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Chapter 2 Managing the Communication Process: Analyzing, Composing, Evaluating

1) In the ACE process for communication, the first step is _____.
A) adapting
B) adjusting
C) analyzing
D) addressing
E) authoring
Answer: C
Explanation: C) The first step of the ACE process is analyzing. Before composing, analyze your purpose, your audience, the content they need, and the best medium for your message.
Diff: 1 Type: MC Page Ref: 27
AASCB: Written and oral communication

2) In the ACE process for communication, the second step is _____.
A) composing
B) cutting
C) collaborating
D) copying
E) considering
Answer: A
Explanation: A) The second step of the ACE process is composing. This involves organizing, drafting, and designing a professional delivery for your message.
Diff: 1 Type: MC Page Ref: 27
AASCB: Written and oral communication

3) In the first step of ACE you analyze all of the following EXCEPT _____.
A) your purpose
B) your audience
C) the necessary content
D) the appropriate formatting conventions
E) the best medium for delivering your message
Answer: D
Explanation: D) In the first step of ACE you analyze the four elements listed in the other choices. Formatting decisions come during the second step, composing.
Diff: 2 Type: MC Page Ref: 27
AASCB: Written and oral communication

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4) You want to ask your supervisor about working flexible hours. You think that her first concern will be whether you will still be able to accomplish all your necessary tasks. You have found some research showing that flex-time employees are generally more productive than their standard schedule coworkers. You think an email would probably be the best way to open the discussion so that she can have time to digest the information and consider your proposal. You are engaged in which step of the ACE process?
A) adapting
B) analyzing
C) considering
D) composing
E) evaluating
Answer: B
Explanation: B) These actions are part of the first step of the ACE process, analyzing. Before composing, analyze your purpose, your audience, the content they need, and the best medium for your message.
Diff: 2 Type: MC Page Ref: 27
AASCB: Written and oral communication

5) Composing involves all of the following EXCEPT _____.
A) putting words on paper
B) speaking words aloud
C) organizing your content
D) formatting with paragraphs and headings
E) revising word usage and style
Answer: E
Explanation: E) All of the other choices are included in the composing step of the ACE process. Revising word usage and style are part of the last step, evaluating.
Diff: 2 Type: MC Page Ref: 28
AASCB: Written and oral communication

6) The final step of the ACE process, evaluating, includes _____.
A) drafting your message
B) analyzing your audience
C) selecting the best medium
D) considering feedback
E) determining your purpose
Answer: D
Explanation: D) The evaluating step is the process of checking your message on multiple levels. Considering feedback from others about your draft is part of this process. The other choices describe aspects of the analyzing and composing steps of the process.
Diff: 2 Type: MC Page Ref: 28
AASCB: Written and oral communication

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7) Reviewing your message and considering feedback _____.
A) is an unaffordable luxury for all but the most formal business communications
B) may lead back to analysis and a reconsideration of decisions about purpose, audience, content, and medium
C) is part of composing, the second step of the ACE process
D) will be time consuming and unnecessary
E) sets the stage for your business message, which helps you make good decisions, and should be done before you begin composing
Answer: B
Explanation: B) This circular approach helps ensure effective communication.
Diff: 2 Type: MC Page Ref: 28
AASCB: Written and oral communication

You receive a flyer in the mail telling you about the new and improved cleaning power of Brite laundry soap.

8) Which of the following is most likely the purpose of this message?
A) to document the scientific advances in laundry soap
B) to describe the technology that led to the new formula for Brite
C) to congratulate Brite's research department on their achievements
D) to persuade customers to buy Brite
E) to analyze the likelihood that customers will try Brite
Answer: D
Explanation: D) Communicating with potential customers about a product is done to try and convince consumers to make a purchase. While the ad might describe the technology and scientific advances, or even congratulate the researchers who came up with it, this is all done to convince consumers to purchase the product.
Diff: 2 Type: MC Page Ref: 28-29
AASCB: Reflective thinking

9) Which of the following is most likely the desired outcome of this message?
A) The recipient will decide to purchase Brite.
B) The recipient will be impressed by the new cleaning power of Brite.
C) The recipient will do his or her laundry.
D) The recipient will throw away packages of Brite with the old formula.
E) The recipient will compare Brite with other laundry soaps.
Answer: A
Explanation: A) The ultimate goal of an advertising message is for the audience to purchase the good or service being advertised. While the other choices are potential reactions to this message, and ones that might eventually lead to a purchase, the desired outcome is for the consumer to purchase the product.
Diff: 2 Type: MC Page Ref: 29
AASCB: Reflective thinking

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10) If the purpose of your message is to ask local businesses to sponsor your event, your desired outcome would most likely be _____.
A) to inform them about your event
B) to promote understanding about your event's goal
C) to propose ways in which they could help
D) that the business will donate their goods and services
E) that the business will be excited about your event
Answer: D
Explanation: D) The desired outcome is what you want your audience to know or do as a result of the communication. While the other choices are related to your goal, what you ultimately want a business to do is sponsor the event by donating goods and services.
Diff: 2 Type: MC Page Ref: 29
AASCB: Application of knowledge

11) If the _____ of your message is to ask your professor for an extension on a deadline, your _____ would be to get additional time to complete your assignment.
A) purpose; analysis
B) purpose; desired outcome
C) desired outcome; analysis
D) desired outcome; purpose
E) analysis; purpose
Answer: B
Explanation: B) Every business message has a purpose and a desired outcome (what you want your audience to know or actually do as a result of the communication). The purpose is *why* you are communicating the outcome you want to achieve.
Diff: 2 Type: MC Page Ref: 29
AASCB: Application of knowledge

12) If the purpose of your message is to inform parents about the new dismissal procedure designed to alleviate problems with the current process at your school, which of the following best represents the desired outcome of your message?
A) Parents will analyze the situation themselves.
B) Parents will be willing to help.
C) Parents will want to improve their children's experience.
D) Parents will follow the new process that you are implementing.
E) Parents will become involved in their children's educational goals.
Answer: D
Explanation: D) The desired outcome of a message is what you actually want your audience to do as a result of the communication. If there is a problem with the current procedure at dismissal, your desired outcome to get parents to follow the new procedure you have created to address the issue. The other choices are less relevant or less specific than this outcome.
Diff: 3 Type: MC Page Ref: 29
AASCB: Application of knowledge

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13) Keeping your purpose and desired outcome in mind as you write your message helps you evaluate whether your content _____.
A) supports your goal
B) is formatted correctly
C) uses the proper headings and subheadings
D) has appropriate word usage
E) is responsive to feedback
Answer: A
Explanation: A) Thinking about your outcome often helps you refine your purpose and provide the content necessary to persuade the audience to do what you want.
Diff: 2 Type: MC Page Ref: 29
AASCB: Written and oral communication

