

# Feedback — Final Exam

You submitted this exam on **Sun 10 Mar 2013 3:53 AM PDT**. You got a score of **18.00** out of **30.00**.

This exam is closed book. By submitting your answers and agreeing to the Honor Code, you are certifying that you have not consulted or used any Course materials or notes, or any other source other than your brain, directly or indirectly, to answer any question. You are also certifying that you will NOT DISCLOSE THE ANSWERS TO ANYONE DIRECTLY OR INDIRECTLY AFTER TAKING THE EXAM AND CHECKING YOUR SCORE AND ANSWERS.

Please pick the BEST answer or the one that is MOST true.

## Question 1

Jane has a successful business making women's shirts. She is so successful, her clients want her to expand her offerings to include pants, skirts and children's shirts. She also has interest from buyers in five different counties. She has many growth opportunities and seeks your advice as to how to proceed. You should tell her:

Your Answer	Score	Explanation
<input type="radio"/> A business either "grows or dies," and she should grow.		
<input type="radio"/> Good growth is rare, and she should seize these opportunities before someone else does.		
<input checked="" type="radio"/> She should weigh the pros and cons of growing and not growing, looking at each alternative.	✓ 1.00	
Total	1.00 /	

1.00

**Question Explanation**

The answer is:

She should weigh the pros and cons of growing and not growing, looking at each alternative.

## Question 2

Jane asks you, “What is a good strategy?” Your **BEST** answer is:

Your Answer	Score	Explanation
<input type="radio"/> Be the first to market.		
<input checked="" type="radio"/> Have a focused product strategy with a large customer market.	✓ 1.00	
<input type="radio"/> Ignore the competition.		
<input type="radio"/> Always leave a fire extinguisher behind.		
Total	1.00 / 1.00	

**Question Explanation**

The answer is:

Have a focused product strategy with a large customer market.

## Question 3

Jane then asks you, “When can growth be bad?” Your **BEST** answer is:

Your Answer	Score	Explanation
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- ☐ Growth is never bad—you need to grow to create opportunities for your employees.
- 
- ☐ Every business goes through cycles; grab the money while you can.
- 
- ☐ Growth can be bad when you cut your prices to grow.
- 
- ☒ Growth can be bad if it creates quality issues or financial stresses. ✓ 1.00

Total	1.00 /
	1.00

### Question Explanation

The answer is:

Growth can be bad if it creates quality issues or financial stresses.

## Question 4

Jane asks you: “What is the “gas pedal approach to growth?” Your best answer is:

- | Your Answer  | Score  | Explanation |
|--|--------|-------------|
| <input type="radio"/> Pushing down hard on the gas pedal to take advantage of as much growth as you can. |        |             |
| <input checked="" type="radio"/> Pacing growth so it does not destroy value.                             | ✓ 1.00 |             |
| <input type="radio"/> Pushing hard on the brake pedal when you're afraid of growing.                     |        |             |
| Total  | 1.00 / |             |
|  | 1.00   |             |

### Question Explanation

The answer is:

Pacing growth so it does not destroy value.

## Question 5

What's another way to ask: "Are you ready to grow?"

Your Answer	Score	Explanation
<input checked="" type="radio"/> Do you have the right processes, controls and people to grow?	✓ 1.00	
<input type="radio"/> Do you have the right, aggressive, capture-the-market attitude?		
<input type="radio"/> Do you want to make a lot more money?		
<input type="radio"/> Are you willing to work harder and longer hours?		
Total	1.00 / 1.00	

### Question Explanation

The answer is:

Do you have the right processes, controls and people to grow?

## Question 6

Which of the following statements is most true?

Your Answer	Score	Explanation
<input type="radio"/> Businesses are like animals—they grow naturally.		

- ☐ Bigger businesses are easier to manage because you make more money.
- 
- ☐ Too much growth can destroy a business.
- 
- ☒ “Grow or die” is a fundamental rule of business. ✗ 0.00
- 

Total	0.00 /
	1.00

**Question Explanation**

The answer is:

Too much growth can destroy a business.

## Question 7

**Growth is like Mother Nature. Why?**

- | Your Answer  | Score                                     | Explanation |
|--|---|-------------|
| <input type="radio"/> The weather changes frequently.                      |   |             |
| <input type="radio"/> Sunshine is needed to grow plants and businesses.    |   |             |
| <input type="radio"/> Growth, like weather, is hard to predict.            |   |             |
| <input checked="" type="radio"/> Growth can be good and growth can be bad. | <span style="color: green;">✓</span> 1.00 |             |
- 

Total	1.00 /
	1.00

**Question Explanation**

The answer is:

Growth can be good and growth can be bad.

