



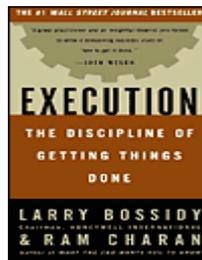
FINAL EXAM

Course # 311003 Management and Execution

based on the book:

Execution: The Discipline of Getting Things Done

by: Larry Bossidy & Ram Charan (2002)



12 CPE Credit Hours
Management

This exam sheet is made available for your convenience in answering questions while offline. Please note that you will still need to enter your answers on the online exam sheet for grading. Instructions are provided at the end of this document.

Chapter 1 - The Gap Nobody Knows

1. In the year 2001 alone, forty CEOs of the top two hundred companies on Fortune's 500 list:

- Were removed
- Had a party
- Led by example
- Executed masterfully

2. Strategies most often fail because they aren't executed well.

- TRUE
- FALSE

3. Velocity is:

- The speed at which receivables are converted into cash
- The ratio of sales dollars to appropriated reserves
- The ratio of sales dollars to net assets deployed in the business
- The ratio of debt to revenue

4. Building to order means producing a unit after the customers order is transmitted to the factory.

- TRUE
- FALSE

5. Higher velocity reduces productivity and increases working capital.

- TRUE
- FALSE

6. Execution is synonymous with tactics.

- TRUE
- FALSE

7. Execution is the missing link between aspirations and results.

TRUE

FALSE

Chapter 2 - The Execution Difference

8. Every great leader has had an instinct for execution.

TRUE

FALSE

9. An execution-savvy leader focuses on the cause of a problem not the outcome of a problem.

TRUE

FALSE

10. A leader skilled in execution probes his organization to get a realistic assessment of its market risks.

TRUE

FALSE

11. When a business is making major changes, the right people have to be in the critical jobs, and the core processes must be:

Well documented

Flexible enough to change when resistance is high

Executed at the operating level

Strong enough to ensure that resistance is dissolved and plans get executed

Chapter 3 - Building Block One: The Leader's Seven Essential Behaviors

12. Which of the following is not considered essential behavior for a leader:

Follow through

Know yourself

Think outside the box

Set clear goals and priorities

13. In companies that don't execute, the leaders are usually out of touch with the day to day realities.

TRUE

FALSE

14. Embracing realism means always taking a realistic view of your company and disregarding other companies.

TRUE

FALSE

15. People in contemporary organizations need a smaller number of clear priorities to execute than those in an old-fashioned organization because:

People in contemporary organizations are better prepared than those in traditional organizations

Decision making is decentralized in the contemporary organization and people at many levels are making decisions and trade-offs.

People in old fashioned organizations tended to work harder

People in contemporary organizations have more stress placed upon them than those in traditional organizations

16. A leader who says "I've got 10 priorities.":

Needs an assistant

Needs a course in time management

Is an asset to the organization

Doesn't know what he's talking about

17. Along with having clear goals, a leader should strive for simplicity in general.

TRUE

FALSE

18. The failure to follow through is widespread in business, and is a major cause of poor execution.

TRUE

FALSE

19. A good leader ensures that the organization makes distinctions between those who achieve results and those who don't, in terms of base pay,

bonuses and stock options.

TRUE

FALSE

20. The most effective way to coach is to:

Observe a person in action and then provide specific useful feedback

Offer as much training as possible

Drill in the realities of a specific negative behavior until it is changed.

Lead by example and withhold feedback to avoid creating a hostile situation

21. Your aim in coaching an individual should be:

To make it as painless as possible

To ask the questions that bring out the realities and give people the help they need to correct problems

To simulate group coaching styles

To reward good behaviors and punish bad ones

22. Emotional fortitude allows you to avoid points of view which differ from your own.

TRUE

FALSE

23. Strength of character has no basis in great execution.

TRUE

FALSE

Chapter 4 - Building Block Two: Creating the Framework for Cultural Change

24. Most efforts at cultural change fail because:

They don't invoke commitment

They aren't embraced at the top

They are not linked to improving the business's outcomes

They are designed to fail

25. Cultural change gets real when your aim is execution.

TRUE

FALSE

26. The foundation of changing behavior is linking rewards to performance and making the linkages transparent.

TRUE

FALSE

27. Culture is:

How people act

A trend that leaders perpetuate

Unimportant in organizational success

The sum of its shared values, beliefs, and norms of behavior

28. Structure divides an organization into units designed to perform certain jobs, but it is social software that integrates the organization into a unified, synchronized whole.

