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## GCCC Strategic Communication Management Professional Sample Questions (Q24-Q29):

### NEW QUESTION # 24

You are the brand manager of a deodorant and you are working with your advertising agency on your media scheduling plan. The strategy that you choose for your product's media scheduling is:

- A. Continuity
- B. Flighting
- C. Randomization
- D. Pulsing

**Answer: D**

Explanation:

Pulsing is the most strategically innovative media scheduling approach for consumer products like deodorant because it balances brand presence consistency with demand-driven intensity. Strategic communication requires optimizing impact across the customer

journey while accounting for purchasing cycles and competitive noise.

Deodorant is a frequently purchased product with seasonal demand fluctuations. Pulsing allows the brand to maintain a baseline level of visibility year-round-supporting awareness and brand recall-while increasing media weight during peak periods such as summer or promotional cycles. This reflects innovative thinking by integrating data, consumer behavior insights, and budget efficiency.

Continuity (B) may waste resources during low-demand periods, while flighting (A) risks losing brand salience when advertising pauses. Randomization (D) lacks strategic discipline and undermines measurement and predictability-both unacceptable at a strategic management level.

From an SCMP perspective, innovation is not novelty for its own sake; it is the intelligent application of strategy to maximize outcomes. Pulsing demonstrates this by aligning communication intensity with business rhythms, consumer needs, and media effectiveness metrics.

This approach also allows for flexibility, enabling adjustments based on market performance, competitive activity, or emerging opportunities-key attributes of modern strategic communication leadership.

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### NEW QUESTION # 25

Which of the following is MOST important for the successful integration of the communication function into an organization?

- A. A detailed brand outline
- **B. A mandate from senior leadership**
- C. A comprehensive communication strategy
- D. A cross-functional communication committee

**Answer: B**

Explanation:

In strategic communication management, the most critical factor for successfully integrating the communication function into an organization is a clear mandate from senior leadership. Communication becomes strategically effective only when it is recognized as a core management function rather than a support or tactical activity. Senior leadership endorsement provides legitimacy, authority, and access- elements that cannot be fully achieved through strategy documents or committees alone.

A leadership mandate signals that communication is essential to organizational success and decision-making.

It empowers communication professionals to participate in strategic planning, advise executives, and align messaging across departments. Without this mandate, even the most comprehensive communication strategy risks being ignored or inconsistently applied, as departments may prioritize their own objectives over organizational coherence.

From an advising and leading management perspective, senior leaders set priorities, allocate resources, and shape organizational culture. When they explicitly support and require integration of communication, it becomes embedded in workflows, governance structures, and performance expectations. This top-down support ensures that communication considerations are included early in strategic decisions rather than added reactively after problems arise.

While cross-functional committees can enhance coordination and detailed brand outlines can support consistency, both depend on leadership authority to function effectively. Committees without executive backing often lack influence, and brand guidelines without enforcement remain symbolic. Strategic communication management emphasizes that integration is fundamentally a power and governance issue- not just a technical or procedural one.

A mandate from senior leadership also reinforces the advisory role of communication leaders, positioning them as trusted counselors rather than message distributors. This elevates communication to a management- level function capable of shaping meaning, guiding change, managing reputation, and supporting long-term organizational goals.

### NEW QUESTION # 26

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

**Answer: B**

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.

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### NEW QUESTION # 27

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

**Answer: C**

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 # 28

In a competitive business environment, the primary source the communication manager MUST take direction from in framing a strong strategic role for communications in the organization is:

- A. Analysts' reports on the sector.
- B. Market research reports on the competitive landscape for the organization.
- C. The mission, vision, and values of the organization.
- D. The organization's annual business plan.

**Answer: C**

Explanation:

In strategic communication management, the most fundamental and authoritative source for framing a strong strategic role for communications is the organization's mission, vision, and values. Option C is correct because these elements define the organization's identity, purpose, and ethical compass—providing the enduring foundation upon which all strategic communication should be built.

The mission explains why the organization exists, the vision articulates where it aims to go, and the values define how it chooses to

behave along the way. Strategic communication derives its legitimacy and direction from these elements, ensuring that messages are consistent, authentic, and aligned with the organization's core identity. Without this alignment, communication risks becoming fragmented, opportunistic, or overly reactive to external pressures.

While market research, analyst reports, and annual business plans are important inputs, they are secondary sources. Market and analyst reports describe external conditions; they inform positioning but do not define who the organization is. The annual business plan outlines short- to medium-term priorities, but it can change year to year. In contrast, mission, vision, and values provide continuity and strategic coherence across time, markets, and leadership changes.

Strategic communication management emphasizes that communication should not merely respond to competitive forces but should reinforce organizational meaning and purpose in the marketplace. When communication strategy is rooted in mission, vision, and values, it strengthens credibility, guides leadership messaging, and builds trust with stakeholders—even in highly competitive environments.

By taking primary direction from mission, vision, and values, the communication manager ensures that communication serves as a strategic management function: shaping perceptions, guiding behavior, and supporting sustainable competitive advantage through clarity, consistency, and authenticity.

## NEW QUESTION # 29

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