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GCCC Strategic Communication Management Professional Sample Questions (Q35-Q40):

NEW QUESTION # 35

Following a traditional service center funding model is an advantage for a communication team because:

- A. the in-house clients understand the value of the communication team because they pay market rate for communication

services.

- B. it contributes to the bottom line by generating profits for the company.
- **C. the cost is not a barrier for clients from working with their in-house communication professionals.**
- D. the team is always eager to do their best work because they have a captive client base.

Answer: C

Explanation:

In strategic communication management, a traditional service center funding model refers to a centrally funded communication function that provides services to internal clients without charging them directly for each engagement. The primary advantage of this model is that cost does not become a barrier to access, making option A the correct answer.

When communication services are centrally funded, internal clients are more likely to engage communication professionals early and often. This supports strategic alignment, consistency, and risk management. If cost recovery or charge-back models are used, internal stakeholders may delay or avoid involving communication teams to reduce expenses, increasing the risk of misalignment, poor messaging, or reputational exposure.

Strategic communication management emphasizes early involvement as a key factor in effectiveness.

The service center model positions communication as an organizational capability rather than a transactional service. It reinforces the idea that communication is a shared strategic resource that supports enterprise-wide objectives, such as change management, leadership communication, and reputation protection. By removing financial friction, communication teams can focus on advising, planning, and coordinating rather than negotiating budgets for each request.

The other options reflect misunderstandings of the model. Charging market rates (option B) aligns more closely with a fee-for-service model, not a traditional service center. Generating profits (option C) is not the purpose of an internal communication function. A captive client base (option D) does not inherently drive quality and may actually reduce accountability if not managed properly. Strategic communication management recognizes that while no funding model is perfect, the traditional service center approach maximizes access, encourages collaboration, and supports the integration of communication into management decision-making making it a strong model for organizations prioritizing strategic consistency and enterprise value.

NEW QUESTION # 36

Three employees have been injured in the past six months in one business unit because they have ignored a basic safety protocol. What strategic suggestions can the communication manager make to enhance the safety culture at the company?

- A. Develop a meeting-in-a-box tool kit for supervisors that explains safety rules and the importance of following them. Give supervisors 90 days to use the tool kit and report any feedback they have after using it.
- B. Issue a memo reiterating the company's safety culture and how these employees will be re-trained and supervised to ensure they follow established safety practices.
- C. Launch a company-wide campaign that asks all employees to report their coworkers' risk behaviors to demonstrate the seriousness of the desired prevention culture.
- **D. Develop a multi-month communication and training effort focused on the supervisors and employees who are directly related to the area where injuries are happening. Have leadership communicate face-to-face with this group and broadcast to all staff to build awareness that safety is an expectation from the top down.**

Answer: D

Explanation:

In strategic communication management, strengthening safety culture requires sustained leadership engagement, targeted communication, and visible accountability-not one-time messages or punitive reminders. Option C represents the most effective strategic response because it integrates leadership, learning, and behavioral reinforcement over time. Repeated injuries signal a systemic cultural issue rather than a lack of information, which means the solution must address norms, expectations, and leadership influence.

Focusing on the supervisors and employees closest to where injuries are occurring reflects a risk-based and audience-centered approach. These groups experience the safety protocols most directly and are therefore the most critical leverage points for behavior change. A multi-month communication and training effort allows messages to be reinforced, skills to be practiced, and attitudes to shift gradually-key principles in organizational change communication.

Leadership's face-to-face involvement is especially important. Strategic communication management emphasizes that safety culture is driven from the top. When leaders visibly engage, discuss expectations, and model safety priorities, employees interpret safety as a core organizational value rather than a compliance exercise. Broadcasting leadership messages more broadly reinforces consistency and signals that safety standards apply across the organization.

The other options rely on limited or counterproductive tactics. Tool kits and memos are passive and easily ignored, while peer-reporting campaigns risk creating fear, resentment, or mistrust. These approaches may increase awareness but rarely lead to sustainable behavioral change.

