



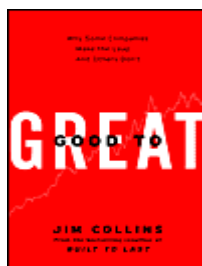
FINAL EXAM

Course # 711004 Good to Great - Corporate Success

based on the book:

Good to Great: Why Some Companies Make the Leap and Others Don't

by: Jim Collins (2001)



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 - Good is the Enemy of Great

1. Larger than life celebrity CEOs were found to have an impact on great companies?

TRUE

FALSE

2. Long term strategic planning was found to have an impact on great companies.

TRUE

FALSE

3. Mergers and acquisitions play a huge role in transforming companies from good to great.

TRUE

FALSE

4. Great companies focus on what not to do as equally as what to do.

TRUE

FALSE

5. Greatness is not a function of circumstance. Greatness is largely a matter of conscious choice.

TRUE

FALSE

Chapter 2 - Level 5 Leadership

6. In the "Good to Great" hierarchy, a Level 5 executive builds enduring greatness through a paradoxical blend of personal humility and professional will.

TRUE

FALSE

7. A Level 1 leader is a "contributing team member" in the "Good to Great"

hierarchy.

TRUE

FALSE

8. The ambition of Level 5 leaders is first and foremost for the institution (company), not themselves.

TRUE

FALSE

9. Many leaders of the comparison companies set their successors up for failure.

TRUE

FALSE

10. Abraham Lincoln was a Level 5 president.

TRUE

FALSE

Chapter 3 - First Who . . . Then What

11. "First who...then what" means get the right people on the bus, then figure out the path to greatness.

TRUE

FALSE

12. The "genius with a thousand helpers" model seems to be successful even when the genius leaves.

TRUE

FALSE

13. Getting the right people is only effective when it's "before" direction, strategic planning, and tactics.

TRUE

FALSE

14. Good to great leaders are rigorous, not ruthless, in people selection.

TRUE

FALSE

15. The old adage "People are your most important asset." is correct.

TRUE

FALSE

16. When in doubt, don't hire - keep looking.

TRUE

FALSE

17. "Good to Great" companies put their best people:

on their biggest problems

on their smallest problems

on their biggest opportunities

on their smallest opportunities

Chapter 4 - Confront the Brutal Facts (Yet Never Lose Faith)

18. "Good to Great" companies breakthrough results come about by:

Enough luck to stumble into the right set of decisions

Being in the right place at the right time

A series of good decisions, diligently executed and accumulated one on top of another

The infusion of strict processes at all levels

19. "Good to Great" companies infuse the decision making process with the brutal facts of reality.

TRUE

FALSE

20. Charisma can be as much a liability as an asset.

TRUE

FALSE

21. To get to the truth, lead with answers, not questions.

TRUE

FALSE

22. Spending time and energy to motivate people:

Should be your first priority

Is the foundation for success

Should occur before direction and strategy

Is a waste of effort because the right people will be self-motivated

23. Engage in dialogue and debate, not coercion.

TRUE

FALSE

24. "Good to Great" companies faced less adversity than the comparison companies.

TRUE

FALSE

Chapter 5 - The Hedgehog Concept (Simplicity within the Three Circles)

25. To hedgehogs, the essence of profound insight is simplicity.

TRUE

FALSE

26. Foxes emerge scattered, diffused, and inconsistent.

TRUE

FALSE

27. The hedgehog concept is:

A goal

A strategy

An understanding

An intention

28. The council can be a useful device in the hedgehog concept.

TRUE

FALSE

29. You need to be in a great industry to produce sustained great results.

TRUE

FALSE

30. The key is to understand what your organization can be the best in the world at?

TRUE

FALSE

31. To go from good to great requires a deep understanding of three intersecting circles translated into a simple, crystalline concept.

TRUE

FALSE

32. "Good to Great" companies understand that doing what you are good at will only make you good and:

"Good" is good enough

Focusing solely on what you can potentially do better than any other organization is the only path to greatness

Focusing solely on what you can potentially do better than any other organization is a waste of time

The path to greatness is defined by being good

Chapter 6 - A Culture of Discipline

33. Amgen avoided bureaucracy and hierarchy and instead created a culture of discipline.

TRUE

FALSE

34. The fact that something is an once-in-a-lifetime opportunity is irrelevant if it doesn't fit within the three circles.

TRUE

FALSE

35. Sustained great results depend upon building a culture full of self-disciplined people who take disciplined action, fanatically consistent with the three circles.

TRUE

FALSE

36. Bureaucratic cultures arise to compensate for incompetence.

TRUE

FALSE

37. The purpose of budgeting in good to great companies is to decide how much each activity gets.

TRUE

FALSE

38. A culture of discipline is all about action.

TRUE

FALSE

39. "Stop doing" lists are more important than "to do" lists.

TRUE

FALSE

Chapter 7 - Technology Accelerators

40. How a company reacts to technological change is a good indicator of its inner drive for greatness versus mediocrity.

TRUE

FALSE

41. Technology is good for its own sake irregardless of whether it fits into your hedgehog philosophy or not.

TRUE

FALSE

42. When used right, technology becomes an accelerator of momentum, not a creator of it.

TRUE

FALSE

43. Mediocre companies are motivated more by the fear of being left behind.

TRUE

FALSE

44. "Crawl, walk, run" can be a very ineffective approach.

TRUE

FALSE

45. Technology by itself is never a primary cause of either greatness or decline.

TRUE

FALSE

Chapter 8 - The Flywheel and the Doom Loop

46. The good to great matrix of creative discipline charts an organizations culture of discipline and its:

Ability to change

Predisposition to creative thinking

Ethic of entrepreneurship

Willingness to think outside the box

47. Good to great comes about by a cumulative process, step by step.

TRUE

FALSE

48. Good to great transformations often look like dramatic revolutionary events from the inside.

TRUE

FALSE

49. Most good to great executives were keenly aware when a transformation was underway.

TRUE

FALSE

50. No matter how dramatic the end result, the good to great transformations never happened in one fell swoop.

TRUE

FALSE

51. The doom loop starts with buildup and moves to breakthrough.

TRUE

FALSE

52. Unsustainable transformations follow a predictable pattern of buildup and breakthrough.

TRUE

FALSE

53. The good to great leaders spent essentially no energy trying to create alignment, motivate the troops, or manage change.

TRUE

FALSE

54. "Good to Great" companies used acquisitions as :

As a creator of flywheel momentum

The foundation of their Hedgehog Concept

Relief from core business ailments

An accelerator of flywheel momentum

Chapter 9 - From Good to Great to Built to Last

55. In great companies, shareholder return, like blood and water to the healthy body, is essential for life, but is not the very point of life.

TRUE

FALSE

56. "Good to great" is a prequel to "built to last".

TRUE

FALSE

57. Enduring great companies preserve their core values and purpose.

TRUE

FALSE

58. Core values and purposes should adapt.

TRUE

FALSE

59. The business strategies and operating practices of enduring great companies are endlessly adapting to a changing world.

TRUE

FALSE

60. Operating practices and strategies should be preserved.

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.

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