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NEW QUESTION: 1

Tasked with developing a marketing communication plan to promote a new product launch, a communication manager should begin by:

- A. Designing a creative social media campaign that will highlight the product's innovative features.
- B. Analyzing whether the sales goals for the new product are realistically achievable.
- C. Segmenting the targeted potential and current customers and focusing on the most profitable segments for this product line.
- D. Meeting with suppliers to determine whether marketing costs can be shared.

Answer: C (LEAVE A REPLY)

In strategic communication management, effective strategy development always begins with a clear understanding of the audience. When launching a new product, the communication manager's first priority is to segment potential and current customers and identify the most relevant and profitable target segments.

Without this foundational step, all subsequent communication efforts-creative execution, channel selection, messaging, and budget allocation-risk being misaligned or ineffective. Audience segmentation allows communicators to move beyond a one-size-fits-all approach and tailor messages to the needs, motivations, behaviors, and expectations of specific groups. Strategic communication emphasizes relevance and precision; the more accurately the target audience is defined, the more persuasive and efficient the communication plan will be. This includes distinguishing between current customers, prospects, early adopters, and niche segments that may deliver the highest return or strategic value for the product line.

Only after identifying priority segments can the communication manager determine appropriate objectives, messaging themes, tone, and channels. Creative campaigns, such as social media initiatives, should be built after understanding who the audience is and what will resonate with them. Similarly, evaluating sales goals or supplier cost-sharing may be

important considerations, but they fall outside the core responsibility of communication strategy development and should not drive the initial planning process.

Strategic communication management frameworks consistently position audience analysis and segmentation as the first step in campaign planning. This ensures communication supports broader business goals while maximizing engagement, efficiency, and impact. By starting with customer segmentation, the communication manager creates a strong strategic foundation for a successful product launch and ensures that all communication activities are purposeful, targeted, and aligned with organizational objectives.

NEW QUESTION: 2

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

- A.** Alignment with business goals
- B.** Consistency with company values
- C.** Timing of a response
- D.** Using appropriate channels

Answer: B (LEAVE A REPLY)

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: 3

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 (LEAVE A REPLY)

In strategic communication management, the best immediate response in a sensitive and potentially damaging situation is to pause engagement while preserving control, credibility, and flexibility. Option D is the correct choice because it allows the communication manager to avoid speculation, protect confidentiality, and initiate a coordinated response aligned with leadership and legal counsel.

At this moment, the report is confidential and not yet formally released. Any on-the-spot comment—even procedural—could unintentionally confirm the report's existence, contents, or legitimacy. Strategic reputation management emphasizes that premature statements often create greater reputational risk than silence, especially when allegations have legal, ethical, and regulatory implications.

By calmly stating an inability to help at the moment and requesting the reporter's contact information, the communication manager signals professionalism without escalating the situation. This response avoids confrontation, does not accuse the reporter of wrongdoing, and does not invite them inside the organization.

Importantly, it buys time—an essential asset in crisis and issue management.

The other options introduce unnecessary risk. Inviting the reporter inside escalates pressure and reduces internal control. Suggesting a leak confirms sensitive information and creates legal exposure. Citing rigid policy language can sound evasive and adversarial, potentially worsening media relations.

Strategic communication management prioritizes disciplined sequencing: assess facts, align internally, determine messaging, and then engage externally. The first response should never exceed what is known, approved, and coordinated. Option D preserves trust while allowing the organization to prepare an accurate, ethical, and unified response.

By deferring engagement respectfully and committing to follow up, the communication manager protects the organization's reputation, upholds ethical standards, and demonstrates sound professional judgment under pressure.

NEW QUESTION: 4

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 ([LEAVE A REPLY](#))

In strategic communication management, a traditional service center funding model refers to a centrally funded communication function that provides services to internal clients without charging them directly for each engagement. The primary advantage of this model is that cost does not become a barrier to access, making option A the correct answer.

When communication services are centrally funded, internal clients are more likely to engage communication professionals early and often. This supports strategic alignment, consistency, and risk management. If cost recovery or charge-back models are used, internal stakeholders may delay or avoid involving communication teams to reduce expenses, increasing the risk of misalignment, poor messaging, or reputational exposure. Strategic communication management emphasizes early involvement as a key factor in effectiveness.

The service center model positions communication as an organizational capability rather than a transactional service. It reinforces the idea that communication is a shared strategic resource that supports enterprise-wide objectives, such as change management, leadership communication, and reputation protection. By removing financial friction, communication teams can focus on advising, planning, and coordinating rather than negotiating budgets for each request.

The other options reflect misunderstandings of the model. Charging market rates (option B) aligns more closely with a fee-for-service model, not a traditional service center.

Generating profits (option C) is not the purpose of an internal communication function. A captive client base (option D) does not inherently drive quality and may actually reduce accountability if not managed properly.

Strategic communication management recognizes that while no funding model is perfect, the traditional service center approach maximizes access, encourages collaboration, and supports the integration of communication into management decision-making-making it a strong model for organizations prioritizing strategic consistency and enterprise value.

NEW QUESTION: 5

A company has announced an initial public offering, which has resulted in multiple media outlets requesting interviews with the company's CEO. Which action should be taken FIRST before making a recommendation to the CEO?

- A. Create a comprehensive Q&A anticipating all potential questions.
- B. Consult with company counsel, the underwriters, and the underwriters' counsel.
- C. Create a key message document that is aligned with the prospectus.
- D. Decline all interviews until the initial public offering has concluded.

Answer: (SHOW ANSWER)

When an organization announces an initial public offering (IPO), communication activities immediately become subject to heightened legal, regulatory, and ethical scrutiny. In strategic communication management, the first and most critical step before recommending any media engagement is to consult with company legal counsel, underwriters, and the underwriters' counsel. This ensures full compliance with securities regulations and protects both the organization and its leadership from unintended violations.

During the IPO process, strict rules govern what company executives may say publicly, particularly during the quiet period. Even well-intentioned comments can be interpreted as offering material information, promoting the stock, or deviating from the prospectus—each of which can trigger regulatory penalties, delay the IPO, or damage investor confidence.

