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Strategic Communication Management Professional

GCCC SCMP

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Topic Break Down

Topic	No. of Questions
Topic 1, Organizational Leadership	40
Topic 2, Communication Strategy	36
Topic 3, Communication Management	48
Total	124

QUESTION NO: 1

At the end of a safety communication project, the measurement that would be the BEST indicator of success would be changes in:

- A. Attitudes.
- B. Awareness.
- C. Knowledge.
- D. Behavior.

ANSWER: D

Explanation:

Behavior is the best end-of-project indicator because a safety communication project is intended to help achieve a practical organizational result: people consistently taking actions that reduce risk. Meaningful measures can therefore include observed compliance with safe-work procedures, correct and regular use of personal protective equipment, increased reporting of hazards or near misses, or fewer unsafe acts recorded in inspections. These measures show that communication has been applied in the workplace rather than simply received or understood.

This focus is consistent with strategic communication management, which connects communication objectives, stakeholder actions, and organizational outcomes. The Global Communication Certification Council's professional certification framework assesses the ability to plan, implement, and evaluate communication strategically in support of organizational objectives. For a safety objective, evidence that employees' actions have become safer is the closest communication outcome to the intended organizational benefit. Evaluation should define the behavioral measure in advance, establish a baseline where feasible, and use reliable evidence such as observations, audit records, reporting data, or incident trends. This produces accountable evidence of impact and supports improvement of future safety communication. See the [Global Communication Certification Council certification information](#) and AMEC's [Integrated Evaluation Framework](#).

QUESTION NO: 2

When developing a strategic communication plan to present to the chief executive officer, which of the following are the four MOST essential elements of an effective plan?

- A. A calendar with deadlines, an individual or group responsible for major tasks, priority events, and an individual who will monitor the plan
- B. Problem statement, chart of roles and responsibilities, list of tactics, and samples of previous plans
- C. Links to corporate goals and objectives, measurable communication objectives, detailed budget, and evaluation methodology
- D. A sample of the creative approach ("look and feel"), list of tactics, list of individuals or groups responsible for every task, and a detailed budget

ANSWER: C

Explanation:

Links to corporate goals and objectives, measurable communication objectives, detailed budget, and evaluation methodology are the most essential elements because they establish the plan's strategic value, accountability, resource requirements, and expected evidence of success. A CEO needs to see a direct line from communication activity to organizational priorities; this demonstrates that communication is being managed as a business function rather than as a collection of stand-alone activities. Measurable objectives specify the intended communication, attitude, or behavior outcomes and provide a basis for management accountability. A detailed budget enables informed decisions about investment, trade-offs, and feasibility. Evaluation methodology shows how progress and results will be assessed, using relevant measures and data to determine whether the objectives and organizational contribution were achieved. Together, these components make a plan suitable for executive review because they answer the core strategic questions: why the work matters, what it is intended to achieve, what resources it requires, and how success will be demonstrated. This

approach is consistent with the Global Communication Certification Council's emphasis on strategy, measurement, and evaluation in professional communication practice. See the [GCCC SCMP certification overview](#) and the [IABC certification resources](#).

QUESTION NO: 3

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

ANSWER: D

Explanation:

An integrated approach using printed and digital media is the most effective choice because a workforce of 12,000 people is likely to be dispersed across sites, job types, work patterns, and levels of access to organisational technology. A coordinated mix of channels gives the policy broad visibility while allowing employees to encounter the same essential message repeatedly in formats suited to their work environment. For example, digital channels can provide policy links, practical guidance, reminders, and frequently asked questions, while printed materials and visual displays can place concise hygiene prompts directly in relevant workplaces.

This is strategic communication rather than simply distributing information. It begins with consistent core messages, adapts those messages for each channel, and uses repetition to build recognition and recall. The approach can also accommodate accessibility needs and employees who do not regularly use the intranet or attend the same meetings. Communication guidance from the Centers for Disease Control and Prevention stresses selecting channels that effectively reach intended audiences and making information accessible and actionable. See the [CDC Communication Resources](#). The World Health Organization likewise highlights the importance of clear, audience-appropriate communication to support health-related action: [WHO Strategic Communications Framework](#).

