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GCCC Strategic Communication Management Professional Sample Questions (Q45-Q50):

NEW QUESTION # 45
Which step should come FIRST when developing a communication strategy?

- A. Identifying the key messages to communicate to audiences
- B. Determining the goals and objectives of the communication strategy
- C. Planning the measurement approach to demonstrate impact
- D. An analysis of the business environment and the needs of the organization

Answer: D

Explanation:
In strategic communication management, the development of an effective communication strategy must begin with a thorough analysis of the business environment and the organization's needs. This diagnostic step is foundational because communication strategy does not exist in isolation-it is designed to support broader organizational goals, respond to environmental pressures, and address specific challenges or opportunities facing the organization.
Analyzing the business environment involves examining internal factors such as organizational objectives, culture, leadership priorities, resources, and performance issues, as well as external factors such as market conditions, stakeholder expectations, competitive dynamics, regulatory influences, and reputational risks.

Without this contextual understanding, communication efforts risk being misaligned, reactive, or disconnected from what the organization actually needs to accomplish.

Only after this analysis can meaningful communication goals and objectives be set. Goals must be grounded in real business conditions and informed by evidence, not assumptions. Similarly, key messages should emerge from strategic priorities identified during the analysis phase, ensuring relevance and credibility with stakeholders. Measurement planning, while essential, is a later step that depends on clearly defined objectives and intended outcomes.

Strategic communication frameworks consistently emphasize a research-first approach, positioning environmental analysis as the starting point for all strategy development. This reflects the role of communication leaders as strategic advisors who help organizations interpret their environment and respond deliberately rather than tactically.

The other options represent important-but sequential-steps. Goals, messaging, and measurement all depend on insights generated through environmental and organizational analysis. By beginning with this step, communication managers ensure their strategy is informed, aligned, and capable of delivering measurable value to the organization.

NEW QUESTION # 46

It is the beginning of May. You work for a trade organization that surveyed its members for feedback on a series of policy issues. A total of 300 members of the organization of 15,000 answered the survey in January.

You have been tasked by the general manager to communicate the survey results to the press and make the results as appealing as possible for journalists. Of the following options, which one is unethical?

- A. Presenting the results as April results
- B. Sending out the release to a selection of journalists that are known to cover the organization's surveys favourably
- C. Having visuals that accompany the release only illustrate a selection of the survey results
- D. Omitting the sample size in the release

Answer: A

Explanation:

Ethical communication requires accuracy, transparency, and honesty. Presenting January survey results as April results (C) is a clear misrepresentation of facts and violates core ethical principles of Strategic Communication Management. Timing can significantly influence how data is interpreted, especially in policy, regulatory, or advocacy contexts.

SCMP standards emphasize that communicators must never distort information to enhance perceived relevance or impact.

Mislabeling the timing of data intentionally deceives stakeholders and journalists, undermining trust and exposing the organization to reputational and legal risk.

While omitting sample size (B) is poor practice and weakens credibility, it is not inherently deceptive if not required. Selective visuals (A) are acceptable if they do not mislead, and targeted media distribution (D) is a standard strategic practice.

Ethical breaches are defined by intentional distortion, not by strategic framing. Option C crosses that line by altering factual context.

Senior communicators are guardians of organizational integrity, and SCMP-level professionals are expected to advise against actions that compromise trust-even under pressure to achieve visibility.

Integrity is non-negotiable in strategic leadership communication, and accuracy is its foundation.

NEW QUESTION # 47

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

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

Answer: B

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 # 48

Which step should the lead communication professional take FIRST when an unexpected notification regarding a negative issue is received?

- A. Start writing a sincere apology to those impacted.
- B. Convene the crisis response team.
- C. Start writing messaging to explain the issue.
- D. Ascertain the negative attention the issue is attracting.

Answer: D

Explanation:

In strategic communication management, the first and most critical step when an unexpected negative issue arises is to assess the level and nature of attention the issue is attracting. This situational assessment forms the foundation for all subsequent decisions. Without understanding how visible, credible, and emotionally charged the issue is, communication leaders risk overreacting, underreacting, or communicating inaccurately-each of which can worsen reputational damage.

Strategic communication emphasizes evidence-based decision-making. At the initial stage, communicators must determine whether the issue is internal or public, whether it is gaining traction on social or traditional media, who is driving the narrative, and which stakeholders are aware or affected. This diagnostic step allows leaders to distinguish between a contained operational issue and a full-scale reputational threat. Acting prematurely-such as drafting apologies or explanations-can inadvertently legitimize rumors or escalate attention before facts are confirmed.

Only after understanding the scope of negative attention can leaders appropriately convene a crisis response team, define roles, and determine whether immediate public response is necessary. In many cases, issues remain limited and can be resolved quietly through internal channels. In others, rapid escalation requires coordinated leadership involvement and formal messaging. Strategic communication doctrine consistently prioritizes situational awareness before action to preserve credibility and message discipline.

This approach aligns with professional standards of crisis and reputation management, which stress monitoring, verification, and stakeholder analysis as the first response steps. By first ascertaining the level of negative attention, communication leaders protect organizational trust, ensure proportional response, and create a solid strategic foundation for effective crisis management.

NEW QUESTION # 49

After attending a local seminar about evolving communication practices, the communication manager is inspired to share some of the speaker's tips on his professional blog. When is it necessary to cite the speaker in the blog?

- A. When sharing the speaker's ideas.
- B. It is not necessary to cite the speaker because the blog and everything in it is the communication professional's intellectual property.
- C. It is not necessary to cite the speaker if rephrasing the speaker's information in one's own words.
- D. When the speaker pays for mentioning her name on the blog.

Answer: A

Explanation:

From an ethics standpoint in strategic communication management, it is necessary to cite the speaker whenever their ideas are being shared-regardless of whether those ideas are quoted directly or paraphrased.

Option D is correct because ethical communication is grounded in transparency, integrity, and respect for intellectual contribution. Ethical standards in professional communication make a clear distinction between expression and ownership.

While a communication manager may rephrase ideas in their own words, the underlying concepts, frameworks, or insights still belong to the original source. Presenting another person's ideas without attribution misrepresents authorship and can undermine professional credibility. Strategic communication management emphasizes that ethical practice extends beyond legal compliance to include fairness, honesty, and proper acknowledgment of others' work.

Citing the speaker also supports trust and credibility with readers. Professional audiences expect transparency about sources, especially when content is derived from expert insights or formal learning environments such as seminars or conferences. Attribution signals professionalism and intellectual honesty, reinforcing the communicator's reputation as a responsible and ethical practitioner. The incorrect options reflect common ethical misunderstandings. Intellectual property is not automatically transferred through attendance at an event. Paraphrasing does not eliminate the obligation to credit original ideas. Attribution should never be contingent on payment, as ethical recognition is not transactional.

Strategic communication management views ethical attribution as a reputational safeguard. Failure to credit sources can result in accusations of plagiarism, damage professional standing, and erode trust within the communication community. By citing the speaker when sharing their ideas, the communication manager demonstrates respect, accountability, and adherence to ethical standards-key principles that sustain long- term professional credibility and leadership in the field.

NEW QUESTION # 50

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