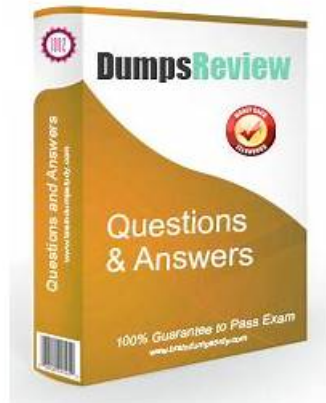


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**IASPStrategy Planning Professional Exam Sample Questions (Q132-Q137):**

### NEW QUESTION # 132

The MOST effective way for senior management to communicate an organization's core values to employees is by

- A. Setting a leadership example and modeling the core values
- B. Posting them to social media applications
- C. Discussing them with top-performing employees only, during performance evaluations
- D. Occasionally citing them when presenting a specific reward

**Answer: A**

Explanation:

The most effective communication of core values is through leadership modeling, where senior management exemplifies the values in behavior and decisions. The IASP SPP curriculum stresses that actions speak louder than words, and authentic leadership behavior builds culture and trust. Passive or selective communication is insufficient for deep cultural integration. #IASP SPP Study Guide - Organizational Culture##Schein, Organizational Culture and Leadership#

### NEW QUESTION # 133

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

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

### NEW QUESTION # 134

How can a leader BEST demonstrate she or he really wants to hear another person's views?

- A. The leader should say something flattering
- B. The leader should first find something to agree on, with the other person
- C. The leader should describe his or her own listening skills first and foremost
- D. Directly ask the other person for their views

**Answer: D**

Explanation:

The best way for a leader to show genuine interest in another's views is to directly ask for them, signaling openness and respect. This encourages honest communication, builds trust, and demonstrates active listening.

The IASP SPP curriculum stresses that effective leaders foster dialogue by inviting input rather than relying on superficial praise or self-presentation. Finding common ground is useful but secondary to authentic inquiry. Clear solicitation of opinions supports engagement and collaborative decision-making critical for strategic alignment. #IASP SPP Study Guide - Leadership and Communication##Covey, The 7 Habits of Highly Effective People#

### NEW QUESTION # 135

Which of the following is generally included in the process of "cascading" an organizational strategy map?

- A. Write vision and mission statements for each business and support unit
- B. Develop strategic objectives, performance measures, and strategic initiatives for business and support units
- C. Review employee development plans and performance incentives
- D. Reorganize business and support units

**Answer: B**

Explanation:

Cascading an organizational strategy map involves developing strategic objectives, performance measures, and strategic initiatives tailored for business and support units to ensure alignment with corporate-level strategy. This process translates high-level goals into actionable plans across all parts of the organization, facilitating coherent execution. The IASP SPP curriculum emphasizes cascading as essential for operationalizing strategy, driving accountability, and ensuring every unit understands its contribution to overarching objectives. Vision and mission creation, employee plans, and reorganization may complement but are not central to cascading. #IASP SPP Study Guide - Strategy Implementation##Kaplan & Norton, Balanced Scorecard#

#### NEW QUESTION # 136

Performance management includes comparing an organization's

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

**Answer: A**

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#

#### NEW QUESTION # 137

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