TRUE

FALSE

29. Leaders create a culture of indecisiveness and leaders can break it.

TRUE

FALSE

30. You change the culture of a company by changing the behavior of its leaders.

TRUE

FALSE

31. Robust dialogue:

Creates havoc

Defeats teamwork

Fosters creativity

Fosters trust

Chapter 5 - Building Block Three: The Job No Leader Should Delegate – Having the Right People in the Right Place

32. In the hiring process, it's critical to hire people with whom you're comfortable.

TRUE

FALSE

33. An organization's human beings are its most reliable resource for generating excellent results year after year.

TRUE

FALSE

34. Consistently successful business leaders focus intensely and relentlessly on people selection.

TRUE

FALSE

35. The following is not a valid reason for why the right people are not always in the right jobs:

Lack of knowledge

Lack of courage

An abundance of candidates

The psychological comfort factor

36. Some leaders drain energy from people, other create it.

TRUE

FALSE

37. It's always better to hire the most highly conceptual strategic thinking candidate.

TRUE

FALSE

38. Traditional interviews are extremely useful in spotting qualities of leaders who execute.

TRUE

FALSE

39. Decisiveness is the ability to make difficult decisions swiftly and well, and act on them.

TRUE

FALSE

40. How leaders meet their commitments is at least as important (or more important) as whether they meet them.

TRUE

FALSE

41. Getting things done through others is a fundamental leadership skill.

TRUE

FALSE

Chapter 6 - The People Process: Making the Link with Strategy and Operations

42. The strategy process is more important than the people or operations processes.

TRUE

FALSE

43. Meeting medium and long term milestones greatly depends on having a pipeline of promising and promotable leaders.

TRUE

FALSE

44. The last building block of the people process is its linkage to strategic milestones.

TRUE

FALSE

45. Linking people, strategy, and operations helps distill organizational challenges for the coming year.

TRUE

FALSE

46. HR has to be integrated into business processes.

- TRUE
 FALSE

Chapter 7 - The Strategy Process: Making the Link with People and operations

47. A contemporary strategic plan must be an action plan that business leaders can rely on to reach their business objectives.

- TRUE
 FALSE

48. A robust strategy is a compilation of numbers somewhat like an astrological forecast.

- TRUE
 FALSE

49. When a business unit creates its strategy, it clearly lays out in specific terms the direction of the unit.

- TRUE
 FALSE

50. An astonishing number of strategies fail because leaders don't make a realistic assessment of whether the organization can execute the plan.

- TRUE
 FALSE

Chapter 8 - How to Conduct a Strategy Review

51. The strategy review is not a good time for a leader to develop people.

- TRUE
 FALSE

52. It's critical that the strategy process be linked to the people and operations processes.

- TRUE
 FALSE

53. A strategy review should be a creative exercise.

TRUE

FALSE

54. It's good form at the end of a strategy review to write a letter to each of the leaders to solidify and confirm the agreements you made.

TRUE

FALSE

Chapter 9 - The Operations Process: Making the Link with Strategy and People

55. The operating plan provides the path for the people who will get the business where it wants to go.

TRUE

FALSE

56. In the operating plan, the leader is primarily responsible for overseeing the seamless transition from strategy to operations.

TRUE

FALSE

57. A sound budget takes weeks or months to develop.

TRUE

FALSE

58. The starting point of any budget is:

An offsite meeting

A robust dialog among all the relevant business leaders

From the bottom up

From the top down

59. Synchronization is essential for excellence in execution and for energizing the corporation.

TRUE

FALSE

60. Debate on assumptions is one of the most critical parts of any operating review.

TRUE
 FALSE

Instructions for Submitting Answers Online:

- Sign In at www.ApexCPE.com
- Click the "My CPE" tab at the top of the page.
- Click "My CPE Courses".
- Find the current CPE year and click "Go to My Courses".
- Find this course and click the "Go to Course" link.
- Step 2 on the Course Syllabus page is "Take the Final Exam". Click the "Begin Final Exam" link.
- Enter your answers on the online exam sheet.
- Click the "Grade Exam" button at the bottom of the page. Your exam will be graded automatically. If your score exceeds 70%, a "Create Certificate" button will display. Otherwise, you may continue to retake the exam until you pass.
- A short evaluation page will display. Please provide your feedback for the course.
- Once the evaluation is complete, click the "Submit Evaluation & Create Certificate" button at the top of the page.
- You may print your Certificate of Completion by selecting File Print from your browser. Certificates remain online for at least five years from the certificate date.

**If you have any questions, please call us at 1-877-317-9047
or send an email to support@apexcpe.com**