Communication professionals have an ethical obligation to ensure that all public communication aligns with legal requirements and approved disclosures.

Only after legal and underwriting guidance is obtained can communication leaders responsibly assess whether interviews are permissible, what topics are off-limits, and how messaging must be framed. Developing Q&A materials or key messages prior to this consultation risks preparing content that cannot legally be used.

Similarly, automatically declining all interviews may be unnecessary and strategically limiting if compliant engagement is allowed.

This approach reflects the ethical role of the communication manager as a guardian of organizational credibility and compliance, not just visibility. Strategic communication management emphasizes cross-functional collaboration—particularly with legal and financial advisors—when reputational and regulatory risks intersect.

By consulting counsel and underwriters first, the communication professional ensures that any recommendation to the CEO is informed, compliant, and ethically sound, protecting the organization's reputation and the integrity of the IPO process.

NEW QUESTION: 6

What is the difference between a communication strategy and a communication plan?

- A. A strategy supports communication for an organization or a significant initiative or issue; a plan has less analysis and generally focuses on deliverables and a work plan.

B. A strategy is a more focused document that outlines the communication for a specific project or initiative; a plan is a more comprehensive document with in-depth considerations and analysis.

C. They are the same, and the terms are interchangeable.

D. It does not matter which term is used as long as the document considers both internal and external communication.

Answer: A (LEAVE A REPLY)

In strategic communication management, the distinction between a communication strategy and a communication plan is essential because each serves a different managerial purpose. Option A accurately reflects this difference by positioning strategy as the higher-level, analytical framework and the plan as the execution-focused document. A communication strategy defines why and how communication will support an organization, major initiative, or issue. It is grounded in analysis of the business context, stakeholder expectations, risks, opportunities, and desired outcomes. Strategy clarifies priorities, identifies target audiences, defines intended behavioral or perceptual change, and establishes guiding principles for communication. It answers fundamental questions such as what success looks like and how communication contributes to organizational goals. A communication plan, by contrast, translates strategy into action. It focuses on what, when, and who—detailing messages, channels, timelines, responsibilities, and deliverables. While a plan may reference analysis, it is primarily operational. Strategic communication management emphasizes that plans are only effective when they are clearly anchored in an agreed strategy; otherwise, they risk becoming lists of disconnected activities. Option B reverses the relationship and is therefore incorrect. Strategy is broader and more analytical than a plan, not narrower. Options C and D overlook the managerial importance of precision in terminology. Treating strategy and planning as interchangeable weakens accountability and blurs decision-making authority. Strategic communication management relies on this distinction to elevate communication from execution to leadership. Strategy provides direction and coherence; plans provide discipline and delivery. Together, they ensure communication is purposeful, aligned, and effective—but they are not the same.

NEW QUESTION: 7

A company's communication manager has noticed an increasing volume of criticism on social media regarding the company's corporate social responsibility initiatives being self-serving and hypocritical. Which action should be taken by the communication manager when developing the MOST effective long-term response to the criticism?

A. Issue a continuous stream of press releases underscoring the benefits of the corporate social responsibility initiatives.

B. Invite and sustain proactive dialogue with stakeholders in order to involve them in corporate social responsibility efforts.

C. Aggressively push back against criticism.

D. Demonstrate to stakeholders how their concerns are being addressed and employ multiple feedback methods.

Answer: B (LEAVE A REPLY)

From a strategic communication and reputation management perspective, the most effective long-term response to criticism of corporate social responsibility (CSR) initiatives is to invite and sustain proactive dialogue with stakeholders. Option B reflects a relationship-centered approach that aligns with best practices in strategic communication management, where trust, legitimacy, and credibility are built through engagement rather than one-way messaging.

When stakeholders perceive CSR initiatives as self-serving or hypocritical, the underlying issue is often a lack of inclusion, transparency, or shared ownership. Proactive dialogue allows organizations to move beyond defending actions and instead co-create meaning and solutions with stakeholders. By involving employees, community members, customers, and advocacy groups in CSR efforts, the organization demonstrates authenticity and a willingness to listen, learn, and adapt. This participatory approach helps shift perceptions from symbolic action to genuine commitment.

Issuing repeated press releases (Option A) risks reinforcing skepticism by appearing promotional rather than responsive. Aggressively pushing back against criticism (Option C) can escalate conflict and further damage trust. While demonstrating how concerns are being addressed and using feedback mechanisms (Option D) is important, these actions are most effective when embedded within an ongoing dialogue rather than treated as isolated responses.

Strategic communication management emphasizes long-term reputation building through two-way, symmetrical communication. Sustained dialogue enables organizations to surface stakeholder expectations early, correct misalignments, and demonstrate accountability over time. It also provides a continuous feedback loop that strengthens decision-making and improves CSR outcomes.

Therefore, inviting and maintaining proactive stakeholder dialogue is the most effective long-term strategy for addressing criticism, rebuilding trust, and protecting organizational reputation in a complex and highly visible social media environment

NEW QUESTION: 8

Which of the following is the MOST important element to address when advising leaders on the implementation of internal social media?

A. How it supports business objectives

B. How it provides a place to share information

C. How it creates interest in employee activities

D. How it impacts online presence

Answer: A (LEAVE A REPLY)

In strategic communication management, the most important element to address when advising leaders on internal social media implementation is how it supports business objectives. Option A is correct because senior leaders evaluate initiatives based on their contribution to organizational performance, not on features or engagement potential alone. Internal social media platforms are tools-not ends in themselves. Their value lies in how they enable outcomes such as improved collaboration, faster decision-making, knowledge sharing, innovation, change adoption, and employee engagement. Strategic communication management emphasizes that leaders are more likely to support and sustain internal social media when it is clearly positioned as a solution to specific business challenges, such as silos between teams, slow information flow, or disengaged frontline employees.

Focusing on business objectives also provides a framework for prioritization and measurement. When leaders understand which goals internal social media supports-such as productivity, safety, customer experience, or transformation-they can assess return on investment and set realistic expectations. This alignment helps prevent internal social media from being dismissed as a "nice-to-have" or social distraction.

