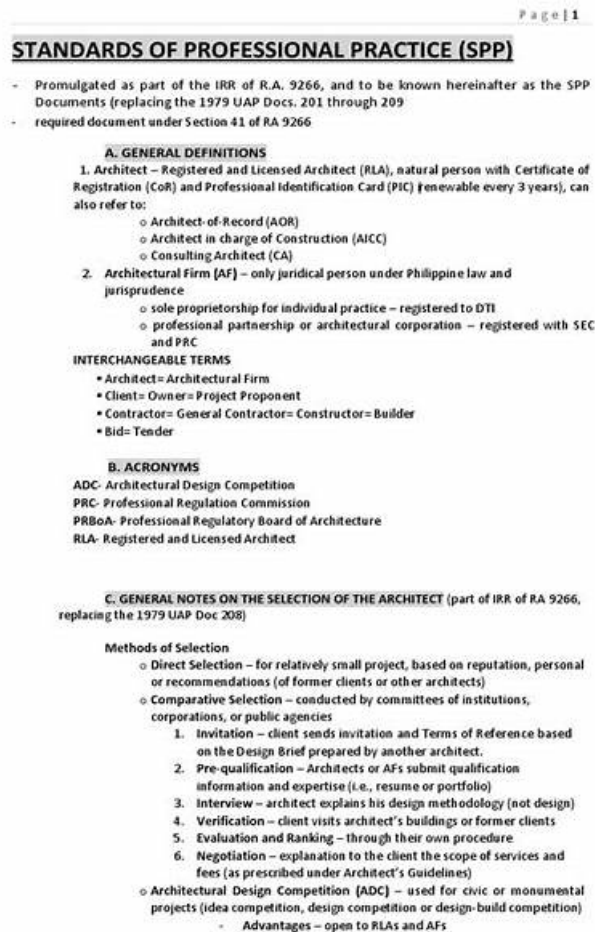


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## IASP Strategy Planning Professional Exam Sample Questions (Q106-Q111):

### NEW QUESTION # 106

The main value of the balanced scorecard model lies in its emphasis on forging a balanced approach to measuring and managing strategic control factors. To this end, an attribute of a complete Balanced Scorecard is that it includes a mixture of

- A. Operating and financial objectives
- **B. Financial accountability-focused, customer-focused, internal process-focused and learning and growth- focused strategic objectives**
- C. Profit and non-profit objectives
- D. Historical, financial, operating, and strategic measures

**Answer: B**

Explanation:

The Balanced Scorecard's main value is balancing multiple strategic perspectives, specifically financial accountability, customer focus, internal processes, and learning and growth objectives. This balanced approach ensures comprehensive measurement and management of factors critical to strategy success. The IASP SPP curriculum underlines that focusing solely on financial or operational metrics neglects drivers of future performance, which the Balanced Scorecard addresses. #IASP SPP Study Guide - Balanced Scorecard#

#Kaplan & Norton, Balanced Scorecard#

### NEW QUESTION # 107

An organizational strategic planning support team should include

- A. a delegate from the competition.
- B. the chief executive's administrative assistant.
- **C. representatives from all areas of the organization.**
- D. all key executives.

**Answer: C**

Explanation:

A strategic planning support team should comprise representatives from all areas of the organization to ensure diverse perspectives, comprehensive expertise, and broad engagement. The IASP SPP curriculum stresses inclusive team composition for robust planning, effective communication, and successful implementation. Inclusion promotes cross-functional understanding and alignment. While executives provide leadership, a focused, representative support team facilitates detailed planning. Including competitors or administrative assistants is inappropriate. #IASP SPP Study Guide - Planning Teams##Freeman, Strategic Management#

### NEW QUESTION # 108

Which of the following best describes core competencies?

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

**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 # 109

Which of the following differentiates vision from strategy?

- A. Vision is "our purpose"; strategy is "our core values and principles"
- B. Vision is "why we are in business"; strategy is "who we are"
- C. Vision is "who we are"; strategy is "what products and services we are selling"
- **D. Vision is "our picture of the organization's future"; strategy is "how we plan to go about accomplishing our vision"**

**Answer: D**

Explanation:

Vision defines the organization's aspirational future state or "picture of the future", while strategy outlines the approach or plan for achieving that vision. The IASP SPP curriculum clarifies that vision inspires and guides, while strategy operationalizes vision through concrete actions and resource allocation.

This distinction is fundamental for effective strategic planning and communication. #IASP SPP Study Guide - Vision and Strategy##Drucker, The Practice of Management##

### NEW QUESTION # 110

Which of the following is the FIRST thing to do when an organization needs change?

- A. Eliminate all out-of-date aspects of the system
- **B. Communicate clearly why change is necessary**
- C. Analyze what the strategic change entails from a modular and integrated perspective
- D. Interview employees to get different perspectives about the changes

**Answer: B**

Explanation:

The first and most critical step when initiating organizational change is to communicate clearly why the change is necessary. This step establishes urgency, aligns understanding, and prepares the organization emotionally and cognitively for transition. The IASP SPP curriculum, aligning with Kotter's change model, emphasizes that clear communication of the rationale reduces resistance and mobilizes stakeholders toward shared objectives. Other activities like interviews or analyses come after establishing a compelling case for change. #IASP SPP Study Guide - Change Management##Kotter, Leading Change##

### NEW QUESTION # 111

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