes the writing process faster and less stressful.
C) can save you from embarrassing blunders that could hurt your company or your career.
D) helps you deliver concise, compelling information that your audience wants and needs.
E) all of the above
Answer: E
Explanation: E) Skipping or shortchanging the planning stage often creates extra work and stress later in the process.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

5) In order to optimize your writing time, reserve about _____ of that time for revising, producing, proofreading, and distributing your message.
A) 15 percent
B) 20 percent
C) 25 percent
D) 30 percent
E) 50 percent
Answer: C
Explanation: C) As a starting point, allot half of your available time for planning your message and one-quarter for writing it. That will leave one-quarter for completing your message.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Plan and prepare business messages

6) Inexperienced communicators may be tempted to
A) spend too long planning important messages.
B) overestimate the time it takes to complete business messages.
C) dive directly into writing the message without taking sufficient time to plan.
D) waste too much time revising and editing messages.
E) seek excessive input from colleagues when creating messages.
Answer: C
Explanation: C) Inexperienced communicators are often tempted to dive directly into writing. However, skipping and shortchanging the planning stage often creates extra work and stress later in the process. First, thoughtful planning is necessary to make sure you provide the right information in the right format to the right people. Second, with careful planning, the writing stage is faster, easier, and a lot less stressful. Third, planning can save you from embarrassing blunders that could hurt your company or your career.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

7) The goal of the three-step writing process is to help a writer develop messages that are
A) using a variety of mediums.
B) organized based on a direct approach.
C) sensitive.
D) well planned.
E) effective and efficient.
Answer: E
Explanation: E) The three-step writing process helps ensure that your messages are both effective (meeting your audience's needs and getting your points across) and efficient (making the best use of your time and your audience's time).
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

8) During the planning phase of the writing process,
A) adapt your ideas to the audience's needs.
B) determine scope.
C) choose strong, meaningful words.
D) evaluate content.
E) outline coherent paragraphs.
Answer: B
Explanation: B) To plan any message, first analyze the situation, then gather in information you will need, select the right medium and organize the information by defining your main idea, limiting your scope, selecting the direct or indirect approach, and outlining your content.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Plan and prepare business messages

9) Completing the business message includes
A) producing the message, including design and layout decisions.
B) adapting the message to the audience with appropriate writing style.
C) composing the message, including strong words and effective sentences.
D) developing coherent paragraphs.
E) selecting the right medium to deliver the message.
Answer: A
Explanation: A) When producing your message, put it into the form that your audience will receive and review all design and layout decisions for an attractive, professional appearance.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Plan and prepare business messages

10) How does careful planning of a business message save time?
A) Planning allows the writer to incorporate a wide variety of ideas.
B) Planning allows writers to dive directly into the writing process.
C) Planning reduces rework.
D) Planning allows the writer to produce work that showcases professional qualifications.
E) Planning focuses on one specific goal.
Answer: C
Explanation: C) Reserving half your time for planning might seem excessive, but as the next section explains, careful planning usually saves time overall by focusing your writing and reducing rework.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

11) When allocating your time among the three stages of the writing process, you should use about a fourth of the time for planning, half the time for writing, and a quarter of the time for completing.
Answer: FALSE
Explanation: The proportions stated above are incorrect: you should use about half of your time for planning, and a quarter of your time for both writing and completing.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Plan and prepare business messages

12) When developing a business message, the message should be adapted to your specific audience after planning the message.
Answer: TRUE
Explanation: After you've planned your message, adapt to your audience with sensitivity, relationship skills, and an appropriate writing style. Then you're ready to compose your message by choosing strong words, creating effective sentences, and developing coherent paragraphs.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

13) What are the four tasks involved in planning business messages?
Answer: Planning business messages involves four tasks: (1) analyzing the situation by defining your purpose and developing a profile of your audience; (2) gathering information that will meet your audience's needs; (3) selecting the right medium to deliver your message; and (4) organizing the information by defining your main idea, limiting your scope, selecting a direct or an indirect approach, and outlining your content.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

14) Explain each phase of the three-step writing process.
Answer: The three-step writing process includes planning, writing, and completing the business message. Planning involves analyzing the situation, gathering information, selecting the right medium for your message, and organizing the information. Writing the message involves adapting to your audience and composing your message. Completing a business message includes revising, producing, proofreading, and distributing it.
LO: 4.1: Describe the three-step writing process.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

15) Which of the following is a general category common to business communication?
A) to inform
B) to entertain
C) to negotiate
D) to dictate
E) to punish
Answer: A
Explanation: A) All business messages fit into one of three categories: they aim to inform, persuade, or to collaborate with the audience. Negotiation is not a major category of business communication so it might fit under the heading of any of the other three major categories.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

16) An example of a specific purpose for a business message would be
A) to impart information to the audience.
B) to inform employees about the new vacation policy.
C) to persuade readers to take action.
D) to obtain audience participation and collaboration.
E) to make a specific point.
Answer: B
Explanation: B) A specific purpose cannot be a general task, such as to impart information. The information in a specific purpose must refer to what you actually hope to accomplish with the message – not simply to inform, but to inform employees specifically about a new vacation policy.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

