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GCCC Strategic Communication Management Professional Sample Questions (Q31-Q36):

NEW QUESTION # 31

A start-up company needs to establish a budget for the communication plan. The owners feel unsure about how to budget for communication. How should the communication manager advise the owners?

- A. Recommend they use a percentage of revenue method based on the projections of the company's plan so that they make sure to spend according to the business plan.
- B. Advise they give the communication area a free use of budget, with the understanding that the area needs to cover their revenue goals.
- C. Suggest setting a budget for each main task within the communication plan and calculate the total budget to set a baseline for the next year.
- D. Propose they use the share-of-voice/share-of-mouth (SOV/SOM) method, considering the share of voice and the market share, in order to determine if they have to beat the competition or maintain their status.

Answer: C

Explanation:

In strategic communication management, the most appropriate budgeting approach for a start-up is to base the communication

budget on defined activities and tasks rather than abstract formulas or competitive benchmarks. Option C reflects a zero-based or activity-based budgeting approach, which is considered best practice when organizations are building communication functions from the ground up.

Start-ups often lack historical data, stable revenue streams, or established market positions, making percentage-of-revenue and share-of-voice models unreliable. These methods assume predictability and maturity that early-stage organizations do not yet possess. By contrast, task-based budgeting begins with the communication strategy and objectives, then identifies the specific activities required to achieve them—such as internal communication, brand development, digital presence, media relations, or stakeholder engagement—and calculates costs accordingly.

This approach aligns communication spending directly with business priorities and strategic goals. It allows owners to see exactly what they are investing in, why the investment is necessary, and how each activity contributes to organizational growth. It also supports accountability and evaluation, as outcomes can be assessed against clearly defined initiatives rather than arbitrary spending levels.

The other options carry significant risk. A free-use budget lacks discipline and undermines credibility.

Revenue-based models may underfund communication during critical growth phases. Competitive share-of-voice models are inappropriate when a start-up's immediate goal is establishing clarity and legitimacy rather than outspending competitors.

Strategic communication management emphasizes that budgets should follow strategy, not the reverse. By setting budgets around clearly defined communication tasks, the organization creates a realistic baseline, supports disciplined decision-making, and establishes a scalable foundation for future planning as the company matures.

NEW QUESTION # 32

A competitor's communication manager complains that a company's blog posts include numerous instances of spun content. In reviewing the blog posts with the editorial team, it is clear that about a third of the content in several posts is copied from other sources. Which of the following is the correct assessment of the situation?

- A. Since the spun content does not exceed 50% of the total content, this is not plagiarism.
- B. Spun content is not a form of plagiarism because this falls under the "fair use" rules.
- **C. Spun content is a form of plagiarism.**
- D. Spun content is not a form of plagiarism because it is not referred to in the IABC Code of Ethics.

Answer: C

Explanation:

From an ethics perspective in strategic communication management, spun content is a form of plagiarism when it involves copying ideas, structure, or language from other sources without proper attribution. Option A is correct because ethical communication standards focus on intellectual honesty and transparency, not merely on the percentage of copied material or superficial rewriting. Spun content typically involves rephrasing existing material to appear original while retaining the underlying ideas, arguments, or structure. Even if wording is altered, presenting another source's ideas as one's own—without citation—constitutes plagiarism. Strategic communication management emphasizes that originality and attribution are ethical obligations, particularly in public-facing content such as blogs, reports, and thought leadership pieces.

The incorrect options reflect common misconceptions. There is no ethical threshold—such as 50%—below which copied content becomes acceptable. Plagiarism is determined by the use of uncredited ideas, not by volume. Likewise, the absence of the term "spun content" in the IABC Code of Ethics does not make the practice acceptable. Ethical codes are principle-based; they address integrity, accuracy, and respect for intellectual property, all of which are violated by unattributed content reuse.

Invoking "fair use" is also inappropriate in this context. Fair use is a narrow legal concept that allows limited quotation for purposes such as commentary or critique, usually with attribution. It does not permit repackaging substantial portions of another's work as original content, especially for corporate communication purposes.

Strategic communication management stresses that ethical lapses in content creation can quickly damage credibility and reputation. By recognizing spun content as plagiarism, organizations protect professional integrity, uphold ethical standards, and maintain trust with audiences and peers.