14) Which of the following communications will likely require persuasion?
A) informing a colleague about a room change for a meeting
B) sharing the minutes of the most recent team meeting
C) asking your boss to move you to a different project team
D) providing instructions for the new log-in procedure
E) issuing a progress report to your client
Answer: C
Explanation: C) If your communication is purely informative, no persuasion is necessary. This choice is not just informative, so persuasion will likely be required.
Diff: 2 Type: MC Page Ref: 29
AASCB: Analytical thinking

15) Which of the following statements is NOT correct?
A) Persuasion is the ability to influence an audience to agree with your point of view.
B) Persuasion is necessary for all business communication.
C) Persuasion involves convincing the recipient of your message to accept your recommendation.
D) Persuasion is not required for purely informative communication.
E) Persuasion is used to get the reader to grant your request.
Answer: B
Explanation: B) If your communication is purely informative, no persuasion is necessary. For example, meeting minutes, instructions, and progress reports do not require persuasion.
Diff: 3 Type: MC Page Ref: 29
AASCB: Analytical thinking

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16) Which would be the best way to persuade your boss to implement a flex-time schedule in your office?
A) Provide research that shows that this arrangement is workable and often results in increased productivity.
B) Give her the names of employees who would be interested in working a flex-time schedule.
C) Tell her how happy it would make you to have the flexibility to accommodate your personal interests.
D) Inform her of the many leisure activities that employees would be able to engage in if the flex-time schedule were implemented.
E) Tell her that your friend's brother's company is considering a flex-time schedule at its local office.
Answer: A
Explanation: A) Persuasion involves influencing a recipient to agree with an idea or take action. If you can show your boss research that documents increased productivity in the workplace resulting from a flex-time schedule, she might be convinced to implement it. The other choices do less to show your boss why this idea is a good idea from her point of view. While knowing the interest level in the office is relevant, if you cannot show your boss that the idea is desirable from her perspective, you will not be able to convince her.
Diff: 3 Type: MC Page Ref: 30
AASCB: Analytical thinking

17) The primary audience of a message is _____.
A) the direct recipient of your message
B) anyone who hears about your message
C) anyone who may receive a copy of your message
D) anyone who is forwarded a copy of your message from the secondary audience
E) the first person who agrees with your idea
Answer: A
Explanation: A) By definition the primary audience is the direct recipient of your message, while the secondary audience is anyone else who may receive a copy of it or hear about it, either from you or from the primary audience.
Diff: 2 Type: MC Page Ref: 30
AASCB: Application of knowledge

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18) You come up with a cost-cutting measure for your department and email the idea to your supervisor. He is so impressed by it that he forwards your message to the other members of your department, as well as the heads of operations and IT. The secondary audience of your message is _____.
A) your supervisor only
B) your supervisor and the heads of operations and IT
C) the members of your department and the heads of operations and IT
D) your supervisor and the members of your department
E) your supervisor, the members of your department, and the heads of operations and IT
Answer: C
Explanation: C) The secondary audience is anyone other than the direct recipient (or primary audience) that hears about or receives a copy of your message.
Diff: 2 Type: MC Page Ref: 30
AASCB: Application of knowledge

19) When conducting the audience analysis for a persuasive message, which of the following is NOT one of the recommended questions?
A) What does the primary and secondary audience already know?
B) What information does the audience need to know and why?
C) When does the audience need this information?
D) How will the audience react to this information?
E) How will I benefit from my idea or proposal?
Answer: E
Explanation: E) Unfortunately, people who are trying to persuade others often make the mistake of emphasizing their own benefits. You should ask the question, "How will my audience benefit from my idea or proposal?"
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AASCB: Application of knowledge

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Your company plans to increase the monthly fees it charges clients starting in September. You are drafting a letter to mail to your clients to inform them of this increase and hopefully persuade them to keep their business with you.

20) In analyzing your audience, you determine that _____.
A) the clients need to be made aware of the fees they currently pay
B) the clients need to know how your company will use the revenue from the fee increase
C) the clients don't need this information until September, since that is when the increase will go into effect
D) the clients need to be told what the new fee structure is
E) the clients cannot be expected to understand your message
Answer: D
Explanation: D) The clients need to know what the new fees are to determine if they are willing to pay more for your services. They already know the fees they pay now. It is not their concern how your company will use the money generated by the increase. The clients need to know about the increase before September so that they can make other arrangements if they so desire. You must always strive to create a message that your audience will understand.
Diff: 2 Type: MC Page Ref: 30
AASCB: Application of knowledge

21) Which of the following statements would be best to include in this letter?
A) This increase will allow us to give well-deserved bonuses to our salespeople.
B) This increase will allow us to upgrade our infrastructure and better compete with our rivals.
C) This increase will allow us to embark on an aggressive media campaign to woo new clients.
D) This increase will allow us to provide you with additional benefits and 24-hour support.
E) This increase will allow us to pay down some long-term debt.
Answer: D
Explanation: D) To be persuasive, it is important to analyze audience benefits. This statement most clearly focuses on what clients will gain; the other choices focus on benefits to your company.
Diff: 3 Type: MC Page Ref: 30
AASCB: Application of knowledge

22) Why should a persuasive letter like this focus on audience benefits?
A) People are selfish and won't be interested if they know that you are also getting benefits from the arrangement.
B) People won't pay attention unless the focus is on them.
C) To convince someone to do what you want, you have to show them what is in it for them.
D) To influence someone's behaviour, you should overstate the benefits if necessary.
E) People are more likely to accept your idea if you let them know how it will benefit you.
Answer: C
Explanation: C) People are more likely to go along with your proposal if they understand the advantages they—or their business—will gain from granting your request.
Diff: 3 Type: MC Page Ref: 30
AASCB: Analytical thinking

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23) All of the following are examples of internal sources EXCEPT _____.
A) a company report
B) an industry journal
C) a memo from your supervisor
D) your HR department
E) your company's employee handbook
Answer: B
Explanation: B) An industry journal is an external source, as are web-based search tools and experts outside your company. The other choices are all internal sources.
Diff: 1 Type: MC Page Ref: 32
AASCB: Application of knowledge

24) Primary research _____.
A) involves collecting your own original data
B) includes industry journals and experts outside your company
C) is information other people have collected
D) includes existing company reports and databases
E) is always more efficient than secondary research
Answer: A
Explanation: A) Primary research, or collecting your own original data, can be very time-consuming and is often less efficient than secondary research.
Diff: 2 Type: MC Page Ref: 32
AASCB: Application of knowledge

25) When choosing the delivery option of your message, _____.
A) all the methods have the same advantages
B) all the methods have pros and cons, so selection doesn't matter much
C) choosing the best medium for your message is challenging
D) new mediums are not appropriate for business communications
E) a blog should not be used to generate discussion
Answer: C
Explanation: C) Methods have various advantages and disadvantages, so choosing the method best suited to your message's needs will be challenging.
Diff: 1 Type: MC Page Ref: 32
AASCB: Application of knowledge

