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## GCCC Strategic Communication Management Professional Sample Questions (Q37-Q42):

### NEW QUESTION # 37

Which of the following contains the MOST important components in a strategic planning template to help the leadership team quickly understand and prioritize projects submitted by each business unit for the coming year?

- A. Key Stakeholders, Historic Trends, Messaging Strategies, Anticipated Results, and Assessment
- B. Executive Summary, Key Performance Indicators, Industry Analysis, Financial Projections, and Timeline
- C. Detailed Problem Statement, Potential Solutions, Action Items, Timeline, and Budget

- D. Corporate Goals, Mission Statement, Action Items, Communication Plan, and Monitoring & Evaluation

**Answer: C**

**Explanation:**

When senior leadership is asked to review and prioritize project proposals from multiple business units, clarity, comparability, and decision-focused information are essential. The most effective strategic planning template is one that allows leaders to quickly understand the issue being addressed, the proposed response, required resources, and expected execution timeline. Option D best meets these needs.

A detailed problem statement clearly explains why the project exists and what organizational challenge or opportunity it addresses. This enables leaders to assess strategic relevance and urgency. Presenting potential solutions demonstrates that alternatives have been considered and allows leadership to evaluate the soundness of the recommended approach. Action items translate strategy into execution, showing exactly what will be done and by whom.

Including a timeline provides visibility into sequencing, duration, and dependencies, which is critical for capacity planning and coordination across business units. The budget component is especially important for prioritization, as leadership decisions often involve trade-offs between cost, impact, and available resources.

Together, these elements give decision-makers a concise yet comprehensive view of feasibility, value, and risk.

The other options contain valuable components but are less effective for rapid prioritization. Option A emphasizes analysis and projections that may be excessive at an early decision stage. Option B is more communication-focused and lacks operational and financial clarity. Option C describes high-level strategy but does not provide sufficient detail for comparing competing initiatives.

From a strategic communication management perspective, leadership-facing tools must be designed for decision efficiency. A template built around problem definition, solutions, execution details, timing, and cost enables informed prioritization and supports disciplined, transparent governance of organizational initiatives.

#### **NEW QUESTION # 38**

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

**Answer: C**

**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 # 39**

Personal protective equipment (PPE) supply is a sensitive topic during a pandemic. A communication consultant at a local hospital receives a call from a reporter asking about PPE supply. An internal hospital email was forwarded to the reporter stating the hospital

only has a five-day supply of PPE, but more PPE supply is due to arrive at the central warehouse within four days. The email also mentions that an expedited delivery process is in place. The reporter wants to know if the hospital will run out of PPE. How should the communication consultant respond to the reporter?

- **A. Confirm the current five-day supply of PPE, provide details about the expedited shipping process from the warehouse, and schedule a follow-up call.**
- B. Confirm the current five-day supply and state that hospital management is not at all worried about getting more supply.
- C. Ask the reporter to call back in five days as there will be more information about the PPE supply at that time.
- D. Tell the reporter "no comment" because the internal hospital email should not have been leaked to the reporter.

**Answer: A**

Explanation:

Ethical communication during a crisis requires accuracy, transparency, and responsibility to public trust. In a public health emergency, hospitals are highly scrutinized institutions, and how they communicate about sensitive issues such as PPE supply can directly affect credibility, employee morale, and public confidence.

The most appropriate response is to confirm the current supply, explain the mitigation steps in place, and commit to ongoing communication.

Option C reflects best practices in ethical crisis communication. Acknowledging the five-day supply demonstrates honesty and avoids perceptions of concealment. Providing context about the expedited delivery process reassures stakeholders that leadership is actively managing the risk rather than ignoring it. Scheduling a follow-up call signals accountability and openness, reinforcing trust with the media and the public.

Option A ("no comment") may appear evasive and can escalate suspicion, even if the information was leaked improperly. Ethical communication prioritizes public understanding over internal discomfort. Option B minimizes the situation and introduces unnecessary reassurance, which can damage credibility if circumstances change. Option D delays communication and creates uncertainty, increasing the likelihood of speculation or misinformation.

Strategic communication management emphasizes that trust is built not by perfection, but by transparency and preparedness. During crises, organizations must communicate what they know, what they are doing, and what will happen next. This approach balances factual disclosure with responsible framing, avoiding panic while maintaining integrity.

By confirming facts, explaining actions, and committing to follow-up, the communication consultant fulfills their ethical duty to inform accurately, protect the institution's reputation, and support informed public discourse during a critical moment.

