

Excellence in Business Communication, 12e (Thill/Bovee)
Chapter 11 Planning Reports and Proposals

1) The _____ for a report describes what you plan to accomplish and outlines the boundaries of your work.

- A) mission brief
- B) statement of purpose
- C) outcome forecast
- D) intention statement
- E) scope

Answer: B

Explanation: B) The statement of purpose explains why you are preparing the report and what you plan to deliver in the report.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

2) The basic purpose of informational reports is

- A) to persuade the audience to act.
- B) to present recommendations and conclusions to a superior for how to solve a particular problem.
- C) to present data, facts, feedback, and other types of information, without analysis or recommendations.
- D) to convince the reader of the soundness of your thinking.
- E) to change the audience's opinion on your topic.

Answer: C

Explanation: C) An informational report is purely informational. It provides facts and data, but it doesn't analyze, draw important conclusions, or make recommendations.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

3) In addition to offering information and analysis, _____ can also include recommendations.

- A) indirect reports
- B) analytical reports
- C) informational reports
- D) directive reports
- E) socioeconomic reports

Answer: B

Explanation: B) Analytical reports offer both information and analysis; they can also include recommendations.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

4) When you're outlining your report, using _____ requires you to really think through the content, whereas using _____ simply requires you to identify topic areas.

- A) prescriptive headings; parallel headings
- B) effective headings; ineffective headings
- C) informative headings; descriptive headings
- D) multilateral headings; unilateral headings
- E) subjective headings; transitional headings

Answer: C

Explanation: C) In order to create informative headings, you have to think about your content, rather than simply identifying general topic areas.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Difficult

Classification: Critical Thinking

Learning Outcome: Find and evaluate data to support business messages

5) When you're preparing a formal work plan, include a _____ to clarify the problem you face and a _____ to describe what you plan to accomplish.

- A) statistical analysis; hypothesis
- B) problem statement; purpose statement
- C) yardstick; problem statement
- D) descriptive standard; goal analysis
- E) hypothesis; work plan

Answer: B

Explanation: B) The problem statement clarifies the challenge you face, and the purpose statement describes what you plan to accomplish.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Difficult

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

- 6) The best way to phrase the purpose statement of a report is with
- A) complex language.
 - B) an infinitive phrase.
 - C) a controversial statement.
 - D) jargon.
 - E) compelling arguments.

Answer: B

Explanation: B) Infinitive phrases such as *to identify*, *to summarize*, *to discover*, etc. work well for purpose statements. For example, an analytical report might have the purpose statement: "To analyze sales data to see if the company met its quarterly goals."

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Difficult

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

- 7) All of the following except _____ are elements in the planning phase of the three-step writing process.

- A) analyzing the situation
- B) adapting to your audience
- C) gathering information
- D) selecting the right medium
- E) organizing information

Answer: B

Explanation: B) In the three-step writing process, planning consists of the following: analyzing the situation, gathering and organizing information, and selecting the right medium.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Analytic thinking

Difficulty: Moderate

Classification: Application

Learning Outcome: Find and evaluate data to support business messages

- 8) When selecting the right medium for a report,
- A) you should choose the ones that are most convenient.
 - B) you should choose the ones that are most economical.
 - C) your decisions should reflect your audience's expectations.
 - D) you should always present your report in writing.
 - E) you should choose the one easiest to store.

Answer: C

Explanation: C) The best medium for your report is largely based on your audience's preferences. If your audience expects a routine text document with no bells and whistles, then that is what you should give them. If your audience prefers to see graphs, charts, photos, and other visuals, you should provide those things for them.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

- 9) When outlining the content of your report,
- A) it is preferable to use informative headings as opposed to descriptive ones.
 - B) you should use complex language for all headings.
 - C) keep in mind that you will have to use this same outline for your final report.
 - D) identify general topic areas.
 - E) start with vague ideas and build up to ideas with more depth.

Answer: A

Explanation: A) Informative headings help you think through the topic constructively as you write the report. For each constructive heading you need to ask yourself such questions as, "What is the point of this section?" or "What are we trying to accomplish in this section?"

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

10) Which of the following is a useful strategy in preparing business reports?

- A) Understand and meet audience expectations.
- B) Use the same format for reports, regardless of topic.
- C) Keep your report as detailed as possible.
- D) Write the report for delivery through one media outlet.
- E) Use an indirect approach whenever possible.

Answer: A

Explanation: A) Different report topics require different formats. Compliance reports, for example, require specific formats that would not be appropriate for other types of report. With regard to formatting, always try to match your format to goals of your report.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

11) An employee who describes the data she collected from six different plant managers without drawing any conclusions is preparing

- A) an analytical report.
- B) an informational report.
- C) a proposal.
- D) a work plan.
- E) a justification report.

Answer: B

Explanation: B) An informational report focuses on providing information only. This report presented data without attempting to draw any conclusions. Therefore, it is an informational report.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Application

Learning Outcome: Find and evaluate data to support business messages

12) Whereas _____ reports focus on facts, _____ reports offer interpretation and can also include recommendations.

- A) internal; external
- B) assessment; documentation
- C) solicited; unsolicited
- D) informational; analytical
- E) direct; analytical

Answer: D

Explanation: D) Informational reports provide facts, data, and other forms of information that readers of the report can use to draw conclusions. Analytical reports supply information and draw conclusions and make recommendations based on that information.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

13) The direct approach and the indirect approach _____; therefore, businesspeople _____.

- A) are unrelated; use them randomly
- B) are both inadequate; never use them
- C) both have merit; often combine them
- D) both have merit; never combine them
- E) are both unique; never combine them

Answer: C

Explanation: C) Because both direct and indirect approaches have merit, businesspeople often combine them. They reveal their conclusions and recommendations as they go along rather than put them either first or last.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

14) When preparing content for mobile devices, a(n) _____ will help leadership easily locate key variables and other report content.