17) Most messages should not be sent unless they will
A) bring about a change.
B) increase your chances of being promoted.
C) please your boss.
D) end on a positive note.
E) promote self-interests.
Answer: A
Explanation: A) A message that does not aim to initiate change is usually a waste of time for you and your audience. For example, to send a message to make a complaint about people violating the company's smoking ban is an empty gesture, unless you are asking for a specific change to occur, such as some kind of consequence for violating the ban.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

18) In most cases, a message should be deferred or canceled if
A) your news is bad.
B) someone else wants to deliver it.
C) your audience is highly receptive.
D) the time is wrong.
E) you have important information to share, but it could get you into trouble.
Answer: D
Explanation: D) Timing of messages is always critical. For example, a request for logistical help for your team during a time of company crisis is almost sure to be ignored. Instead, wait for the time in which your audience can properly tend to the issue.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

19) The primary audience for your message should always include
A) all who receive it.
B) the key decision makers in the audience.
C) those people with the highest status.
D) those people who represent the opinions and attitudes of the majority.
E) those people who might see a copy of the message at some point in the future.
Answer: B
Explanation: B) The audience for your message will vary from situation to situation. However, people who are in a position to make a decision about your issue must be in the audience.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

20) In general, for internal communication, the higher up your message goes, the
A) more details people want to see.
B) fewer details people want to see.
C) less likely you are to run into ethical problems.
D) more likely you are to run into ethical problems.
E) more ambiguous you should be.
Answer: B
Explanation: B) In general, the higher up a person is in an organization, the more he or she deals with big picture issues of strategy and planning. Therefore, when drafting messages for higher level audiences stick to the big picture and include only critical details.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

21) Messages should contain more supporting detail and background information when
A) you expect a favorable response.
B) you and your audience do not share the same general background.
C) you and your audience share the same general background.
D) you are concerned about possible legal action.
E) you are attempting to shift blame.
Answer: B
Explanation: B) When your audience is familiar with the topic, you can focus on the issue at hand and not worry about supplying supporting information. However, when your audience is not familiar with the topic, you may need to provide some educational material to get your readers up to speed.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

22) Forecasting your audience's reaction to your message is
A) impossible—there's no way to know what it will be.
B) vital, because potential audience reaction affects message organization.
C) helpful only for internal communication.
D) helpful only for external communication.
E) designed based upon each receiver's potential response.
Answer: B
Explanation: B) Try to gauge your audience's reaction before you write your message. If you expect a favorable reaction, for example, you can be more direct in stating your conclusions up front without taking time to build your case. If you expect an unfavorable reaction, spend more effort building your case.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

23) You're writing a proposal to give permission to some employees at your company to telecommute. You know management will be skeptical, so you should
A) be as straightforward as possible about stating your conclusions and recommendations.
B) avoid stating your conclusions and recommendations.
C) use less evidence in support of your points.
D) build your case carefully, stating clear reasons for each conclusion you draw and recommendation you make.
E) be aggressive in making your case, saying that many good employees will leave if the company fails to adopt your proposal.
Answer: D
Explanation: D) When the audience is skeptical, you need to win them over with facts and logic. Therefore, avoid stating conclusions and recommendations up front and instead focus on establishing why those conclusions and recommendations make sense for the situation.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

24) When determining what you hope to accomplish with a message, you must consider the
A) tone.
B) general purpose.
C) word choice.
D) audience.
E) specific purpose.
Answer: E
Explanation: E) Within the scope of its general purpose, each message also has a specific purpose, which identifies what you hope to accomplish with your message and what your audience should do or think after receiving your message.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

25) By forecasting the audience's probably reaction, a writer can better determine
A) who key decision makers are.
B) when to state conclusions and recommendations.
C) level of understanding.
D) attitudes and experiences.
E) best medium for delivery.
Answer: B
Explanation: B) Potential audience reaction affects message organization. If you expect a favorable response, you can state conclusions and recommendations up front and offer minimal supporting evidence. If you expect skepticism, you can introduce conclusions gradually and with more proof.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

26) Even if nothing will change because of your message, you should send it if you believe it is important.
Answer: FALSE
Explanation: In general, if a message will not bring about a substantive change on the part of your audience or someone else, it is probably not worth sending.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

27) When analyzing your audience, you should ignore everyone except the key decision makers.
Answer: FALSE
Explanation: The main priority for your message should be to address the concerns of the people who are in a position to make a decision about whatever you are proposing.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

28) Describe at least three of the tasks involved in developing an audience profile.
Answer: Developing an audience profile involves identifying your primary audience and determining its size, geographic distribution, and composition. It also requires gauging your audience's level of understanding, considering their expectations and preferences, and forecasting their probable reaction to your message.
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

29) List at least three helpful questions to ask in evaluating the purpose of a message.
Answer: Once you have determined the specific purpose of a business message, you can decide whether that purpose merits the time and effort required for you to prepare and send the message. In order to test the purpose of a message, one should ask (1) Will anything change as a result of this message? (2) Is my purpose realistic? (3) Is the timing right? (4) Is the purpose acceptable to my organization?
LO: 4.2: Explain why it's important to analyze a communication situation in order to define your purpose and profile your audience before writing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