#### **NEW QUESTION # 40**

A company's communication manager has noticed an increasing volume of criticism on social media regarding the company's corporate social responsibility initiatives being self-serving and hypocritical. Which action should be taken by the communication manager when developing the MOST effective long-term response to the criticism?

- A. Aggressively push back against criticism.
- B. Issue a continuous stream of press releases underscoring the benefits of the corporate social responsibility initiatives.
- C. Demonstrate to stakeholders how their concerns are being addressed and employ multiple feedback methods.
- **D. Invite and sustain proactive dialogue with stakeholders in order to involve them in corporate social responsibility efforts.**

**Answer: D**

Explanation:

From a strategic communication and reputation management perspective, the most effective long-term response to criticism of corporate social responsibility (CSR) initiatives is to invite and sustain proactive dialogue with stakeholders. Option B reflects a relationship-centered approach that aligns with best practices in strategic communication management, where trust, legitimacy, and credibility are built through engagement rather than one-way messaging.

When stakeholders perceive CSR initiatives as self-serving or hypocritical, the underlying issue is often a lack of inclusion, transparency, or shared ownership. Proactive dialogue allows organizations to move beyond defending actions and instead co-create meaning and solutions with stakeholders. By involving employees, community members, customers, and advocacy groups in CSR efforts, the organization demonstrates authenticity and a willingness to listen, learn, and adapt. This participatory approach helps shift perceptions from symbolic action to genuine commitment.

Issuing repeated press releases (Option A) risks reinforcing skepticism by appearing promotional rather than responsive.

Aggressively pushing back against criticism (Option C) can escalate conflict and further damage trust. While demonstrating how concerns are being addressed and using feedback mechanisms (Option D) is important, these actions are most effective when embedded within an ongoing dialogue rather than treated as isolated responses.

Strategic communication management emphasizes long-term reputation building through two-way, symmetrical communication. Sustained dialogue enables organizations to surface stakeholder expectations early, correct misalignments, and demonstrate

accountability over time. It also provides a continuous feedback loop that strengthens decision-making and improves CSR outcomes.

Therefore, inviting and maintaining proactive stakeholder dialogue is the most effective long-term strategy for addressing criticism, rebuilding trust, and protecting organizational reputation in a complex and highly visible social media environment

#### NEW QUESTION # 41

A communication manager for a chemical company learns during a casual lunch conversation with an operations manager that the company accidentally harmed the environment because of an accident and is not following its internal code of good conduct and transparency to stakeholders. Which response is the MOST ethical?

- A. The communication manager should urge leadership to stop accidents that harm the environment, and in doing so, has performed his or her ethical duty and can ensure that the information does not get out to media and other parties that could harm the company's reputation.
- B. After speaking with leaders about the company's unethical handling of the accident, the communication manager should resign and might consider anonymously leaking the information to a regulatory agency.
- **C. The communication manager should speak to company leaders about a proposed action plan regarding the accident and lack of transparency, and should also contact the company's ethics department about the situation.**
- D. The communication manager could infer that the lack of communications and transparency indicates a cover-up and look for a way to discretely take the story to the media.

**Answer: C**

Explanation:

From an ethics-based strategic communication management perspective, option B represents the most appropriate and responsible course of action. Ethical communication professionals have a duty to act in the best interests of the organization and its stakeholders by promoting transparency, accountability, and corrective action through proper internal channels.

When learning of potential environmental harm and a failure to follow internal codes of conduct, the communication manager's first obligation is to raise the issue with organizational leadership and propose an action plan. This demonstrates professional responsibility, strategic judgment, and commitment to ethical problem-solving rather than emotional or reactionary responses. Strategic communication management emphasizes resolving issues at the organizational level before escalating externally, whenever possible.

Engaging the company's ethics department is equally important. Ethics and compliance structures exist to investigate, document, and address exactly these types of situations. By involving them, the communication manager ensures that concerns are handled formally, consistently, and in alignment with legal and regulatory requirements. This approach protects stakeholders, the environment, and the organization's long-term credibility.

The other options are ethically flawed. Leaking information or going directly to the media bypasses governance and undermines trust. Resignation avoids responsibility rather than addressing the issue.

Suppressing information to protect reputation prioritizes image over integrity and directly contradicts ethical communication principles.

Strategic communication management stresses that ethical leadership requires courage, internal advocacy, and structured escalation—not secrecy or public exposure as a first step. Option B reflects ethical professionalism by seeking transparency, corrective action, and accountability through established organizational processes, making it the most responsible and ethical response.

#### NEW QUESTION # 42

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