26) When selecting the medium for a message, email _____.
A) is not efficient for disseminating information to many people
B) ensures immediate feedback
C) may not be appropriate for sending sensitive content
D) cannot create a permanent record
E) does not allow for quick communication
Answer: C
Explanation: C) Since it may not be a private and secure medium, email may not be appropriate for sensitive content.
Diff: 2 Type: MC Page Ref: 33
AASCB: Application of knowledge

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27) Which of the following is a disadvantage of communicating a message over the phone?
A) It allows personal explanation targeted to an individual.
B) It is usually permanently documented.
C) It can provide immediate feedback if the person answers the phone.
D) It allows short messages to be delivered via voice mail if individuals do not answer the call.
E) It is time consuming if individual calls need to be made to several people.
Answer: E
Explanation: E) This is a disadvantage of using the phone, as is the fact that a call is NOT usually permanently recorded. The remaining choices are advantages to using the telephone.
Diff: 2 Type: MC Page Ref: 33
AASCB: Application of knowledge

28) Shannon needs to deliver some information quickly to a large group of people. Which of the following would be the best medium for her to use?
A) email
B) phone
C) memo
D) letter
E) one-on-one conversations
Answer: A
Explanation: A) Advantages to email are that it allows quick communication and can be sent to one or many people. The other methods are more time-consuming or less efficient for this situation.
Diff: 2 Type: MC Page Ref: 33
AASCB: Application of knowledge

29) Tyrone decides that the best medium to use for his business message is a letter. Which of the following is TRUE about the message Tyrone is communicating?
A) It must be delivered immediately.
B) It requires immediate feedback.
C) It will project a less formal image than email.
D) It will leave a permanent record.
E) It allows interactive communication.
Answer: D
Explanation: D) Printed on letterhead and sent to audiences outside the organization, letters obviously create a permanent record. They do not allow for immediate feedback or interactive communication, take at least a day to deliver, and project a more formal image than email.
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AASCB: Application of knowledge

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30) Key decisions that you make in the composing process include all of the following EXCEPT _____.
A) how to create a good environment for composing
B) how to organize your thoughts
C) how to get through a first draft quickly
D) how to plan an effective format
E) how to analyze your audience and their needs
Answer: E
Explanation: E) Analyzing your audience is part of the first step of the ACE process, and should be completed before you start composing.
Diff: 1 Type: MC Page Ref: 34
AASCB: Application of knowledge

31) Simple, well-planned messages _____.
A) don't require a first draft
B) should have exactly one draft
C) benefit from at least two drafts
D) require at least three drafts
E) tend to write themselves
Answer: C
Explanation: C) The first draft allows you to get your thoughts on paper, while the second allows you to refine your thoughts and pay more attention to evaluating the language and grammar.
Diff: 2 Type: MC Page Ref: 34
AASCB: Application of knowledge

32) The first draft of a message focuses on _____.
A) analyzing your audience
B) getting your thoughts on paper
C) evaluating your word choices
D) perfecting your grammar
E) creating a purpose statement
Answer: B
Explanation: B) The first draft allows you to get your thoughts on paper, while the second allows you to refine them and evaluate language and grammar. Audience analysis and creating a purpose statement are done before composing your message.
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AASCB: Application of knowledge

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33) Your boss asks you to create a proposal for an upcoming staff meeting and estimates that you should devote about 15 hours to writing it. Spending one or two hours each day writing _____.
A) is an inefficient way to work
B) will not allow you to complete the proposal on time
C) is less effective than spending the two full workdays before the meeting getting it done
D) allows you to have a fresh perspective each day and work more constructively
E) is more taxing and stressful than writing for an extended period
Answer: D
Explanation: D) Just as exercising for long periods of time is more taxing than short bursts of exercise, working your brain for an extended period is also more stressful. A more effective composing process will result in a more effective communication.
Diff: 3 Type: MC Page Ref: 35
AASCB: Application of knowledge

34) Brief messages, such as emails or short presentations at meetings, _____.
A) still require elaborate outlines
B) must follow a detailed traditional outline format
C) do not benefit from the outlining process
D) might only need a few bullet points or questions as their outlines
E) require the use of a tree chart in order to be outlined properly
Answer: D
Explanation: D) Outlining is an all-purpose organizing tool than can help you plan the organization of your message. For brief messages, you do not need a detailed traditional outline format.
Diff: 2 Type: MC Page Ref: 38
AASCB: Analytical thinking

35) Didi is asked by her boss to attend the supervisors' meeting that afternoon and to participate in a brief discussion on the flex-time schedule proposal her department is supporting. Which of the following is TRUE about Didi's preparation for this meeting?
A) She should anticipate the questions and objections the supervisors will have to this proposal, so that she can address them.
B) She should create a list of bullet points focusing on the benefits this proposal has for herself and her coworkers.
C) She should create an elaborate outline and distribute it at the meeting.
D) It is best to enter a situation like this without an outline and just be spontaneous.
E) As long as she speaks from the heart, the organization of her message is irrelevant.
Answer: A
Explanation: A) Being prepared for the questions and potential objections to the proposal that will arise at the meeting will put Didi in good shape for the discussion. The supervisors will be more concerned about the benefits to themselves and the company than to Didi and her coworkers.
Diff: 3 Type: MC Page Ref: 35
AASCB: Application of knowledge

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36) The main idea of your message _____.
A) is best placed near the end of your communication
B) should never be stated at the beginning of your message
C) should be stated before the supporting details in most communications
D) should always be included near the end of your message so as not to be overshadowed by the supporting details
E) is best not stated explicitly
Answer: C
Explanation: C) In most situations, audiences will become impatient if they don't know why you are communicating with them and how the details support your message. To avoid this, use the direct organizational plan and state the purpose and main idea before the supporting details.
Diff: 2 Type: MC Page Ref: 38
AASCB: Application of knowledge

Jenna requested and was granted a week's vacation time at the end of June. Due to an unforeseen crisis at the office, her boss now needs to tell her that she must work that week instead.

