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**Strategic Management Concepts
6th Edition
by Frank Rothaermel**

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GCCC Strategic Communication Management Professional Sample Questions (Q23-Q28):

NEW QUESTION # 23

A company is making a major investment in a new technology platform to improve the way the company innovates, shares data, and manages the product lifecycle. The strategic communication manager is asked to develop an internal communication strategy to help drive awareness and adoption of the new platform. Which of the following are key activities the communication manager should engage in to formulate the strategy?

- A. Gather existing collateral to learn as much as possible about the new system, create a media strategy, draft potential names for the project and key message tracks, assess the communication channels to use, and create a schedule for communication delivery.
- B. Conduct employee surveys to gauge awareness and desire, create a change network of individuals to champion the change, assess the communication channels available and preferred for each audience, and meet with project leads to understand the project plan and timing.
- C. Interview stakeholders to assess current understanding, goals, benefits, and resistance; conduct an audience analysis to determine change impacts; and assess the available and preferred communication channels.
- D. Enlist a representative committee to co-create a strategy, define a media plan of channels to leverage, draft potential names for the project and key message tracks, uncover the culture's propensity to change, and create a schedule for communication delivery.

Answer: C

Explanation:

When developing an internal communication strategy for the adoption of a major technology platform, the most critical starting point is diagnostic research. Strategic communication management emphasizes that effective strategies must be grounded in a clear understanding of stakeholders, audiences, and organizational context before tactics are defined. Option A reflects this foundational approach.

Interviewing key stakeholders allows the communication manager to understand leadership expectations, business objectives, perceived benefits, and potential sources of resistance. This insight ensures that communication efforts are aligned with strategic goals and that leadership concerns are addressed early.

Conducting an audience analysis is equally essential, as different employee groups will experience varying levels of impact from the new platform. Understanding how roles, workflows, and responsibilities will change enables the communication manager to tailor messages that are relevant, credible, and practical.

Assessing available and preferred communication channels completes the strategic diagnosis. Internal communication effectiveness depends not only on what is communicated, but also on how and where messages are delivered. Channel assessment ensures that messages reach employees through trusted and accessible platforms, increasing the likelihood of engagement and adoption.

The other options focus prematurely on tactics such as naming, media planning, scheduling, or creating champion networks. While these activities can be valuable later in the process, they are not appropriate substitutes for upfront strategic analysis. Without understanding stakeholders, audiences, and channel preferences, tactical execution risks being misaligned, ineffective, or ignored. Therefore, from a strategy development perspective, option A best reflects the disciplined, research-driven approach required for successful internal communication and change adoption.

NEW QUESTION # 24

Which activity helps a senior-level strategic communication professional be MOST effective?

- A. Attending all senior management meetings
- B. Being proactive
- C. Monitoring social media
- D. Reviewing all written material before it is released

Answer: B

Explanation:

In strategic communication management, being proactive is the single most important activity that enables a senior-level

communication professional to be effective. At the senior level, communication is not primarily about execution or oversight of tactics; it is about anticipation, counsel, and strategic foresight. Proactive communicators identify emerging risks, opportunities, and stakeholder expectations before they escalate into problems or missed chances.

Being proactive allows communication leaders to influence decisions early, when strategy is still being shaped. Rather than reacting to finalized plans, proactive professionals advise leadership on potential reputational impacts, stakeholder reactions, and alignment with organizational values at the outset. This advisory role strengthens communication's position as a management function rather than a technical service.

The other options represent important but subordinate activities. Attending senior management meetings is valuable, but presence alone does not guarantee influence unless paired with proactive insight. Monitoring social media is largely an operational or analytical task that informs strategy but does not define senior-level effectiveness. Reviewing written materials before release is a tactical quality-control function that belongs lower in the communication hierarchy and can limit strategic focus if overemphasized. Strategic communication management emphasizes that senior professionals must operate with a forward-looking mindset—anticipating change, shaping narratives, and guiding leadership through complexity and uncertainty. Proactivity enables communicators to prepare leaders for stakeholder concerns, recommend preventive actions, and align communication with long-term organizational goals.

Ultimately, being proactive transforms communication from a reactive messaging function into a strategic leadership capability. It reinforces trust with senior executives, enhances organizational agility, and ensures that communication contributes meaningfully to decision-making, reputation management, and sustained organizational success.

NEW QUESTION # 25

A business plan has been developed for a new product launch. Which element is critical to define as a FIRST step in building a communication plan in support of the new product?

- A. Review how competitors are communicating about similar products.
- B. Articulate which communication tools fit best for the project.
- C. Devise a tracking and reporting process.
- D. Define the target audience and how you want them to think or act differently from the current state.

Answer: D

Explanation:

In strategic communication management, the first and most critical step in building a communication plan is defining the target audience and identifying the desired change in their knowledge, attitudes, or behaviors.

Option D reflects the foundational principle that communication strategy begins with people and purpose— not tools, metrics, or competitive scanning.