- A) intranet
- B) hard copy report
- C) email
- D) chart or graph
- E) executive dashboard

Answer: E

Explanation: E) Executives in many corporations now expect to review reports via their in-house intranets, sometimes in conjunction with an executive dashboard, a customized online presentation of key operating variables such as revenue, profits, quality, customer satisfaction, and project progress. Executive dashboards are particularly helpful for accessing report content on mobile devices.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Information technology

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

15) Internal reports are more likely to be misinterpreted than external reports.

Answer: FALSE

Explanation: Internal reports can be written with more candor and freedom than external reports. With external reports, the author needs to be more careful to make sure that no information gets out that could be interpreted in a way that is damaging to the company.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

16) The statement of purpose for analytical reports will usually need to be more comprehensive than one for informational reports.

Answer: TRUE

Explanation: The writer will do more than merely collect data; he or she also will draw conclusions and/or make recommendations. Therefore, purpose statements for analytical reports must be more comprehensive than purpose statements for informational reports.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

17) An executive dashboard is a customized online presentation of highly summarized business information.

Answer: TRUE

Explanation: Executive dashboards are particularly helpful for accessing report content on mobile devices.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

18) The direct approach is the most popular strategy for business reports.

Answer: TRUE

Explanation: The direct approach is the simplest and most efficient way to convey information.

As a rule, the indirect approach is used only for skeptical or hostile audiences, or for writers who lack the status to state their conclusions openly and without explanation.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

19) In business reports, it is never appropriate to combine the direct and indirect approaches by revealing conclusions and recommendations as you go along.

Answer: FALSE

Explanation: There is no hard and fast rule that recommendations must appear at either the beginning (direct) or end (indirect) of a report. Some writers state recommendations as they go along, combining both direct and indirect approaches.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

20) Briefly explain the primary function of a statement of purpose, and then indicate the most useful way to phrase one.

Answer: A statement of purpose defines why you are preparing your report. The best way to phrase a purpose statement is to begin with an infinitive phrase, such as "to analyze."

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

21) How do executives utilize an executive dashboard?

Answer: Executives in many corporations now expect to review reports via their in-house intranets, sometimes in conjunction with an executive dashboard, a customized online presentation of key operating variables such as revenue, profits, quality, customer satisfaction, and project progress. Executive dashboards are particularly helpful for accessing report content on mobile devices.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

22) Describe several benefits and one potential drawback of organizing business reports using the direct approach.

Answer: The direct approach is used often for reports because it is efficient and easy to follow. When an audience is likely to be receptive or at least open minded, use the direct approach. The direct approach is the most popular and convenient format for business reports because it saves time and makes the report easy to follow. It produces a more forceful report, and you sound sure of yourself when you state your conclusions confidently at the outset. In some cases, however, that confidence may be misconstrued as arrogance. Depending on your relationship with your audience and on their probable reaction to your report, the indirect approach may be more appropriate.

LO: 11.1: Adapt the three-step writing process to reports and proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

23) At the beginning of a research project, you need to

A) develop a formal outline that you plan to stick to throughout your researching and writing.

B) familiarize yourself with the subject.

C) just jump in by finding resources on the Internet and taking notes.

D) develop the conclusion you want to reach and start looking for evidence that supports that conclusion.

E) try Google to see if it provides enough information, and if not proceed to databases and other sources.

Answer: B

Explanation: B) To maximize your chances of finding useful information and minimize the time you spend looking for it, start by familiarizing yourself with the subject so that you can frame insightful questions.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

24) Sources of secondary information include

- A) first-hand observation.
- B) in-person interviews.
- C) newspapers and periodicals.
- D) experiments.
- E) an online survey designed specifically for your project.

Answer: C

Explanation: C) Research done previously for another purpose is considered secondary research when the results are reused in a new project. This secondary information can be anything from magazine articles to survey results.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

25) Which of these documents would *not* qualify as primary research?

- A) A recent survey of your company's top clients
- B) The most recent issue of a trade magazine in your industry
- C) Notes from a conversation you recently had with a local government official
- D) Your company's latest balance sheet
- E) Current budget figures

Answer: B

Explanation: B) Primary research is new research conducted for a specific project. An item such as a trade magazine, produced outside of a company for more general needs, would not qualify as primary research for that company.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Application

Learning Outcome: Find and evaluate data to support business messages

- 26) When evaluating material you've gathered for a report, you should
- A) assume that any information taken from a webpage will be credible and reliable.
 - B) throw out any information published by an organization that might be biased.
 - C) check the material for currency.
 - D) ignore government documents.
 - E) assume blogs are objective sources.

Answer: C

Explanation: C) Check the publication date of a source. Look for a "posted on" or "updated on" date. If you can't find a date, do not assume the material is current.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Information technology

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

- 27) Unlike a summary, a paraphrase
- A) restates the original material in your own words and with your own sentence structures.
 - B) presents the gist of the original material in fewer words.
 - C) does not require complete documentation of sources.
 - D) is never acceptable in business documents.
 - E) is more difficult to understand.

Answer: A

Explanation: A) Paraphrasing is restating information in your own words and with your own sentence structures. Paraphrasing helps you maintain a consistent tone while using vocabulary familiar to your audience. You still need to credit the originator of the information, but not with quotation marks or indented paragraphs.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Ethical understanding and reasoning

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

28) One task in effective paraphrasing is to

- A) avoid using any business language or jargon.
- B) check your version against the original to make sure that you didn't alter the meaning.
- C) make sure your version is the same length as or longer than the original.
- D) write in the passive voice.
- E) omit quotation marks.