The other options describe secondary benefits. Providing a place to share information is a basic function, not a strategic justification. Generating interest in employee activities may improve morale, but without a clear link to business outcomes, it lacks leadership relevance. Impact on online presence is largely external and not the primary concern of internal platforms.

Strategic communication management positions communication leaders as business advisors. By framing internal social media in terms of how it advances business objectives, communication managers demonstrate strategic value, secure leadership buy-in, and ensure that implementation decisions are purposeful, focused, and aligned with organizational priorities.

NEW QUESTION: 9

In order to encourage and reinforce an ethical culture, an organization's ethics program should include:

- A.** consistent, clear messages about values.
- B.** links to applicable local criminal law.
- C.** punishments and rewards for employee behavior.
- D.** references for the consultant who drafted the program.

Answer: (SHOW ANSWER)

In strategic communication management, an ethical culture is built and sustained primarily through clarity, consistency, and shared understanding of organizational values. Option A is correct because consistent, clear messages about values form the foundation of ethical behavior across the organization. Ethics programs are most effective when they help employees understand not just what rules exist, but why ethical behavior matters and how it aligns with the organization's purpose and identity.

Values-based communication provides guidance in situations where rules alone may be insufficient or ambiguous. Employees frequently face complex decisions that cannot be resolved simply by referring to laws or policies. Strategic communication management emphasizes that values act as decision-making anchors, helping employees apply judgment in real-world situations. Clear and repeated messaging ensures these values are understood, internalized, and reinforced over time.

The other options are incomplete or misdirected. While awareness of laws is important, linking ethics programs primarily to criminal statutes promotes a compliance mindset rather than an ethical one.

Compliance focuses on avoiding punishment; ethics focuses on doing the right thing. Punishments and rewards can support accountability, but on their own they do not create an ethical culture and may encourage behavior driven by fear or incentives rather than integrity. Referencing consultants is irrelevant to employee behavior and ethical reinforcement.

Strategic communication management recognizes that culture is shaped by what leaders say, what they repeat, and what they model. Ethics programs that consistently communicate values-through leadership messaging, training, storytelling, and daily practices-embed ethics into the organization's fabric rather than treating it as a checklist. By prioritizing clear, consistent messaging about values, organizations foster trust, accountability, and ethical decision-making, creating a culture where employees are empowered to act responsibly even in the absence of formal rules.

NEW QUESTION: 10

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

Answer: A (LEAVE A REPLY)

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: 11

An organization begins to receive inquiries or notifications from a variety of sources, internally and externally, about a statement one of its executives made at an industry-speaking event regarding a prospective merger. The statement was misleading, incorrect, and risks the organization's reputation with the public, various external stakeholders, and politicians. Further, the statement causes an immediate crisis. The communication manager persuades management to:

- A.** Ensure that the counsel/legal department is involved in crafting and reviewing the organization's response.
- B.** Have the executive publicly apologize and retract the statement.
- C.** Immediately terminate the executive for placing the organization at risk.
- D.** Engage politicians with face-to-face meetings to explain the misunderstanding.

Answer: (SHOW ANSWER)

In strategic communication management, crises involving misleading or incorrect statements about sensitive issues such as mergers require disciplined governance, legal oversight, and coordinated decision-making.

Option A is the correct and most responsible response because statements about prospective mergers carry significant legal, regulatory, and financial implications. Involving the legal or counsel department ensures that the organization's response is accurate, compliant, and does not create additional risk.

Misstatements related to mergers can trigger regulatory scrutiny, investor concern, market instability, and political attention. Strategic communication management emphasizes that in high-risk situations, communication decisions must be aligned with legal obligations and disclosure requirements. Legal counsel helps determine what can be said, what must be corrected, and how to do so without violating securities laws, confidentiality rules, or regulatory processes.

The other options are premature or inappropriate as first steps. Forcing an immediate public apology or retraction without legal review could unintentionally confirm non-public information, contradict regulatory filings, or expose the organization to further liability. Terminating the executive addresses accountability but does not resolve the immediate communication and reputational risk. Engaging politicians directly is a downstream activity that should only occur once the organization has a legally sound and consistent position. Strategic communication management stresses that crisis response must follow a structured sequence: assess the issue, align internally with leadership and legal experts, define approved messaging, and then communicate externally. Legal involvement at the outset protects the organization while enabling transparent and responsible correction of the record when appropriate.

By ensuring counsel is involved in crafting and reviewing the response, the communication manager safeguards credibility, compliance, and long-term reputation-making option A the most effective and professional action in this crisis scenario.

NEW QUESTION: 12

A communication manager receives an email from an executive asking the manager to make employee engagement a top priority due to receiving disappointing employee engagement survey results. The best FIRST step for the communication manager would be to:

- A.** Meet with direct reports to discuss the need to make employee engagement a top priority.
- B.** Develop communication plans designed to improve employee engagement.
- C.** Contact Human Resources for more information about the employee engagement survey and the survey results.
- D.** Meet with the executive to discuss the executive's concerns more specifically.

Answer: (SHOW ANSWER)

In strategic communication management, the first responsibility of a communication leader is to clarify expectations, intent, and context before proposing solutions. Option D is the correct first step because it allows the communication manager to fully understand the executive's concerns, priorities, and interpretation of the survey results before taking action.

Employee engagement is a complex, multi-dimensional issue influenced by leadership behavior, organizational culture, management practices, workload, and communication effectiveness. An executive's request to "make engagement a top priority" may reflect

specific concerns-such as low trust in leadership, change fatigue, or morale issues within certain business units. Without clarifying these concerns directly with the executive, the communication manager risks misdiagnosing the problem and developing misaligned or ineffective responses.

Strategic communication management emphasizes the advisory role of communication professionals. Rather than immediately designing plans or involving other functions, the communication manager should engage in a strategic conversation with leadership to clarify goals, success measures, scope, urgency, and leadership expectations. This discussion also helps establish shared ownership and positions communication as a partner in problem-solving rather than a reactive service provider.

The other options are premature. Developing plans before clarifying objectives leads to tactical activity without strategic alignment. Meeting with direct reports assumes a solution before understanding the issue.