30) A knowledge-management system
A) helps companies limit the amount of information employees store on the network.
B) enables organizations to test employees periodically to ensure they are doing adequate research.
C) is a centralized database of experiences and insights of employees throughout an organization.
D) is a tool for creating a bibliography when writing long reports.
E) is an expensive scan-and-save system for converting paper documents to electronic files.
Answer: C
Explanation: C) If your organization has a knowledge management system, you may be able to find old studies, evaluations, and reports that can help you draw conclusions about your topic and support the case you are making.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

31) Informal techniques for gathering insights and focusing your research efforts do *not* include
A) listening to the community.
B) asking the audience for input.
C) distributing questionnaires and surveys.
D) reviewing reports and other company documents.
E) talking with supervisors, colleagues, and customers.
Answer: C
Explanation: C) The following informal techniques can help you gather insights and guide your research efforts: consider the audience's perspective; listen to the community; talk with supervisors, colleagues, or customers; and ask your audience for input.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Plan and prepare business messages

32) When gathering information for a business message, keep in mind that audiences respond best to information that
A) they could have found by doing their own research.
B) has not been categorized or grouped in any way.
C) has been filtered and prioritized according to their needs.
D) pertains to a broad cross-section of possible scenarios.
E) is confidential in nature.
Answer: C
Explanation: C) Audiences respond best to information that has been filtered and prioritized to meet their needs.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

33) When meeting your audience's informational needs, you should emphasize ideas
A) that will be of greatest interest to the audience.
B) that won't cause controversy.
C) that will have the least impact on the audience.
D) that don't need supporting evidence.
E) that the audience doesn't know.
Answer: A
Explanation: A) Determining your audience's needs can be a tricky proposition. If the request is open-ended—for example, "Find out something about the market for oversized tennis rackets," you may take some leeway in what you research. On the other hand, if the request is specific, "Find data on the ProStar 110 racket," stick precisely to what was specified, the ProStar 110 racket.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

34) A good way to test the thoroughness of your business message is to check it for
A) a main idea.
B) a purpose.
C) the who, what, when, where, why, and how.
D) accuracy.
E) contradictory opinions.
Answer: C
Explanation: C) The *who* identifies the person or persons involved in the message. The *what* identifies the message's topic. The *when* tells the time in which the issue is important. The *how* tells how you expect action to be taken on the issue. The *why* tells why the issue is important to both you and your audience.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

35) After sending project cost estimates to a longtime client, you realize you failed to include information on some discount options. The best thing to do is
A) take no action.
B) blame someone else.
C) contact the primary audience immediately and correct the error.
D) start looking for a new job.
E) send a follow-up message, but explain that you just received the information.
Answer: C
Explanation: C) Making the correction right away can avoid any serious consequences from the error and it should minimize negative consequences for you.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Synthesis
Learning Outcome: Plan and prepare business messages

36) A good way to test the thoroughness of your message is to use the _____ to ask whether the message answers *who*, *what*, *when*, *where*, *why*, and *how*.
A) contrarian approach
B) journalistic approach
C) rhetorical approach
D) storytelling approach
E) free writing approach
Answer: B
Explanation: B) Use the journalistic approach to determine whether your message answers *who*, *what*, *when*, *where*, *why*, and *how*. By using this method, you can quickly tell whether a message fails to deliver.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

37) When gathering information based on reports and company documents, a _____ is useful.
A) library database
B) product enthusiast
C) conversation with a supervisor
D) journalistic approach
E) knowledge management system
Answer: E
Explanation: E) Annual reports, financial statements, news releases, blogs by industry experts, marketing reports, and customer surveys are just a few of the many potential sources. Find out whether your company has a knowledge management system, a centralized database that collects the experiences and insights of employees throughout the organization.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

38) When determining what an audience needs in order to move forward with a recommendation, a writer is
A) considering the audience's perspective.
B) listening to the community.
C) accessing a knowledge management system.
D) engaging in free writing.
E) finding their focus.
Answer: A
Explanation: A) Consider the audience's perspective. Put yourself in the audience's position. What are these people thinking, feeling, or planning? What information do they need in order to move forward? If you are initiating a conversation in a social media context, what information will stimulate discussion in your target communities?
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

39) The idea of free writing can be used as a(n) _____ during the planning phase of the writing process.
A) audience analysis tool
B) discovery technique
C) journalistic approach
D) gathering technique
E) way to determine form
Answer: B
Explanation: B) You can use some discovery techniques to help generate ideas and uncover possible avenues to research. One popular technique is free writing, in which you write whatever comes to mind, without stopping to make any corrections, for a set period of time.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

40) One effective informal method for learning more about your audience's information needs is to ask them directly for input.
Answer: TRUE
Explanation: If you are unsure about what your audience needs, rather than make wild guesses, go back to audience members and ask them to clarify what they are looking for.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Reflective thinking
Difficulty: Easy
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

41) Messages can be unethical simply because certain details have not been included.
Answer: TRUE
Explanation: Leaving out details in a message can be unethical if the omission is misleading in some way. For example, if you stake out a controversial position and identify people within the company who support your position without also mentioning people who are against your position, you are misleading your audience into thinking that there is consensus on the topic.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