Answer: B

Explanation: B) Checking your own version against the original version allows you to determine whether your paraphrase is too similar. Direct quotations without attribution are plagiarism, so be sure to restate information in your own words when paraphrasing.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

29) A(n) _____ is a set of technologies, policies, and procedures that a company can use to capture and share information throughout the organization.

- A) big-data paradigm
- B) desktop search protocol
- C) recursive process model
- D) intradepartmental database
- E) knowledge management system

Answer: E

Explanation: E) Organizations use knowledge management systems to share research results and other valuable information and insights.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Information technology

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

30) The _____ will define the purpose of your research.

- A) primary sources
- B) receiver expectation
- C) problem statement
- D) knowledge management system
- E) organization of information

Answer: C

Explanation: C) Develop a problem statement that will define the purpose of your research. This statement should explicitly define the decision you need to make or the conclusion you need to reach at the end of the process.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

31) When evaluating sources for quality, consider

- A) sources that are new or obscure.
- B) using only those sources that support your goal.
- C) the use of strong and specific word choices.
- D) the potential bias of the source.
- E) primary sources.

Answer: D

Explanation: D) Information from a source with a particular point of view isn't necessarily bad, of course, but knowing this context is always helpful and sometimes essential for interpreting the information correctly.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Ethical understanding and reasoning

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

- 32) When analyzing data, looking at _____ will indicate patterns taking place over time.
- A) mean
 - B) causation
 - C) median
 - D) correlation
 - E) trends

Answer: E

Explanation: E) Look at the data to spot trends—definite patterns taking place over time, including growth, decline, and cyclical trends that vary between growth and decline. By examining data over a period of time, you can detect patterns and relationships that help you answer important questions.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Analytic thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

- 33) A cause-and-effect relationship between factors that can be easy to assume but difficult to prove is called
- A) mode.
 - B) correlation.
 - C) causation.
 - D) trends.
 - E) mean.

Answer: C

Explanation: C) Causation is the cause-and-effect link between two factors, where one of them causes the other to happen. Bear in mind that causation can be easy to assume but difficult to prove.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Analytic thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

34) When using information from sources, _____ helps you maintain a consistent tone while using vocabulary familiar to your audience.

- A) paraphrasing
- B) quoting
- C) summarizing
- D) concluding
- E) correlating

Answer: A

Explanation: A) You can often maximize the impact of secondary material in your own writing by paraphrasing it, restating it in your own words and with your own sentence structures.

Paraphrasing helps you maintain a consistent tone while using vocabulary familiar to your audience. Summarizing is similar to paraphrasing but presents the gist of the material in fewer words than the original.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

35) A _____ is a logical interpretation of the facts and a _____ suggests an action in response to the facts.

- A) paraphrase; quote
- B) cause; correlation
- C) cross-tabulation; response
- D) conclusion; recommendation
- E) trend; summary

Answer: D

Explanation: D) A conclusion is a logical interpretation of the facts and other information in a report. Whereas a conclusion interprets information, a recommendation suggests action—what to do in response to the information.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

36) When creating a work plan, it's important to begin by developing a problem statement.

Answer: TRUE

Explanation: Almost all work plans, whether formal or informal, require a clear statement of the problem or opportunity involved. A good problem statement helps keep all individuals involved in the work plan focused on core issues and project goals.

LO: 11.2: Describe an effective process for conducting business research, explain how to evaluate the credibility of an information source, and identify the five ways to use research results.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

37) A writer who wants to use a _____ to build an informational report can choose from a number of arrangement patterns, such as geography, sequence, chronology, category, or importance.

A) talking pattern of organization

B) topical pattern of organization

C) demonstrative pattern of organization

D) representative pattern of organization

E) direct pattern of organization

Answer: B

Explanation: B) A topical organization is built around the content itself, using such arrangements as comparison, importance, sequence, chronology, geography, or category.

LO: 11.3: Explain the role of secondary research, and describe the two major categories of online research tools.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

38) A web directory differs from a search engine in that

A) it doesn't allow keyword searches.

B) it can't equal the precision of a general search engine.

C) it relies on human editors to evaluate and select content.

D) it usually locates more sites than a search engine.

E) it formats the request for multiple search engines.

Answer: C

Explanation: C) Web directories use human editors to categorize and evaluate websites.

LO: 11.3: Explain the role of secondary research, and describe the two major categories of online research tools.

AACSB: Information technology

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

39) A metasearch engine is

- A) a highly specialized directory that focuses on a specific subject matter area.
- B) a search engine that examines only newsgroup messages.
- C) a type of aggregator that offers subscribers all-day information on their desktops.
- D) a special type of engine that searches several search engines at once.
- E) a search engine that can access the hidden Internet.

Answer: D

Explanation: D) Metasearch engines submit your search request to multiple search engines, making it easy to find a broader range of results.

LO: 11.3: Explain the role of secondary research, and describe the two major categories of online research tools.

AACSB: Information technology

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

40) Unlike Internet search engines, online databases can often be more reliable search engines because they

- A) can be accessed only from a library.
- B) often provide access to various parts of the hidden Internet.
- C) are often based on popular opinion.
- D) do not require a subscription.
- E) are often current.

Answer: B

Explanation: B) Internet search engines do not provide access to all of the information that is available online, so online databases can often yield more sources. Some databases can be accessed only from a library and require a subscription. They often provide information that is more reliable than that found on the general Internet.

LO: 11.3: Explain the role of secondary research, and describe the two major categories of online research tools.

AACSB: Information technology

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

- 41) To conduct an effective database search,
- A) choose one search engine and stick with it.
 - B) read instructions and pay attention to details.
 - C) limit search terms.
 - D) stay on the first page of results.
 - E) remember that the internet is neatly organized.

Answer: B

Explanation: B) To make the best use of any search tool, read the instructions and pay attention to the details. A few minutes of learning can save hours of inefficient search time.

LO: 11.3: Explain the role of secondary research, and describe the two major categories of online research tools.