Contacting Human Resources is important, but it should follow leadership alignment to ensure efforts are coordinated and focused on the right outcomes.

By meeting first with the executive, the communication manager demonstrates leadership, strategic thinking, and accountability. This step creates the foundation for informed collaboration, targeted research, and effective communication strategies that address the root causes of disengagement rather than its symptoms.

NEW QUESTION: 13

As a communication manager, which of the following should be taken into consideration when prioritizing the management of potential issues?

- A.** High probability, low potential damage
- B.** High probability, high potential damage
- C.** Low probability, high potential damage
- D.** Low probability, low potential damage

Answer: ([SHOW ANSWER](#))

In strategic communication management, issue prioritization is guided by systematic risk assessment rather than intuition or immediacy alone. The most critical issues to prioritize are those with both a high probability of occurring and a high potential for damage, making option B the correct answer. These issues represent the greatest threat to organizational reputation, stakeholder trust, and operational stability if left unaddressed.

Strategic issue management frameworks commonly evaluate issues along two dimensions: likelihood and impact. High-probability issues are those already emerging or showing clear warning signals, while high-damage issues are those that could significantly affect reputation, financial performance, regulatory standing, or stakeholder confidence.

When these two dimensions intersect, the organization faces an imminent and serious risk that demands proactive planning, leadership attention, and coordinated communication response.

Focusing first on high-probability, high-impact issues allows communication managers to allocate limited resources efficiently and prevent escalation into full-scale crises. Early intervention-through monitoring, internal alignment, stakeholder engagement, and message preparedness-can significantly reduce long-term harm. This approach reflects the strategic role of communication as a risk management function, not merely a reactive messaging activity.

The other options represent lower priority concerns. Issues with low potential damage may be monitored rather than actively managed. Low-probability but high-damage risks are important for contingency planning, but they typically do not require immediate action unless conditions change. Low-probability, low-damage issues warrant minimal attention. By prioritizing issues that are both likely and damaging, communication managers demonstrate strategic judgment, protect organizational reputation, and provide leadership with clear, defensible counsel. This structured prioritization aligns with best practices in reputation and issues management within strategic communication disciplines.

NEW QUESTION: 14

(Your organization has experienced a minor operational failure that affected a small number of customers.

Senior leadership believes the issue is unlikely to attract media attention and asks whether it can be handled quietly without public acknowledgment. What is the most ethical communication advice?)

- A.** Follow leadership's direction since the issue is minor and unlikely to escalate
- B.** Recommend disclosure only if customers or media raise concerns
- C.** Advise transparent communication to affected stakeholders, proportionate to the issue
- D.** Delay any communication until legal counsel confirms there is no obligation to disclose

Answer: C (LEAVE A REPLY)

Ethical communication is grounded in honesty, accountability, and respect for stakeholders, not in the likelihood of detection. Option C reflects the correct ethical stance by recommending transparent, proportionate communication to affected stakeholders, even when the issue appears minor.

SCMP standards emphasize that communicators are guardians of organizational integrity. Ethical decision-making requires considering stakeholder impact, not just reputational exposure. Quietly handling the issue (A) or waiting to see if concerns arise (B) prioritizes organizational convenience over stakeholder trust, which can lead to greater reputational harm if the issue later becomes public.

Transparency does not mean overreaction. A proportionate response ensures that communication is accurate, timely, and scaled appropriately to the severity of the issue. This approach demonstrates responsibility, reinforces trust, and aligns with ethical governance principles.

Delaying communication solely for legal clearance (D) may be appropriate for complex regulatory matters, but using legal risk as a reason to avoid transparency undermines

ethical leadership. Strategic communicators are expected to integrate legal considerations with ethical judgment-not substitute one for the other.

At the SCMP level, ethics are not situational or tactical; they are foundational to long-term reputation and stakeholder relationships. Advising transparent communication, even when uncomfortable, reinforces the communicator's role as a principled leader and trusted advisor.

NEW QUESTION: 15

A communication manager's organization has launched a year-long campaign to encourage employees to submit process improvement ideas. To build and sustain employee belief and confidence in the campaign, it is essential to:

- A.** Recognize employees who submit the largest number of innovative ideas in company media.
- B.** Implement a public innovation platform that enables the ongoing exchange of ideas and feedback.
- C.** Distribute regular senior management messages that emphasize the "mandate" for all employees to become engaged with innovation across the enterprise.
- D.** Continuously relay successes, ongoing activities promoting the involvement of employees at all levels, innovation-related training, and new information.

Answer: D (LEAVE A REPLY)

In strategic communication management, sustaining belief and confidence in a long-term innovation campaign requires consistent reinforcement, visibility of progress, and inclusive engagement-not isolated tactics or one-way directives. Continuously relaying successes, ongoing activities, training opportunities, and new information is the most effective approach because it reinforces momentum and demonstrates that innovation is an embedded organizational priority rather than a short-term initiative.

Innovation thrives when employees see tangible outcomes and ongoing commitment.

Regularly sharing success stories validates employee contributions and builds confidence that ideas are valued and acted upon.

Highlighting participation at all organizational levels signals inclusivity and reduces perceptions that innovation is reserved for select teams or roles. Communication that showcases learning opportunities and new resources also strengthens employees' sense of capability, encouraging continued participation throughout the year.

Option A focuses narrowly on recognition volume, which may discourage quality contributions and alienate employees who participate less visibly. Option B, while useful tactically, emphasizes infrastructure rather than belief-building; platforms alone do not sustain engagement without reinforcing communication. Option C relies heavily on top-down messaging and mandates, which can undermine intrinsic motivation and create compliance-driven behavior rather than genuine innovation culture.

Strategic innovation communication is cyclical and reinforcing: it informs, motivates, demonstrates progress, and renews commitment. By continuously communicating

achievements, activities, and learning opportunities, communication managers create a narrative of shared success and ongoing evolution. This approach builds psychological safety, trust, and confidence-essential conditions for sustained innovation participation. In strategic terms, it aligns communication outputs with cultural change objectives, ensuring innovation becomes part of everyday organizational behavior rather than a temporary campaign.