42) You've been asked to prepare a report on whether your company should consider other health insurance providers. List four informal techniques for gathering information to include in your report.
Answer: Informal strategies for gathering information include (1) considering other viewpoints; (2) reading reports and other company documents; (3) talking with supervisors, colleagues, or customers; and (4) asking your audience for input.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Application
Learning Outcome: Plan and prepare business messages

43) How can the journalistic approach help you include all required information in your business messages?
Answer: The journalistic approach enables you to check the thoroughness of your message by seeing whether it answers who, what, when, where, why, and how. By using this method, you can quickly tell whether a message fails to deliver.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

44) Briefly describe how to meet an unfamiliar audience's informational needs.
Answer: When you don't know your audience, use common sense to identify points of particular interest. You can get clues from audience factors such as age, job, location, income, and education.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

45) List at least three strategies to help ensure the accuracy of information you include in business messages.
Answer: You can minimize mistakes by double-checking every piece of information you collect. If you are consulting sources outside the organization, ask yourself whether they are current and reliable. Be particularly careful when using sources you find on the Internet. Be sure to review any mathematical or financial calculations. Check all dates and schedules, and examine your own assumptions and conclusions to be certain they are valid.
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Reflective thinking
Difficulty: Difficult
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

46) How can your audience's level of understanding help you determine the appropriate amount of information to include in a business message?
Answer: If audience members do not share your general background, your message will likely need to include an element of education. You should try to include only enough information to accomplish the specific purpose of your message. If the members of your audience have various levels of understanding, gear your coverage to your primary audience (the key decision makers).
LO: 4.3: Discuss information-gathering options for simple messages and identify three attributes of quality information.
AACSB: Reflective thinking
Difficulty: Difficult
Classification: Creative Thinking
Learning Outcome: Plan and prepare business messages

47) Choosing the right medium for your message
A) is not important as long as the content of your message is accurate.
B) is important only when communicating with managers and supervisors.
C) is vital for external communication, but not important for internal communication.
D) can make an important difference in how your message is perceived.
E) is easier since electronic media are always the best option.
Answer: D
Explanation: D) Choice of message medium can be critical for the sender. When your message requires careful thought on the part of your audience, a written (paper or digital) message probably works best. When the impact of imagery is important, you should consider sending graph, chart, or other kind of visual presentation. When speed and an immediate response are required, an oral delivery might work out best.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

48) Which one of the following is the "leanest" communication medium?
A) podcasts
B) text messaging
C) telephone conversations
D) multimedia presentations
E) infographics
Answer: B
Explanation: B) Media range from lean (few information cues, few feedback mechanisms, and no personalization) to rich (multiple cues, interactivity, and personalization).
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

49) Despite your numerous emails and voicemail messages, a normally dependable vendor has not responded to your important question. Which of the following would be a sensible next step?
A) Consider sending a printed message.
B) Broadcast "high-priority" or "urgent" emails at ten-minute intervals.
C) Use social media to vent your frustrations with the vendor.
D) Bombard the vendor with text messages until he responds.
E) Develop a podcast to be shared with the vendor.
Answer: A
Explanation: A) A printed letter can capture the attention of your audience, since it will stand out from the flood of electronic messages. It will also show that the issue was important enough for you to take the time to print out a document and mail it with a stamp in the conventional manner.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

50) Phone calls are
A) incapable of conveying nonverbal signals.
B) only acceptable for external communication.
C) capable of offering the give-and-take of in-person conversations.
D) no longer practical due to IM and texting.
E) preferable to electronic media when you need a permanent record.
Answer: C
Explanation: C) Live phone conversations offer the give-and-take of in-person conversations, so they can be a good alternative to talking in person.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

51) Which of the following media would be best for sending a brief message (requiring no response from your audience) about an upcoming software update?
A) podcast
B) email
C) blog
D) videoconference
E) letter
Answer: B
Explanation: B) The major advantages to email are that it is private, unlike the public nature of a blog or podcast, and it allows your audience the option of responding when they are ready. A videoconference, on the other hand, would force your audience to give an answer to your message on the spot, something that people often don't want to do without careful consideration and/or research into the topic.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

52) The _____ is the form a message takes, and the _____ is the system used to deliver a message.
A) channel; network
B) medium; channel
C) format; medium
D) channel; medium
E) network; format
Answer: B
Explanation: B) The medium is the form a message takes; the channel is the system used to deliver a message.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

53) According to the concept of media richness, the richness of a medium depends on its ability to
A) use only one type of informational cue.
B) limit feedback.
C) allow personal feedback in large group settings.
D) convey a sense of affluence and exclusivity.
E) establish personal focus.
Answer: E
Explanation: E) Richness is a medium's ability to (1) convey a message through more than one informational cue (visual, verbal, vocal), (2) facilitate feedback, and (3) establish personal focus.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

54) A _____ is the richest communication medium.
A) telephone conversation
B) retweet with a comment
C) video podcast
D) face-to-face conversation
E) text message
Answer: D
Explanation: D) The richest medium is face-to-face communication. It is personal, it provides immediate verbal and nonverbal feedback, and it conveys the emotion behind a message.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