QUESTION NO: 4

An independent consultant has completed a confidential report on a community bank's lending practices confirming that criticisms made publicly against the bank are justified. As the communication manager is exiting the building, a reporter who claims to have seen the report demands to talk with someone in authority. Which of the following is the communication manager's BEST immediate response?

- A. "I cannot comment on this. Our company policy is for you to make an appointment to talk with the responsible executive."
- B. "Please come in while I find someone who can speak with you."
- C. "The report has not been released so you must have seen a leaked copy. You will be the first person I will call the moment it goes out."
- D. "I am not able to help you at this time. Give me your number and I will contact you."

ANSWER: D

Explanation:

"I am not able to help you at this time. Give me your number and I will contact you." is the best immediate response because it acknowledges the reporter professionally without confirming, denying, or characterizing confidential information. The manager does not have sufficient authority or a coordinated, approved message at that moment. Taking the reporter's

contact information creates a clear channel for a timely follow-up after the organization has verified the facts, notified the appropriate leaders, considered legal and regulatory obligations, and designated an authorized spokesperson.

This approach also preserves the essential relationship with the media. It is calm, respectful, and specific enough to avoid an evasive refusal, while not making a promise about the report's release or content. In a potentially high-risk banking matter, communication should be accurate, transparent when information can properly be shared, and aligned with organizational decision-making. The Global Communication Certification Council's professional framework emphasizes ethical communication, sound judgment, and managing communication in support of organizational objectives. Similarly, the International Association of Business Communicators' ethics guidance stresses truthful, responsible communication and protection of confidential information. See the [GCCC Global Standard](#) and the [IABC Code of Ethics](#).

QUESTION NO: 5

A communication manager is advising a project team that wants to announce a pilot program as a completed organizational transformation. The pilot has produced promising early feedback from one location, but it has not yet been evaluated across other locations and no decision has been made about wider implementation. Which communication approach is BEST?

- A. Announce the pilot as a completed transformation to build momentum for wider implementation.
- B. Describe the pilot accurately, provide context for early findings, and explain the next evaluation and decision steps.
- C. Release only positive participant comments and avoid describing the pilot's current limitations.
- D. Postpone all communication until the organization has decided whether to implement the program everywhere.

ANSWER: B

Explanation:

The communication should describe the pilot accurately, share the early findings with appropriate context, and explain the next evaluation and decision steps. This approach recognizes progress without overstating the evidence or creating expectations that the organization cannot yet meet. Stakeholders can understand that the organization is testing an approach, learning from initial results, and will make a broader decision after further assessment.

Calling the pilot a completed transformation would be misleading because neither enterprise-wide implementation nor sustained outcomes have been established. Avoiding any communication until final decisions are made may lose an opportunity to demonstrate transparency and invite useful feedback. Strategic communication should reflect the maturity of the initiative and distinguish confirmed results from aspirations or future possibilities.

QUESTION NO: 6

An organization has identified misinformation about its environmental performance spreading among a small but influential group of local stakeholders. Social listening shows the claim is being repeated, but stakeholder interviews indicate that the underlying concern is distrust of the organization's historical reporting practices. Which response is MOST likely to address the issue strategically?

- A. Publish a forceful correction and avoid discussion that could give the claim additional visibility.
- B. Engage stakeholders with verifiable information, address reporting concerns, and establish ongoing dialogue.
- C. Ignore the claim because it has not yet appeared in mainstream media coverage.
- D. Launch a broad advertising campaign focused on the organization's environmental achievements.

ANSWER: B

Explanation:

Engage the affected stakeholders with verifiable information, acknowledge the reporting concern, explain how current data are governed, and create a process for continuing questions and feedback. The evidence shows that the issue is not solely the factual claim; it is also a relationship and credibility problem.

Publishing a forceful correction without engagement may amplify the misinformation while failing to address the distrust that makes it persuasive. Ignoring the claim risks allowing it to become established among influential audiences. A broad advertising campaign may increase visibility but is poorly targeted to the identified relationship issue. Effective issue management combines accurate information with listening, transparency, and credible ongoing engagement.

