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GCCC Strategic Communication Management Professional Sample Questions (Q70-Q75):

NEW QUESTION # 70

In defining the goals component of a communication plan, a communication manager should:

- A. determine which goals can be tracked on a continuous basis.
- B. request clarification from senior management regarding the resources available to implement the plan.
- C. evaluate a wide range of communication channels that will reach the target audiences.
- D. decide what the target audiences should do as a result of implementation of the communication plan.

Answer: D

Explanation:

In strategic communication management, the goals component of a communication plan is fundamentally about defining intended outcomes, not activities, resources, or channels. Option C is correct because communication goals should clearly state what target

audiences are expected to think, feel, or do differently as a result of the communication effort. This outcome-focused approach distinguishes strategic planning from tactical execution.

Goals provide direction and purpose. They translate business objectives into audience-centered outcomes, such as increased understanding, changed attitudes, or specific behaviors. Without clearly defining the desired audience response, a communication plan risks becoming a list of disconnected activities rather than a strategic tool that drives organizational results. Strategic communication management emphasizes that communication exists to influence behavior and perception in ways that support organizational priorities.

The other options address important planning considerations, but they do not define goals. Measurement and tracking relate to evaluation, which follows goal-setting. Resource clarification is a management and feasibility issue, not a goal-defining activity. Channel evaluation is a tactical decision that should be made only after goals and audiences are clearly defined.

By deciding what target audiences should do as a result of the communication plan, the communication manager creates a clear benchmark for success. This clarity enables the development of SMART objectives, aligned messaging, appropriate channel selection, and meaningful evaluation. It also strengthens accountability, as communication outcomes can be assessed against predefined expectations.

Strategic communication management consistently reinforces that effective communication planning begins with intent. Defining audience outcomes ensures that communication efforts are purposeful, measurable, and aligned with business strategy-making option C the correct and most strategic choice.

NEW QUESTION # 71

Which of the following is traditionally developed during an organization's strategic planning process?

- A. Product, packaging, placement, variety, and price
- B. Programs, markets, targets, products, and features
- C. Mission, goals, objectives, strategies, and tactics
- D. Values, purpose, priorities, systems, and tasks

Answer: C

Explanation:

In strategic communication management, organizational strategic planning traditionally produces a clear hierarchy of direction-setting elements: mission, goals, objectives, strategies, and tactics. Option A accurately reflects this classic planning sequence and is therefore the correct answer.

Strategic planning begins with the mission, which defines the organization's fundamental purpose and reason for existence. From the mission flow goals, which describe broad, long-term outcomes the organization seeks to achieve. These goals are then translated into objectives, which are more specific, measurable targets that make progress assessable and actionable. Strategies outline the high-level approaches the organization will use to achieve its objectives, while tactics represent the concrete actions and activities executed to carry out those strategies.

This structure is central to both organizational strategy and strategic communication planning.

Communication strategies must align with and support organizational strategies, and communication objectives must ladder up to broader business objectives. Strategic communication management emphasizes this alignment to ensure communication contributes measurable value rather than operating as a disconnected set of activities.

The other options describe elements associated with different domains. Values and purpose may inform mission development but are not typically expressed as an integrated planning framework with tactics.

Programs, markets, products, and features belong primarily to marketing and product management. Product, packaging, placement, and price represent the traditional marketing mix rather than organizational strategy.

By producing mission, goals, objectives, strategies, and tactics, strategic planning creates a coherent roadmap for decision-making and resource allocation. This framework ensures clarity, accountability, and consistency across the organization—providing the essential foundation upon which effective strategic communication plans are built.

NEW QUESTION # 72

In evaluating the success of a media skills coaching and training program for executives in the organization, which of the following should NOT be the expected outcome?

- A. Better media relationships.
- B. Consistently positive media coverage.
- C. Confidence is enhanced.
- D. They understand what to say and when.

Answer: B

Explanation:

Media skills coaching is designed to improve an executive's ability to communicate clearly, confidently, and responsibly with the media-but it does not guarantee favorable outcomes in media coverage. Therefore, consistently positive media coverage should NOT be considered an expected or appropriate measure of success for such a training program.

Strategic communication management recognizes that media coverage is influenced by many external factors beyond the control of executives, including news values, editorial judgment, public interest, timing, and broader organizational or industry issues. Even the most skilled spokesperson may face negative or critical coverage when circumstances warrant it. Expecting consistently positive coverage reflects a misunderstanding of how media operate and risks setting unrealistic expectations for leadership.

In contrast, outcomes such as enhanced confidence (Option A), better media relationships (Option B), and knowing what to say and when (Option C) are realistic and appropriate indicators of effective media training.

Confidence enables executives to remain composed under pressure. Understanding key messages and timing improves clarity and reduces the risk of misstatements. Strong media relationships foster mutual respect and professionalism, even during challenging interviews or unfavorable news cycles.

From an advising and leading management perspective, communication professionals must help executives distinguish between controllable inputs and uncontrollable outcomes. Media training improves preparedness, message discipline, responsiveness, and ethical judgment-it does not control headlines or tone. Evaluating success based on skill development and behavioral improvement aligns with best practices in strategic communication.

Ultimately, effective media coaching equips leaders to communicate accurately and credibly in all situations, including difficult ones. The true measure of success is not whether coverage is always positive, but whether executives represent the organization consistently, responsibly, and strategically-regardless of the media environment.

NEW QUESTION # 73

A communication manager works in an external stakeholder relations position. A business executive must deliver difficult news to a variety of stakeholders, industries, and association representatives. It is expected that the organization's changes will cause much dismay, but the communication manager believes there is an opportunity to engage external stakeholders in order to effectively influence opinion. The BEST way to deliver bad news to the stakeholders includes:

- A. holding face-to-face meetings to create open conversation.
- B. writing position papers to justify the changes.
- C. conducting quarterly surveys to monitor their opinions.
- D. providing weekly statements to explain why the changes are necessary.

Answer: A

Explanation:

In strategic communication management, the most effective way to deliver difficult or unpopular news to external stakeholders-particularly when long-term relationships and influence are at stake-is through face-to-face engagement. Option C is correct because it enables dialogue, empathy, and mutual understanding, all of which are essential when managing sensitive change and reputational risk.

Bad news often triggers emotional responses such as fear, anger, or mistrust. Face-to-face meetings allow leaders and communication professionals to acknowledge these reactions directly, demonstrate respect, and show that stakeholder concerns are taken seriously. Strategic communication management emphasizes that trust is built through interaction, not transmission. Open conversation provides stakeholders with the opportunity to ask questions, challenge assumptions, and feel heard-key conditions for acceptance, even when agreement is unlikely.

Face-to-face engagement also allows communicators to adapt messages in real time based on stakeholder reactions. Non-verbal cues, tone, and immediate feedback help leaders clarify intent, correct misunderstandings, and reinforce credibility. This adaptive capacity is especially important when changes affect multiple industries or associations with diverse priorities.

The other options rely on one-way communication. Surveys monitor sentiment but do not influence it. Written statements and position papers explain rationale but can appear defensive or impersonal, especially when stakeholders feel impacted by decisions made without their input. These tools may support communication later, but they should not replace direct engagement when delivering difficult news.

Strategic communication management highlights that influence is achieved through relationship-building and dialogue. By holding face-to-face meetings, organizations shift from justification to engagement-creating space for understanding, reducing resistance, and preserving long-term stakeholder trust even in challenging circumstances.

NEW QUESTION # 74

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

a contentious societal issue?

- A. Using appropriate channels
- B. Alignment with business goals
- 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 # 75

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