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GCCC Strategic Communication Management Professional Sample Questions (Q24-Q29):

NEW QUESTION # 24

Which action is MOST important in a leader's role for effective communication with employees?

- A. Provide information and feedback on individual performance only during formal reviews.

- B. Ensure all communication flows through the executive leadership.
- C. Provide organization information that is approved by executive leaders.
- D. Make information available so employees have the essential information to do their jobs effectively.

Answer: D

Explanation:

In strategic communication management, the most important responsibility of leaders in communicating with employees is ensuring that people have the essential information they need to perform their jobs effectively.

Option B reflects a fundamental principle of effective leadership communication: communication exists to enable action, not merely to transmit approved messages or reinforce hierarchy.

Employees judge communication effectiveness by its usefulness. When leaders make timely, relevant, and practical information accessible, they empower employees to make decisions, solve problems, and align their work with organizational goals. This supports productivity, engagement, and accountability. Strategic communication theory emphasizes that clarity and accessibility of information directly influence employee performance and trust in leadership.

The other options reflect more limited or outdated views of leadership communication. Restricting communication to executive-approved messages can slow information flow and reduce responsiveness.

Limiting feedback to formal reviews ignores the importance of continuous dialogue and coaching. Requiring all communication to flow through executive leadership creates bottlenecks and discourages open, two-way communication.

From an advising and leading management perspective, leaders are not just message transmitters—they are sense-makers. They help employees understand priorities, expectations, and how their roles contribute to broader objectives. Making essential information readily available demonstrates respect for employees' roles and professionalism, reinforcing a culture of transparency and competence.

Strategic communication management also highlights that effective leaders decentralize communication appropriately. They ensure the right information reaches the right people at the right time, rather than controlling every message. This approach builds trust, reduces confusion, and increases organizational agility.

Ultimately, by prioritizing access to essential job-related information, leaders fulfill their most critical communication responsibility: enabling employees to succeed. This creates stronger alignment, higher engagement, and more effective organizational performance.

NEW QUESTION # 25

A communication manager has been employed at a technology company following its recent acquisition by a global conglomerate. The acquisition involved significant retrenchments (25% of the 5,000-strong local staff), as well as the addition of new and young staff who are based in 12 countries, all using different technology systems and infrastructure. A new chief executive officer (CEO) has been appointed through an external executive placements agency, and she has hired the communication manager to establish a communication department and new communication strategy for the business. Which of the following poses the biggest immediate challenge to achieving effective communication within the business?

- A. The generation gap, since most new employees are younger than senior management
- B. Geographical spread resulting in reaching people in many different countries, all using different technology platforms
- C. Cultural and language differences which may exist across the 12 countries
- D. Attitudes and opinions of all employees towards the new CEO and management team following the acquisition and retrenchment

Answer: B

Explanation:

From a strategic communication management perspective, the biggest immediate challenge in this scenario is the organization's geographical spread combined with fragmented technology platforms. Option B is correct because effective communication cannot occur at scale unless there is reliable reach, access, and infrastructure alignment across the workforce.

Following a major acquisition, communication urgency is high. Employees need timely, consistent, and coordinated information to reduce uncertainty, align around leadership direction, and stabilize operations.

However, when employees are distributed across 12 countries and rely on different communication systems, tools, and digital maturity levels, even basic message delivery becomes complex. Without shared platforms or interoperable systems, messages may be delayed, distorted, duplicated, or missed entirely—undermining trust and effectiveness.

Strategic communication management emphasizes that reach precedes meaning. Before addressing attitudes, culture, or generational preferences, the communication function must first ensure that messages can physically and digitally reach all employees in a consistent manner. Infrastructure fragmentation directly constrains speed, consistency, and control—critical factors during post-acquisition integration.

The other options represent important but secondary challenges. Cultural and language differences, employee attitudes toward leadership, and generational dynamics all influence message interpretation and engagement, but these issues can only be addressed

once a functioning communication delivery system is in place. Without common channels or coordinated technology, even the best-crafted messages and leadership intent cannot be executed effectively.

For a newly appointed communication manager tasked with building a communication function from scratch, resolving channel access, platform alignment, and global reach is the most urgent priority. Addressing the geographical and technological complexity first creates the foundation upon which trust-building, cultural adaptation, and leadership communication can successfully occur.

NEW QUESTION # 26

A city's public health service is creating awareness of its new occupational hygiene policy for its 12,000 employees. Which of the following tools would be MOST effective in raising awareness of the policy?

- A. An integrated approach using printed and digital media.
- B. Articles placed on the intranet about the importance of hygiene.
- C. A memorandum for use in all staff meetings within the organization.
- D. A poster campaign that covers all work units of the organization.