QUESTION NO: 7

A global organization is launching a new code of conduct. Regional communication leads have asked to adapt the materials for local languages and cultural contexts. The legal and compliance team is concerned that local adaptation could change the policy's meaning. Which governance approach is BEST?

- A. Require every region to use identical materials and prohibit all translation or local examples.
- B. Allow regional teams to revise all messages as needed to maximise local engagement.
- C. Set non-negotiable messages and approvals while permitting adaptation of language, examples, channels, and supporting materials.
- D. Ask legal and compliance teams to select all channels and create all local communication materials.

ANSWER: C

Explanation:

Establish non-negotiable policy messages and approval requirements, while allowing regional teams to adapt examples, language, channels, and supporting materials for local relevance. This protects the integrity of the code while recognising that comprehension and engagement depend on audience-appropriate communication.

Requiring identical materials everywhere may preserve wording but can reduce accessibility and practical understanding. Allowing unrestricted regional changes creates unacceptable risk that the policy will be interpreted inconsistently. Leaving adaptation decisions entirely to legal or compliance teams may overlook channel access, cultural context, and communication effectiveness. Clear governance should distinguish what must remain consistent from what can be adapted.

QUESTION NO: 8

The IABC Code of Ethics serves as a guide to making consistent, responsible, ethical, and:

- A. legal choices in all our communications.
- B. strategic content in all our communications.
- C. accurate graphics in all our communications.
- D. procedural instructions in all our communications.

ANSWER: A

Explanation:

legal choices in all our communications. correctly completes the statement describing the purpose of the IABC Code of Ethics. The Code is a professional decision-making guide for communicators, intended to support conduct that is not merely effective or strategic, but also responsible, ethical, and compliant with applicable laws. This emphasis is central to strategic communication practice: practitioners must consider the legal implications of their communication activities, including the obligations that govern the organization, the profession, audiences, and the public interest. Using the Code as a guide helps communication professionals make principled decisions consistently when they face competing organizational goals, stakeholder expectations, and professional responsibilities. The wording also reflects IABC's expressed commitment to professional conduct grounded in ethical standards and legal accountability, rather than treating legal considerations as separate from everyday communication choices. See the [IABC Code of Ethics](#) and IABC's [About IABC](#) information for the association's professional standards and mission.

QUESTION NO: 9

Which is the BEST example of an outcome-based communication objective for an annual benefits re-enrollment campaign?

- A. Ninety-five percent of eligible employees will visit the benefits section of the intranet during the re-enrollment period.
- B. Eighty-two percent of eligible employees will submit an updated benefits enrollment form prior to the enrollment deadline.
- C. The company will save \$1.2 million based on the enrollment choice employees make.
- D. The communication team will publish one intranet article per week throughout the enrollment period.

ANSWER: B

Explanation:

Eighty-two percent of eligible employees will submit an updated benefits enrollment form prior to the enrollment deadline. is the best outcome-based communication objective because it specifies the intended audience behavior that the campaign is designed to influence. It identifies the relevant audience (eligible employees), establishes a measurable performance target (82 percent), defines the desired action (submitting an updated enrollment form), and gives a clear deadline. These elements make the objective specific, measurable, audience-focused, and time-bound.

For a re-enrollment campaign, completed enrollment is a meaningful communication outcome: it demonstrates that employees progressed from receiving information to taking the required action. This creates a practical basis for evaluation, since the organization can compare completed submissions with the eligible employee population and assess whether the stated target was achieved by the deadline. The measure also connects directly to the campaign's purpose of supporting informed, timely benefits decisions.

This approach reflects strategic communication measurement practice, which distinguishes audience outcomes—such as changed behavior or completed action—from communication activity. The Global Communication Certification Council's SCMP credential emphasizes strategic planning and evaluation capabilities, while the AMEC Integrated Evaluation Framework identifies outcomes as changes in stakeholder awareness, attitudes, or behavior. See the [GCCC SCMP certification overview](#) and the [AMEC Integrated Evaluation Framework](#).

QUESTION NO: 10

After attending a local seminar about evolving communication practices, the communication manager is inspired to share some of the speaker's tips on his professional blog. When is it necessary to cite the speaker in the blog?