AACSB: Information technology

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

- 42) You would *not* need to cite a source if you
- A) used a direct quotation of under 250 words from a book titled Modern Economics.
 - B) used a table from the 1985 Farmer's Almanac.
 - C) described, in your own words, a plan for organizing production lines, which appeared in a professional journal.
 - D) used it to gather common knowledge about your topic.
 - E) found it on Google, Yahoo, or Bing.

Answer: D

Explanation: D) You do not have to cite a source for general knowledge (common knowledge) that's shared among your readers, such as the fact that Facebook is a large online social network.

LO: 11.3: Explain the role of secondary research, and describe the two major categories of online research tools.

AACSB: Ethical understanding and reasoning

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

43) A powerful search tool that searches all the files on a company's network is a(n)

- A) desktop search engine.
- B) enterprise search engine.
- C) research and content manager.
- D) social tagging or bookmarking manager.
- E) media curation manager.

Answer: B

Explanation: B) Powerful search tools include desktop search engines that search all the files on your personal computer, enterprise search engines that search all the computers on a company's network, research and content managers such as the free Zotero browser extension (www.zotero.com), and social tagging or bookmarking sites such as Reddit), and media curation sites such as Pinterest and Scoop.it.

LO: 11.3: Explain the role of secondary research, and describe the two major categories of online research tools.

AACSB: Information technology

Difficulty: Difficult

Classification: Critical Thinking

Learning Outcome: Find and evaluate data to support business messages

44) In reports focused on recommendations, it is best to avoid the direct approach.

Answer: FALSE

Explanation: A report that focuses on recommendations is the most direct kind of report. It states its remedy for the situation right up front, trusting that its audience will find the recommendations credible. This approach works well as long as the audience has faith in the person writing the report.

LO: 11.3: Explain the role of secondary research, and describe the two major categories of online research tools.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

45) Describe how smartphones and tablets have changed the way we collect information for business reports and other communication purposes.

Answer: Tablets with interactive software can replace the clipboards long used by researchers for "mall intercept" surveys and other efforts to collect data from shoppers.

Collaborative apps such as Pearltrees make it easy to collect online information and organize it across multiple devices, then connect with relevant information collected by other users.

Evernote, OneNote, and other note-taking apps simplify the process of compiling notes, webpages, photos, and other pieces of research. Sometimes a simple picture is more powerful than words or photos. With touchscreen apps on phones and tablets, researchers can quickly sketch maps, process diagrams, and other visuals on the spot. Whether it's snapping images of street scenes for a report on potential store locations or recording test subjects using a new product prototype, the audiovisual capabilities of today's mobile devices give researchers a host of new tools. Scanning apps let researchers record and organize images of documents that can't be removed from their storage locations. Asking survey subjects to record information on their mobile devices while they are observing store displays or making purchase decisions, for example, promises to enhance some classic research methods. With the old methods, shoppers would answer survey questions about the choices they made well after the fact, leaving the accuracy of their answers up to the quality of the memories. With their mobile phones in hand, shoppers who've agreed to participate in research can describe their impressions and decisions on the spot and even take photos of displays that caught their eye.

LO: 11.3: Explain the role of secondary research, and describe the two major categories of online research tools.

AACSB: Information technology

Difficulty: Difficult

Classification: Synthesis

Learning Outcome: Find and evaluate data to support business messages

46) The two most common primary research methods are

A) websites and books.

B) experiments and observations.

C) surveys and interviews.

D) test panels and experiments.

E) reports and memos.

Answer: C

Explanation: C) Surveys and interviews are the most commonly used techniques for obtaining primary research. Less common primary-research techniques include observations, such as tracking the behavior of website visitors, and experiments in special situations, such as test marketing.

LO: 11.4: Explain the role of primary research, and identify the two most common forms of primary research for business communication purposes.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Find and evaluate data to support business messages

47) When you're selecting people to participate in a survey, it is critical to get a _____ of the population you want to survey.

- A) stratified sample
- B) crossover sample
- C) sizeable sample
- D) transparent sample
- E) representative sample

Answer: E

Explanation: E) When selecting people to participate in a survey, the most critical task is getting a representative sample of the population in question.

LO: 11.4: Explain the role of primary research, and identify the two most common forms of primary research for business communication purposes.

AACSB: Ethical understanding and reasoning

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Find and evaluate data to support business messages

48) An online survey is vulnerable to _____ because it captures only the opinions of those who visit the site and choose to participate.

- A) sampling bias
- B) backchannel static
- C) circular reasoning
- D) emotional manipulation
- E) transactional dysfunction

Answer: A

Explanation: A) An online survey is susceptible to sampling bias because it captures only the opinions of those who visit the site and choose to participate, which might not be a representative sample of the population.

LO: 11.4: Explain the role of primary research, and identify the two most common forms of primary research for business communication purposes.

AACSB: Information technology

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Find and evaluate data to support business messages

49) One of the best ways to track the behavior of a test subject is through

- A) surveying.
- B) observation.
- C) interviewing.
- D) metasearch analysis.
- E) representative sampling.

Answer: B

Explanation: B) Two common primary research methods are surveys and interviews. Other important primary techniques are observations (including tracking the behavior of website visitors) and experiments such as test marketing.

LO: 11.4: Explain the role of primary research, and identify the two most common forms of primary research for business communication purposes.

AACSB: Analytic thinking

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Find and evaluate data to support business messages

50) A survey is _____ if it produces identical results when repeated under similar conditions.

- A) valid
- B) objective
- C) representative
- D) bias-free
- E) reliable

Answer: E

Explanation: E) A carefully prepared and conducted survey can provide invaluable insights, but only if it is reliable (would produce identical results if repeated under similar conditions) and valid (measures what it's supposed to measure).

