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IASPStrategy Planning Professional Exam Sample Questions (Q134-Q139):

NEW QUESTION # 134

Which of the following is NOT considered a quality-management-best-practice in support of an organization's strategic direction and core values?

- A. Force-field analysis
- B. Quantitative measurement
- C. Process redesign
- D. Benchmarking

Answer: A

Explanation:

Force-field analysis primarily a change management tool used to evaluate forces supporting and opposing change, not a core

quality management practice. In contrast, quantitative measurement, process redesign, and benchmarking are foundational quality management practices that drive continuous improvement aligned with strategy and values. The IASP SPP curriculum distinguishes quality management tools that enhance operational excellence from change analysis techniques like force-field analysis. #IASP SPP Study Guide - Quality Management##Deming, Total Quality Management#

NEW QUESTION # 135

Which of the following BEST describes value chain analysis?

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

Answer: D

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 # 136

Seeing where actions and changes in system components can lead to significant, lasting improvements is best described as:

- A. Total quality management priorities
- B. Leverage
- C. Change agency
- D. Followership

Answer: B

Explanation:

Leverage in strategic thinking refers to identifying points within a system where small changes can yield disproportionate, sustainable improvements. Recognizing leverage points helps focus resources and efforts for maximum impact. The IASP SPP curriculum incorporates systems thinking concepts, emphasizing leverage as a tool for efficient and effective change. Change agency and followership relate more to roles and behaviors, while total quality management is a broader philosophy encompassing continuous improvement.

#IASP SPP Study Guide - Systems Thinking##Senge, The Fifth Discipline#

NEW QUESTION # 137

One of the MOST important methods to ensure that a strategic plan is executed is to

- A. conduct a regular environmental scan.
- B. track and report progress rigorously.
- C. monitor through a support team
- D. communicate the updated strategic plan with all employees.

Answer: B

Explanation:

Rigorous tracking and reporting of progress is fundamental to ensure strategic plans move from concept to results. This method enables timely identification of gaps, facilitates accountability, and supports informed decision-making. The IASP SPP curriculum emphasizes performance management systems that monitor key indicators and milestones, enabling corrective actions and sustaining momentum. While communication, monitoring, and scanning are vital, they must be paired with disciplined progress tracking to realize strategy effectively. #IASP SPP Study Guide - Performance Measurement##Kaplan & Norton, Balanced Scorecard#

NEW QUESTION # 138

According to the Boston Consulting Group (BCG) and other subject matter experts, when it comes to the development of a "Business Model" for an organization, the process normally involves focusing on two elements:

- A. (1) the organization's mission; and, (2) the organization's current vision.
- B. (1) the relationship between stakeholder groups; and, (2) the persona analysis and design.
- **C. (1) the value proposition; and, (2) the operating model.**
- D. (1) an environmental scan; and, (2) a SWOT cross-impact analysis.

Answer: C

Explanation:

Developing a business model centers on clarifying what value is offered (value proposition) and how the organization operates to deliver that value (operating model). The value proposition defines the unique benefits the organization provides to customers or stakeholders, while the operating model details the resources, processes, and organizational capabilities required to create and deliver that value. This dual focus aligns with the BCG's approach and is foundational in strategic formulation, ensuring that the business model is coherent and executable. The mission and vision are important but represent broader guiding statements rather than operational or value elements. The IASP SPP curriculum emphasizes this twofold focus for effective business model development to drive strategy formulation and competitive positioning. #IASP SPP Study Guide - Business Model Development##Osterwalder & Pigneur, Business Model Generation#

NEW QUESTION # 139

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