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## IASP Strategy Planning Professional Exam Sample Questions (Q151-Q156):

### NEW QUESTION # 151

Which of the following is the LEAST effective growth strategy?

- A. Acquisition of a key competitor
- B. International expansion
- C. Divestiture of noncore businesses/programs
- D. Vertical integration

**Answer: C**

Explanation:

Divestiture of noncore businesses or programs is generally a strategy for portfolio optimization or refocusing rather than direct growth. It involves shedding assets to concentrate on core competencies, which may improve efficiency but does not itself drive growth. In contrast, international expansion, vertical integration, and acquisition are classic growth strategies designed to increase market share, capabilities, or geographic reach. The IASP SPP curriculum distinguishes between growth-oriented and restructuring strategies to clarify strategic intent and resource allocation. #IASP SPP Study Guide - Growth Strategies##Ansoff, Corporate Strategy##

### NEW QUESTION # 152

Which of the following can be used as an organization-wide system for strategic and operational integration?

- A. Quality management
- B. Lean manufacturing
- **C. Balanced Scorecard**
- D. Business Process Reengineering

**Answer: C**

Explanation:

The Balanced Scorecard is widely used to integrate strategic objectives with operational activities across an organization, linking performance measures to strategic goals. The IASP SPP curriculum recognizes the Balanced Scorecard as a holistic framework for aligning vision, mission, strategy, and daily operations through measurable metrics. While quality management, lean, and reengineering focus on specific process improvements, the Balanced Scorecard provides comprehensive strategic-operational integration. #IASP SPP Study Guide - Balanced Scorecard##Kaplan & Norton, Balanced Scorecard#

#### NEW QUESTION # 153

In designing an organization's structure, which of the following is NOT relevant or NOT worthy of consideration?

- **A. The company's attrition rate**
- B. Customer segments
- C. Company culture
- D. Operating environment

**Answer: A**

Explanation:

While attrition rate reflects workforce stability, it is not a primary factor in organizational structure design. Core considerations include customer segments, operating environment, and company culture, which directly shape how the organization organizes roles and processes. The IASP SPP curriculum highlights that structure must enable effective service delivery and strategic responsiveness, which attrition influences indirectly but is not a structural determinant. #IASP SPP Study Guide - Organizational Design##Ulrich, Human Resource Champions#

#### NEW QUESTION # 154

Which of the following best describes a marketing strategy?

- A. Must be established first before other strategies are set
- B. Addresses the best way to achieve the overall business strategy, competitive advantage in a sustainable way
- **C. Defines the organization's product market focus**
- D. Drives the operation's strategy

**Answer: C**

Explanation:

A marketing strategy primarily defines the organization's product market focus, specifying target markets, positioning, and customer value propositions. While marketing supports business strategy, it is a subset focused on market-related decisions. The IASP SPP curriculum explains that marketing strategy aligns with but does not precede or override overall business strategy. Operations strategy may be influenced but not driven solely by marketing. #IASP SPP Study Guide - Marketing Strategy##Kotler, Marketing Management#

#### NEW QUESTION # 155

People are MOST likely to be influenced by a leader's

- **A. Actions and behaviors.**
- B. Style and personality.
- C. Passion and emotions.
- D. Statements and vision.

**Answer: A**

Explanation:

People are primarily influenced by a leader's actions and behaviors, which demonstrate values and build trust. The IASP SPP curriculum emphasizes that authentic leadership is shown through consistent behavior, which inspires and motivates more than words or charisma alone. Actions align vision with reality and drive organizational culture. #IASP SPP Study Guide - Leadership##Goleman, Emotional Intelligence#

## NEW QUESTION # 156

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