37) When communicating this message the best approach would likely be for her boss to _____.
A) state the main idea right away to get it over with
B) hint at the main idea and let Jenna read between the lines
C) tell Jenna the bad news first and then explain all the reasons why
D) build up to the main idea, stating the reasons why before actually giving her the bad news
E) give her the bad news right away so that she doesn't get impatient
Answer: D
Explanation: D) Since this message contains negative news that Jenna is not expecting, the indirect organizational plan should be used. This involves using the supporting details to build up to the main idea.
Diff: 2 Type: MC Page Ref: 38
AASCB: Analytical thinking

38) In this situation _____.
A) the direct organizational plan is best, since Jenna needs to be persuaded
B) the direct organizational plan is best, since Jenna will have a positive reaction
C) the indirect organizational plan is best, since Jenna will have a neutral reaction
D) the indirect organizational plan is best, since Jenna will not be expecting this bad news
E) it doesn't matter which organizational plan is used, as either is appropriate for any situation
Answer: D
Explanation: D) When the news is negative and unexpected, it is best to gradually build up to the main idea using the indirect organizational plan.
Diff: 2 Type: MC Page Ref: 38
AASCB: Application of knowledge

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39) All of the following circumstances lend themselves to the direct organizational plan EXCEPT _____.
A) informing your client that you have finished the project under budget
B) giving your client your new contact information
C) telling your client that you are running behind schedule
D) sending your client a recommendation from another customer
E) sending your client a thank-you note
Answer: C
Explanation: C) As your client will likely have a negative reaction to this news, the indirect approach is preferred. In the other choices the client's reaction will either be positive or neutral.
Diff: 2 Type: MC Page Ref: 38
AASCB: Application of knowledge

40) In which of the following cases is the direct organizational plan most appropriate?
A) asking your boss for an extension on an assignment
B) recommending a controversial change in departmental procedure to your boss
C) requesting a day off during your company's busy season
D) explaining why your team failed to catch a problem
E) sending a status report indicating that you are on schedule for an assignment
Answer: E
Explanation: E) Your boss's reaction to this message will be positive or indifferent, so the direct approach is appropriate. The other choices will either result in negative reactions or require persuasion, so the indirect approach would be preferred in these situations.
Diff: 2 Type: MC Page Ref: 38
AASCB: Application of knowledge

41) Sarah is engaged in the process of drafting her message. As she writes, she stops frequently to evaluate what she has written before finishing her thoughts. Sarah is _____.
A) suffering from perfectionist syndrome
B) suffering from writer's block
C) correctly making sure that each sentence is perfect before she begins the next
D) accurately following the guidelines for effective drafting
E) switching between drafting and revising, a highly efficient way to compose a message
Answer: A
Explanation: A) This approach impedes creativity and slows down the drafting process. It is best to ignore the editor in your brain while you write and focus on getting words on the page without evaluating them.
Diff: 2 Type: MC Page Ref: 40
AASCB: Application of knowledge

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42) Writer's block _____.
A) occurs when you stop frequently during the drafting process to evaluate what you have written before finishing your thoughts
B) is never a problem if you use the ACE process
C) is often the result of procrastination or impatience
D) is best dealt with by ignoring the editor in your brain while you write
E) can be overcome by writing the hardest parts of your message first
Answer: C
Explanation: C) If you wait until the last minute to work on an assignment, the stress of the coming deadline can block your creative writing skills.
Diff: 2 Type: MC Page Ref: 40
AASCB: Application of knowledge

43) John is responsible for researching a proposed solution to the breakdown of internal communication in his office and creating a report of his findings. He is a bit nervous about this, as he suffered from crippling writer's block in his most recent assignment prior to this. Which of the following pieces of advice would NOT be useful to John regarding writer's block?
A) Try to avoid writer's block by not waiting until the last minute to start the report.
B) If you're stuck, try writing down whatever comes to your mind without worrying if it is appropriate or meaningful.
C) Think aloud to get your ideas out in the air.
D) Write the easiest parts of the report first.
E) Stop frequently in the drafting process to evaluate what you have written, and don't move on to the next sentence until the last one is perfect.
Answer: E
Explanation: E) All of the other choices are constructive strategies for avoiding or overcoming writer's block. This is a description of perfectionist syndrome, which impedes drafting process.
Diff: 2 Type: MC Page Ref: 41
AASCB: Application of knowledge

44) When you stare at a blank page or a blank computer monitor without a clue of how to begin, you are _____.
A) engaging in free writing
B) suffering from writer's block
C) struggling with perfectionist syndrome
D) thinking aloud
E) designing a professional format
Answer: B
Explanation: B) This inability to write is often the result of procrastination or impatience.
Diff: 1 Type: MC Page Ref: 40
AASCB: Application of knowledge

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45) A document's format _____.
A) is only important to design professionals
B) will compensate for poor content
C) cannot undermine your credibility
D) varies wildly according to choice of medium, with no consistent design principles applying to all media
E) can communicate professionalism to your audience
Answer: E
Explanation: E) A document's format plays a role similar to your dress and behaviour in face-to-face communication. If the style looks professional it communicates to your audience at a glance that you are professional.
Diff: 2 Type: MC Page Ref: 41
AASCB: Application of knowledge

46) Which of the following is NOT a consistent design principle that applies to all media?
A) Start with a purpose-driven introduction.
B) Break the message into short chunks.
C) Avoid the use of words such as "first" and "second," which signal shifts in content.
D) Use parallel bullet lists for easy comprehension and skimming.
E) Begin each paragraph with a strong topic sentence that identifies the main point or overall idea of the paragraph.
Answer: C
Explanation: C) The use of words that signal shifts in content is actually recommended.
Diff: 2 Type: MC Page Ref: 41
AASCB: Application of knowledge

47) You do a thorough job collecting research and come up with some interesting and persuasive content. Although your ideas are spot-on, the format of your final report is difficult to read and a little confusing. This _____.
A) is problematic, as it will undermine your credibility
B) communicates to your audience, at a glance, that you are professional
C) is irrelevant, as the strength of your content will shine through
D) won't affect the reception of your report, as formatting is only a very minor issue
E) is unfortunate, but cannot significantly affect the impact of your report
Answer: A
Explanation: A) Not only does sloppy formatting indicate unprofessionalism to your audience, it can also hamper their ability to understand and be persuaded by your arguments.
Diff: 3 Type: MC Page Ref: 41
AASCB: Application of knowledge

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48) The items below are to be included in a bulleted list, each preceded by a dot or other simple shape. Which of the items is NOT grammatically parallel to the others?
A) select best medium for message
B) determine audience needs
C) the purpose of the message should be determined
D) anticipate questions and potential objections
E) identify desired outcome
Answer: C
Explanation: C) All of the other choices begin with a present-tense verb. To be grammatically parallel, this choice should be revised as, "determine purpose of message."
Diff: 2 Type: MC Page Ref: 41
AASCB: Application of knowledge

49) Business emails _____.
A) should focus on only one topic
B) should contain only one paragraph
C) should not contain bullet points
D) should use generic headings
E) should omit a salutation
Answer: A
Explanation: A) Although business emails should be restricted to one topic, this does not mean that they should include only one paragraph.
Diff: 2 Type: MC Page Ref: 41
AASCB: Application of knowledge