LO: 11.4: Explain the role of primary research, and identify the two most common forms of primary research for business communication purposes.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

- 51) When developing a survey questionnaire,
- A) develop questions that must be answered with several sentences.
 - B) use leading questions.
 - C) make the survey adaptive.
 - D) use descriptors such as "often" or "frequently."
 - E) use compound questions.

Answer: C

Explanation: C) Make the survey adaptive. Whether you're surveying people manually or using software, build in ways to adjust the flow of questions in response to each person's answers. This way you can make the best use of each respondent's time and get more useful information.

LO: 11.4: Explain the role of primary research, and identify the two most common forms of primary research for business communication purposes.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

52) When conducting primary research by using interviews, which of the following will have the least effect on responses?

- A) the ability to adapt the question set based on response
- B) the subject's cultural and language background
- C) the type of questions being asked
- D) issues such as race, gender, age, and social status
- E) the way the questions are framed

Answer: A

Explanation: A) Online surveys offer a number of advantages, including speed, cost, and the ability to adapt the question set along the way based on a respondent's answers. Be aware that the answers you receive in an interview are influenced by the types of questions you ask, by the way you ask them, and by each subject's cultural and language background. Potentially significant factors include the person's race, gender, age, educational level, and social status.

LO: 11.4: Explain the role of primary research, and identify the two most common forms of primary research for business communication purposes.

AACSB: Written and oral communication

Difficulty: Difficult

Classification: Synthesis

Learning Outcome: Find and evaluate data to support business messages

53) To solicit opinions, insights, and information, use

- A) online surveys.
- B) open-ended questions.
- C) closed-ended questions.
- D) focus groups.
- E) leading questions.

Answer: B

Explanation: B) Ask open-ended questions to solicit opinions, insights, and information. Ask closed questions to elicit a specific answer, such as yes or no.

LO: 11.4: Explain the role of primary research, and identify the two most common forms of primary research for business communication purposes.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

54) The CEO of a pharmaceutical company asks you assess the company's adherence to laws governing television ads for prescription drugs. The CEO has requested a(n)

- A) personal activity report.
- B) policy implementation report.
- C) compliance report.
- D) operating report.
- E) business plan.

Answer: C

Explanation: C) A report that verifies whether a company adheres to government rules and regulations is called a compliance report.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Application

Learning Outcome: Find and evaluate data to support business messages

55) Compliance reports are generally required by

- A) parent companies.
- B) accounting departments.
- C) government agencies.
- D) marketing departments.
- E) midlevel managers.

Answer: C

Explanation: C) All businesses are required to demonstrate that they are in compliance with regulations and rules for their particular form of business. Since the government writes and administers the laws that businesses are required to follow, compliance reports are submitted to the government for examination.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

56) A contractor submitting a weekly report on work done to date would be providing the client with

- A) a progress report.
- B) a compliance report.
- C) a justification report.
- D) a periodic operating report.
- E) a position paper.

Answer: A

Explanation: A) A progress report is an update on how well the company is doing with regard to specific goals, targets, and deadlines. Progress reports can be simple or comprehensive. A comprehensive progress report would feature extensive data showing how targets and goals are being met (or not met).

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Easy

Classification: Application

Learning Outcome: Find and evaluate data to support business messages

57) A public corporation filing a quarterly tax report would be providing

- A) a progress report.
- B) a compliance report.
- C) a justification report.
- D) a periodic operating report.
- E) a policy and procedure report.

Answer: B

Explanation: B) Federal taxes are government rules that businesses and corporations must comply with. Therefore, a tax report is a type of compliance report.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Application

Learning Outcome: Find and evaluate data to support business messages

58) All of the following except _____ are categories of informational reports.

- A) reports to monitor and control operations
- B) reports to demonstrate compliance
- C) reports to document progress
- D) reports to assess opportunities
- E) reports to implement policies

Answer: D

Explanation: D) Informational reports are used to monitor and control operations, implement policies and procedures, demonstrate compliance, and document progress.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

59) When you're writing a business plan, the _____ section explains the purpose of your business and what you hope to accomplish.

- A) mission and objectives
- B) design and development
- C) products and services
- D) financial projections and requirements
- E) monitor-and-control

Answer: A

Explanation: A) The mission and objectives section of a business plan explains the purpose of a business and what that business hopes to accomplish.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Difficult

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

- 60) Topical organization strategies for informational reports include all of the following except
- A) complexity.
 - B) sequence.
 - C) importance.
 - D) comparison.
 - E) category.

Answer: A

Explanation: A) Informational reports typically focus on comparing two or more entities, identifying the steps in a process (sequence), or ranking entities (importance). Reports do not typically focus on measuring complexity.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

- 61) As a monitor-and-control mechanism, a business plan
- A) is useful only before a company is launched.
 - B) always contains the same elements.
 - C) should not identify risks and problems, since these might discourage potential investors.
 - D) is sometimes prepared after a company is up and running.
 - E) is useful only when seeking additional funding.

Answer: D

Explanation: D) Surprisingly, many companies do not write out a business plan until they are already operating. Many new companies start out with just a few people who do everything and don't require formal plans. When these companies grow, they often see the need to create a business plan, mostly as a way to monitor and guide the growth process as they continue to expand.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Application

Learning Outcome: Find and evaluate data to support business messages

62) A _____ outlines an organization's official position on issues that affect its success.

- A) policy report
- B) position paper
- C) feasibility report
- D) business plan
- E) compliance report

Answer: B

Explanation: B) Position papers outline an organization's official position on issues that affect the company's success.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

63) As it relates to a formal business plan, the _____ defines how the company will generate revenue and produce a profit.