NEW QUESTION: 16

(You are a senior communication leader and are asked by the executive team to "quickly draft talking points" for an upcoming announcement, even though the business decision has not yet been finalized. What is the most appropriate strategic response?)

- A.** Draft generic talking points that can be adjusted later once the decision is final
- B.** Ask the executive team to delay communication work until the decision is confirmed
- C.** Seek clarity on possible decision scenarios and develop conditional messaging options
- D.** Decline the request because premature communication creates risk

Answer: C (LEAVE A REPLY)

Strategic communication leaders are expected to balance speed, preparedness, and governance. In executive advisory roles, communicators must enable leadership readiness without overstepping decision authority or creating reputational risk. Option C-seeking clarity on possible decision scenarios and preparing conditional messaging-is the most appropriate response because it demonstrates foresight, discipline, and strategic partnership.

SCMP-level professionals recognize that leadership often operates in conditions of uncertainty. Rather than refusing (D) or delaying outright (B), the communicator adds value by helping leaders think through potential outcomes and their communication implications. Scenario-based messaging allows the organization to respond quickly once a decision is finalized, while avoiding premature or misleading communication.

Drafting generic talking points without strategic grounding (A) weakens credibility and risks misalignment with final decisions. In contrast, conditional messaging preserves accuracy and flexibility, ensuring that communications remain truthful, consistent, and aligned with governance standards.

This approach reflects the communicator's role as a trusted advisor, not merely a content producer. It also supports decision quality by prompting executives to consider stakeholder impact, timing, and tone early in the process.

From a management perspective, this demonstrates leadership maturity, risk awareness, and enterprise thinking-key competencies assessed at the SCMP level. The communicator is not slowing the organization down; they are ensuring it is prepared without compromising integrity or trust.

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NEW QUESTION: 17

Strategic alignment as a core concept in reputation management is defined as the degree of:

- A.** Strategic awareness among key audiences of supportive behavior and understanding of the "how" and the "what" of a firm's strategic intents.
- B.** Supportive behavior from employees needed to understand the "how" and the "what" of a firm's strategic intents.
- C.** Knowledge among key audiences of supportive behavior and operational capacity needed to understand the "how" and the "why" of a firm's strategic intents.
- D.** Supportive behavior among key audiences rooted in awareness and understanding of the "what" and the "why" of a firm's strategic intents.

Answer: (SHOW ANSWER)

In strategic communication management, reputation is not built solely on awareness or understanding-it is ultimately shaped by stakeholder behavior. Strategic alignment, therefore, focuses on whether key audiences not only understand an organization's strategic direction but are also motivated to act in ways that support it.

The most accurate definition emphasizes supportive behavior grounded in clear awareness and understanding of the "what" the organization is trying to achieve and the "why" those goals matter.

Reputation management centers on external and internal stakeholders such as employees, customers, regulators, communities, and investors. These audiences influence organizational success through their decisions, advocacy, trust, and willingness to grant legitimacy. Strategic alignment exists when these groups understand the organization's strategic intent and believe in its purpose strongly enough to support it through their actions. Awareness alone is insufficient; understanding without behavioral support does not translate into reputational strength.

Options A and C overemphasize knowledge or awareness without clearly linking them to behavioral outcomes. Option B is too narrow, focusing only on employees rather than all key audiences. Additionally, it places unnecessary emphasis on understanding the "how," which is often operational and less relevant to reputation formation. In contrast, Option D correctly integrates the critical components of reputation management: awareness,

understanding, and supportive behavior among key audiences, anchored in the organization's strategic purpose and objectives.

From a leadership perspective, strategic alignment enables communication managers to advise executives on whether messaging is translating into trust, credibility, and stakeholder support. When audiences understand both what the organization is doing and why it is doing it, they are more likely to act in ways that protect and enhance reputation. This alignment is the foundation of sustainable reputational capital and long-term organizational legitimacy.

NEW QUESTION: 18

Which is the **FIRST** step to take when a CEO wants an expert to develop a training program for managers in effective communication?

- A.** Clarify the program goals and develop a communication strategy.
- B.** Draft a training outline/course plan for effective communication.
- C.** Film the CEO delivering an all-staff message about the new management training.
- D.** Research current information and resources available for managers.

Answer: A ([LEAVE A REPLY](#))

In strategic communication management, effective leadership advising always begins with clarity of purpose.

When a CEO requests the development of a training program for managers, the first and most critical step is to clarify the program's goals and align them with organizational strategy. Without this foundational understanding, subsequent actions risk being misaligned, inefficient, or ineffective.

Clarifying goals establishes what the organization expects the training to achieve—such as improving leadership communication, supporting change initiatives, strengthening employee engagement, or reducing performance gaps. It also identifies target audiences, desired behavioral outcomes, success measures, and how the training supports broader business objectives. Developing a communication strategy at this stage ensures that the training program is positioned correctly, supported by leadership, and integrated into the organization's culture and priorities.

Options B and D, while important, are premature without strategic clarity. Drafting a course outline or researching resources assumes that the expert already understands what problem the training is meant to solve. Similarly, Option C focuses on promotion rather than substance and skips the essential planning phase required for credibility and effectiveness.

From an advising and leading management perspective, communication professionals are expected to guide leaders toward evidence-based, purpose-driven decisions. By starting with goal clarification and strategy development, the expert demonstrates leadership, manages expectations, and creates a framework for meaningful evaluation. This step also enables informed decisions about content, delivery methods, timing, and measurement.

Strategic communication is not about producing outputs quickly; it is about ensuring that every activity serves a defined organizational need. Establishing clear goals first ensures the training program is relevant, impactful, and capable of delivering lasting value to both managers and the organization as a whole.

NEW QUESTION: 19

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.** decide what the target audiences should do as a result of implementation of the communication plan.
- D.** evaluate a wide range of communication channels that will reach the target audiences.

Answer: C (LEAVE A REPLY)

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: 20

(Which of the following is most important in building a business case for communication projects?)

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

Answer: C (LEAVE A REPLY)

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: 21

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

- A. Mission, goals, objectives, strategies, and tactics
- B. Values, purpose, priorities, systems, and tasks
- C. Programs, markets, targets, products, and features

D. Product, packaging, placement, variety, and price

Answer: A (LEAVE A REPLY)

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: 22

Which is a PRIMARY reason a senior leader should support internal social media as an employee engagement tool?