## Question 8

When should an entrepreneur use the Growth Risks Assessment Tool?

Your Answer	Score	Explanation
<input checked="" type="radio"/> Anytime she faces a big growth opportunity.	✓ 1.00	
<input type="radio"/> Before she starts her business.		
<input type="radio"/> When she hires an accounting firm to audit her financials.		
<input type="radio"/> When the business reaches the following revenue levels: \$5 million; \$10 million; and \$25 million.		
Total	1.00 / 1.00	

### Question Explanation

The answer is:

Anytime she faces a big growth opportunity.

## Question 9

What is the main way a business grows?

Your Answer	Score	Explanation
<input type="radio"/> Finding more customers who have an urgency to buy		
<input type="radio"/> Improving, innovating and scaling		
<input checked="" type="radio"/> Always reducing expenses to increase profits	✗ 0.00	
<input type="radio"/> Opening more locations and adding different		

products to sell

Total	0.00 /
	1.00

### Question Explanation

The answer is:

Improving, innovating and scaling

## Question 10

Growing a small business is:

Your Answer	Score	Explanation
<input type="radio"/> A necessary good		
<input type="radio"/> An opportunity		
<input checked="" type="radio"/> A constant change process	✓ 1.00	
<input type="radio"/> Costly		
Total	1.00 / 1.00	

### Question Explanation

The answer is:

A constant change process

## Question 11

Jane took your advice. She now comes back to you with a strategic plan involving five growth initiatives. Your first, **BEST** question is:

**Your Answer****Score****Explanation**

☐ Has she done an analysis of her competitors?

☐ Does she have customer market studies?

☐ Has she thought about whether she wants to work this hard?

☒ Has she met the preconditions to grow this much? ✓ 1.00

Total 1.00 / 1.00

**Question Explanation**

The answer is:

Has she met the preconditions to grow this much?

## Question 12

Which of the following are included in the “4Ps”?

**Your Answer****Score****Explanation**

☐ Planning and pace

☐ Profits and performance

☒ Processes and productivity ✗ 0.00

Total 0.00 / 1.00

**Question Explanation**

The answer is:

Planning and pace



## Question 13

Prioritization is important because:

Your Answer	Score	Explanation
<input type="radio"/> Everyone has to have priorities.		
<input type="radio"/> It helps you know what not to do.		
<input type="radio"/> Good planning takes time and must be a priority.		
<input checked="" type="radio"/> Without prioritization, one does not achieve work-life balance.	<span style="color: red;">✗</span> 0.00	
Total	0.00 / 1.00	

### Question Explanation

The answer is:

It helps you know what not to do.

## Question 14

Prioritization is...

Your Answer	Score	Explanation
<input type="radio"/> An important part of your annual budgeting process		
<input type="radio"/> Risky, because you can miss a big growth opportunity		
<input checked="" type="radio"/> A daily entrepreneurial process	<span style="color: green;">✓</span> 1.00	
Total	1.00 / 1.00	

**Question Explanation**

The answer is

A daily entrepreneurial process

## Question 15

Processes are important because they...

Your Answer	Score	Explanation
<input type="radio"/> Prevent mistakes		
<input checked="" type="radio"/> Engage employees	<b>X</b> 0.00	
<input type="radio"/> Create administrative jobs		
Total	0.00 / 1.00	

**Question Explanation**

The answer is:

Prevent mistakes

## Question 16

The 3Ws of strategic prioritization include:

Your Answer	Score	Explanation
<input type="radio"/> When do I grow?		
<input type="radio"/> Why will someone buy from me?		
<input checked="" type="radio"/> What processes do I need?	<b>X</b> 0.00	
Total	0.00 / 1.00	


**Question Explanation**

The answer:

Why will someone buy from me?

## Question 17

Scaling successfully requires:

Your Answer	Score	Explanation
<input type="radio"/> Processes		
<input checked="" type="radio"/> Outsourcing	 0.00	
<input type="radio"/> Bank loans		
Total	0.00 / 1.00	


**Question Explanation**

The answer is:

Processes

## Question 18

Entrepreneurs need “firehouse time.” What is that?

