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IASPStrategy Planning Professional Exam Sample Questions (Q126-Q131):

NEW QUESTION # 126

Which of the following is NOT a benefit of portfolio planning?

- A. Decentralizes control strategy
- B. Yields higher-quality strategies
- C. Gives organization-wide visibility concerning strategic performance
- D. Provides framework that can be adapted to each organization's needs

Answer: A

Explanation:

Portfolio planning does not decentralize control strategy; rather, it enables centralized oversight and coordination of multiple projects or initiatives to optimize resource allocation and strategic alignment. The IASP SPP curriculum explains that portfolio management provides higher-quality strategies, transparency across the organization, and adaptable frameworks, but control remains structured to ensure coherence. #IASP SPP Study Guide - Portfolio Management##PMI, Standard for Portfolio Management#

NEW QUESTION # 127

Which of the following is MOST critical for successful execution of a strategic plan?

- A. Translation of the strategy into short-term operating objectives
- B. Organization-wide communication of the vision

- C. A well-defined budget
- D. Alignment of the organization structure specifically around the mission statement

Answer: A

Explanation:

Successful strategy execution depends on translating broad strategic goals into actionable, measurable short-term operating objectives. This process ensures that daily activities and departmental plans align with strategic priorities, facilitating progress tracking and resource allocation. While budgeting, organizational alignment, and communication are important, without clear operational objectives, strategy remains conceptual and difficult to implement. The IASP SPP framework stresses the importance of breaking down strategy into operational terms as a core best practice for effective implementation.#IASP SPP Study Guide - Strategy Execution##Kaplan & Norton, Balanced Scorecard#

NEW QUESTION # 128

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. Gains clarity on the alignment between strategy execution and organizational design, but withholds this knowledge from team members because it is high level
- C. Holds sole responsibility for the development of the organizational design / redesign
- D. **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**

Answer: D

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 # 129

Employee commitment should be secured at what point in the strategic management process?

- A. **As early as possible**
- B. After senior managers have made asset allocation decisions
- C. Not until the vision has been approved
- D. Once key analysis has been completed

Answer: A

Explanation:

Securing employee commitment as early as possible in the strategic management process is crucial for success. Early engagement fosters ownership, reduces resistance, and aligns employees' efforts with organizational goals. Waiting until after senior management decisions or vision approval risks disconnects and resistance. The IASP SPP framework emphasizes that involving employees early through communication, participation, and feedback creates momentum and sustainable strategic execution.#IASP SPP Study Guide - Change Management##Kotter, Leading Change#

NEW QUESTION # 130

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

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 # 131

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