55) A key advantage of oral communication is
A) the ability to plan and control the message.
B) the opportunity to meet an audience's information needs.
C) the ability to transmit highly complex messages.
D) the opportunity to get immediate feedback.
E) not having to worry about unconsciously conveying undesirable messages.
Answer: D
Explanation: D) Unlike email or text messaging, oral communication, either by phone or in person, provides immediate feedback in the form of answers to questions and responses to a presentation of facts or data.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

56) As a new supervisor, you need to introduce yourself to your team of ten employees. The best medium for this type of non-routine message would be
A) a face-to-face meeting.
B) an email message.
C) a conference call.
D) a text message.
E) a podcast.
Answer: A
Explanation: A) The richness of a face-to-face meeting provides all of the verbal and nonverbal information you need to get to know your team and allow the warmth of your personality to show through.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

57) Which of the following are advantages inherent in using a written digital channel to deliver a business message?
A) limited reach and capability
B) delivering messages quickly
C) privacy
D) increased productivity
E) security of confidential information
Answer: B
Explanation: B) Written digital messages pose a number of concerns, including accessibility, productivity, and security or privacy. However, they can be delivered quickly.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

58) Of the following media, which is the richest?
A) an electronic slide presentation that includes a prearranged series of images
B) a social media site that invites users' opinions and feedback on relevant topics
C) an audio podcast posted on Moodle
D) a formal business letter that's written on corporate letterhead
E) texting and IM
Answer: B
Explanation: B) The social media site is the richest because it's the only choice that allows for interactive communication and feedback.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

59) In high-context cultures, _____ media are often more effective than _____ ones.
A) leaner; richer
B) oral; written
C) foreign; domestic
D) leaner; written
E) written; oral
Answer: B
Explanation: B) A high-context culture depends on the richness of oral communication to provide clues to build relationships. Oral communication, especially face-to-face oral communication is ideal for high-context cultures that build a web of meaning around the words that they say. Written communication, in contrast, leaves very little room for nuance or interpretation and is a very poor choice for a high-context culture.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Plan and prepare business messages

60) According to your textbook, all of the following except _____ are factors you must consider when choosing a medium for a persuasive business message.
A) urgency of the message
B) cost of producing and sending the messages
C) your personal preferences
D) your audience's preferences
E) security and privacy
Answer: C
Explanation: C) You may enjoy using a particular medium, but you're trying to influence your audience to take action. Consequently, their preferences will outweigh yours.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

61) A manager is using the _____ when he or she "walks-around" to chat with employees face-to-face, seek input, answer questions, and interpret important business events and trends.
A) oral medium, digital channel
B) visual medium, oral channel
C) visual medium, in-person channel
D) oral medium, in-person channel
E) visual medium, digital channel
Answer: D
Explanation: D) Managers who take frequent "walk-arounds" are using oral, in-person communication to chat with employees face-to-face – getting their input, answering questions, and interpreting business events and trends.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

62) A disadvantage of a written, printed message is that it
A) limits opportunities for timely feedback.
B) cannot reach geographically dispersed audiences.
C) minimizes the writer's ability to plan and control a message.
D) doesn't give recipients time to process the message before they respond.
E) deemphasizes any inappropriate emotional components.
Answer: A
Explanation: A) Written, printed messages limit opportunities for timely feedback. However, they can reach geographically dispersed audiences, allow writers to plan and control their messages, and give readers the time to process what they've read before responding.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

63) When you have to enter data on a mobile device, using _____ in public areas or shared offices can expose private message content and annoy anyone within earshot.
A) a stylus pen
B) a portable computer keyboard
C) voice recognition software
D) a touchpad
E) a wireless mouse
Answer: C
Explanation: C) Voice recognition is one way around limitations of virtual keyboards, but anyone using it in public areas or shared offices runs the risk of disclosing private message content and annoying anyone within earshot.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

64) Messages that combine powerful visuals with supporting text
A) can be effective because visuals lower communication barriers for multilingual audiences.
B) are more difficult to remember than purely textual descriptions or explanations.
C) should not be used to describe complex ideas or processes.
D) take more time to review than text only messages.
E) are effective because visuals minimize the relationship between parts that make up the whole.
Answer: A
Explanation: A) Messages that combine powerful visuals with supporting text can be effective because visuals expedite communication by describing complex ideas and processes efficiently, reducing communication barriers, and helping the audience to remember important information.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

65) As a classic form of written business communication, _____ are brief written messages sent to customers and other recipients outside the organization.
A) letters
B) memos
C) reports
D) proposals
E) emails
Answer: A
Explanation: A) Letters are brief written messages sent to recipients outside of the organization; memos are brief documents used to exchange information within an organization. Reports and proposals are usually longer than memos and letters, although both can be created in a memo or letter format.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

66) When sending a video to someone who will view it on a smartphone, _____ may be a key concern for the mobile carrier and the customers alike.
A) screen size and resolution
B) data usage and operational costs
C) connectivity limitations
D) media richness
E) input technology
Answer: B
Explanation: B) As the amount of video traffic in particular increases (video requires much higher bandwidth than text or audio), data consumption is becoming a key concern for mobile carriers and customers alike.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Plan and prepare business messages