- A. It builds connections and fosters collaboration.**
- B. It offers an online marketplace.**
- C. It will be a place to share company information.**
- D. It will provide a location for employee profiles.**

Answer: A (LEAVE A REPLY)

From a strategic communication management and innovation perspective, the primary reason senior leaders should support internal social media is its ability to build connections and foster collaboration across the organization. Internal social platforms are not merely

information repositories; they are interactive environments that enable dialogue, knowledge sharing, and relationship-building among employees who may otherwise operate in silos.

Innovation thrives in networks, not hierarchies. Internal social media lowers structural and geographic barriers by allowing employees at different levels and functions to exchange ideas, ask questions, and co-create solutions in real time. This connectivity supports informal learning and accelerates problem-solving, which are essential conditions for organizational innovation. When employees feel connected and heard, engagement increases, and engaged employees are more likely to contribute ideas and support change initiatives.

While sharing company information and hosting employee profiles are useful features, they represent basic utilities rather than strategic value. These functions can be achieved through traditional intranets or directories. The distinguishing advantage of internal social media lies in its collaborative capability-enabling peer-to-peer interaction, community formation, and cross-functional dialogue that cannot be replicated through one-way communication channels.

Senior leadership support is critical because employee participation is strongly influenced by leadership behavior. When leaders actively endorse and model engagement on internal platforms, they legitimize collaboration and signal that knowledge sharing is valued. This reinforces a culture of openness and experimentation, both of which are foundational to innovation.

In strategic communication management, tools are evaluated by their ability to influence behavior and culture, not just distribute information. Internal social media's primary strategic contribution is its capacity to connect people, amplify collective intelligence, and embed collaboration into everyday work-making it a powerful driver of employee engagement and organizational innovation.

NEW QUESTION: 23

Benchmarking is a critical element of communication research because it:

- A.** identifies communication practices that can be easily introduced into the organization with minimal modification.
- B.** contributes to the improvement of communication effectiveness by identifying best practices.
- C.** can take the place of primary research methods.
- D.** can drive the adoption of new approaches by showing what best-in-class organizations are doing.

Answer: B (LEAVE A REPLY)

In strategic communication management, benchmarking is critical because it directly supports the improvement of communication effectiveness through the identification of best practices. Option B is correct because benchmarking is not about copying others blindly,

but about learning systematically from proven, high-performing approaches and using that insight to strengthen one's own communication strategy.

Benchmarking allows organizations to compare their communication performance, processes, and outcomes against recognized standards or leading organizations. This comparison highlights performance gaps, strengths, and opportunities for improvement. By understanding what "good" or "excellent" looks like in practice, communication managers can set realistic targets, refine strategies, and improve decision-making based on evidence rather than assumptions.

Strategic communication management emphasizes that benchmarking should inform-not replace-internal analysis and primary research. While observing best-in-class organizations can inspire innovation, benchmarking alone cannot account for differences in culture, resources, stakeholders, or business objectives.

Its primary value lies in identifying patterns of success and translating those insights into context-appropriate improvements.

The incorrect options reflect common misconceptions. Benchmarking does not guarantee that practices can be adopted with minimal modification, nor can it replace primary research tailored to the organization's unique environment. While benchmarking may encourage adoption of new approaches, this is a secondary benefit rather than its core purpose.

By identifying best practices, benchmarking strengthens strategic alignment, supports continuous improvement, and enhances accountability. It enables communication leaders to justify changes, prioritize investments, and demonstrate progress over time. In strategic communication management, this evidence-based improvement function is what makes benchmarking an essential research tool rather than a trend-following exercise.

NEW QUESTION: 24

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.** 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.
- 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.** 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.

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: A ([LEAVE A REPLY](#))

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: 25

The latest market research for an organization has revealed a decline in market share, particularly with the female customer. The chief executive officer (CEO) has asked the head of communication for advice on whether a stronger focus on communication would help correct this decline. Which of the following responses provides sound strategic counsel to the CEO?

A. "Since 45% of women use a social bookmarking tool, we should bolster our allocation of resources to that social media tool."

B. "Many factors contribute to shifts in market share, and it is impossible to determine whether our communication efforts play a role in the decline."

C. "Once we understand why our female customers are disengaging with us, communication could play a stronger role in correcting this downturn."

D. "You will get better return on investment (ROI) by focusing on social media versus other marketing efforts."

Answer: C (LEAVE A REPLY)

Advising senior leadership requires strategic insight, diagnostic thinking, and alignment with organizational objectives. In this scenario, the most effective response is to emphasize understanding the root cause of customer disengagement before prescribing communication solutions. Option C reflects the role of the communication leader as a strategic advisor rather than a tactical promoter of channels or tools.

Strategic communication management recognizes that declining market share-especially within a specific demographic segment-can result from multiple factors, including product relevance, pricing, customer experience, competitive offerings, or brand perception.

Communication alone cannot correct a business problem unless it is grounded in a clear understanding of what is driving stakeholder behavior. By recommending further analysis into why female customers are disengaging, the communication leader demonstrates evidence-based thinking and supports informed decision-making at the executive level.

This response also positions communication as a potential solution-but not a premature one. Once insights are gathered through research, communication can be designed strategically to address identified gaps, reposition value propositions, rebuild trust, or reinforce emotional connection. This approach aligns communication efforts with actual customer needs rather than assumptions.

The other options fail to provide sound strategic counsel. Channel-specific recommendations without diagnostic insight risk misallocating resources. Declaring the issue impossible to assess undermines the strategic value of communication leadership. Claims about superior ROI without evidence reduce credibility.

Strategic communication leaders guide executives through structured analysis, not shortcuts.

By advocating for understanding stakeholder disengagement first, option C reflects best practices in advising and leading management-ensuring communication strategy is purposeful, integrated, and capable of contributing meaningfully to reversing the market share decline.