Answer: A

Explanation:

Raising awareness of a new occupational hygiene policy across a large and diverse workforce requires a coordinated and multi-channel communication strategy. From a strategic communication management perspective, an integrated approach using both printed and digital media is the most effective option because it maximizes reach, repetition, and message reinforcement across different employee segments.

In an organization with 12,000 employees, reliance on a single communication tool is unlikely to be sufficient. Employees vary in their roles, locations, access to technology, and information consumption habits.

An integrated approach acknowledges this diversity by combining tools such as posters, emails, intranet content, digital signage, briefings, and printed materials. This ensures that key messages are encountered multiple times and through trusted channels, increasing the likelihood of awareness and comprehension.

Strategic communication emphasizes message consistency across platforms. An integrated approach allows the same core policy message to be adapted in format while remaining aligned in content. Visual materials can provide quick reminders in workspaces, while digital media can offer more detailed explanations, FAQs, and updates. This layered communication structure supports both initial awareness and ongoing reinforcement.

The other options are limited in scope and effectiveness. A memorandum or staff-meeting discussion depends heavily on managerial follow-through and may not reach all employees consistently. Intranet articles require employees to actively seek information, which reduces exposure. A poster campaign alone raises visibility but lacks depth and interactivity.

Effective policy communication is not about choosing a single channel, but about orchestrating multiple channels to work together strategically. Therefore, an integrated approach using printed and digital media best reflects strategic communication management principles and is most likely to achieve broad awareness and understanding of the new hygiene policy.

NEW QUESTION # 27

(Which of the following is most important in building a business case for communication projects?)

- A. Determine how the project aligns with the organisation's strategic priorities, values and/or vision
- B. See if and how the project overlaps with other projects
- C. Determine if you have current staff capacity to complete the project
- D. Assess if you have current budget to cover the project

Answer: A

Explanation:

Strategic Communication Management places organizational strategy alignment at the center of all decision-making. A business case that does not clearly demonstrate how a communication initiative supports the organization's strategic priorities, values, or vision lacks executive relevance-regardless of budget availability or staffing capacity. Senior leaders allocate resources based on strategic contribution, not operational convenience.

Determining alignment (C) answers the most critical leadership question: Why does this matter to the organization now? SCMP-level communicators frame communication initiatives as enablers of business outcomes such as reputation protection, change adoption, stakeholder trust, regulatory confidence, or competitive positioning. This strategic framing elevates communication from a support function to a value-driving discipline.

While capacity (A), budget (B), and overlap (D) are important considerations, they are secondary. Leaders expect communicators to solve resource challenges once strategic relevance is established. In fact, projects that are strategically critical often justify

reallocating budget, reprioritizing work, or securing external support.

SCMP doctrine emphasizes that communicators must "lead with strategy, not tactics." By anchoring the business case in organizational priorities, the communicator demonstrates enterprise thinking, leadership maturity, and an understanding of governance expectations. This approach also strengthens accountability, as success can be measured against defined strategic outcomes rather than activity metrics.

In short, alignment is the foundation upon which all other business case elements rest. Without it, even well- resourced projects risk being deprioritized or rejected.

NEW QUESTION # 28

Which part of the communication development process should be handled by in-house communication professionals?

- A. Crisis and emergency communications
- B. Speech writing and newsletter writing
- C. Strategy and project management
- D. Video production and web programming

Answer: C

Explanation:

In strategic communication management, strategy and project management are core responsibilities that should be led by in-house communication professionals. These functions require deep organizational knowledge, access to senior leadership, and a clear understanding of business objectives, culture, risks, and stakeholder expectations—capabilities that external vendors typically do not possess at the same level.

Communication strategy defines what the organization needs to communicate, why it matters, to whom, and how success will be measured. In-house professionals are uniquely positioned to align communication initiatives with corporate strategy, leadership priorities, and long-term reputation goals. They also understand internal decision-making processes, resource constraints, and political sensitivities, enabling them to make informed trade-offs and provide sound counsel to management.

Project management is equally critical to keep communication initiatives coordinated, on schedule, and within budget. In-house teams are best suited to manage timelines, integrate cross-functional input, approve messaging, and ensure consistency across channels. They also serve as the central point of accountability when working with external agencies, freelancers, or technical specialists.

The other options represent activities that can often be outsourced without compromising strategic integrity.

Video production and web programming are technical skills commonly handled by specialists. Speechwriting and newsletters may be shared or outsourced under strategic direction. Crisis and emergency communications, while strategically sensitive, still rely on internally set frameworks and leadership oversight rather than standalone execution.

Strategic communication management emphasizes that organizations should retain control over strategy and governance while selectively outsourcing execution. By keeping strategy and project management in-house, organizations protect alignment, accountability, and credibility—ensuring that all communication activities support broader business and reputation objectives.

NEW QUESTION # 29

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