A communication plan exists to influence specific audiences in specific ways. Until the target audience is clearly defined, communicators cannot make informed decisions about messaging, channels, tone, timing, or success measures. Equally important is clarifying how the audience should think, feel, or act differently as a result of the communication. This change objective anchors the entire strategy and ensures alignment with the business plan for the product launch.

The other options represent important but sequential steps. Tracking and reporting processes are necessary for evaluation, but they can only be designed once objectives and audiences are clear. Reviewing competitor communication can inform positioning, but it should not dictate strategy before the organization defines its own priorities and desired outcomes. Selecting communication tools is a tactical decision that must follow strategic choices, not precede them.

Strategic communication management emphasizes outcome-driven planning. By starting with the audience and the intended change, communicators ensure that all subsequent decisions—key messages, channels, cadence, and measurement—are purposeful and coherent. This approach also strengthens accountability, as success can be evaluated based on whether the defined audience actually changed in the intended way.

Defining the target audience and desired behavioral or perceptual shift establishes clarity, focus, and strategic discipline. It transforms the communication plan from a list of activities into a strategic instrument that directly supports the success of the new product launch.

NEW QUESTION # 26

A newly hired communication manager has been asked to develop the diversity, equity, and inclusion (DEI) communication strategy. Which of the following is the MOST critical starting point?

- A. Source stock photos that would imply strong organizational diversity.
- B. Collect information about the organization's diversity practices and metrics and share with employees.
- C. Define what the organization wants to achieve through their diversity, equity, and inclusion program.

- D. Choose the right messenger-it may be a senior leader, or possibly a middle or employee leader.

Answer: C

Explanation:

In strategic communication management, the effectiveness of any communication strategy depends on a clearly defined purpose. When developing a diversity, equity, and inclusion (DEI) communication strategy, the most critical starting point is to define what the organization wants to achieve through its DEI program.

DEI communication must be rooted in strategy and outcomes, not tactics or surface-level messaging.

Defining objectives clarifies whether the organization's focus is on improving representation, fostering inclusive behaviors, closing equity gaps, strengthening belonging, or supporting long-term cultural and business goals. This clarity guides every subsequent decision-message framing, tone, channel selection, leadership involvement, and measurement. Without clearly articulated goals, DEI communication risks being inconsistent, symbolic, or disconnected from real organizational action, which can undermine credibility and trust.

Option A focuses on transparency and data sharing, which is important but should follow a clear understanding of why those metrics matter and what the organization intends to change. Option B is purely cosmetic and can lead to perceptions of "window dressing" if not supported by meaningful initiatives. Option C addresses messenger selection, a tactical decision that is only effective once goals and expectations are established.

From a management perspective, communication leaders are expected to ensure alignment between organizational values, actions, and messaging. DEI initiatives are particularly sensitive, and audiences quickly assess whether communication reflects genuine commitment or superficial compliance. Starting with defined objectives ensures authenticity, accountability, and coherence.

Strategic communication management emphasizes that communication should support organizational intent and behavior change. By first defining what success looks like for the DEI program, the communication manager lays the foundation for credible, inclusive, and sustainable engagement that can withstand scrutiny and drive meaningful cultural progress.

NEW QUESTION # 27

An independent public relations consultant is working with a client who is running for office in the local city government. Before the election, the client asks the consultant if they have the consultant's vote after all of the money they paid the consultant for their work. Which of the following is the BEST response?

- A. Absolutely! I believe in your platform and know you will be a great representative for our city.
- **B. I am still reviewing the platforms of all the candidates and will make my decision based on the information I find.**
- C. Absolutely! You can count on my vote on election day as a thank you for giving me this work.
- D. I am not planning on voting in this election.

Answer: B

Explanation:

From an ethics perspective in strategic communication management, the consultant's responsibility is to maintain professional independence, integrity, and transparency. Option A is the most appropriate response because it clearly establishes ethical boundaries while remaining respectful and neutral. It reinforces that professional services are not exchanged for personal political support and that civic decisions-such as voting-are made independently.

Accepting or promising a vote in exchange for payment would create a serious conflict of interest and could be perceived as unethical, coercive, or even corrupt. Strategic communication ethics emphasize that practitioners must avoid situations where personal actions appear to be influenced by financial relationships.

Options B and C directly violate this principle by implying that compensation entitles the client to personal political support, which undermines professional credibility and public trust.

Option D, while avoiding endorsement, is evasive and may raise questions about honesty or civic responsibility. It does not clearly establish ethical independence and could be interpreted as an attempt to avoid the issue rather than address it professionally.

Option A appropriately reframes the conversation. It signals that the consultant respects democratic principles, separates professional obligations from personal civic choices, and evaluates candidates objectively. This response protects both the consultant and the client by preventing misunderstandings, ethical breaches, or reputational harm.

Strategic communication management stresses that ethical practice is not only about avoiding wrongdoing but also about managing perceptions. By clearly asserting independence, the consultant reinforces trust, maintains professional standards, and models ethical leadership. This approach preserves the integrity of the consultant-client relationship while upholding the broader ethical responsibilities of communication professionals in politically sensitive contexts.

NEW QUESTION # 28

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