- A) marketing strategy
- B) business model
- C) action forecast
- D) financial projection
- E) mission and objectives

Answer: B

Explanation: B) The business model defines how a company will generate revenue and produce a profit.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

64) When a business plan is written after a company is up and running, it tends to

- A) summarize the company's business model.
- B) convince outsiders to invest in the company.
- C) present a vision of what the company will be.
- D) function as a monitor-and-control mechanism.
- E) concisely describe products and services.

Answer: D

Explanation: D) Since the company is up and running, the business plan does not guide its origins and initial operation. Instead, the business plan can monitor how well the company is meeting its goals and control how well it sticks to its intentions.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

65) All _____ are written in response to regulations of one sort or another.

- A) compliance reports
- B) operating reports
- C) white papers
- D) position papers
- E) business plans

Answer: A

Explanation: A) Compliance reports collect data to make sure that the company is following government regulations of some type, such as tax laws or environmental regulations.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

66) A _____ is written to validate a decision that has already been made.

- A) project proposal
- B) progress report
- C) compliance report
- D) justification report
- E) feasibility report

Answer: D

Explanation: D) A justification report is prepared after a decision has been made. A justification report seeks to find evidence that the decision already made was correct, given the circumstances at the time.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

67) Some start-up investors do not believe a business plan is beneficial in the early stages because

- A) it is too easy for anyone to write up a plan.
- B) most of the information is available on the Internet.
- C) investors spend too much time reading them.
- D) there is no need if the product is going to work.
- E) it is difficult to anticipate circumstances and obstacles that will be encountered.

Answer: E

Explanation: E) Reasons for the skepticism include the amount of time and energy required to research and write a plan, the reluctance of many target readers to read such lengthy documents, the uncertainty of whether a new product or company idea will even work, and the difficulty of correctly anticipating all the circumstances and obstacles that a young company will encounter.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Difficult

Classification: Critical Thinking

Learning Outcome: Find and evaluate data to support business messages

68) Company websites often function as

- A) informational reports.
- B) business plans.
- C) marketing strategies.
- D) business models.
- E) monitor and control reports.

Answer: A

Explanation: A) Many websites, particularly company websites, function as informational reports, offering sections with information about the company, its history, its products and services, its executive team, and so on.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Information technology

Difficulty: Moderate

Classification: Synthesis

Learning Outcome: Find and evaluate data to support business messages

69) Many businesses optimize their website to incorporate a

- A) single-dimensional medium.
- B) mobile-first strategy.
- C) supply and demand strategy.
- D) more linear medium.
- E) one-page website.

Answer: B

Explanation: B) Many businesses now optimize their websites to be viewed on mobile devices, particularly tablets, rather than larger PC screens. The major changes this involves include simpler navigation, more linear organization of content, and supporting touch interaction.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Information technology

Difficulty: Moderate

Classification: Synthesis

Learning Outcome: Find and evaluate data to support business messages

70) The structure and navigational flow of all parts of a website is the

- A) vertical hierarchy.
- B) horizontal division.
- C) information architecture.
- D) mobile-first strategy.
- E) multidimension division.

Answer: C

Explanation: C) The term *information architecture* is used to describe the structure and navigational flow of all the parts of a website. In a sense, the information architecture is a three-dimensional outline of the site, showing (1) the vertical hierarchy of pages from the homepage down to the lower level, (2) the horizontal division of pages across the various sections of the site, and (3) the links that tie all these pages together, both internally and externally.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Information technology

Difficulty: Moderate

Classification: Synthesis

Learning Outcome: Find and evaluate data to support business messages

71) List three types of reports commonly used to monitor and control operations in business.

Answer: (1) Plans, (2) operating reports, and (3) personal activity reports.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Application

Learning Outcome: Find and evaluate data to support business messages

72) How does the term *topical organization* pertain to informational reports?

Answer: Most informational reports use a topical organization, arranging material by topic in one of the following ways: comparison, importance, sequence, chronology, geography, or category.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Application

Learning Outcome: Find and evaluate data to support business messages

73) What are the four general categories of informational reports?

Answer: Informational reports can be grouped into four categories: (1) reports to monitor and control operations, (2) reports to implement policies and procedures, (3) reports to demonstrate compliance, and (4) reports to document progress.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Application

Learning Outcome: Find and evaluate data to support business messages

74) Describe the elements of a formal business plan.

Answer: At a minimum, a formal business plan should describe the basic concept of the business and outline its specific goals, objectives, and resource requirements. A plan to be submitted to banks or investors should include a summary of the business concept (including your product or service and its market potential). It also explains the mission and objectives of the business and provides full background information on the origins and structure of your venture.

The plan should also provide a complete but concise description of your products or services, along with data on your market and competition that will persuade investors that you can achieve your sales goals. Another objective of the plan is to summarize the background and qualifications of the key management personnel in your company. Your marketing strategy should also be described (including projections of sales and market share), and if your product requires design or development, you should explain those plans, as well. You should provide an operations plan that outlines the facilities, equipment, and labor needed for your business, and clearly identify any critical risks and problems associated with your plan. The plan must also include detailed financial projections and requirements (for the first three years of operation), and an exit strategy that explains how investors will be able to profit from their investment.

LO: 11.5: Explain how to plan informational reports and website content.

AACSB: Written and oral communication

Difficulty: Difficult

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

75) When defining the problems you need to address in an analytical report, ask yourself:

- A) How long should this report be?
- B) Why is this issue important?
- C) What is my purpose in writing this?
- D) Who will read the report?
- E) How can I use this report to gain credibility?

Answer: B

Explanation: B) You can clarify the problem in an analytical report by determining what you need to analyze, why the issue is important, who is involved, where the trouble is located, and how and when it started.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Find and evaluate data to support business messages

76) The $2 + 2 = 4$ approach

- A) generally works only with lengthy, non-routine reports.
- B) convinces the reader by demonstrating that everything adds up.
- C) is far more complicated than any other organizational strategy.
- D) is the only approach that is appropriate for any business report.
- E) works best if the reader is likely to accept the argument.

