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IASPStrategy Planning Professional Exam Sample Questions (Q24-Q29):

NEW QUESTION # 24
Strategic planning impacts the annual planning and budgeting process by

- A. Establishing priorities
- B. Flowing budgets down to lower levels
- C. Defining the organization's structure
- D. Identifying strategies for ongoing initiatives

Answer: A

Explanation:
Strategic planning primarily establishes priorities that guide annual planning and budgeting decisions, ensuring resource allocation aligns with strategic goals. The IASP SPP curriculum emphasizes the role of strategy in focusing organizational efforts and financial commitments. While budgets, initiatives, and structures relate to planning, priority setting is the key linkage between strategic and operational plans.#IASP SPP Study Guide - Strategic Planning and Budgeting##Kaplan & Norton, Balanced Scorecard#

NEW QUESTION # 25
Which of the following is MOST important to ensure that planned improvements are meeting organizational objectives?

- A. Clearly understood success measures
- B. Environmental scanning
- C. Stakeholder feedback
- D. Organized teamwork

Answer: A

Explanation:
To determine if planned improvements are effective, the most crucial factor is having clearly understood success measures. These measures specify what success looks like, enabling objective evaluation of progress and outcomes. The IASP SPP curriculum stresses that success measures should be specific, measurable, attainable, relevant, and time-bound (SMART) to facilitate accountability and guide corrective actions. While stakeholder feedback and teamwork support improvement, without clear metrics, it is impossible to assess performance accurately. Environmental scanning informs context but does not directly measure improvement effectiveness.#IASP SPP Study Guide - Performance Metrics##Kaplan & Norton, Balanced Scorecard#

NEW QUESTION # 26
Which of the following is the most important tool when considering uncertainty in the external environment?

- A. Embedded corporate culture
- B. Decision tree analysis
- C. Consensus building
- D. Scenario planning

Answer: D

Explanation:
Scenario planning is widely regarded as a critical tool to address uncertainty in external environments. It involves developing and analyzing multiple plausible future scenarios to help organizations prepare flexible strategies. This tool enhances awareness of risks and opportunities beyond linear forecasts. Consensus building and decision tree analysis have roles in strategy but do not directly address the complexity of uncertain futures. The IASP SPP curriculum identifies scenario planning as key for robust environmental scanning and strategic adaptability.#IASP SPP Study Guide - Environmental Analysis##Schoemaker, P.,
"Scenario Planning"#

NEW QUESTION # 27
The strategic planning process should include which of the following mechanisms to specifically ensure continuous improvement?

- A. Quarterly reviews conducted by external contractors
- B. Use of an internal planning committee
- C. Analysis of lessons learned
- D. Annual reviews by the financial team

Answer: C

Explanation:
Analysis of lessons learned is vital for continuous improvement, allowing organizations to reflect on successes and failures, adjust strategies, and enhance future planning. The IASP SPP curriculum underscores embedding learning mechanisms into the planning cycle to foster agility and effectiveness. Financial reviews and committees support governance but do not inherently ensure learning.#IASP SPP Study Guide - Continuous Improvement##Deming, Out of the Crisis#

NEW QUESTION # 28
Which of the following BEST represent the macro level factors to include in an environmental scan?

- A. Regulatory, customer, competitive, labor, and supplier trends
- B. Patterns of competition, technology, usage/consumption/service buying patterns, and barriers to exit
- C. Industry life cycle, demographics, changing profile of current customers, international trends, and events pertaining to the

industry
- D. Geopolitical, sociocultural, economic, technology, environmental, and industry trends

Answer: D

Explanation:
Macro-level environmental scanning focuses on broad external forces, including geopolitical, sociocultural, economic, technological, environmental, and industry trends (PESTEL analysis). These factors shape the context within which organizations operate, influencing opportunities and risks. The IASP SPP curriculum stresses that understanding these macro factors enables proactive strategy formulation and risk mitigation.
Other options describe micro or industry-specific factors, which are important but secondary to the overarching macro environment. #IASP SPP Study Guide - Environmental Scanning##Aguilar, Scanning the Business Environment#

NEW QUESTION # 29

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