NEW QUESTION: 26

Personal protective equipment (PPE) supply is a sensitive topic during a pandemic. A communication consultant at a local hospital receives a call from a reporter asking about PPE supply. An internal hospital email was forwarded to the reporter stating the hospital only has a five-day supply of PPE, but more PPE supply is due to arrive at the central warehouse within four days. The email also mentions that an expedited delivery process is

in place. The reporter wants to know if the hospital will run out of PPE. How should the communication consultant respond to the reporter?

A. Tell the reporter "no comment" because the internal hospital email should not have been leaked to the reporter.

B. Confirm the current five-day supply and state that hospital management is not at all worried about getting more supply.

C. Confirm the current five-day supply of PPE, provide details about the expedited shipping process from the warehouse, and schedule a follow-up call.

D. Ask the reporter to call back in five days as there will be more information about the PPE supply at that time.

Answer: C (LEAVE A REPLY)

Ethical communication during a crisis requires accuracy, transparency, and responsibility to public trust. In a public health emergency, hospitals are highly scrutinized institutions, and how they communicate about sensitive issues such as PPE supply can directly affect credibility, employee morale, and public confidence.

The most appropriate response is to confirm the current supply, explain the mitigation steps in place, and commit to ongoing communication.

Option C reflects best practices in ethical crisis communication. Acknowledging the five-day supply demonstrates honesty and avoids perceptions of concealment. Providing context about the expedited delivery process reassures stakeholders that leadership is actively managing the risk rather than ignoring it. Scheduling a follow-up call signals accountability and openness, reinforcing trust with the media and the public.

Option A ("no comment") may appear evasive and can escalate suspicion, even if the information was leaked improperly. Ethical communication prioritizes public understanding over internal discomfort. Option B minimizes the situation and introduces unnecessary reassurance, which can damage credibility if circumstances change. Option D delays communication and creates uncertainty, increasing the likelihood of speculation or misinformation.

Strategic communication management emphasizes that trust is built not by perfection, but by transparency and preparedness. During crises, organizations must communicate what they know, what they are doing, and what will happen next. This approach balances factual disclosure with responsible framing, avoiding panic while maintaining integrity.

By confirming facts, explaining actions, and committing to follow-up, the communication consultant fulfills their ethical duty to inform accurately, protect the institution's reputation, and support informed public discourse during a critical moment.

NEW QUESTION: 27

Which of the following is the MOST important role in strategic communication during digital transformation?

A. Change management communication

B. Selection of communication tools

- C. Technology training plans
- D. Employee engagement surveys

Answer: A (LEAVE A REPLY)

In strategic communication management, the most important role of communication during digital transformation is change management communication. Option A is correct because digital transformation is fundamentally a people and behavior challenge, not a technology challenge. While new systems, platforms, and tools enable transformation, success depends on whether employees understand, accept, and adopt new ways of working.

Change management communication helps employees make sense of why the transformation is happening, what it means for them, and how it aligns with organizational goals. Strategic communication management emphasizes that uncertainty, resistance, and anxiety are natural responses to major technological change.

Clear, consistent, and empathetic communication reduces fear, builds trust, and encourages engagement throughout the transformation journey.

Selection of communication tools and technology training plans are important, but they are secondary to managing the human impact of change. Tools and training explain the "how," but change management communication addresses the "why" and "what's in it for me."

Without this foundation, even well-designed digital systems risk low adoption, workarounds, or outright rejection by employees.

Employee engagement surveys provide valuable feedback, but they are diagnostic tools rather than drivers of transformation. Surveys measure sentiment; they do not create alignment or motivate change on their own.

Strategic communication management places priority on proactive guidance, leadership messaging, and two-way dialogue throughout the transformation lifecycle.

Effective change management communication ensures that leaders model desired behaviors, messages are reinforced over time, and employees see digital transformation as an opportunity rather than a threat. By focusing on change management communication, organizations increase adoption, sustain momentum, and realize the full value of their digital investments-making it the most critical communication role during digital transformation.

NEW QUESTION: 28

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 (LEAVE A REPLY)

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: 29

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. 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 the communication director would take?

- A.** There is nothing that can be done; the article has been already published.
- B.** Contact the company's stakeholders and promise them that you are making the newspaper publish a correction.
- C.** Contact the reporter with the correct information. Request a correction be published, if possible.

D. The reporter made an error, so the director should demand a correction be published.

Answer: C (LEAVE A REPLY)

From an ethics and strategic communication management perspective, the most appropriate and professional action is to contact the reporter with the correct information and request a correction, if possible. Option C reflects ethical responsibility, respect for journalistic processes, and a measured approach to protecting stakeholder trust.

Accuracy is a foundational ethical obligation in strategic communication, particularly when financial projections are involved. Misstated revenue growth can create unrealistic expectations among investors, employees, and other stakeholders, exposing the organization to reputational and credibility risks. The communication director has a duty to correct the factual record promptly, but also appropriately.

Contacting the reporter directly demonstrates professionalism and accountability. It acknowledges that errors can occur in verbal interviews while maintaining a cooperative relationship with the media. Importantly, requesting a correction—rather than demanding one—respects editorial independence and increases the likelihood of a favorable outcome. Ethical communication management emphasizes collaboration over confrontation when resolving inaccuracies.

The other options introduce unnecessary risk. Doing nothing allows misinformation to persist and potentially compound reputational damage. Contacting stakeholders before a correction is issued may amplify the error and undermine confidence if the correction does not materialize. Demanding a correction assumes fault and adopts an adversarial stance that can damage media relationships and reduce credibility.

Strategic communication ethics prioritize transparency, restraint, and proportional response. By first engaging the reporter with verified information, the communication director demonstrates integrity and diligence while safeguarding the organization's reputation. This approach also reassures leadership that corrective action is being taken in a responsible manner aligned with professional standards of ethical communication.

NEW QUESTION: 30

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. Omitting the sample size in the release

C. Presenting the results as April results

D. Sending out the release to a selection of journalists that are known to cover the organization's surveys favourably

Answer: C (LEAVE A REPLY)

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: 31

A start-up company needs to establish a budget for the communication plan. The owners feel unsure about how to budget for communication. How should the communication manager advise the owners?