Answer: B

Explanation: B) In the $2 + 2 = 4$ approach, your goal is to show how everything adds up to a single conclusion or plan of action. If this approach seems like it can work, it is the first thing to try when you need a logical argument strategy.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Analytic thinking

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Find and evaluate data to support business messages

77) Because of its natural feel and versatility, the _____ approach is generally the most persuasive way to develop an analytical report for skeptical readers.

- A) $2 + 2 = 4$
- B) yardstick
- C) direct
- D) hypothetical
- E) indirect

Answer: A

Explanation: A) When it is appropriate, the $2 + 2 = 4$ approach can make a complicated argument look simple (i.e., that everything adds up). For example, to convince your readers for the need to build a new plant, you might say: (1) We have more customers than we can provide for, and (2) We are working at full capacity, so (3) Building a new plant is the only way we can get that extra capacity.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Analytic thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

78) One drawback of using the yardstick approach to structure business reports is that

- A) the audience must agree with your criteria for analysis.
- B) this approach is generally considered old-fashioned.
- C) it forces you to ignore the fact that the problem may have multiple causes.
- D) it eliminates repetition of key concepts.
- E) it does not allow for the evaluation of multiple criteria at one time.

Answer: A

Explanation: A) The yardstick approach has two potential drawbacks. First, your audience needs to agree with the criteria you're using in your analysis. Second, the yardstick approach can get a little boring when you have many options to consider or many criteria to compare them against.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Analytic thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

79) A _____ studies events that happened in the past, with the hope of learning how to avoid similar failures in the future.

- A) market analysis report
- B) due diligence report
- C) failure analysis report
- D) feasibility report
- E) business plan

Answer: C

Explanation: C) Managers often ask for troubleshooting reports when they need to understand why something isn't working properly and what needs to be done to fix it. A variation, the failure analysis report, studies events that happened in the past, with the hope of learning how to avoid similar failures in the future.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

80) When you speculate about the cause of a problem, you are forming a _____, a potential explanation that needs to be tested.

- A) hypothesis
- B) prospectus
- C) quandary
- D) supposition
- E) problem factor

Answer: A

Explanation: A) A hypothesis is a potential explanation that needs to be tested. By subdividing a problem and forming hypotheses based on available evidence, you can tackle even the most complex situations.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Analytic thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

81) If you expect your audience to disagree with you, use the $2 + 2 = 4$ approach or the yardstick approach to focus on

- A) logical arguments.
- B) your conclusions.
- C) your recommendations.
- D) feelings and opinions.
- E) credibility.

Answer: A

Explanation: A) If your audience will be hostile or skeptical, use the $2 + 2 = 4$ approach or the yardstick approach to guide them along a logical path to your conclusions or recommendations.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Analytic thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

82) Unlike proposals, justification reports

- A) are designed to affirm decisions after they have been made.
- B) are internal as opposed to external reports.
- C) are always in memo format.
- D) do not require a great deal of supporting data.
- E) solve problems.

Answer: A

Explanation: A) A justification report makes the case after the fact that a particular decision was justified. For example, if the CEO of a company sees a sudden acute danger ahead and pulls the plug on a project abruptly, she might order a justification report to account for her action after the fact.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Reflective thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

83) Analytical reports for skeptical audiences should generally follow the _____ approach.

- A) direct
- B) indirect
- C) hypothetical
- D) aggressive
- E) persuasive

Answer: B

Explanation: B) When the audience is hostile or skeptical, you need to build a case to convince the audience to accept your conclusions. The indirect approach uses logic and evidence to lead the audience to a conclusion gradually, which allows time for ideas to be considered and accepted.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

84) If your readers will want to know what they should do in a given situation, then your report should focus on

- A) your conclusions.
- B) your writing process.
- C) your recommendations.
- D) your sources of information.
- E) your logical arguments.

Answer: C

Explanation: C) When your readers will want to know what you think they should do, organize your report to focus on recommendations.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Application

Learning Outcome: Find and evaluate data to support business messages

85) Unlike reports focused on conclusions or recommendations, reports focusing on logical arguments

- A) use an indirect approach.
- B) are not very convincing.
- C) emphasize the positive.
- D) do not include outside evidence.
- E) use a direct approach.

Answer: A

Explanation: A) If the report focuses on logical arguments, you are putting all of your effort into building a case that your audience will accept. Whenever you build a case rather than state things up front, you are using an indirect approach.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Written and oral communication

Difficulty: Difficult

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

86) The problem-factoring process involves

- A) looking at a problem from multiple perspectives.
- B) considering how to allocate blame for a problem.
- C) creating problems instead of solving them.
- D) dividing a complex problem into a series of logical, connected questions.
- E) developing a strong hypothesis.

Answer: D

Explanation: D) Use problem factoring to divide a complex problem into more manageable pieces.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

87) An analytical report always ends by presenting recommendations.

Answer: FALSE

Explanation: An analytical report requires analysis, and part of analysis involves drawing conclusions. Adding recommendations to those conclusions is optional for an analytical report. However, many analytical reports conclude by making specific recommendations based on conclusions drawn.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Analytic thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

88) Whereas troubleshooting reports deal with problems as they occur, failure analysis reports seek to prevent problems before they happen.

Answer: FALSE

Explanation: Failure analysis reports analyze a situation in which a failure occurred and look for things that can be learned from the failure. For example, if a new product failed to sell, the company might commission a failure report to find out why it failed—was it due to faulty marketing, poor support, stiff competition, bad timing, poor quality workmanship, or some other reason?

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Analytic thinking

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

89) What is the primary difference between a feasibility report and a justification report?

Answer: Whereas a feasibility report studies proposed options, a justification report is written after an action, to justify what was done.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Reflective thinking

Difficulty: Difficult

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

90) Why is writing analytical reports more challenging than writing informational reports?