- A. It is not necessary to cite the speaker because the blog and everything in it is the communication professional's intellectual property.
- B. It is not necessary to cite the speaker if rephrasing the speaker's information in one's own words.
- C. When the speaker pays for mentioning her name on the blog.
- D. When sharing the speaker's ideas.

ANSWER: D

Explanation:

When sharing the speaker's ideas, attribution is necessary because ethical strategic communication requires communicators to be transparent about the origin of material they use. The obligation is not limited to reproducing a speaker's exact language. If a blog post draws on the speaker's distinctive tips, analysis, framework, or recommendations, identifying the speaker accurately acknowledges that contribution and prevents readers from being led to believe that the blogger originated those insights.

This practice supports the core professional values of honesty, fairness, and accountability. Clear attribution also gives readers useful context: they can assess the expertise behind the advice and, where appropriate, locate the original source for further learning. In a professional setting, these benefits strengthen both the quality of the communication and the communicator's credibility.

The Global Communication Certification Council's professional framework emphasizes ethical practice as a competency for communication professionals, while the International Association of Business Communicators' ethics guidance calls on practitioners to give credit for others' work and ideas. Citing the seminar speaker when using their ideas therefore demonstrates responsible stewardship of content and respect for the speaker's intellectual contribution. See the [Global Communication Certification Council](#) and the [IABC Code of Ethics](#).

QUESTION NO: 11

Following a traditional service center funding model is an advantage for a communication team because:

- A. the cost is not a barrier for clients from working with their in-house communication professionals.
- B. the in-house clients understand the value of the communication team because they pay market rate for communication services.
- C. it contributes to the bottom line by generating profits for the company.
- D. the team is always eager to do their best work because they have a captive client base.

ANSWER: A

Explanation:

The correct answer is “the cost is not a barrier for clients from working with their in-house communication professionals.” Under a traditional service-center funding model, the communication function is generally funded through the organization's central budget or an overhead allocation rather than charging internal clients project-by-project. Business units can therefore seek advice and services without needing to locate discretionary funds, approve an internal purchase, or compare the team's work against an immediately visible fee. This access is especially valuable for strategic communication support, because communicators can be involved earlier in planning, change initiatives, issues management, and employee communication—when their counsel can have the greatest organizational impact. The model positions the team as an accessible internal resource whose purpose is to advance enterprise priorities, not to generate direct revenue. Communication-management practice emphasizes aligning communication resources and services to organizational goals and enabling effective internal partnerships. The Global Communication Certification Council identifies strategic communication management as a professional capability centered on organizational alignment and sound communication practice; see the [Global Communication Certification Council](#). For broader context on the professional standards and certification ecosystem supporting strategic communicators, see [IABC Certification](#).

QUESTION NO: 12

A law firm is preparing to defend a client accused of embezzling funds from investors across the country and there is a significant potential for negative publicity for both the client and the firm. What should be the PRIMARY focus when preparing the litigation public relations plan?

- A. To take charge of the story line to ensure accuracy and a unified voice
- B. To sway public opinion to the client's innocence before a jury is selected
- C. To develop an internet strategy and monitor public opinion about the client and firm
- D. To enhance the firm's reputation for accepting difficult cases

ANSWER: A

Explanation:

To take charge of the story line to ensure accuracy and a unified voice is the primary focus because litigation communication must be closely coordinated with legal strategy while protecting the credibility of both the client and counsel. In a high-profile case, journalists, investors, employees, and online audiences may seek information quickly, creating a substantial risk that incomplete, inconsistent, or speculative accounts will shape perceptions. A defined narrative framework, approved facts,

clear decision authority, and designated spokespersons help ensure that external statements are accurate, timely, and consistent with the legal team's objectives.

This approach is also a risk-management discipline. Communications professionals should establish processes for verifying information, coordinating message approval with counsel, preparing holding statements, and responding appropriately as developments occur. A unified voice does not mean concealing material facts or attempting to litigate the matter in public; it means communicating responsibly, preserving trust, and avoiding statements that could undermine legal proceedings or professional obligations. This focus reflects the communication profession's emphasis on accuracy, transparency, and safeguarding stakeholder trust. See the [PRSA Code of Ethics](#) and the [Global Communication Certification Council](#) for the professional context supporting ethical, strategic communication practice.