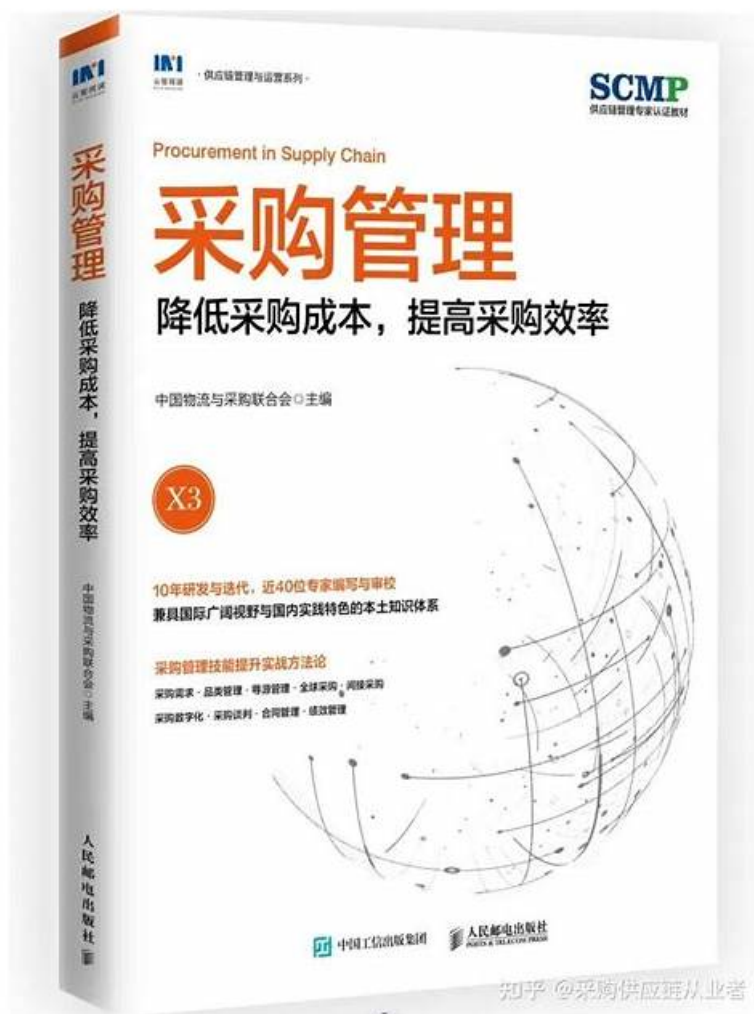


# SCMP日本語版参考書 & SCMP復習対策書



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>> SCMP日本語版参考書 <<

## GCCC SCMP復習対策書 & SCMP最新資料

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# GCCC Strategic Communication Management Professional 認定 SCMP 試験 問題 (Q83-Q88):

## 質問 # 83

A communication manager is planning to lead a communication project team that needs to achieve fast results. Before initiating the project, in what area should the communication manager seek out the input of project stakeholders?

- A. Planning process
- **B. Business objective**
- C. Communication tactics
- D. Communication strategy

正解: **B**

解説:

In strategic communication management, the most critical area in which a communication manager should seek stakeholder input before initiating a fast-moving project is the business objective. Option D is correct because business objectives define the purpose, success criteria, and strategic boundaries of the communication effort. Without clarity on the underlying business goal, speed can actually increase the risk of misalignment, rework, and wasted effort.

Business objectives answer the fundamental "why" behind the project. They clarify what the organization is trying to achieve—such as revenue growth, behavior change, risk reduction, adoption of a system, or reputational improvement. When stakeholders align early on these objectives, the communication manager can make rapid, confident decisions about priorities, messaging, channels, and timelines without repeatedly seeking approval or clarification.

The other options represent downstream decisions. Communication strategy and tactics are designed to support the business objective; defining them before confirming stakeholder agreement on outcomes risks optimizing communication for the wrong goal. The planning process itself is important, but it does not substitute for shared clarity on what success looks like.

Strategic communication management emphasizes that speed is enabled by alignment, not shortcuts. When stakeholders agree on business objectives upfront, disagreements later in the project are reduced, decision-making accelerates, and execution becomes more efficient. This is especially important when time pressure exists, as unclear objectives often lead to scope creep, conflicting expectations, and delays.

By seeking stakeholder input first on the business objective, the communication manager reinforces their strategic advisory role, ensures communication directly supports organizational priorities, and creates a stable foundation for rapid execution. This approach transforms urgency into effectiveness rather than reactive activity.

## 質問 # 84

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

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

正解: **D**

解説:

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.

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#### 質問 # 85

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

正解: C

解説:

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.

#### 質問 # 86

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

正解: B

解説:

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

### 質問 # 87

Which is the FIRST step to take when a CEO wants an expert to develop a training program for managers in effective communication?

- A. Research current information and resources available for managers.
- B. Film the CEO delivering an all-staff message about the new management training.
- C. Draft a training outline/course plan for effective communication.
- **D. Clarify the program goals and develop a communication strategy.**

正解: D

解説:

In strategic communication management, effective leadership advising always begins with clarity of purpose.

When a CEO requests the development of a training program for managers, the first and most critical step is to clarify the program's goals and align them with organizational strategy. Without this foundational understanding, subsequent actions risk being misaligned, inefficient, or ineffective.

Clarifying goals establishes what the organization expects the training to achieve—such as improving leadership communication, supporting change initiatives, strengthening employee engagement, or reducing performance gaps. It also identifies target audiences, desired behavioral outcomes, success measures, and how the training supports broader business objectives. Developing a communication strategy at this stage ensures that the training program is positioned correctly, supported by leadership, and integrated into the organization's culture and priorities.

Options B and D, while important, are premature without strategic clarity. Drafting a course outline or researching resources assumes that the expert already understands what problem the training is meant to solve. Similarly, Option C focuses on promotion rather than substance and skips the essential planning phase required for credibility and effectiveness.

From an advising and leading management perspective, communication professionals are expected to guide leaders toward evidence-based, purpose-driven decisions. By starting with goal clarification and strategy development, the expert demonstrates leadership, manages expectations, and creates a framework for meaningful evaluation. This step also enables informed decisions about content, delivery methods, timing, and measurement.

Strategic communication is not about producing outputs quickly; it is about ensuring that every activity serves a defined organizational need. Establishing clear goals first ensures the training program is relevant, impactful, and capable of delivering lasting value to both managers and the organization as a whole.

### 質問 # 88

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