- A.** Recommend they use a percentage of revenue method based on the projections of the company's plan so that they make sure to spend according to the business plan.
- B.** Propose they use the share-of-voice/share-of-mouth (SOV/SOM) method, considering the share of voice and the market share, in order to determine if they have to beat the competition or maintain their status.
- C.** Suggest setting a budget for each main task within the communication plan and calculate the total budget to set a baseline for the next year.
- D.** Advise they give the communication area a free use of budget, with the understanding that the area needs to cover their revenue goals.

Answer: C (LEAVE A REPLY)

In strategic communication management, the most appropriate budgeting approach for a start-up is to base the communication budget on defined activities and tasks rather than abstract formulas or competitive benchmarks. Option C reflects a zero-based or activity-based budgeting approach, which is considered best practice when organizations are building communication functions from the ground up.

Start-ups often lack historical data, stable revenue streams, or established market positions, making percentage-of-revenue and share-of-voice models unreliable. These methods assume predictability and maturity that early-stage organizations do not yet

possess. By contrast, task-based budgeting begins with the communication strategy and objectives, then identifies the specific activities required to achieve them-such as internal communication, brand development, digital presence, media relations, or stakeholder engagement-and calculates costs accordingly.

This approach aligns communication spending directly with business priorities and strategic goals. It allows owners to see exactly what they are investing in, why the investment is necessary, and how each activity contributes to organizational growth. It also supports accountability and evaluation, as outcomes can be assessed against clearly defined initiatives rather than arbitrary spending levels.

The other options carry significant risk. A free-use budget lacks discipline and undermines credibility.

Revenue-based models may underfund communication during critical growth phases.

Competitive share-of-voice models are inappropriate when a start-up's immediate goal is establishing clarity and legitimacy rather than outspending competitors.

Strategic communication management emphasizes that budgets should follow strategy, not the reverse. By setting budgets around clearly defined communication tasks, the organization creates a realistic baseline, supports disciplined decision-making, and establishes a scalable foundation for future planning as the company matures.

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NEW QUESTION: 32

What is the MOST important factor to consider when adopting a communication practice or method from another company?

- A.** Preference of project sponsor
- B.** Alignment to business objective
- C.** Alignment with company brand
- D.** Psychographics of stakeholders

Answer: B (LEAVE A REPLY)

In strategic communication management, the foremost criterion when adopting a communication practice from another organization is its alignment with the business objective. Communication does not exist for its own sake; it is a strategic management function designed to support organizational goals such as growth, efficiency, change implementation, risk mitigation, or reputation enhancement. Even highly successful

communication methods from admired companies can fail if they do not directly contribute to what the organization is trying to achieve.

Business objectives provide the strategic "north star" for all communication decisions.

Before considering branding consistency, stakeholder psychology, or leadership preferences, communicators must first ask whether a borrowed practice advances the organization's strategic priorities. For example, a company focused on operational efficiency may require streamlined, instructional communication, whereas one pursuing innovation may need collaborative and exploratory messaging. If the adopted method does not support these objectives, it can create distraction, misalignment, and wasted resources.

Strategic communication management emphasizes that objectives drive strategy, and strategy drives tactics.

Borrowing tactics without verifying objective alignment reverses this logic and increases the risk of superficial imitation rather than purposeful adaptation. While alignment with brand and stakeholder psychographics is important, these factors are secondary filters that refine execution-not the primary decision gate.

Additionally, leadership preferences should never override strategic fit. Allowing sponsor preference to dictate communication approaches can undermine organizational coherence and weaken credibility. By grounding decisions in business objectives, communication leaders demonstrate their advisory role at the management level, ensuring that communication remains a value-adding function rather than a decorative one.

Ultimately, alignment to business objectives ensures relevance, measurability, and strategic legitimacy- hallmarks of effective communication management.

NEW QUESTION: 33

A company's communication manager has noticed an increasing volume of criticism on social media regarding the company's corporate social responsibility initiatives being self-serving and hypocritical. Which action should be taken by the communication manager when developing the MOST effective, long-term response to the criticism?

- A.** Issue a continuous stream of press releases underscoring the benefits of the corporate social responsibility initiatives.
- B.** Invite and sustain proactive dialogue with stakeholders in order to involve them in corporate social responsibility efforts.
- C.** Aggressively push back against criticism.
- D.** Demonstrate to stakeholders how their concerns are being addressed and employing multiple feedback methods.

Answer: B (LEAVE A REPLY)

From an ethics-centered strategic communication management perspective, the most effective long-term response to criticism of corporate social responsibility initiatives is to invite and sustain proactive dialogue with stakeholders and actively involve them in CSR efforts. Persistent accusations of hypocrisy signal a trust deficit, not merely a messaging

problem. Ethical communication theory emphasizes that credibility is rebuilt through engagement, transparency, and shared meaning-not one-way persuasion.

Sustained dialogue reflects a two-way, symmetrical communication approach, which is foundational in ethical and reputation management. By engaging stakeholders in open conversations, organizations demonstrate respect for stakeholder voices and acknowledge that legitimacy is co-created rather than controlled. This approach allows the organization to listen, learn, and adapt its CSR initiatives based on stakeholder expectations, social norms, and evolving concerns. Involving stakeholders in CSR efforts also shifts perceptions from performative responsibility to genuine commitment.

The alternative options focus on defensive or one-directional tactics. Issuing frequent press releases may amplify skepticism by reinforcing the perception of self-promotion.

Aggressively pushing back against criticism risks escalating conflict and damaging trust further. While demonstrating responsiveness and using feedback mechanisms is important, these actions are more effective when embedded within an ongoing dialogue rather than treated as isolated tactics.

Ethical strategic communication recognizes that long-term reputation protection depends on behavioral alignment, not message volume. Dialogue enables organizations to surface uncomfortable truths, address systemic gaps, and collaboratively define what responsible behavior looks like in practice. This process strengthens moral legitimacy and reduces reputational vulnerability over time.

By sustaining proactive dialogue and stakeholder involvement, the communication manager positions CSR as a participatory, values-driven function. This approach not only addresses current criticism but also builds resilient trust, ethical accountability, and long-term reputational strength.

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