50) Which of the following statements is TRUE?
A) Memos and emails are both typically sent only to internal audiences.
B) Memos and emails have very little in common.
C) Unlike emails, memos should address multiple topics.
D) Like emails, memos should include complimentary closings and signatures at the end.
E) Memos are often longer than the recommended length for emails.
Answer: E
Explanation: E) Memos have a lot in common with emails, but memos can be longer than the recommended length for emails.
Diff: 2 Type: MC Page Ref: 41
AASCB: Application of knowledge

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51) A letter would be appropriate for each of the following situations EXCEPT _____.
A) informing your boss that you are resigning
B) alerting employees that a flex-time schedule will go into effect
C) communicating news to a client
D) informing a customer of a change in terms
E) offering a promotion to someone in your department
Answer: B
Explanation: B) In contrast to memos that are intended for internal audiences, letters are generally intended for external audiences such as customers or clients. Letters are, however, used for internal communication when the situation calls for formality, like a resignation or an offer of a promotion.
Diff: 2 Type: MC Page Ref: 42
AASCB: Application of knowledge

52) Voice mail messages _____.
A) do not require you to consider design, as they are an oral communication
B) are best done spontaneously
C) should focus on one topic
D) do not require you to leave contact information
E) should allude to your main point without getting too specific to arouse the recipient's curiosity and ensure a return phone call
Answer: C
Explanation: C) You should apply to voice mail messages the same principles used in designing emails, including focusing on one topic, keeping the message short, making the main point easy to find, and providing contact information.
Diff: 2 Type: MC Page Ref: 43
AASCB: Written and oral communication

53) Which of the following statements about revising a written communication is NOT true?
A) Your first draft may include incomplete thoughts.
B) Your first draft may contain awkward sentences.
C) Written communication provides the opportunity to revise your message as you are communicating it based on immediate feedback you receive.
D) Spelling and grammar checkers won't catch all the problems in a written document.
E) By the time you get to the end of your first draft you may have discovered new ideas about what to say.
Answer: C
Explanation: C) Written communication does not provide the immediate feedback that oral communication does, where you can look around the room to gauge your audience's reaction and adapt your delivery accordingly.
Diff: 2 Type: MC Page Ref: 41
AASCB: Application of knowledge

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54) Re-reading the entire document from the audience's perspective _____.
A) is best done as the final step in the revising process
B) helps you identify key audience objections that you should omit from your message
C) helps you identify audience benefits that you forgot to include
D) is an inefficient use of the revising process
E) is only recommended if you have extra time
Answer: C
Explanation: C) This is a good first step in the revising process to evaluate whether you have included the right information to achieve your goal. To be persuasive, the message should stress the audience benefits of your message. It should also address key objections your audience may have.
Diff: 2 Type: MC Page Ref: 47
AASCB: Application of knowledge

55) Which of the following is recommended as part of the revision process?
A) Start the revising process as soon as you have finished the document.
B) Eliminate abstract wording.
C) Replace simple words with more impressive vocabulary.
D) Pepper your message with slang to make it more lively.
E) Be careful not to use a conversational style.
Answer: B
Explanation: B) Good business communicators avoid abstract wording or broad concepts that an audience might interpret in multiple ways.
Diff: 3 Type: MC Page Ref: 47
AASCB: Application of knowledge

56) Which of the following statements is most clearly and concisely worded?
A) It is with sincere gratitude for your endeavors in averting a crisis that I send you this message.
B) Thank you for your help on this difficult assignment.
C) My gratefulness is boundless at your exertions in this.
D) I am eternally thankful for your efforts when the chips were down.
E) Mere thanks seem inadequate to convey what I feel for your help.
Answer: B
Explanation: B) The purpose of business writing is to express meaning as quickly and simply as possible rather than impress people with vocabulary. Remember to keep it simple.
Diff: 2 Type: MC Page Ref: 47
AASCB: Application of knowledge

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57) After your arrival at the airport, transportation to our office will be provided.
Which of the following revisions best improves the sentence above?
A) replacing "arrival" with "descent to the runway"
B) replacing "transportation" with "car service"
C) replacing "to our office" with "to the location at which we do business"
D) replacing "at the airport" with "in the city that spawned our thriving business"
E) replacing "will be provided" with "will be graciously and warmly offered to your good self"
Answer: B
Explanation: B) This revision improves the clarity of the sentence. Transportation is vague and the reader would be unsure as to whether a taxi, a shuttle bus, car service, or other type of vehicle would be sent. The other revisions actually make the sentence wordier and less clear.
Diff: 2 Type: MC Page Ref: 47
AASCB: Application of knowledge

58) Which of the following statements would be best to include in a message?
A) Should the need arise, I will be more than happy to answer any queries you might have.
B) Please do not hesitate to contact me with any questions that might occur.
C) Please contact me if you have any questions.
D) And of course, I will be available to answer any questions that arise.
E) It will be my pleasure to enlighten you on any topics requiring clarification.
Answer: C
Explanation: C) All of the statements offer to answer the reader's questions, but this one does so most clearly and concisely.
Diff: 2 Type: MC Page Ref: 47
AASCB: Application of knowledge

59) Which of the following is NOT an example of redundancy?
A) unprecedented progress
B) past experience
C) combine together
D) advance reservation
E) unexpected surprise
Answer: A
Explanation: A) All of the other choices include a leading word that is superfluous, unnecessarily repeating the idea of the word that follows. Progress may or may not be unprecedented, so the qualifier here is necessary and not repetitious.
Diff: 2 Type: MC Page Ref: 48
AASCB: Application of knowledge

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60) Which of the statements below does NOT include redundant language?
A) Never at any time have I seen cooperation like this.
B) From actual experience I can say that this teamwork was unprecedented.
C) The consensus of opinion is that our team did an outstanding job.
D) It was an unexpected surprise that our unit performed so well.
E) I am impressed by how well our group performed on this project.
Answer: E
Explanation: E) Only this choice contains no redundant language. The other examples use phrases in which the parenthetical word(s) could be eliminated: never (at any time), (actual) experience, consensus (of opinion), (unexpected) surprise.
Diff: 2 Type: MC Page Ref: 48
AASCB: Application of knowledge

61) For a business communicator, style _____.
A) refers to how you express yourself
B) is the content you express
C) pertains to what you don't say
D) doesn't impact the tone of the message
E) is irrelevant
Answer: A
Explanation: A) Style refers to how you express yourself rather than what you say. Your style choices will affect the tone of your communication. All good business communicators evaluate and edit their documents to ensure professional style and tone.
Diff: 2 Type: MC Page Ref: 49
AASCB: Application of knowledge

