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GCCC Strategic Communication Management Professional Sample Questions (Q67-Q72):

NEW QUESTION # 67

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

Answer: A

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 # 68

When developing a strategy for announcing company news, such as a leadership transition that is not covered by industry regulations, the reason why organizational leaders and employees are engaged FIRST is:

- A. so there is time to print new business cards.
- B. media tends to distort messages.
- C. leaders need to feel important so they want to be notified first.
- **D. to ensure they have the information needed to communicate with others.**

Answer: D

Explanation:

In strategic communication management, engaging organizational leaders and employees first during significant announcements is essential to ensure they are properly informed and equipped to communicate accurately with others. Option D is correct because employees and leaders act as critical communication intermediaries, both formally and informally, and their understanding directly influences message consistency, credibility, and trust.

Leaders and employees are often the first point of contact for external stakeholders such as customers, partners, suppliers, and community members. If they learn about important news secondhand or through external channels, uncertainty and misinformation can spread quickly. Strategic communication management emphasizes that internal alignment must precede external communication so that those closest to the organization can reinforce key messages and respond confidently to questions.

Providing leaders and employees with information first also supports transparency and respect. It signals that the organization values

its people as trusted stakeholders rather than passive recipients of news. This approach strengthens engagement, reduces rumors, and enhances morale—particularly during leadership transitions, which can create anxiety and speculation if poorly communicated. The other options reflect misconceptions about communication priorities. Printing business cards is a logistical issue, not a strategic concern. Appealing to leaders' egos undermines professional communication principles. While media distortion is a legitimate risk, it is not the primary reason for engaging internal audiences first; the core issue is readiness and alignment. Strategic communication management underscores that effective announcements follow a clear sequence: internal awareness and understanding first, then external disclosure. By ensuring leaders and employees have the information they need to communicate consistently and accurately, organizations protect credibility, maintain trust, and strengthen overall communication effectiveness during important organizational changes.

NEW QUESTION # 69

A company's communication director was interviewed by a reporter about the company's new service line. In the article, the communication director was quoted as projecting a 33% growth in revenue, rather than the correct projection of 13%. The communication director is sure they said "13%" to the reporter during the interview, but it was conducted over the phone and nothing was recorded or communicated in writing. The company's chief executive officer is concerned about stakeholders' perceptions and expectations. Which of the following is a step that the communication director would take?

- A. Contact the reporter with the correct information and request a correction be published, if possible.
- B. The reporter made an error, so the director should demand a correction be published.
- C. Contact the company's stakeholders and promise them that you are making the newspaper publish a correction.
- D. There is nothing that can be done; the article has already been published.

Answer: A

Explanation:

From an ethics and strategic communication management perspective, the most appropriate and responsible action is to contact the reporter with the correct information and request that a correction be published, if possible. Option C reflects professionalism, ethical conduct, and respect for journalistic processes while prioritizing stakeholder trust.

Errors in media coverage can occur, particularly during verbal interviews where no written confirmation exists. Ethical communication practice requires organizations to address inaccuracies promptly and constructively. By calmly providing the correct information to the reporter, the communication director demonstrates accountability and a commitment to accuracy without assigning blame or escalating conflict.

This approach preserves the working relationship with the media, which is essential for long-term credibility.

Demanding a correction or blaming the reporter (Option D) risks damaging that relationship and may reduce the likelihood of cooperation. Promising stakeholders that a correction will be published (Option B) creates unrealistic expectations, especially when the organization does not control editorial decisions. Doing nothing (Option A) would allow misinformation to persist, potentially misleading stakeholders and harming organizational reputation.

Strategic communication ethics emphasize honesty, transparency, and responsibility. Requesting a correction acknowledges the potential impact of the error on investor expectations, credibility, and trust, while respecting the autonomy of the media outlet. Even if a formal correction is not issued, the act of contacting the reporter ensures that future references to the information are accurate and that the organization has acted in good faith.

In strategic communication management, ethical leadership involves responding proportionately, professionally, and proactively to inaccuracies. Option C best balances ethical responsibility, reputational risk management, and constructive media relations, making it the most appropriate step for the communication director to take.

NEW QUESTION # 70

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

Answer: D

Explanation:

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.

NEW QUESTION # 71

What are the four basic elements that form, shape, and reinforce an organization's culture?

- A. People, process, strategy, and structure
- B. History, people, strategy, and structure
- C. People, purpose, strategy, and structure
- D. Mission, people, purpose, and strategy

Answer: C

Explanation:

In strategic communication management, organizational culture is understood as the shared system of meaning that guides how people think, behave, and make decisions. The four foundational elements that form, shape, and reinforce this culture are people, purpose, strategy, and structure—making option D the correct answer.

People are central to culture because culture is lived, interpreted, and reinforced through daily behaviors, leadership actions, and interpersonal interactions. Leaders and employees alike model what is valued and acceptable through what they prioritize, reward, tolerate, or challenge. Communication practices play a key role in reinforcing these behavioral norms.

Purpose provides the emotional and moral anchor for culture. It explains why the organization exists beyond profit and gives meaning to work. When purpose is clear and consistently communicated, it aligns employee behavior and fosters commitment. Purpose-driven cultures tend to show stronger engagement, trust, and resilience—especially during change.

Strategy translates purpose into direction. It signals what the organization chooses to focus on and what it deprioritizes. Strategic choices reinforce cultural values by clarifying how success is defined and pursued. For example, a strategy emphasizing innovation reinforces a culture of experimentation and learning.

Structure institutionalizes culture. Reporting lines, decision-making authority, incentives, and governance systems all reinforce cultural expectations. Structure either enables or constrains desired behaviors, making it a powerful cultural driver.

The other options include important concepts but miss this complete alignment. Processes and history influence culture, but they do not actively shape it in the same sustained way. Strategic communication management emphasizes that culture is reinforced when people, purpose, strategy, and structure are aligned and consistently communicated—creating coherence between what an organization says and what it does.

NEW QUESTION # 72

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