By combining leadership advocacy, targeted training, and ongoing communication, option C aligns communication strategy with management responsibility. It positions safety as a shared expectation, embedded in daily operations and leadership behavior—an essential condition for building a durable and credible safety culture.

NEW QUESTION # 37

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

- A. Ensure all communication flows through the executive leadership.
- B. Provide organization information that is approved by executive leaders.
- C. Make information available so employees have the essential information to do their jobs effectively.
- D. Provide information and feedback on individual performance only during formal reviews.

Answer: C

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 # 38

In the early stages of communication during a crisis, after communicating regret and concern, the next MOST important focus for communication is:

- A. describing the steps the organization is taking to address the situation now and in the future.
- B. placing the responsibility for the crisis on the appropriate party.
- C. indicating what the authorities are doing to address the crisis.
- D. communicating the facts that are currently available.

Answer: A

Explanation:

In strategic communication management, early crisis communication follows a deliberate sequence designed to stabilize stakeholder trust and reduce reputational damage. After expressing regret and concern—an essential first step that demonstrates empathy and acknowledgment—the next most important focus is explaining what the organization is doing to address the situation now and how it will prevent recurrence in the future. Option D is therefore correct.

Stakeholders want reassurance that the organization is taking responsibility through action, not just words.

Describing concrete steps shows leadership, accountability, and control. It signals that the organization is actively managing the crisis rather than reacting passively. Strategic communication theory consistently shows that action-oriented messaging reduces uncertainty and anxiety more effectively than explanations or blame assignment.

While communicating facts is important, facts alone do not satisfy stakeholder expectations in the early stages of a crisis. Information may be incomplete or evolving, and focusing too heavily on facts without demonstrating action can appear evasive or cold. Similarly,

emphasizing what authorities are doing shifts responsibility away from the organization and weakens perceived accountability. Assigning blame- internally or externally-too early can escalate conflict and undermine credibility.

Strategic communication management emphasizes that trust is preserved when stakeholders see alignment between concern and corrective action. Describing immediate steps (such as investigations, safeguards, or support measures) and longer-term commitments (policy changes, training, system improvements) demonstrates seriousness and intent. This approach also creates a framework for ongoing communication as the situation develops.

By focusing on what the organization is doing now and in the future, communication leaders reinforce confidence, reduce speculation, and position the organization as responsible and responsive. This action- focused messaging is a cornerstone of effective reputation management during crises.

NEW QUESTION # 39

What is the MOST important factor that a communication leader should consider when deciding whether to engage stakeholders on a contentious societal issue?

- A. Timing of a response
- B. Alignment with business goals
- C. Consistency with company values
- D. Using appropriate channels

Answer: C

Explanation:

In strategic communication management, the most important factor when deciding whether to engage stakeholders on a contentious societal issue is consistency with company values. Option B is correct because values provide the ethical and strategic foundation that determines whether engagement will be credible, authentic, and sustainable over time.

Contentious societal issues-such as social justice, environmental responsibility, public policy, or human rights-are highly visible and emotionally charged. Stakeholders increasingly expect organizations to take positions, but they are also quick to challenge actions that appear opportunistic or inconsistent. Strategic communication management emphasizes that engagement must be rooted in clearly articulated and demonstrated values. When an organization speaks on an issue that aligns with its values, stakeholders perceive the engagement as principled rather than performative.

Alignment with business goals is important, but it is secondary in this context. If engagement is driven primarily by business advantage without a values foundation, it risks backlash, accusations of hypocrisy, or long-term reputational damage. Similarly, timing and channel selection are tactical considerations that matter only after the fundamental question of "should we engage at all?" has been ethically resolved.

Consistency with values also guides internal alignment. Employees expect leadership to act in ways that reflect stated values, especially during societal debates. Misalignment can erode trust, damage morale, and undermine credibility internally and externally. Strategic communication management recognizes that values- driven decisions strengthen trust even among stakeholders who may disagree with the organization's position.

By using company values as the primary decision lens, communication leaders ensure that engagement is authentic, defensible, and coherent with past behavior and future actions. This values-first approach reduces reputational risk and positions the organization as principled and trustworthy in complex societal conversations.

NEW QUESTION # 40

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