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GCCC Strategic Communication Management Professional Sample Questions (Q42-Q47):

NEW QUESTION # 42

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

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

Answer: B

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 # 43

In order to encourage and reinforce an ethical culture, an organization's ethics program should include:

- A. links to applicable local criminal law.
- **B. consistent, clear messages about values.**
- C. references for the consultant who drafted the program.
- D. punishments and rewards for employee behavior.

Answer: B

Explanation:

In strategic communication management, an ethical culture is built and sustained primarily through clarity, consistency, and shared understanding of organizational values. Option A is correct because consistent, clear messages about values form the foundation of ethical behavior across the organization. Ethics programs are most effective when they help employees understand not just what rules exist, but why ethical behavior matters and how it aligns with the organization's purpose and identity.

Values-based communication provides guidance in situations where rules alone may be insufficient or ambiguous. Employees frequently face complex decisions that cannot be resolved simply by referring to laws or policies. Strategic communication management emphasizes that values act as decision-making anchors, helping employees apply judgment in real-world situations. Clear and repeated messaging ensures these values are understood, internalized, and reinforced over time.

The other options are incomplete or misdirected. While awareness of laws is important, linking ethics programs primarily to criminal statutes promotes a compliance mindset rather than an ethical one.

Compliance focuses on avoiding punishment; ethics focuses on doing the right thing. Punishments and rewards can support accountability, but on their own they do not create an ethical culture and may encourage behavior driven by fear or incentives rather than integrity. Referencing consultants is irrelevant to employee behavior and ethical reinforcement.

Strategic communication management recognizes that culture is shaped by what leaders say, what they repeat, and what they model. Ethics programs that consistently communicate values-through leadership messaging, training, storytelling, and daily practices-embed ethics into the organization's fabric rather than treating it as a checklist.

By prioritizing clear, consistent messaging about values, organizations foster trust, accountability, and ethical decision-making, creating a culture where employees are empowered to act responsibly even in the absence of formal rules.

NEW QUESTION # 44

If a communication manager wants to convince senior leaders that using peer-driven social media is highly likely to increase sales, which of the following steps should be taken to convince them?

- A. Sign senior leaders up on social media platforms.
- B. Show senior leaders a report written for a previous employer.
- **C. Create a business case that demonstrates results based on research.**
- D. Provide senior leaders with a list of websites with good examples of research.

Answer: C

Explanation:

In strategic communication management, senior leaders are persuaded by evidence that links communication initiatives directly to business outcomes. Creating a business case grounded in credible research is the most effective way to demonstrate how peer-

driven social media can increase sales. Option D is correct because it aligns communication recommendations with leadership priorities such as revenue growth, return on investment, and risk management.

A well-constructed business case translates research findings into organizational relevance. It connects peer influence, social proof, and engagement metrics to measurable outcomes such as conversion rates, customer acquisition, and purchase intent. Strategic communication management emphasizes that leadership decisions are rarely driven by anecdotes or exposure alone; they require structured analysis, assumptions, projections, and clearly articulated benefits.

The other options fail to meet this standard. Simply signing leaders up on social platforms builds familiarity but does not demonstrate value. Providing examples of research without synthesis places the burden of interpretation on leaders and weakens the communicator's advisory role. Sharing a report from a previous employer may lack contextual relevance and credibility within the current organization.

By contrast, a tailored business case integrates internal data, external research, competitive context, cost estimates, and success measures. It anticipates leadership concerns, such as budget impact and organizational readiness, while demonstrating how peer-driven social media aligns with strategic goals. This approach positions the communication manager as a strategic partner rather than a channel advocate.

Strategic communication management prioritizes outcome-based reasoning. When communicators present research-backed business cases, they move conversations from preference and trend adoption to informed decision-making—significantly increasing the likelihood of leadership support and successful implementation.

NEW QUESTION # 45

What is the MOST important factor to consider when adopting a communication practice or method from another company?

- A. Alignment with company brand
- B. Preference of project sponsor
- C. Psychographics of stakeholders
- D. Alignment to business objective

Answer: D

Explanation:

In strategic communication management, the foremost criterion when adopting a communication practice from another organization is its alignment with the business objective. Communication does not exist for its own sake; it is a strategic management function designed to support organizational goals such as growth, efficiency, change implementation, risk mitigation, or reputation enhancement. Even highly successful communication methods from admired companies can fail if they do not directly contribute to what the organization is trying to achieve.

Business objectives provide the strategic "north star" for all communication decisions. Before considering branding consistency, stakeholder psychology, or leadership preferences, communicators must first ask whether a borrowed practice advances the organization's strategic priorities. For example, a company focused on operational efficiency may require streamlined, instructional communication, whereas one pursuing innovation may need collaborative and exploratory messaging. If the adopted method does not support these objectives, it can create distraction, misalignment, and wasted resources.

Strategic communication management emphasizes that objectives drive strategy, and strategy drives tactics.

Borrowing tactics without verifying objective alignment reverses this logic and increases the risk of superficial imitation rather than purposeful adaptation. While alignment with brand and stakeholder psychographics is important, these factors are secondary filters that refine execution—not the primary decision gate.

Additionally, leadership preferences should never override strategic fit. Allowing sponsor preference to dictate communication approaches can undermine organizational coherence and weaken credibility. By grounding decisions in business objectives, communication leaders demonstrate their advisory role at the management level, ensuring that communication remains a value-adding function rather than a decorative one.

Ultimately, alignment to business objectives ensures relevance, measurability, and strategic legitimacy—hallmarks of effective communication management.

NEW QUESTION # 46

A communication department is overwhelmed with work and company leadership has delegated two additional high-priority projects that will require significant staff time. As part of a request for an increase to the budget to complete the projects, the communication manager should:

- A. Demonstrate to leadership how current communication projects are prioritized according to resources and skill sets that are available.
- B. Ask for an increase that will bring resources to at least the average for other companies in a benchmarking study.

- C. Indicate the volume of deliverables the department has produced during the last year to demonstrate how overworked the department is.
- D. Suggest that current work be given to another department so communication staff could work on the new projects.

Answer: A

Explanation:

In strategic communication management, the most effective way to justify a request for additional budget or resources is to clearly demonstrate how work is currently prioritized against available capacity and skills.

Option C is correct because it frames the request in terms leaders understand: trade-offs, constraints, and impact on business outcomes.

Senior leaders make resourcing decisions based on clarity and logic, not workload complaints. By showing how existing projects are aligned to strategic priorities, what resources and competencies are currently deployed, and where gaps now exist due to added high-priority work, the communication manager positions the discussion as a management issue rather than a staffing grievance. This approach reinforces the communicator's role as a strategic advisor.

Demonstrating prioritization also makes consequences visible. Leaders can see which initiatives may be delayed, deprioritized, or compromised if additional resources are not provided. Strategic communication management emphasizes that effective influence with leadership comes from articulating options and implications, not simply requesting more budget.

The other options are less effective. Asking for resources based on benchmarking averages does not address the organization's specific needs or priorities. Listing deliverables produced focuses on activity rather than value. Suggesting work be shifted to another department ignores accountability, quality, and strategic alignment concerns.

Option C aligns with best practice because it shows discipline, transparency, and stewardship of existing resources. It communicates that the department is already operating strategically and efficiently, and that additional investment is required to maintain effectiveness under expanded scope.

By grounding the budget request in prioritization logic and capacity realities, the communication manager increases credibility, strengthens trust with leadership, and significantly improves the likelihood of securing the resources needed to deliver high-priority organizational outcomes.

NEW QUESTION # 47

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