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IASPStrategy Planning Professional Exam Sample Questions (Q117-Q122):

NEW QUESTION # 117

An organization's core values should

- A. be known by the leadership team only.
- B. change as key personnel change.
- C. be clarified and reinforced.
- D. be determined by a secret ballot vote.

Answer: C

Explanation:

Core values are the fundamental principles that guide organizational behavior and decision-making and therefore should be clarified and reinforced consistently across the organization. They provide cultural stability and a sense of identity that persists beyond changes in personnel. The IASP SPP curriculum underlines that core values must be well understood and embedded within daily practices to ensure alignment with strategy and support organizational integrity. These values are not simply management knowledge nor subject to anonymous votes, as they require broad awareness and commitment to influence culture meaningfully. Continuous reinforcement through communication, leadership modeling, and policies is necessary to maintain their relevance and impact. #IASP SPP Study Guide - Organizational Culture###Schein, Organizational Culture and Leadership#

NEW QUESTION # 118

Design, control, planning, and improvement are the components of which of the following processes?

- A. Strategic management
- B. Talent management
- C. Quality management
- D. Stewart cycle

Answer: C

Explanation:

The components design, control, planning, and improvement align with quality management, which focuses on maintaining and enhancing product and service quality through structured processes. Quality management ensures that organizational outputs meet customer expectations and strategic goals. The IASP SPP curriculum recognizes these components as essential for embedding continuous improvement into operational and strategic contexts. Strategic management and talent management are broader disciplines, while the Stewart cycle is not a commonly recognized quality framework. #IASP SPP Study Guide - Quality Management###Deming, Total Quality Management#

NEW QUESTION # 119

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

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

Answer: A

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 # 120

An organization's high-level strategy, including the mission, vision, core values, customer value proposition, and strategic themes or goals, should be developed by

- A. the governing board.
- B. line employees and their supervisors.
- C. the strategic management office.
- D. senior leadership acting as a team.

Answer: D

Explanation:

High-level strategy formulation is the responsibility of senior leadership acting collectively. This team possesses the authority, perspective, and accountability to integrate mission, vision, values, and strategic themes cohesively. The IASP SPP curriculum emphasizes collaborative leadership engagement to ensure comprehensive, balanced strategies that guide organizational direction. Line employees contribute operational insights, and boards provide oversight, but the senior leadership team leads strategy development.#IASP SPP Study Guide - Strategy Development##Mintzberg, The Rise and Fall of Strategic Planning#

NEW QUESTION # 121

Which of the following best describes a Balanced Scorecard strategy map?

- A. Organization's value creation map
- B. Inventory of the strategic goals and objectives of an organization
- C. Two-dimensional matrix describing the mission and vision of an organization
- D. Generic architecture for describing an organization's strategy

Answer: D

Explanation:

A Balanced Scorecard strategy map is a generic architecture that graphically describes an organization's strategy, showing cause-and-effect relationships among strategic objectives across perspectives such as financial, customer, internal processes, and learning/growth. The IASP SPP curriculum highlights its utility for communicating and aligning strategy across levels. It is more comprehensive than an inventory or matrix.

#IASP SPP Study Guide - Balanced Scorecard##Kaplan & Norton, Balanced Scorecard#

NEW QUESTION # 122

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