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IASP SPP

IASPStrategy Planning Professional Exam



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Question: 1

Performance management includes comparing an organization's

- A. Profit and loss statement against its balance sheet
- B. Key performance indicators against its strategic environment
- C. Employee satisfaction levels against employee performance reviews
- D. Actual results against desired results

Answer: D

Explanation:

Performance management fundamentally involves comparing actual results against desired or planned results to assess progress, identify gaps, and inform corrective actions. The IASP SPP curriculum stresses this comparison as central to strategic control, enabling organizations to monitor effectiveness and adjust strategies accordingly. 【 IASP SPP Study Guide - Performance Measurement 】 【 Kaplan & Norton, Balanced Scorecard 】

Question: 2

Which of the following practices is aligned with the company's purpose, mission, and strategies?

- A. Clear out year-end inventories by expanding into factory outlets
- B. Allow high-end department store partners to clear year-end inventories through modest discounting
- C. Clear out year-end inventories by exporting to developed overseas markets like China
- D. Write off and destroy year-end inventories

Answer: B

Explanation:

Allowing high-end department store partners to clear inventories through modest discounting maintains brand integrity and aligns with the company's mission and strategic positioning. This approach preserves the premium image and supports key retail partnerships. Other options risk diluting brand value (factory outlets), misaligning market focus (exports), or reflect poor inventory management (write-offs). The IASP SPP curriculum highlights that operational practices must be consistent with strategic intent to sustain competitive advantage and stakeholder trust. 【 IASP SPP Study Guide - Strategy Alignment 】 【 Kaplan & Norton, Balanced Scorecard 】

Question: 3

Which of the following is MOST characteristic of strategic thinking?

- A. Strategic thinking should follow a uniform repetitive process within the organization
- B. Strategic thinking should be integrated into day-to-day decision-making
- C. Strategic thinking should dovetail into the annual budgeting process
- D. Top management should do the strategic thinking within the organization

Answer: B

Explanation:

Strategic thinking is most effective when integrated into daily decision-making at all organizational levels, allowing continuous adaptation and alignment with strategic goals. The IASP SPP curriculum stresses that strategy is not a one-time event but an ongoing mindset embedded in everyday choices, fostering innovation and responsiveness. Uniform or annual processes limit agility, and restricting strategic thinking to top management narrows perspective and engagement. 【 IASP SPP Study Guide - Strategic Thinking 】 【 Senge, The Fifth Discipline 】

Question: 4

One of the MOST important methods to ensure that a strategic plan is executed is to

- A. track and report progress rigorously.
- B. communicate the updated strategic plan with all employees.
- C. monitor through a support team.
- D. conduct a regular environmental scan.

Answer: A

Explanation:

Rigorous tracking and reporting of progress is fundamental to ensure strategic plans move from concept to results. This method enables timely identification of gaps, facilitates accountability, and supports informed decision-making. The IASP SPP curriculum emphasizes performance management systems that monitor key indicators and milestones, enabling corrective actions and sustaining momentum. While communication, monitoring, and scanning are vital, they must be paired with disciplined progress tracking to realize strategy effectively. 【 IASP SPP Study Guide - Performance Measurement 】 【 Kaplan & Norton, Balanced Scorecard 】

Question: 5

Which of the following is NOT included in Porter's Five Forces Model?

- A. Bargaining power of customers and suppliers
- B. Threat of new entrants and substitute products
- C. Level of competition in an industry
- D. Pace of technological advance

Answer: D

Explanation:

Porter's Five Forces Model analyzes competitive forces—bargaining power of customers and suppliers, threat of new entrants, threat of substitutes, and rivalry among existing competitors—that influence industry profitability. The pace of technological advance, while influential, is considered part of the broader macro-environment and is not one of the five forces. The IASP SPP curriculum distinguishes between competitive forces and external environmental factors, emphasizing Porter's model as a tool for competitive analysis. 【 IASP SPP Study Guide - Competitive Forces 】 【 Porter, Competitive Strategy 】

Question: 6

Which of the following LEAST contributes to customer value?

- A. Providing customer appreciation
- B. Anticipating and adjusting for the psychological cost of the product to the customer
- C. Providing a caring customer service
- D. Enticing customers to participate in surveys

Answer: D

Explanation:

Customer value is primarily created through appreciation, empathetic service, and reducing psychological costs such as effort or anxiety in purchase/use. While customer surveys can be useful feedback mechanisms, simply enticing participation without delivering value or acting on feedback contributes least to customer value. The IASP SPP curriculum highlights that authentic value creation focuses on improving experience and meeting customer needs, not on administrative tasks like survey solicitation. 【 IASP SPP Study Guide - Customer Value 】 【 Prahalad & Ramaswamy, Co-creation of Value 】

Question: 7

Of the four elements presented, which would you expect to see more so on a business plan rather than on a strategic plan?

- A. Detailed results of an environmental scan
- B. Detailed financial projections
- C. Detailed performance metrics
- D. Vision and mission statements

Answer: B

Explanation:

Detailed financial projections are typically included in business plans, which focus on tactical, short-term resource requirements and financial feasibility. Strategic plans emphasize vision, mission, high-level goals, and performance metrics to guide long-term direction. The IASP SPP curriculum highlights the distinction between these documents and their purposes. 【 IASP SPP Study Guide - Business vs. Strategic Plans 】 【 Drucker, The Practice of Management 】

Question: 8

How does qualitative information gathered by observation, interviews, or external focus groups inform strategic development?

- A. Defines future directions
- B. Provides insights on motivation of customers and competitors
- C. Provides market share information
- D. Confirms competitive positioning

Answer: B

Explanation:

Qualitative data from observations, interviews, and focus groups provide deep insights into the motivations, needs, and behaviors of customers and competitors . This information enriches strategic understanding beyond quantitative metrics, helping shape value propositions and competitive strategies. The IASP SPP curriculum stresses the value of qualitative insights in developing nuanced, customer-centric strategies and identifying emerging trends. 【 IASP SPP Study Guide - Market Research 】 【 Prahalad & Ramaswamy, Co-creation of Value 】

Question: 9

Which of the following BEST summarizes what the strategic management and measurement system should measure?

- A. Benchmarks comparing different industry standards
- B. Organization's mission and purpose
- C. Organization's shared vision of the future
- D. Actual progress relative to organizational performance targets

Answer: D

Explanation:

Strategic management systems should primarily measure actual progress relative to defined performance targets , enabling evaluation of how well strategies translate into results. The IASP SPP curriculum stresses that measurement informs decision-making, accountability, and continuous improvement by tracking tangible outcomes rather than abstract concepts or benchmarks alone. 【 IASP SPP Study Guide - Performance Measurement 】 【 Kaplan & Norton, Balanced Scorecard 】

Question: 10

Which of the following results is an indicator a leader is a strong motivator?

- A. The results (outcomes) yet to be realized.
- B. Followers' willingness to listen.
- C. The number of followers undergoing self-development.
- D. Followers' actions.

Answer: D

Explanation:

A strong motivator is best indicated by followers' actions , which demonstrate commitment, engagement, and effort toward goals. While listening and self-development are positive signs, observable behaviors provide concrete evidence of motivation. The IASP SPP curriculum stresses that leadership effectiveness is measured by the extent to which followers translate inspiration into productive action, thereby advancing strategic objectives. Leaders who motivate successfully foster environments where followers are proactive and aligned with organizational goals. 【 IASP SPP Study Guide - Leadership 】 【 Goleman, Emotional Intelligence in Leadership 】

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