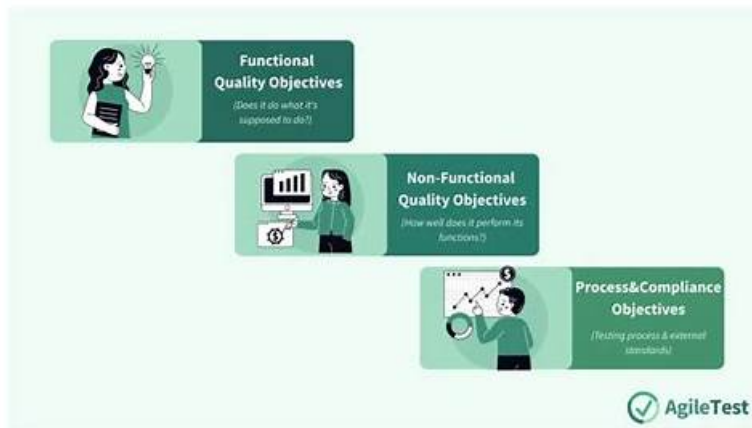


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GCCC Strategic Communication Management Professional Sample Questions (Q44-Q49):

NEW QUESTION # 44

Which action is MOST important in a leader's role for effective communication with employees?

- A. Make information available so employees have the essential information to do their jobs effectively.
- B. Provide information and feedback on individual performance only during formal reviews.
- C. Provide organization information that is approved by executive leaders.
- D. Ensure all communication flows through the executive leadership.

Answer: A

Explanation:

In strategic communication management, the most important responsibility of leaders in communicating with employees is ensuring that people have the essential information they need to perform their jobs effectively.

Option B reflects a fundamental principle of effective leadership communication: communication exists to enable action, not merely to transmit approved messages or reinforce hierarchy.

Employees judge communication effectiveness by its usefulness. When leaders make timely, relevant, and practical information accessible, they empower employees to make decisions, solve problems, and align their work with organizational goals. This supports productivity, engagement, and accountability. Strategic communication theory emphasizes that clarity and accessibility of information directly influence employee performance and trust in leadership.

The other options reflect more limited or outdated views of leadership communication. Restricting communication to executive-approved messages can slow information flow and reduce responsiveness.

Limiting feedback to formal reviews ignores the importance of continuous dialogue and coaching. Requiring all communication to flow through executive leadership creates bottlenecks and discourages open, two-way communication.

From an advising and leading management perspective, leaders are not just message transmitters—they are sense-makers. They help employees understand priorities, expectations, and how their roles contribute to broader objectives. Making essential information readily available demonstrates respect for employees' roles and professionalism, reinforcing a culture of transparency and competence.

Strategic communication management also highlights that effective leaders decentralize communication appropriately. They ensure the right information reaches the right people at the right time, rather than controlling every message. This approach builds trust, reduces confusion, and increases organizational agility.

Ultimately, by prioritizing access to essential job-related information, leaders fulfill their most critical communication responsibility: enabling employees to succeed. This creates stronger alignment, higher engagement, and more effective organizational performance.

NEW QUESTION # 45

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

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

Answer: D

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 # 46

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

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

Answer: A

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 # 47

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

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

Answer: A

Explanation:

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.

NEW QUESTION # 48

Assume your staff is well-managed and is working at full capacity. Your manager briefly mentioned in passing that he wants to add a new "special project" to your unit's responsibilities. In order to build a case for additional resources, which of the following would you undertake first?

- A. Re-assess your team's priorities
- B. Obtain pricing for the new project: e.g. estimated time and other expenses it will take to complete

- C. Seek clarification from your manager about the project parameters
- D. Tell your manager that it is just not possible given current priorities and resources

Answer: C

Explanation:

From a Strategic Communication Management perspective, effective leadership counsel begins with clarity, not assumptions. Before assessing priorities, costs, or feasibility, a senior communicator must first fully understand the strategic intent, scope, urgency, and success criteria of the proposed project. Seeking clarification from the manager ensures that the communicator is advising based on facts rather than speculation, which is a core expectation of advanced-level advisory roles.

In SCMP-aligned practice, communication leaders are expected to operate as strategic partners, not task managers. This means asking informed questions to determine how the initiative supports organizational objectives, what outcomes leadership expects, and what constraints exist. Without this information, reassessing priorities (A) or estimating costs (B) may be premature or inaccurate, leading to weak or misaligned business cases. Similarly, refusing the request outright (D) undermines the communicator's advisory credibility and fails to demonstrate leadership agility.

Clarification also allows the communicator to determine whether the project is truly additive, whether it replaces or reprioritizes existing work, and whether external support, phased delivery, or scope adjustment could be viable alternatives. This approach reflects sound management judgment, disciplined decision-making, and respect for governance processes.

Ultimately, SCMP-level professionals demonstrate value by helping leaders make informed decisions—not by reacting defensively or operationally. Seeking clarification first positions the communicator as a thoughtful advisor who balances organizational needs, resource stewardship, and strategic alignment.

NEW QUESTION # 49

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