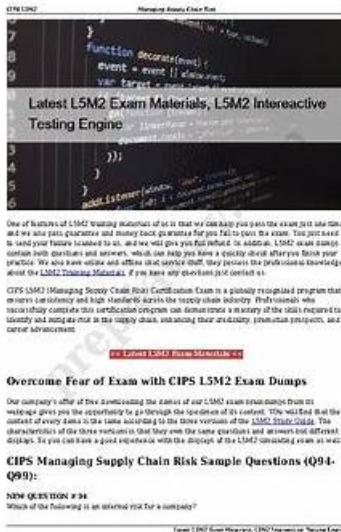


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IASP Strategy Planning Professional Exam Sample Questions (Q136-Q141):

NEW QUESTION # 136

Which of the following BEST describes value chain analysis?

- A. A process that helps calculate value added
- B. Measures only critical labor, materials, and support costs
- C. Is the product solely of financial analysis
- D. A summary of costs

Answer: A

Explanation:

Value chain analysis is a systematic process that helps organizations identify and calculate the value added at each step of delivering products or services. It dissects primary and support activities to evaluate how they contribute to competitive advantage and customer value. The IASP SPP curriculum underscores that value chain analysis is a strategic tool enabling organizations to pinpoint strengths, inefficiencies, and differentiation opportunities. It is broader than just financial summaries or cost listings and involves qualitative and quantitative assessment.#IASP SPP Study Guide - Value Chain Analysis##Porter, Competitive Advantage#

NEW QUESTION # 137

What is the typical role of middle management in organizational design / redesign?

- A. Works with the strategy office and senior management to develop the organizational design
- B. Works with the strategy management and senior management teams to develop the organizational design and communicate decisions to team members to ensure comprehension and alignment across the organization
- C. Holds sole responsibility for the development of the organizational design / redesign
- D. Gains clarity on the alignment between strategy execution and organizational design, but withholds this knowledge from team members because it is high level

Answer: B

Explanation:

Middle management typically collaborates with senior leadership and strategy teams to shape organizational design and then communicates changes to ensure understanding and alignment at operational levels. They translate strategic decisions into practical organizational arrangements and foster acceptance within their teams. The IASP SPP curriculum highlights this bridging role as crucial for successful redesign and execution. Withholding information or sole responsibility by middle managers contradicts effective organizational design practices.#IASP SPP Study Guide - Organizational Design##Ulrich, Human Resource Champions#

NEW QUESTION # 138

Continuous improvement of strategic plans is needed because it keeps

- A. strategic planners employed.
- B. stakeholders informed.
- C. an organization viable.
- D. senior executives employed.

Answer: C

Explanation:

Continuous improvement ensures an organization remains viable by adapting strategies in response to internal changes and external environmental shifts. The IASP SPP curriculum emphasizes that strategic plans cannot be static; ongoing refinement allows organizations to stay competitive, manage risks, and capitalize on emerging opportunities. While continuous improvement does involve planners and communication, the ultimate goal is organizational sustainability and success. Maintaining viability requires agility and a commitment to learning embedded in the strategic process.#IASP SPP Study Guide - Continuous Improvement##Deming, Out of the Crisis#

NEW QUESTION # 139

Which of the following communication methods is likely to be MOST effective in obtaining useful employee feedback about the strategic management approach?

- A. An e-mail message from the senior leader to employees
- B. A customized, well-scripted slide show presentation given by a senior leader
- **C. Dialogue between leaders and employees in small group discussions**
- D. An article written by a senior leader published in the organization's newsletter

Answer: C

Explanation:

Dialogue in small group discussions is the most effective communication method for obtaining useful employee feedback because it fosters an interactive, two-way communication environment. This format encourages candid dialogue, allows leaders to clarify points immediately, and helps uncover concerns or ideas that might not emerge in more formal or one-way communication methods like emails or newsletters. The IASP SPP curriculum emphasizes the importance of active listening and inclusive dialogue to build trust and engagement during strategic management processes. Small group discussions enable diverse perspectives to surface, promote deeper understanding, and support collaborative problem-solving, which is critical for refining and successfully implementing strategic initiatives. Conversely, one-way communication tools such as presentations or written articles may fail to engage employees or capture nuanced feedback necessary for effective strategic adaptation.
IASP SPP Study Guide - Communication Skills
Kotter, Leading Change

NEW QUESTION # 140

Which of the following evaluates actual performance, compares actual performance to goals, and takes action on the differences?

- A. Quality design
- **B. Quality control**
- C. Quality improvement
- D. Quality planning

Answer: B

Explanation:

Quality control involves monitoring actual performance against established standards or goals and taking corrective actions when deviations occur. It is an essential step in maintaining process consistency and product/service quality. The IASP SPP curriculum identifies quality control as a key component of continuous improvement and strategic execution, ensuring that outcomes meet expectations and strategic objectives are achieved. Quality design refers to establishing specifications; quality planning involves defining standards; quality improvement focuses on enhancing processes. Quality control serves as the feedback mechanism to detect and address gaps in performance.
IASP SPP Study Guide - Quality Management
Deming, Total Quality Management

NEW QUESTION # 141

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