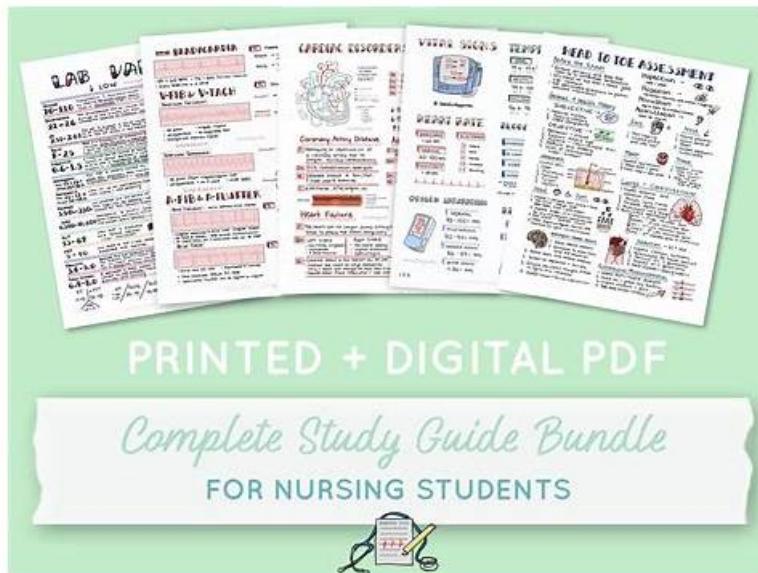


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## IASPStrategy Planning Professional Exam Sample Questions (Q77-Q82):

### NEW QUESTION # 77

Identifying desired outcomes helps steer a strategic planning process by

- A. putting a cap on proposed investments.
- B. **helping align all participants toward a common orientation.**
- C. codifying the leader's perspective.
- D. releasing emotional energy.

**Answer: B**

Explanation:

Identifying desired outcomes is vital in guiding the strategic planning process because it aligns all participants toward a common

orientation. This shared focus ensures that stakeholders understand what the organization aims to achieve, providing clarity and cohesion in decision-making and resource allocation. The IASP SPP curriculum emphasizes that clear outcomes function as a compass that directs efforts, reduces ambiguity, and fosters collaborative engagement. Without such alignment, planning can become fragmented or misdirected, undermining effectiveness and slowing progress. Outcomes also support communication and accountability by defining what success looks like at every organizational level.#IASP SPP Study Guide - Strategic Alignment##Kaplan & Norton, Balanced Scorecard#

### NEW QUESTION # 78

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

#### Answer: A

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 # 79

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

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

#### Answer: C

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 # 80

Of the many analytical techniques available, which of the following is recommended by Rollinson and Young in Strategy in the 21st Century for analyzing Opportunities, Threats, Strengths and Weaknesses (OTSW) in part because it offers anonymity to participants?

- A. Nominal Group Technique
- B. Balanced Scorecard
- C. Storming and Forming
- D. The Delphi Approach

#### Answer: D

#### Explanation:

The Delphi Approach is a structured communication technique that solicits expert opinions anonymously through iterative rounds, allowing participants to revise their views based on group feedback without peer pressure or dominance. This anonymity improves the quality of input on complex issues such as SWOT (or OTSW) analysis. Rollinson and Young recommend this approach for strategic analysis because it fosters honest, unbiased insights, which are crucial for identifying genuine strengths, weaknesses, opportunities, and threats. The IASP SPP recognizes Delphi as a valuable tool for stakeholder engagement and environmental analysis.  
IASP SPP Study Guide - Strategic Analysis Tools  
Rollinson & Young, Strategy in the 21st Century

#### NEW QUESTION # 81

Which of the following stages comprise the PDCA cycle?

- A. Prepare, design, change, assess
- B. Plan, deliver, collaborate, apply
- C. Propose, describe, consult, approve
- D. Plan, do, check, act

#### Answer: D

#### Explanation:

The PDCA cycle - Plan, Do, Check, Act - is a foundational continuous improvement process originally developed by Deming. It guides strategic planning and quality management efforts by providing a systematic approach to planning initiatives (Plan), executing them (Do), monitoring and evaluating outcomes (Check), and making necessary adjustments (Act). This cyclical method ensures that strategic plans are not static but evolve through ongoing feedback and improvement. The IASP SPP emphasizes the PDCA cycle's utility for strategic plan implementation and performance management, ensuring plans remain relevant and effective.

IASP SPP Study Guide - Continuous Improvement  
Deming, W.E. Out of the Crisis, 1986

#### NEW QUESTION # 82

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