67) A key distinction of the oral medium, in-person channel is _____ because it enables the nuances of nonverbal communication more than any other media-channel combination.
A) being in the same physical space
B) using digital means to transmit vocalizations
C) conveying spatial relationships and technical processes
D) overcoming barriers of time and location
E) that it increases the chance of miscommunication
Answer: A
Explanation: A) The oral medium, in-person channel involves talking with people who are in the same location. Being in the same physical space is a key distinction, as it enables the nuances of nonverbal communication more than any other media-channel combination.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Synthesis
Learning Outcome: Plan and prepare business messages

68) In the workplace of today, most business communication efforts will involve the _____ combination.
A) written medium, print channel
B) oral medium, digital channel
C) written medium, digital channel
D) visual medium, print channel
E) oral medium, print channel
Answer: C
Explanation: C) Most of your business communication efforts will use the written medium, digital combo to deliver everything from 160-character tweets to website content to book-length reports distributed as PDF files.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

69) When it comes to writing messages in today's business environment,
A) digital messages trump written printed messages every time.
B) printed messages are still preferred for formal correspondence or a court of law.
C) email has completely replaced printed memos for all internal communication.
D) printed messages are used primarily for negative messages.
E) printed messages are becoming more casual.
Answer: B
Explanation: B) If you need a permanent, hard-copy record of your correspondence (especially in formal or legal situations), printed messages are still preferred and may be required.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

70) One of the disadvantages of using an oral medium with an in-person channel is
A) limited opportunity for immediate feedback.
B) reliance on nonverbal cues and voice inflections.
C) the ability to express emotion in the message.
D) more time to resolve misunderstandings.
E) reduced control over the message by the communicator.
Answer: E
Explanation: E) The oral medium, in-person channel combination provides rich nonverbal cues (both physical gestures and vocal inflection) to presenters and audience members.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

71) The term *visual media* signifies any format in which one or more visual elements play a central role in conveying the content of a message.
Answer: TRUE
Explanation: The importance of visual elements in business communication continues to grow. You can think of visual media as any format in which one or more visual elements play a central role in conveying message content.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

72) As long as your message is clear and interesting, the medium you choose doesn't really matter.
Answer: FALSE
Explanation: Different messages work better in different media. For example, an apology delivered via email can appear to be sterile and insincere. The same words and sentiments expressed in an oral message, however, may be interpreted as genuine and heartfelt. Therefore, the medium should always be chosen to fit the message.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

73) An effective communicator knows how to select the best combination of media and channels to reach his or her target audience. Identify the advantages and disadvantages of written medium with a digital channel.
Answer: The advantages include all the advantages of written printed documents plus fast delivery, the ability to reach a geographically dispersed audience, and a flexibility of multiple formats and channels. Additionally there is an ability to line related and more in-depth information, an increased accessibility through broader sharing and more audience interaction through social media features. The digital channel can be limited in terms of reach and capability, and require Internet or mobile phone connectivity. There is also vulnerability to security and privacy. It is easy to overuse digital communication, and there may be productivity concerns with frequent interruptions and nonbusiness usage.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Plan and prepare business messages

74) Briefly define media richness and provide at least one example each of a rich medium and a lean medium.
Answer: Media richness is the value of a communication medium in a given situation. Richness depends on a medium's ability to convey a message via more than one informational cue, to facilitate feedback, and to establish personal focus. Face-to-face conversation is the richest medium, while unaddressed documents such as posters and signs are the leanest.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

75) People use mobile phones and tablets to create and consume a wide variety of written, oral, and visual media. Identify and discuss four factors that you must consider if you're planning to create messages that will be viewed on mobile devices.
Answer: The four factors involve constraints caused by screen size and resolution, input technologies, bandwidth and connectivity, and operational costs. Screen size and resolution: While screen resolution of phones and tablets has improved, screen-size limitations can inhibit readability because messages are often larger than the screens on mobile devices. This dilemma can be particularly troublesome for team members who are collaborating on projects and reviewing documents or slides. Input technologies: Typing on mobile keyboards is challenging. Voice recognition input runs the risk of sharing private message content and annoying anyone within earshot. Selecting items on a touchscreen can be difficult, even with a stylus. Bandwidth, speed, and connectivity: The speed and quality of mobile connectivity varies widely by device, carrier, geographic location, and service plan. Therefore, don't assume that mobile recipients will be using a fast, reliable network. Data usage and operational costs: Many mobile users don't have unlimited data-usage plans. Some carriers offer unlimited data plans, but such plans can come with data-usage restrictions that reduce the speed of a user's connection. Given these factors, be careful about expecting or requiring mobile users to consume data-intensive content.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

76) Briefly describe at least three factors to consider when choosing media for business messages.
Answer: A number of factors can help you to determine the best medium for a business message. One is media richness, which is a medium's ability to convey a message through more than one informational cue, facilitate feedback, and establish personal focus. Another is formality, since your media choice governs the style and tone of your message. It is also important to consider media limitations, making sure that you've chosen the right medium for your audience and purpose. Urgency and cost are other important factors. Finally, consider audience preferences when deciding which medium to use for a message.
LO: 4.4: List the factors to consider when choosing the most appropriate medium for a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Synthesis
Learning Outcome: Plan and prepare business messages

