**Strategic Management Communication for Leaders 4e**

**Chapter 4 – Step Two: Analyze the Audience**

1. If you are communicating to your co-workers about a product on which all of you have been working for the past six months, it is probably safe to use acronyms related to the product and your company, since you can assume that your audience is knowledgeable about the meanings of those abbreviations.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 4-1

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Audience Knowledge, Interests, Attitudes, and Concerns

KEYWORDS: Bloom’s: Application

1. If you begin your message with an attempt to establish common ground, you are trying to show that you and your audience share some commonalities of belief that should reduce its resistance to the content and purpose of your communication.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 4-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Audience Knowledge, Interests, Attitudes, and Concerns

KEYWORDS: Bloom’s: Comprehension

1. In the cultural continuum from the most collectivist to the most individualistic, Japan ranks number one in individualism.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 4-1

NATIONAL STANDARDS: U.S. – BUSPROG: Diversity

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Audience Demographics

KEYWORDS: Bloom’s: Comprehension

1. Collectivist cultures include those of Venezuela, Mexico, and Pakistan.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Moderate QT: True/False

HAS VARIABLES: False LO: 4-1

NATIONAL STANDARDS: U.S. – BUSPROG: Diversity

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Audience Demographics

KEYWORDS: Bloom’s: Application

1. Your audience’s knowledge about the topic of your message should be considered before crafting it.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 4-1

NATIONAL STANDARDS: U.S. – BUSPROG: Diversity

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Audience Knowledge, Interests, Attitudes, and Concerns

KEYWORDS: Bloom’s: Comprehension

1. When communicating with expert audiences you should avoid using jargon and technical language so as to be very clear.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 4-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic
U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Types of Business Audiences

KEYWORDS: Bloom’s: Comprehension

1. To be an effective communicator, it is important to be able to perceive how others see us as well as whether they are interpreting our words and actions as we intend and to adjust our communicative behaviors to ensure understanding.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 4-1

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Consequences
U.S. – CA – DISC: Audience

TOPICS: Analyze the Audience

KEYWORDS: Bloom’s: Knowledge

1. Because of enormous time pressures, 50 percent of the activities that executives engage in last less than nine minutes, according to a study conducted by Mintzberg.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Moderate QT: True/False

HAS VARIABLES: False LO: 4-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic Reflective Thinking – BUSPROG: Reflective Thinking

STATE STANDARDS: U.S. – CA – DISC: Contexts

TOPICS: Types of Business Audiences

KEYWORDS: Bloom’s: Comprehension

1. According to Mintzberg, the primary role of a manager is decisional. It trumps the manager's informational and interpersonal roles in importance.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Moderate QT: True/False

HAS VARIABLES: False LO: 4-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic Reflective Thinking – BUSPROG: Reflective Thinking

STATE STANDARDS: U.S. – CA – DISC: Purpose

TOPICS: Types of Business Audiences

KEYWORDS: Bloom’s: Comprehension

1. Prospective employers want to know whether you can do the job they have to offer. To put it bluntly, they want to know what you can do for them, not what they can do for you.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 4-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic Reflective Thinking – BUSPROG: Reflective Thinking

STATE STANDARDS: U.S. – CA – DISC: Purpose

TOPICS: Audience-Centered Messages

KEYWORDS: Bloom’s: Comprehension

1. Individualist cultures are characterized by all of the following, EXCEPT:

a. Place “I” before “we”

b. Value “face-saving” by not causing embarrassment

c. Value competition over cooperation

d. Value telling the truth over sparing feelings

ANS: b PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 4-1

NATIONAL STANDARDS: U.S. – BUSPROG: Diversity

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Audience Demographics

KEYWORDS: Bloom’s: Comprehension

1. Members of collectivist cultures would likely be motivated by

a. Individual financial rewards.

b. Freedom to design their own projects and receive individual recognition.

c. Opportunity for the group to excel.

d. Status symbols that separate them from co-workers.

ANS: c PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 4-1

NATIONAL STANDARDS: U.S. – BUSPROG: Diversity

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Audience Demographics

KEYWORDS: Bloom’s: Comprehension

1. \_\_\_\_\_\_\_\_\_ is the belief that your own cultural background, including ways of analyzing problems, values, beliefs, language, and verbal and nonverbal communication is correct

a. Plurality

b. Universalism

c. Egocentrism

d. Ethnocentrism

ANS: d PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 4-1

NATIONAL STANDARDS: U.S. – BUSPROG: Diversity

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Audience Demographics

KEYWORDS: Bloom’s: Knowledge

1. All of the following are tactics for developing an audience centered message, EXCEPT:

a. Put main points at the beginning of the presentation

b. Eliminate irrelevant information

c. Proofread for correctness

d. Ensure that you are including as many topics as possible to cater to all audience members

ANS: d PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 4-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic Reflective Thinking – BUSPROG: Reflective Thinking
U.S. – Communication

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Audience-Centered Messages

KEYWORDS: Bloom’s: Application

1. To ensure that your messages are received by \_\_\_\_\_\_\_\_\_ audiences, you can put key information up front where it is easily accessible.

a. managerial

b. non-expert

c. expert

d. international or multicultural

ANS: a PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 4-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic
U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Types of Business Audiences

KEYWORDS: Bloom’s: Comprehension

1. To communicate with \_\_\_\_\_\_\_\_\_ audiences, you should use a conventional mode of presentation, refer to common knowledge as much as possible, provide appropriate background information, and include lots of definitions and explanations.