62) You need to reply to an angry customer about a problem with her recent purchase. From her message it is clear that the problem occurred because she incorrectly used the product. Which of the following would be best to include in your reply?
A) Unfortunately, this mistake is all your fault since you misused the product. You will have to buy a new one—would you like 10% off?
B) Operator error is not our responsibility. Even though we don't have to, we will offer you a coupon good for a discount on your next purchase.
C) If you had read the manual, you would not have broken the product. Please accept a discount on a replacement item and next time don't forget to read the manual!
D) We appreciate your business and only wish that you hadn't misused the product. Unfortunately, you will have to buy a new one yourself. We will also give you a discount.
E) Use of the product in this manner is inconsistent with our recommendations and is not covered by your warranty. In appreciation for your business we can offer you a discount on a replacement item.
Answer: E
Explanation: E) The tone in a business message should be professional and courteous. In this case, the tone should be polite and reassuring, even though the customer was at fault. This choice best conveys the necessary information in the proper tone. The others blame and/or insult the audience, which will not maintain goodwill.
Diff: 2 Type: MC Page Ref: 49
AASCB: Application of knowledge

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63) Summer is fast approaching, and your employees are anxious to find out if the flex-time schedule currently under discussion will be implemented. You need to inform them that a decision will not be made until all employees have returned a questionnaire requesting their input on this issue. Which of the following phrases this best?
A) Please turn in your questionnaires since a decision won't be made until you do.
B) The decision will not be made until all employees have submitted their surveys.
C) We need your help, since the decision cannot be contemplated until all forms are turned in.
D) We will be able to make a decision once all the forms are submitted.
E) No decision will be made until forms are turned in.
Answer: D
Explanation: D) Whenever possible, effective business writers choose positive wording to communicate their messages, even in negative situations. The other choices focus on the negative meaning of the message, while this choice uses a positive tone.
Diff: 2 Type: MC Page Ref: 49
AASCB: Application of knowledge

64) Which example uses a conversational style?
A) Enclosed please find my proposal for your perusal.
B) Thank you in advance for your prompt and careful attention to this matter.
C) Please return all forms within two business days.
D) Your kind attention to this issue will be much appreciated and will facilitate cooperation in our department.
E) As per your request, I have provided all the various documents that you are in need of.
Answer: C
Explanation: C) Conversational writing style uses relatively short sentences and familiar words. When read aloud, the text sounds like the writer is talking with the audience. This choice is conversational, while the others sound more formal and academic.
Diff: 3 Type: MC Page Ref: 49
AASCB: Application of knowledge

65) Which of the following statements is TRUE?
A) The passive voice should dominate in business writing.
B) In active voice sentences, the subject does not perform the action of the verb.
C) The passive voice leads to a clear and lively style of writing.
D) The active voice may be a good choice when you do not want to assign blame.
E) In passive voice sentences, the subject receives the action expressed by the verb.
Answer: E
Explanation: E) In active voice sentences the subject performs the action of the verb; in passive voice sentences the subject receives the action expressed by the verb. While the passive voice may be appropriate in certain situations, the active voice should dominate in business writing.
Diff: 2 Type: MC Page Ref: 50
AASCB: Application of knowledge

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66) The passive voice _____.
A) leads to a clear and lively writing style
B) can help emphasize a certain word by placing it as the subject of the sentence
C) may be appropriate when you want to assign blame
D) is never appropriate in business writing
E) is grammatically incorrect
Answer: B
Explanation: B) The passive voice may be a good choice in some special circumstances, for example when you do not want to assign blame or when you want to emphasize a certain word by placing it as the subject.
Diff: 2 Type: MC Page Ref: 50
AASCB: Application of knowledge

67) Which statement is most appropriate if you want to emphasize what happened rather than who did it?
A) The deadline was missed.
B) The team met its sales goal.
C) The HR department came up with new personnel guidelines.
D) I found a number of ways to save money.
E) You lost the client.
Answer: A
Explanation: A) By using the passive voice, this sentence avoids placing blame on the person or people responsible for missing the deadline.
Diff: 2 Type: MC Page Ref: 50
AASCB: Analytical thinking

68) Which of the following is worded most strongly and would be best to use in a message that will be sent to people from different countries, cultures, and social groups?
A) I want to make sure that we are all on the same page.
B) Let's make sure we're all singing the same tune.
C) It's mission critical that we're all seeing this through one set of eyes.
D) Let's be careful that we're not on different wavelengths.
E) I want to be sure that we are in agreement on this issue.
Answer: E
Explanation: E) Slang and cliches are specific to cultures and languages and may exclude international audiences. To communicate effectively in business, you need to use words that your audience will understand. This is the only choice that avoids slang and cliches, so it would be best suited to your audience.
Diff: 3 Type: MC Page Ref: 50
AASCB: Analytical thinking

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69) A quick scan of a document _____.
A) is an effective proofreading technique
B) is sufficient for most business messages
C) is all that's required for emails and memos
D) might miss errors that will undermine your message
E) is not necessary for internal communication
Answer: D
Explanation: D) You can spend hours writing a report, but if that writing is full of errors your audience may focus more on your mistakes than your message. A quick scan of a document is not an effective proofreading technique.
Diff: 2 Type: MC Page Ref: 51
AASCB: Application of knowledge

70) Which of the following is NOT a good guideline for checking systematically for errors?
A) Proofread your work immediately after you finish it.
B) Read your work multiple times.
C) Look for your own common errors.
D) Read your draft aloud.
E) Swap your work with a colleague.
Answer: A
Explanation: A) If possible, put some time between the composing and evaluating stages. Your proofreading will be more effective if you clear your thoughts and approach the message with a more objective and fresh perspective.
Diff: 2 Type: MC Page Ref: 51
AASCB: Application of knowledge

71) In the ACE process for communication, "E" stands for evaluating.
Answer: TRUE
Explanation: The third step of the ACE process is evaluating, which involves checking your message on multiple levels.
Diff: 1 Type: TF Page Ref: 55
AASCB: Application of knowledge

72) The ACE process for communication can only be used in very complex situations.
Answer: FALSE
Explanation: ACE is a flexible communication process that can be applied in any situation, no matter how simple or how complex.
Diff: 1 Type: TF Page Ref: 55
AASCB: Reflective thinking

73) Composing consists entirely of putting words on the page or speaking them aloud.
Answer: FALSE
Explanation: Composing involves more than this, namely deciding what content to use and how to organize it. After you plan this, you will be better able to draft your message and format it appropriately.
Diff: 1 Type: TF Page Ref: 72
AASCB: Application of knowledge
74) You should not show your message to anyone until you have finished the evaluating step of

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the ACE process.
Answer: FALSE
Explanation: Actually, you should share your draft with others as part of the evaluating process.
Diff: 1 Type: TF Page Ref: 55
AASCB: Application of knowledge

75) If you are pressed for time, it's a good idea to skip the analysis step and jump ahead to composing your message.
Answer: FALSE
Explanation: Many people fail to communicate effectively because they do not think about what they want their message to accomplish and how they want their audience to respond.
Diff: 2 Type: TF Page Ref: 28
AASCB: Analytical thinking