77) The _____ of a message is its overall subject, while the _____ is a specific statement about that overall subject.
A) medium; theme
B) topic; main idea
C) scope; purpose
D) focal point; rationale
E) purpose; intent
Answer: B
Explanation: B) The topic of a message is its overall subject; the main idea is a statement about the topic (the overall subject).
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

78) In general, audiences are likely to
A) ignore poor organization if the message is important.
B) draw inaccurate conclusions from poorly organized messages.
C) fully understand most messages, even those that are poorly organized.
D) feel more comfortable with free-flowing, disorganized messages than rigidly structured ones.
E) use a poorly organized message to open a line of discussion.
Answer: B
Explanation: B) Poorly organized messages will confuse and frustrate your audience. Typically, this occurs when the bottom line isn't expressed clearly up front but instead is buried further down in the message. In that case, the audience may conclude that the message is about one topic when it really aims to focus on a different topic.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

79) When you want to confirm, illuminate, or expand on the supporting points in a business message, use _____ if you believe that dramatic tension will stimulate your audience's interest.
A) facts and figures
B) narration or storytelling
C) references to authority figures
D) examples and quotations
E) detailed description
Answer: B
Explanation: B) Storytelling uses dramatic tension to capture your audience's interest and encourage them to get involved in your message.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Plan and prepare business messages

80) Use the _____ to organize a message if you believe your audience will be receptive to what you have to say.
A) direct approach
B) indirect approach
C) dialectical structure
D) persuasive pattern
E) divergent model
Answer: A
Explanation: A) When your audience will be receptive to your message, use the direct approach.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Plan and prepare business messages

81) The scope of a business message pertains to
A) a specific statement about the overall subject of the message.
B) the range of information you present to support your main idea.
C) the efforts you expend when you proofread the message.
D) the act of conveying the message through more than one informational cue.
E) thematic elements and metaphors in business messages.
Answer: B
Explanation: B) The scope of your message is the range of information you present to support the main idea of that message.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

82) If your audience will be skeptical of or resistant to your message,
A) state your main idea and then present your evidence.
B) start with the evidence and build your case before presenting your main idea.
C) start by asking rhetorical questions to arouse the audience's interest in your message.
D) open your message with a humorous anecdote to establish rapport with the audience.
E) present your conclusions first to arouse the audience's interest in your message.
Answer: B
Explanation: B) When your audience will be skeptical about or resistant to your message, use the indirect approach: start with the evidence and build your case before you deliver the main idea.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

83) As it applies to business communication, presenting information in a well-organized manner
A) helps your readers understand the message.
B) allows the reader to find issues for discussion.
C) takes more time to produce.
D) softens the impact of the message.
E) obscures the meaning for the reader.
Answer: A
Explanation: A) Readers who encounter a well-organized message are encouraged to accept it because they can understand it easily and save time in the process.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

84) Which of the following is an example of a message topic?
A) "To get the board of directors to increase the research and development budget"
B) "Competitors spend more than our company does on research and development."
C) "Funding for research and development"
D) "The research and development budget is inadequate in our competitive marketplace."
E) "Research and development should be more important to our organization."
Answer: C
Explanation: C) The topic of a message is simply the general subject of the message. For example, "To get the board of directors to increase the research and development budget" is taking a position or stating a purpose, so it is not a message topic. However, "funding for research and development" is a message topic because it simply states the subject that the message will address.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Application
Learning Outcome: Plan and prepare business messages

85) Whatever the length of your message, you should limit the number of major support points to roughly
A) two.
B) three.
C) six.
D) ten.
E) fifteen.
Answer: C
Explanation: C) Most arguments can be supported by six or fewer supporting statements. Any number of supporting statements greater than six may seem like overkill to your reader. If you really have more than six supporting statements, it is a good idea to combine some of the statements on your list to hold the overall number down.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

86) Narrative techniques are
A) inappropriate for professional communication.
B) acceptable in business, but only for messages organized in the direct approach.
C) an effective way to organize messages in a variety of business communication scenarios.
D) a great way to help the audience grasp key points about sets of data.
E) a way to minimize the effects of negative information.
Answer: C
Explanation: C) Storytelling might seem like an odd subject for a business communication course, but narrative techniques can be an effective way to organize messages in a surprising number of business situations, from recruiting and training employees to enticing investors and customers.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Plan and prepare business messages

87) In a business message, the range of information you present, the overall length, and the level of detail is known as your
A) coverage.
B) inclusion.
C) depth.
D) requirement.
E) scope.
Answer: E
Explanation: E) The scope of a message pertains to its range of information, overall length, and level of detail. Business messages are sequenced in either the direct approach or the indirect approach.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

88) The _____ of a business message summarizes what you want your audience members to do or think and why they should do so.
A) topic
B) scope
C) sequence
D) main idea
E) narrative
Answer: D
Explanation: D) The main idea helps you establish the goals and general strategy of the message, and it summarizes two vital considerations: (1) what you want your audience members to do or think and (2) why they should do so.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Plan and prepare business messages