Answer: Writing analytical reports presents a greater challenge than writing informational reports, for three reasons. First, you're doing more than simply delivering information; you're also analyzing a problem or an opportunity and presenting your conclusions. The best writing in the world can't compensate for flawed analysis. Second, when your analysis is complete, you need to present your thinking in a credible manner. Third, analytical reports often convince other people to make significant financial and personnel decisions, so your reports carry the added responsibility of the consequences of these decisions.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Reflective thinking

Difficulty: Difficult

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

91) Briefly explain problem factoring.

Answer: Problem factoring helps report writers identify cause and effect by breaking down the defined problem into a series of logical, connected questions.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Reflective thinking

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

92) List the three most common strategies for structuring analytical reports.

Answer: (1) Focusing on conclusions (direct), (2) focusing on recommendations (direct), (3) focusing on logical argument (indirect).

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Reflective thinking

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

93) Explain the three basic categories of analytical business reports and provide at least one example of each type.

Answer: The first category includes reports written to assess opportunities. One example of this type is the market analysis report, which judges the likelihood of success for new products or sales initiatives by suggesting potential opportunities in a given market and identifying competitive threats and other risks. Due diligence reports, which examine the financial aspects of a proposed decision, are also in this category. The second category includes reports written to solve problems. Examples are troubleshooting reports (which managers assign when they need to understand why something isn't working properly) and failure analysis reports (which study past failures in an effort to avoid similar ones in the future). The third category of analytical business reports includes reports written to support decisions. Feasibility reports are one type in this category. They are called for when managers need to explore the ramifications of a decision they're about to make. Justification reports (written to justify decisions that have already been made) also fall into this group.

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Written and oral communication

Difficulty: Difficult

Classification: Synthesis

Learning Outcome: Find and evaluate data to support business messages

94) Briefly describe the circumstances in which the yardstick approach would be particularly useful for organizing your proposal, and provide an example of a report that would benefit from this organizational approach.

Answer: The yardstick approach is useful when you need to use a number of criteria to evaluate one or more possible solutions. It is also tailor-made for situations in which the audience has provided a list of criteria the solution must meet. One example would be a bid on a building project for the government. (Answers will vary.)

LO: 11.6: Identify the three most common ways to organize analytical reports.

AACSB: Analytic thinking

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

95) A(n) _____ suggests an individualized solution for a potential customer and requests a purchase decision.

- A) grant proposal
- B) sales proposal
- C) solicited proposal
- D) project proposal
- E) investment proposal

Answer: B

Explanation: B) Sales proposals suggest individualized solutions for potential customers and request purchase decisions.

LO: 11.7: Explain how to plan proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

96) If you're writing an unsolicited proposal, you may have to

- A) convince readers that a problem exists that must be addressed.
- B) analyze the client's business in light of the competition.
- C) follow the requirements in the RFP exactly.
- D) enumerate the client's options regarding such business decisions as product-line expansion.
- E) specify exactly the type of work to be performed.

Answer: A

Explanation: A) In some cases, the party receiving the proposal is aware of the problem. For example, a business with obvious roof damage knows that the roof needs repair. In other cases, the party receiving the proposal may not be aware of its problem. In that case, the company submitting the proposal needs to first identify the problem (e.g., your roof has clear signs of structural damage that you may not see) and then convince owner of the building that it has the right solution to the problem.

LO: 11.7: Explain how to plan proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

97) Whereas _____ proposals are used to request decisions from managers within an organization, _____ proposals are directed to parties outside the organization.

- A) formal; informal
- B) internal; external
- C) solicited; unsolicited
- D) external; internal
- E) direct; indirect

Answer: B

Explanation: B) Internal proposals can be more candid and free with facts. External proposals need to look out for possible misinterpretation of information by people outside of the company.

LO: 11.7: Explain how to plan proposals.

AACSB: Written and oral communication

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

98) _____ are initiated by a company that is trying to obtain business or funding on its own, without a specific request from a client.

- A) Internal proposals
- B) External proposals
- C) Unsolicited proposals
- D) Solicited proposals
- E) Persuasive proposals

Answer: C

Explanation: C) Unsolicited proposals are created by an organization that wants to obtain business or funding but that hasn't received a specific bid invitation from a potential client or investor.

LO: 11.7: Explain how to plan proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

99) In the workplace, a formal invitation to bid on a contract is called a

- A) business offering.
- B) request for proposal.
- C) bid requisition.
- D) project invitation.
- E) request for bid.

Answer: B

Explanation: B) When organizations require complex products, services, or systems, they often prepare a formal invitation to bid on the contract, called a request for proposals (RFP).

LO: 11.7: Explain how to plan proposals.

AACSB: Written and oral communication

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

100) The primary purpose of an internal proposal is either to request funds and management support for new projects or to obtain permission to take action on specific projects.

Answer: TRUE

Explanation: Internal reports typically request decision makers to approve new plans or resources to support existing plans or operations.

LO: 11.7: Explain how to plan proposals.

AACSB: Written and oral communication

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages

101) What is the difference between a solicited and an unsolicited proposal?

Answer: The most significant factor in planning any proposal is whether the intended recipient has asked you to submit a proposal. Solicited proposals are generally prepared at the request of external parties that require a product or a service, but they may also be requested by such internal sources as management or the board of directors. Unsolicited proposals are created by organizations attempting to obtain business or funding without a specific invitation from a potential client. Employees or managers who want to convince company insiders to adopt a program, a policy, or an idea may also initiate such proposals. In other words, with an unsolicited proposal, the writer makes the first move.

LO: 11.7: Explain how to plan proposals.

AACSB: Written and oral communication

Difficulty: Difficult

Classification: Conceptual

Learning Outcome: Find and evaluate data to support business messages