a. managerial

b. non-expert

c. expert

d. international or multicultural

ANS: b PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 4-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic Reflective Thinking – BUSPROG: Reflective Thinking
U.S. – Communication

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Types of Business Audiences

KEYWORDS: Bloom’s: Comprehension

1. Establishing common ground is an appropriate strategy in all of the following, EXCEPT:

a. When your goal is to persuade

b. To demonstrate that you share interests or goals with your audience

c. To gloss over cultural differences between you and your audience

d. To establish goodwill

ANS: c PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 4-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Audience Knowledge, Interests, Attitudes, and Concerns

KEYWORDS: Bloom’s: Application

1. When communicating with \_\_\_\_\_\_\_\_\_ audiences, you should avoid long or complicated sentences, since this may be more difficult for them to follow and comprehend, and the use of slang, colloquial, or other idiomatic vocabulary.

a. managerial

b. non-expert

c. mixed

d. international or multicultural

ANS: d PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 4-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic Reflective Thinking – BUSPROG: Reflective Thinking
U.S. – Communication

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Types of Business Audiences

KEYWORDS: Bloom’s: Application

1. Two strategies for dealing with \_\_\_\_\_\_\_\_\_ audiences are "layering" a written document so that different sections are aimed at different audiences and "democratizing" your message so that all audiences can understand all parts of it.

a. managerial

b. non-expert

c. mixed

d. international or multicultural

ANS: c PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 4-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic Reflective Thinking – BUSPROG: Reflective Thinking
U.S. – Communication

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Types of Business Audiences

KEYWORDS: Bloom’s: Application

1. An audience-centered letter of application would include the following statement:

a. I am looking for a position that will take advantage of my people skills and provide me opportunities for rapid promotion and pay raises.

b. I believe the customer service position you are offering would enable me to meet a lot of new people.

c. My experience working for Teltek Manufacturing as a customer service intern will enable me to quickly become a productive member of your team.

d. I believe the position you offer will suit my personality and provide me the opportunities for which I am looking.

ANS: c PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 4-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience
U.S. – CA – Receiver Reactions

TOPICS: Audience-Centered Messages

KEYWORDS: Bloom’s: Application

1. List the four generations currently working in today’s workforce and one or two characteristics of them.

ANS: 1) Traditionalists: honor hard work, respect leaders, maintain loyalty to institutions, deferred gratification; 2) Baby boomers: political skills, competitive, optimistic, aim to make the world a better place; 3) Generation X (nexters): resourceful and independent, distrustful of companies and managers; 4) Millennials (generation Y): Tech savvy, comfortable with diversity, expect to contribute to decisions regarding themselves and expect structure in workplace.

 PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 4-1

NATIONAL STANDARDS: U.S. – BUSPROG: Diversity

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Audience Demographics

KEYWORDS: Bloom’s: Comprehension

1. List the techniques you can use in a message intended for an expert audience.

ANS: 1) Use standard technical terms; 2) Use a conventional format; 3) Emphasize data and display it in standard ways, using graphs, tables, equations, etc.; 4) Make your points clear and easy to find; and 5) Avoid overstating claims, since doing so may undercut your credibility.

 PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 4-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic Reflective Thinking – BUSPROG: Reflective Thinking
U.S. – Communication

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Types of Business Audiences

KEYWORDS: Bloom’s: Application

1. List and briefly explain three disadvantages of delivering self-centered messages.

ANS: Student responses should indicate that self-centered messages convey the message that the communicator is a poor thinker or lacks analytical skills, is too lazy to spend time organizing a message logically, or gives little thought to his or her audience. Regardless, self-centered messages generally damage the communicator's credibility and sometimes his or her relationship with the audience.

 PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 4-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Receiver Reactions

TOPICS: Audience-Centered Messages

KEYWORDS: Bloom’s: Comprehension

1. Explain the meaning of demographics and explain how you can use an audience's demographics to create an effective communication strategy. Identify a particular audience, the purposes for communicating, and briefly explain the content of your message in your answer.

ANS: Student responses should provide the definition of demographics (demographics is the statistical data about a particular population, including its age, income, education level, and so on) and use it to plan a message intended for a particular audience.

 PTS: 1 DIFF: Challenging QT: Essay

HAS VARIABLES: False LO: 4-1

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic Reflective Thinking – BUSPROG: Reflective Thinking
U.S. – Diversity

STATE STANDARDS: U.S. – CA – Audience
U.S. – CA – DISC: Cultural Imperatives

TOPICS: Audience Demographics

KEYWORDS: Bloom’s: Application

1. Discuss how the characteristics of an individualist culture manifest in your own life in the United States. Are there any aspects of a collectivist culture that manifest in your life? If so, please discuss these as well.

ANS: Student responses should apply the characteristics of 1) valuing individual freedom or placing “I” before “we”; 2) valuing independence; 3) valuing competition over cooperation; and 4) valuing telling the truth over sparing feelings. If they discuss collectivist values in their lives, they can mention 1) valuing the group over the individual or the “we” before the “I”; 2) valuing commitment to the family, tribe, or clan; 3) valuing cooperation over competition; and 4) valuing “saving face” by not causing embarrassment to another.

 PTS: 1 DIFF: Moderate QT: Essay

HAS VARIABLES: False LO: 4-1

NATIONAL STANDARDS: U.S. – BUSPROG: Diversity

STATE STANDARDS: U.S. – CA –DISC: Cultural Imperatives

TOPICS: Audience Demographics

KEYWORDS: Bloom’s: Application