89) Use _____ when you need to help your audience grasp key points about sets of data or visualize connections between ideas.
A) facts and figures
B) descriptions
C) visual aids
D) narratives or stories
E) references to authority
Answer: C
Explanation: C) Effective visual aids can help your audience grasp key points about sets of data or visualize connections between ideas.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Plan and prepare business messages

90) The scope of a message will generally be longer when
A) the audience is unfamiliar with your topic.
B) the audience is familiar with you and your credibility.
C) the audience is supportive of your ideas.
D) your subject is noncontroversial.
E) the audience is familiar with the topic.
Answer: A
Explanation: A) The scope of your message is the range of information you present, the overall length, and the level of detail–all of which need to correspond to your main idea. The number of words, pages, or minutes you need to communicate and support your main idea depends on your topic, your audience members' familiarity with the material, their receptivity to your conclusions, and your credibility. You will also need more words or time to build a consensus about a complex or controversial subject, especially if the audience is likely to resist your ideas.
LO: 4.5: Explain why good organization is important to both you and your audience and list the tasks involved in organizing a message.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
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91) Taking the time to outline your points as you prepare business messages
A) will save you time in the long run and lead to better results.
B) is feasible only when you are working on long reports—otherwise it is a waste of valuable time.
C) is a sign that your writing skills are weak, since good writers work from mental outlines only.
D) eliminates the creative spontaneity you need to create dynamic messages.
E) generally causes undue confusion, since you may not know exactly what you want to say.
Answer: A
Explanation: A) After you have chosen the best approach, it is time to figure out the most logical and effective way to present your major points and supporting details. Get into the habit of creating outlines when you are preparing business messages. You will save time, get better results, and do a better job of navigating through complicated situations.
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92) To bolster a case while adding variety and credibility, _____ to back up your major supporting points.
A) add facts and figures
B) use a description
C) include a story
D) use a specific description
E) reference an authority respected by the audience
Answer: E
Explanation: E) Reference to authority bolsters a case while adding variety and credibility. This works only if the authority is recognized and respected by the audience.
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93) A well-developed message will include a main idea that will identify what the audience should do or think and
A) how long the action will take.
B) be direct.
C) tell the audience why they should do so.
D) include references.
E) use persuasive techniques to gain support.
Answer: C
Explanation: C) The main idea helps you establish the goals and general strategy of the message, and it summarizes two vital considerations: (1) what you want your audience members to do or think and (2) why they should do so.
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94) To present major points and supporting detail in the most logical and effective way,
A) use a direct format for the communication.
B) include meaningful visual aids for each main idea.
C) treat complex messages as a series of smaller messages.
D) incorporate storytelling.
E) create an outline for key points.
Answer: E
Explanation: E) Get into the habit of creating outlines when you're preparing business messages. You'll save time, get better results, and do a better job of navigating through complicated business situations.
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95) The _____ begins by explaining evidence and builds up to the main idea.
A) narrative approach
B) outline
C) direct approach
D) process of building consensus
E) indirect approach
Answer: E
Explanation: E) The indirect approach starts with the evidence and builds up to the main idea.
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96) To help generate creative ideas, _____ starts with the main idea and allows the writer to branch out and connect other related ideas.
A) mind mapping
B) storyteller's tour
C) a question and answer chain
D) a journalistic approach
E) brainstorming
Answer: A
Explanation: A) You can generate and organize ideas using a graphic method called mind mapping. Start with a main idea and then branch out to connect every other related idea that comes to mind.
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97) The ideal length of a message depends on your topic, your audience members' familiarity with the material, their receptivity to your conclusions, and your credibility.
Answer: TRUE
Explanation: You'll need fewer words to present routine information to a knowledgeable audience that already knows and respects you. You'll need more words to build a consensus about a complex and controversial subject, especially if the members of your audience are skeptical or hostile strangers.
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98) Poorly organized messages are unlikely to be effective, regardless of their content.
Answer: TRUE
Explanation: Poor organization makes a message hard to understand. If your audience is familiar with the content and context of your message, you might be able to get away with poor organization. However, in almost every other situation, a poorly organized message is an ineffective message.
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99) Briefly distinguish between the direct and indirect approaches to organizing business messages.
Answer: Messages organized with the direct approach begin with the main idea and then provide supporting evidence. The direct approach works best with audiences who are receptive or neutral to what you have to say. Messages organized with the indirect approach build a case with supporting evidence before presenting the main idea. The indirect approach works best with audiences who are resistant to or skeptical of what you have to say.
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100) Explain the advantages of thinking about the organization of a message before sending it out.
Answer: Organization can make the difference between success and failure. Good organization helps your readers or listeners in three key ways. First, it helps them understand your message. In a well-organized message, you make the main point clear at the outset, present additional points to support that main idea, and satisfy all the information needs of the audience. But if your message is poorly organized, your meaning can be obscured, and your audiences may form inaccurate conclusions about what you've written or said. Second, good organization helps receivers accept your message. If your writing appears confused and disorganized, people will likely conclude that the thinking behind the writing is also confused and disorganized. Third, good organization saves your audience time. Well-organized messages are efficient. They contain only relevant ideas, and they are brief. Moreover, each piece of information is located in a logical place in the overall flow; each section builds on the one before to create a coherent whole, without forcing people to look for missing pieces.
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