76) Purpose statements alone are too general to help you think strategically about the best content to use.
Answer: TRUE
Explanation: As part of your analysis you should also identify your desired outcome.
Diff: 1 Type: TF Page Ref: 29
AASCB: Application of knowledge

77) The desired outcome of your message is what you want your audience to know or do as a result of your communication.
Answer: TRUE
Explanation: Keeping your purpose and desired outcome in mind as you write your message helps you evaluate whether your content supports your goal.
Diff: 1 Type: TF Page Ref: 29
AASCB: Application of knowledge

78) Thinking about your purpose and content often helps you refine your desired outcome.
Answer: FALSE
Explanation: It is actually the other way around. Focusing on what you actually want your audience to do as a result of your message helps you include the content needed to persuade them to do so.
Diff: 2 Type: TF Page Ref: 29
AASCB: Analytical thinking

79) Persuasion is required for all business communication.
Answer: FALSE
Explanation: If your communication is purely informative, no persuasion is necessary.
Diff: 1 Type: TF Page Ref: 30
AASCB: Application of knowledge

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80) Messages have either primary audiences or secondary audiences, not both.
Answer: FALSE
Explanation: Messages often have both. The primary audience is the direct recipient of the message and the secondary audience is anyone else who may receive a copy of it or hear about it.
Diff: 1 Type: TF Page Ref: 30
AASCB: Application of knowledge

81) The HR department sends out a memo to all department heads in the company detailing the new volunteerism program the company is seeking to implement. The department heads the discuss the new initiative with the supervisors who report to them at their monthly meeting. The department heads are the primary audience of the message; the supervisors are not part of the secondary audience because they did not receive a physical copy of the memo.
Answer: FALSE
Explanation: The secondary audience is anyone who may receive a copy of the message or hear about it, either from you or from the primary audience. Since the supervisors heard about the volunteerism initiative that was the subject of the memo, they are indeed part of the secondary audience.
Diff: 2 Type: TF Page Ref: 30
AASCB: Application of knowledge

82) Polling residents to see if they are in favour of having a speed bump installed on their street is an example of primary research.
Answer: TRUE
Explanation: Primary research involves collecting your own original data.
Diff: 1 Type: TF Page Ref: 32
AASCB: Application of knowledge

83) While researching a proposal, you find a case study demonstrating that your supposedly cost-cutting measure might actually be more expensive in the long run. If you fail to address this information in your report, you are committing an ethical error of omission.
Answer: TRUE
Explanation: If you fail to address relevant information that contradicts your point of view, you are committing an ethical error of omission.
Diff: 1 Type: TF Page Ref: 34
AASCB: Application of knowledge

84) When composing a simple message, writing more than one draft is a waste of time.
Answer: FALSE
Explanation: Even a simple and well-planned message benefits from at least two drafts.
Diff: 1 Type: TF Page Ref: 34
AASCB: Application of knowledge

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85) When composing a business message, you should always work in a quiet location.
Answer: FALSE
Explanation: While some people work best in a quiet environment, other focus better with soft music or the sounds of a crowded coffee shop. The key is to create an environment that helps you focus on your writing.
Diff: 2 Type: TF Page Ref: 34
AASCB: Application of knowledge

86) Outlining is not recommended for brief messages such as emails or short presentations at a meeting.
Answer: FALSE
Explanation: You may not need a detailed traditional outline format for such messages, but outlining is an all-purpose organizing tool that can help compose an easy-to-follow message.
Diff: 2 Type: TF Page Ref: 37
AASCB: Application of knowledge

87) If you need to send a message telling a contractor they were awarded a job, the direct organizational plan would be appropriate.
Answer: TRUE
Explanation: The direct approach is appropriate here since the audience will have a positive reaction to the message.
Diff: 1 Type: TF Page Ref: 38
AASCB: Application of knowledge

88) Most experienced business writers know that it's more efficient to treat their first draft as a final draft.
Answer: FALSE
Explanation: Inexperienced business writers often make this mistake, while most experienced writers know that a first draft is rarely good enough.
Diff: 2 Type: TF Page Ref: 40
AASCB: Application of knowledge

89) Oral communication allows you to evaluate while you are delivering the message, while written communication allows you to evaluate before delivering your message.
Answer: TRUE
Explanation: In an oral presentation you can gauge your audience's reaction and begin to adjust or review your explanation on the spot. Written communication does not provide this type of immediate feedback or the opportunity to revise your message as you are communicating it.
Diff: 1 Type: TF Page Ref: 40
AASCB: Application of knowledge

90) Whenever possible, effective business writers choose positive wording to communicate their messages, even in negative situations.
Answer: TRUE
Explanation: Positive wording creates an optimistic and encouraging message.
Diff: 1 Type: TF Page Ref: 49
AASCB: Application of knowledge

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91) You need to inform your employee that you cannot give him a raise as he requested, though you are pleased with his job performance. Your first draft to communicate this information is below. If your desired outcome is to retain this employee at your company despite not getting a raise, how might you revise this draft?
I acknowledge the contributions that you have made to the company, but I cannot give you a raise at this time.
Answer: This draft does convey the fact that you cannot offer your employee the raise he requested, but if you want to retain this employee, you should do more than acknowledge his contributions. You should express appreciation for all the hard work he has done and let him know that you are impressed with his work. You might also explain the reasons behind your refusal, i.e., a tough financial time, a salary freeze, company policy that awards salary increases only at annual performance reviews, etc. You might communicate that you will revisit this request at a defined date in the future or set measurable performance goals that would trigger a raise. Another option is to offer other incentives—additional time off, other benefits—to reward the employee's performance.
Diff: 3 Type: ES Page Ref: 29
AASCB: Application of knowledge

92) Why is it important to consider your secondary audience when deciding what content to include in a message?
Answer: Your primary audience is the direct recipient of your message; your secondary audience is anyone else who may receive a copy of it or hear about it. When you are trying to persuade your audience it is important to emphasize the benefits to them, not the benefits to yourself or your company. Likewise, you must bear in mind how the secondary audience might interpret information in your message. If your primary audience is your supervisor and you emphasize that implementing a new process will increase his favour with your coworkers, this information might help persuade him. But consider how your boss's supervisor might interpret this. It will not have the same power to sway and might actually sour him on the idea. Likewise, if you pointed out to your supervisor that the new process would increase revenue for the company, while increasing the workload and tedium for employees, this would not be the best way to get buy-in from the workers who would actually be performing the process.
Diff: 3 Type: ES Page Ref: 30
AASCB: Analytical thinking

