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IASPStrategy Planning Professional Exam Sample Questions (Q101-Q106):

NEW QUESTION # 101

The alignment of the organization's redesign with strategy can be hindered by:

- A. Developing and implementing an effective communication plan
- **B. Mismatches between required positions and employees' skillset**
- C. Adequate understanding of strategic direction by all stakeholders
- D. Having the required tools and technology

Answer: B

Explanation:

Mismatches between the skills required by redesigned organizational roles and the actual capabilities of employees significantly hinder effective strategy alignment. Even with good tools, communication, and understanding, without appropriate talent in place, redesign efforts struggle to succeed. The IASP SPP framework emphasizes workforce planning and talent management as essential to organizational change and strategic execution. Addressing skill gaps through training, hiring, or redeployment is critical to overcoming this barrier. #IASP SPP Study Guide - Organizational Design##Ulrich, Human Resource Champions#

NEW QUESTION # 102

Cost reduction can be MOST consistently achieved by

- A. Pressuring suppliers to cut corners
- **B. Investing heavily in information technology**

- C. Reducing staff to minimum essential levels
- **D. Reducing unnecessary processes**

Answer: D

Explanation:

Consistent cost reduction is best achieved by eliminating unnecessary or non-value-adding processes, streamlining operations for efficiency. The IASP SPP curriculum highlights process optimization as a sustainable cost control strategy, unlike aggressive supplier pressure or workforce cuts, which can harm quality or morale. IT investments can enable cost reduction but are not guaranteed. #IASP SPP Study Guide - Cost Management##Deming, Total Quality Management#

NEW QUESTION # 103

An organization's choice to lower quality standards via budget cuts, rather than investing so as to achieve higher quality standards, is an example of

- A. shifting the burden.
- **B. eroding goals.**
- C. escalation.
- D. motivation.

Answer: B

Explanation:

Eroding goals refers to the gradual lowering of performance or quality standards to cope with challenges or budget constraints, which undermines long-term strategic success. Rather than investing to improve quality, the organization reduces expectations to fit limited resources. This can become a dangerous cycle leading to deteriorated products, services, and competitiveness. The IASP SPP curriculum highlights eroding goals as a common pitfall in strategy implementation, emphasizing the need to maintain high standards or innovate rather than compromise quality. #IASP SPP Study Guide - Strategy Risks and Pitfalls##Senge, The Fifth Discipline#

NEW QUESTION # 104

Which of the following often needs to be reworked to make it more strategy-supportive, as a crucial part of the implementation process?

- A. Ethical framework
- B. Budget
- C. Zero-defects mentality
- **D. Execution process**

Answer: D

Explanation:

The execution process, which encompasses workflows, procedures, and coordination mechanisms, often requires adjustment to align better with strategic objectives. Even the best-formulated strategies can fail if existing operational processes do not support their execution. The IASP SPP curriculum highlights that reworking execution processes involves clarifying responsibilities, improving communication channels, and streamlining activities to facilitate effective strategy delivery. Budgets and ethical frameworks are important but less frequently need major realignment, and rigid cultural mindsets like a zero-defects mentality may require cultural change but are not part of execution processes themselves. Adapting execution processes is critical for bridging the gap between strategy and day-to-day operations. #IASP SPP Study Guide - Strategy Implementation##Kotter, Leading Change#

NEW QUESTION # 105

Translating the organization-wide strategic plan down to business units, support units or departments, and then to teams or individuals is known as which of the following?

- A. Flow charting
- B. Gap analysis
- C. Process mapping
- **D. Cascading**

Answer: D

Explanation:

Cascading refers to the systematic process of breaking down a high-level strategic plan into detailed objectives and actions at progressively lower organizational levels - from corporate down to business units, departments, teams, and individuals. This ensures alignment throughout the organization and enables accountability at every level. The IASP SPP curriculum emphasizes that cascading translates abstract strategy into actionable tasks, improving clarity and execution. Without cascading, strategic plans may remain disconnected from daily operations, leading to misalignment and ineffective implementation. #IASP SPP Study Guide - Strategy Implementation ##Kaplan & Norton, Balanced Scorecard#

NEW QUESTION # 106

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