

Week 4 Quiz

LATEST SUBMISSION GRADE

100%

1. Based on responses from organizations, which of the following statements is true about how organizations want their management model to change? (Please select the correct option) **1 / 1 point**
- ☒ On average, most executives would like to move their organizations a little towards the alternative models of management from where they are.
 - ☐ On average, most executives would like to move their organizations a little towards the traditional models of management from where they are.
 - ☐ On average, most executives would like their organizations to continue using the same model as they have at the moment.



Correct

If you have selected this option, you are correct.

2. Given the gap between the traditional models of management and the alternative models of management, what are organizations likely to encounter? (Please select the most appropriate option) **1 / 1 point**
- ☐ Organizations are likely to encounter forces pulling them towards only the traditional models of management.
 - ☐ Organizations are likely to encounter forces pulling them towards only the alternative models of management.
 - ☒ Organizations are likely to encounter forces pulling them towards both the traditional models of management and the alternative models of management.



Correct

If you have selected this option, you are correct.

3. Which of the following is not an approach to developing an innovative management model? (Please select the correct option) **1 / 1 point**
- ☐ Experimental change from below
 - ☐ Decisive change led by the CEO
 - ☐ Inventing a distinctive model from the start and sustaining it

- ☒ Sustaining the status-quo by rigorously following established rules and procedures

✓ **Correct**

If you have selected this option, you are correct. Sustaining status-quo by rigorously following established rules and procedures is unlikely to and is therefore, not an approach to developing an innovative management model.

4. Which of the following is a unique feature of the start-up approach to developing an innovative management model? (Please select the most appropriate option)

1 / 1 point

- ☐ Allowing middle managers to experiment and then find a model that works best under the circumstances.
- ☐ Getting the right colleagues and co-founders is not very critical when using the start-up approach.
- ☐ Starting with an established and well working management model that can be adapted to make it innovative.
- ☒ Starting with a blank canvas allows the founders to impose their own values on the organization; thereby avoiding having to inherit and adapt an old model.

✓ **Correct**

If you have selected this option, you are correct.

5. Which of the following is a key challenge when using the start-up approach to developing an innovative and distinctive management model? (Please select the most appropriate option)

1 / 1 point

- ☐ The founders find it challenging to impose their own values on the organization.
- ☒ Sustaining the distinctive model that was developed in the start-up phase can be very difficult as the organization grows
- ☐ Keeping the project teams small
- ☐ Maintaining a transparent environment

✓ **Correct**

If you have selected this option, you are correct.

6. Which of the following are true about taking the top down approach to developing an innovative management model? (Please select all that apply)

1 / 1 point

- ☐ The top down approach to developing an innovative management model can only be taken for dimensions such as emergence and collective wisdom but not for intrinsic motivation and obliquity.
- ☒ In the examples of using the top down approach discussed in the course, there was always a clear focus on a guiding theme around what the CEO was trying to achieve.

**Correct**

If you have selected this option, you are correct.

- ☒ This approach works best with a CEO who is secure and has been given a clear mandate for decisive change.

**Correct**

If you have selected this option, you are correct.

- ☐ The top down approach gives instantaneous results and requires little to no reinforcement.

7. Which of the following are true about the likelihood of success of the bottom-up approach to developing an innovative management model? (Please select all that apply)

1 / 1 point

- ☐ Getting immediate visibility from senior management even when the idea is just in the initial stages can increase the likelihood for the new model to be successful.
- ☒ Making sure that what you as a middle-manager are trying to do aligns with an existing strategic priority can increase the likelihood for the new model to be successful.

**Correct**

If you have selected this option, you are correct.

- ☒ Making a clear business case and showing how the new model can generate financial savings can increase the likelihood for the new model to be accepted.

**Correct**

If you have selected this option, you are correct.

- ☐ Building partners and capabilities can reduce the likelihood for the new model to be successful.

8. Which of the following are some of the key principles of management experimentation? (Please select all that apply)

1 / 1 point

☐ Acting on “gut” feel without an explicit hypothesis

☒ Focus on causes, not symptoms



Correct

If you have selected this option, you are correct.

☒ Iterate your idea by getting feedback early and adapting accordingly



Correct

If you have selected this option, you are correct.

☐ Developing a detailed business plan and implementing it in a regimented fashion

9. Which of the following are potential ways to learn from outliers? (Please select all that apply)

1 / 1 point

☒ Improve understanding of current practice by learning from the outlier’s experiences



Correct

If you have selected this option, you are correct.

☐ Replicating the outlier’s model exactly in your own company

☒ Careful use of “observe and apply”



Correct

If you have selected this option, you are correct.

☒ Focus on the underlying principle adopted by the outlier company



Correct

If you have selected this option, you are correct.

10. Which of the following is a reason for the ‘observe and apply’ practice of learning from outliers, failing to work? (Please select the correct option)

1 / 1 point

☒ The complementary practices required for the focal activity to work are not present in the company that is trying to apply them.

- ☐ The company trying to apply the practice has made a perfect observation of the practice
- ☐ There is no reason for the observe and apply practice to fail.



Correct

If you have selected this option, you are correct.