NEW QUESTION # 33

A senior executive from an international firm has been presenting to local employee groups as part of a large change initiative. The executive will soon begin presenting the same materials to employee groups in several other countries. The executive has not requested country-specific materials from the communication team.

What is the BEST action for the communication manager to take?

- A. In a change effort, it is important for employees to hear a consistent message, so no changes should be made.
- B. Rewrite the materials for each audience and forward them to the executive.

- C. Recommend that the senior executive adapt the presentation for each audience.
- D. Reach out to a contact in each location and request audience feedback after the presentation.

Answer: C

Explanation:

In strategic communication management, the most effective action is to recommend that the senior executive adapt the presentation for each audience. While message consistency is important in large change initiatives, consistency does not mean uniformity. Global organizations operate across different cultural, regulatory, economic, and workplace contexts, and employees interpret messages through local norms and expectations.

Adapting the presentation ensures relevance without compromising the core change narrative.

From an advising and leading management perspective, communication professionals add value by anticipating risks and guiding leaders toward more effective engagement—even when not explicitly asked.

Recommending adaptation demonstrates strategic counsel rather than tactical execution. It preserves the executive's ownership of the message while ensuring that examples, language, emphasis, and delivery style resonate with local audiences.

Rewriting materials independently (option B) risks overstepping authority and disconnecting the executive from the message. Waiting for feedback after presentations (option C) is reactive and allows misunderstandings to occur before they are addressed. Making no changes at all (option A) assumes that employees across countries share the same concerns, motivations, and interpretations, which contradicts best practices in global change communication.

Strategic communication management emphasizes "global consistency with local relevance." Core messages—such as vision, purpose, and direction—should remain stable, while contextual elements should be adapted to address local employee realities. This approach increases credibility, reduces resistance, and improves comprehension during change initiatives.

By recommending adaptation, the communication manager fulfills their advisory role, supports leadership effectiveness, and enhances employee engagement across diverse markets. This proactive guidance strengthens trust in leadership, reinforces the change strategy, and ensures that communication functions as a strategic enabler rather than a one-size-fits-all broadcast mechanism.

NEW QUESTION # 34

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 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.
- B. Launch a company-wide campaign that asks all employees to report their coworkers' risk behaviors to demonstrate the seriousness of the desired prevention culture.
- C. 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.
- D. 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.

Answer: A

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 # 35

Which global communication trends impact how a marketing communication team may function?

- A. The lack of convergence between internal and external stakeholders
- **B. The growth of streaming video and audio platforms**
- C. The irrelevance of local media tracking and analysis
- D. The use of media outlets and influencers to promote a brand

Answer: B

Explanation:

In strategic communication management, global communication trends are identified by structural shifts in how audiences consume information and how organizations must adapt their communication capabilities. The growth of streaming video and audio platforms is a significant global trend that directly impacts how marketing communication teams function, making option A the correct answer. Streaming platforms—such as on-demand video, podcasts, and live-streaming services—have fundamentally changed audience behavior. Audiences now expect personalized, mobile-first, and on-demand content rather than scheduled, one-way messaging. This trend forces marketing communication teams to develop new competencies in content creation, storytelling, real-time engagement, and platform-specific analytics. Teams must also adapt workflows to support continuous publishing cycles rather than traditional campaign-based schedules.

Strategic communication management highlights that innovation in channels drives innovation in organizational structure. The rise of streaming platforms often requires closer integration between marketing, digital, content, and analytics functions. It also increases the need for agility, experimentation, and rapid response—key characteristics of modern communication teams operating in global environments.

The other options do not accurately reflect global trends. Local media tracking and analysis remain highly relevant, particularly in multinational organizations. The use of media outlets and influencers is a tactic, not a global trend reshaping how teams function. The lack of convergence between internal and external stakeholders is incorrect; in fact, convergence has increased due to digital transparency and social media.

By responding to the growth of streaming platforms, marketing communication teams evolve their skills, tools, and structures to remain effective. This trend reshapes not just what messages are delivered, but how teams collaborate, measure success, and innovate—making it a defining global communication trend in strategic communication management.

NEW QUESTION # 36

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