

# 2026 IASP Unparalleled Exam SPP Introduction



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## IASPStrategy Planning Professional Exam Sample Questions (Q159-Q164):

### NEW QUESTION # 159

Which of the following best describes core competencies?

- A. Are easily identified and explained
- B. **Can lead to competitive advantage**
- C. Rarely change over time
- D. Are derived from core principles

**Answer: B**

Explanation:

Core competencies are unique organizational capabilities that can create and sustain competitive advantage by enabling differentiation and value creation. The IASP SPP curriculum highlights their strategic importance for positioning and growth. While core competencies may evolve, they are not always easy to identify or derive solely from principles, requiring deep analysis. #IASP SPP Study Guide - Core Competencies##Prahalad & Hamel, The Core Competence of the Corporation#

### NEW QUESTION # 160

Which of the following BEST describes organization strategy?

- A. Exists to support pay-for-performance systems

- B. Creates performance measures that can be used to encourage desired behaviors
- C. Shows how projects and programs are managed
- D. Translates an organization's shared vision of the future into action for all employees

**Answer: D**

Explanation:

Organizational strategy translates the shared vision of the future into actionable plans for all employees, aligning resources, behaviors, and goals to achieve desired outcomes. The IASP SPP curriculum emphasizes strategy as a bridge between vision and execution, driving alignment and performance throughout the organization. While performance measures, project management, and compensation systems support strategy, the fundamental role of strategy is guiding organizational action.  
#IASP SPP Study Guide - Strategy##Kaplan

& Norton, Balanced Scorecard#

**NEW QUESTION # 161**

The competitive pressures from substitute products or services tend to be stronger when

- A. The demand for the products or services is not price sensitive.
- B. There are many sellers of substitute products or services.
- C. The quality and performance of substitute products or services is well established.
- D. Substitute products or services provide equivalent benefits and switching costs are low.

**Answer: D**

Explanation:

Substitute products exert strong competitive pressure when they offer equivalent benefits to customers and switching costs between products are low, making it easy for customers to change. The IASP SPP curriculum highlights this as a key factor in Porter's Five Forces model, influencing industry attractiveness and profitability.  
#IASP SPP Study Guide - Competitive Forces##Porter, Competitive Strategy#

**NEW QUESTION # 162**

In designing an organization's structure, which of the following is NOT relevant or NOT worthy of consideration?

- A. The company's attrition rate
- B. Customer segments
- C. Operating environment
- D. Company culture

**Answer: A**

Explanation:

While attrition rate reflects workforce stability, it is not a primary factor in organizational structure design. Core considerations include customer segments, operating environment, and company culture, which directly shape how the organization organizes roles and processes. The IASP SPP curriculum highlights that structure must enable effective service delivery and strategic responsiveness, which attrition influences indirectly but is not a structural determinant.  
#IASP SPP Study Guide - Organizational Design##Ulrich, Human Resource Champions#

**NEW QUESTION # 163**

What basic principle of human behavior enhances "buy-in" and therefore implements the strategic plan?

- A. People are competitive in nature
- B. People are naturally optimistic
- C. People help support what they help create
- D. People demand respect and participation

**Answer: C**

Explanation:

A fundamental principle of human behavior that enhances commitment to change and strategy implementation is that people tend to support and own what they help create. This principle leverages participation, engagement, and shared ownership, increasing motivation and reducing resistance. The IASP SPP curriculum highlights this as central to change management and stakeholder engagement, encouraging inclusive planning and transparent communication to foster buy-in and successful execution. #IASP SPP Study Guide - Stakeholder Engagement##Kotter, Leading Change#

## NEW QUESTION # 164

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