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93) Your company plans to increase the monthly fees it charges clients starting in September. You are drafting a letter to mail to your clients to inform them of this increase and hopefully persuade them to keep their business with you. You point out that this increase will allow the company to offer clients additional benefits and 24-hour service. In researching competitor claims, you see that no other competitor offers all the services your company does for the same price. After you draft your message, but before you send it, you see that a rival company has started promotion to take advantage of the opportunity to attract some of your customers away. This rival has dropped its price, making its fee a little lower than yours for the same services. Discuss how this information impacts your message.
Answer: Inexperienced communicators often make the mistake of looking for content that supports their own point of view rather than looking for content that provides a complete picture. When you find the information about the rival that contradicts your price claim, you have the option to include it or omit it. Leaving it out constitutes an ethical error of omission. Instead of ignoring it, analyze it. The rival's offer may have conditions on it. For example, some promotional offers are only open to certain situations (for new customers, customers of a certain size, etc.) or for a certain frame of time. If you can analyze the rival offer and show that your offer is actually cheaper in the long run, all the better. In either case you can vow to provide the same personalized attention that your client has come to appreciate in their years with your company, while the competitor's behaviour is an unknown quantity for the customer. On the other hand, if you omit the information and make what amounts to be a false or at least incomplete statement, you run the risk of offending customers and losing their business.
Diff: 3 Type: ES Page Ref: 34
AASCB: Analytical thinking

94) John has to spend about five hours writing a report. He considers spending an hour each day for a week writing on his laptop at a local coffee shop. He also considers hunkering down in his cubicle with headphones on and working for five hours straight. Discuss which approach is optimal.
Answer: There is no one set of conditions that is best for everyone. Some prefer a quiet location with as few distractions as possible. Some avoid answering the phone or checking email while they work. Some focus better with music on, while others need quiet to concentrate. Some even thrive in the bustle of a lively cafe. The key is to find the environment that is comfortable for you and then do your best to create those conditions while you work. Structuring your time is also an important consideration. First determine how much time you need to compose and how you can schedule that time between now and your deadline. Working a few hours a day, as opposed to cramming all your writing time into a short span, does have benefits. Doing so will help ensure finishing on schedule, with enough time for evaluating and revising your message as necessary. It also provides the advantage of clearing your head and getting perspective between writing sessions, which can improve the quality of your writing.
Diff: 3 Type: ES Page Ref: 34
AASCB: Analytical thinking

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95) Anita wants to recommend that her company cafeteria find a new food service provider that serves healthier food with an emphasis on products from local farms and food purveyors. She plans to initiate this discussion with an email. Create an outline that Anita could use to write this email.
Answer: The outline for an email or similar short message can be a few bullet points that will become short paragraphs in the email. You should anticipate questions Anita's boss may have about the suggestion, including the benefits to the company, potential problems or issues, and employee interest.

Notes for email:
Subject: Suggestion for Healthier Cafeteria, Healthier Workplace
- Cite research on importance of eating well, workplace absences related to poor health
- Relate that there is high level of employee dissatisfaction with current offerings and contrast with healthier options from other providers
- Discuss how costs are lower than might be expected and the long-term savings in employee productivity (provide research)
- Discuss ease of ending current contract, logistical issues involve in finding new provider
- Ask to set up a time to discuss, offer to provide more info or answer any questions
Diff: 3 Type: ES Page Ref: 35
AASCB: Application of knowledge

96) Give some examples of situations in which the indirect approach would be favoured over the direct approach.
Answer: The direct approach is favoured for most routine business communications, as audiences will become impatient if they don't know why you are communicating with them and how the details support your message. However, if you need to persuade the audience to agree with you, must communicate negative news to people who will not expect it, or have a main point that is so complicated that you need to build up to it, the indirect approach can be useful.

Some situations in which the indirect approach would be appropriate include:
- trying to get your boss to give you vacation time during a busy season in your office
- telling an employee that you cannot give them a raise, promotion, etc.
- trying to get your department to implement some new policies
- refusing a coworker's request for help on a project
Diff: 3 Type: ES Page Ref: 38
AASCB: Application of knowledge

97) While composing the content of your message, is it a good idea to switch between drafting and revising?
Answer: Switching between drafting and revising is inefficient because the two activities require very different mental processes. In contrast to the creative process of drafting, revising is a logical process that involves evaluating the effectiveness of your message in relation to your audience and purpose, and then making changes in content, organization, or wording as necessary. You can be more creative in your drafting and more logical in your revising if you separate the activities.
Diff: 3 Type: ES Page Ref: 37
AASCB: Application of knowledge
98) How might a lack of confidence impede the drafting process?

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Answer: If a writer lacks confidence in his skills, he may be too hard on himself and evaluate each piece of language as he goes along. Thinking that each word must be perfect before moving forward will seriously slow down the writing process and will hamper creativity. How can you take any risks if you are afraid of making a mistake? Remember, this is the drafting process and you will have the opportunity to create a second and even third draft if necessary. This obsessive behaviour is referred to as perfectionist syndrome. A lack of confidence may also cause writer's block. If a writer doesn't feel secure in his ideas, or in how he expresses them, he may find himself staring at a blank screen, paralyzed from putting words on paper. The drafting process is just that, a process, and a draft doesn't need to be perfect the first time. Getting all your ideas down on paper will give you the chance to really express yourself and you can refine language and style later.
Diff: 3 Type: ES Page Ref: 38
AASCB: Analytical thinking

99) Will's boss tells him that he should always use the active voice in his business writing. What do you think of Will's boss's advice?
Answer: The active voice should dominate in business writing, as it leads to clear and lively writing. The passive voice is usually wordier and leads to a weaker style. However, there are special circumstances in which the passive voice can come in handy. Stating "the deadline was missed" instead of "you missed the deadline" avoids placing blame on an individual. The passive voice deemphasizes the role of the participant and focuses instead on the issue of the deadline itself. Saying "a great new website was designed" instead of "our tech department designed a great new website" again deemphasizes the participants' role. In this case, the situation is positive and wording it in the passive voice way does not single out an individual or group for praise. Depending on whether you want to focus on praising the people responsible or on drawing attention to the completed project, you could use either passive or active voice. So, while the active voice is generally preferred in business writing, the passive voice can be useful when you don't want to assign blame, or when you want to emphasize the action instead of the actor.
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AASCB: Analytical thinking

100) How is the analyzing stage related to the evaluating stage?
Answer: Reviewing your message and considering feedback may lead you to return to the first step of the process (analysis) to reconsider the decisions you made about purpose, audience, content, and medium. This circular approach helps ensure effective communication. In the analysis step you determine your purpose and desired goal, and what type of content and persuasion might be needed to achieve them. You consider your audience, content, and medium to create the most effective message possible. In the evaluation step, you should re-read the message from your audience's perspective to make sure you have done this job. Are your purpose and main point clear? Does your audience have all the information necessary to make a decision/agree with your proposal? Is the information organized logically? Have you mentioned all the audience benefits they will receive? Have you anticipated and addressed all the objections the audience might have?
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AASCB: Reflective thinking

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