Your Answer	Score	Explanation
<input type="radio"/> Time to rest		
<input type="radio"/> Time to build rapport with employees		
<input checked="" type="radio"/> Time away from fighting fires to think	 1.00	
Total	1.00 / 1.00	

**Question Explanation**

The answer is:

Time away from fighting fires to think

## Question 19

**“McDonaldizing” a business really means that:**

Your Answer	Score	Explanation
<input type="radio"/> To quickly scale geographically, one should franchise		
<input checked="" type="radio"/> Repeatable processes make quality control easier	✓ 1.00	
<input type="radio"/> Simple businesses are easier to grow than technology businesses		
Total	1.00 / 1.00	

**Question Explanation**

The answer is:

Repeatable processes make quality control easier

## Question 20

**The “heart” of a great business is:**

Your Answer	Score	Explanation
<input type="radio"/> Constant improvement		
<input type="radio"/> A good leader		

☒ A great product ✗ 0.00

Total 0.00 / 1.00

#### Question Explanation

The answer is:

Constant improvement

## Question 21

Which of the following was NOT a key concept in this course?

Your Answer	Score	Explanation
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☐ Growth is like Mother Nature

☐ Outrunning the bear

☐ Bigger is always better

☒ Always leave a fire extinguisher behind ✗ 0.00

Total 0.00 / 1.00

#### Question Explanation

The answer is:

Bigger is always better

## Question 22

Enchanting Travels seeks your advice. Should it enter the U.S travel market? What is your best advice?

Your Answer	Score	Explanation
-------------	-------	-------------

- ☐ Yes, it's a huge market opportunity.
- ☐ Yes, it's a great franchising opportunity.
- ☐ No, finish expanding to China first.
- ☒ No, it's not a strategic fit. ✓ 1.00

Total 1.00 / 1.00

### Question Explanation

The answer is:

No, it's not a strategic fit.

## Question 23

Innovations usually are the result of:

Your Answer	Score	Explanation
<input type="radio"/> Sudden—Aha!—moments		
<input checked="" type="radio"/> Combining existing things in a new way <span style="color: green;">✓</span>	1.00	
<input type="radio"/> Very bright people coming up with a unique idea		
<input type="radio"/> "Silicon Valley" processes		
Total	1.00 / 1.00	

### Question Explanation

The answer is:

Combining existing things in a new way

## Question 24

Which statement is **MOST** correct?

Your Answer	Score	Explanation
<input checked="" type="radio"/> An entrepreneur never has an empty “worry plate.”	✓ 1.00	
<input type="radio"/> Successful growth entrepreneurs take big risks.		
<input type="radio"/> High growth means high profit.		
Total	1.00 / 1.00	

### Question Explanation

The answer is:

An entrepreneur never has an empty “worry plate.”

## Question 25

“Learning Launches” are:

Your Answer	Score	Explanation
<input checked="" type="radio"/> Incubators for new start-ups	✗ 0.00	
<input type="radio"/> Small, cheap, fast experiments		
<input type="radio"/> The way to take your business global		
Total	0.00 / 1.00	

### Question Explanation

The answer is:

Small, cheap, fast experiments

## Question 26

Scaling a business is...

Your Answer	Score	Explanation
<input type="radio"/> Doing more of what's already working		
<input type="radio"/> Shedding old processes		
<input checked="" type="radio"/> Finding a new challenge to overcome	<span style="color: red;">✗</span> 0.00	
Total	0.00 / 1.00	

### Question Explanation

The answer is:

Doing more of what's already working

## Question 27

Scaling is...

Your Answer	Score	Explanation
<input type="radio"/> Improving faster		
<input checked="" type="radio"/> Outsourcing more	<span style="color: red;">✗</span> 0.00	
<input type="radio"/> The turbo-charger of high growth		
<input type="radio"/> Raising capital		
Total	0.00 / 1.00	



**Question Explanation**

The answer is:

The turbo-charger of high growth

## Question 28

The two basic ways to scale a business are:

Your Answer	Score	Explanation
<input type="radio"/> Rent more space and hire more employees		
<input type="radio"/> Outsource manufacturing and sell wholesale		
<input checked="" type="radio"/> Find new customers and sell more products/services to existing customers	✓ 1.00	
Total	1.00 / 1.00	

**Question Explanation**

The answer is:

Find new customers and sell more products/services to existing customers

## Question 29

Which of the following statements is **MOST** correct?

Your Answer	Score	Explanation
<input type="radio"/> The entrepreneur is the best person to lead growth because he/she started the business.		
<input checked="" type="radio"/> Growth requires more people processes and controls.	✓ 1.00	

- ☐ If an entrepreneur survives the start-up phase, growth will be easy.

Total	1.00 /
	1.00

### Question Explanation

The answer is:

Growth requires more people, processes and controls.

## Question 30

Which of the following statements is **MOST** correct?

Your Answer	Score	Explanation
<input type="radio"/> Entrepreneurs should strive for a steady state of business where everything works well enough.		
<input type="radio"/> The chaos of growth will decrease with each successive growth spurt.		
<input type="radio"/> Innovation is the only thing that "outruns the bear."		
<input checked="" type="radio"/> Businesses should constantly evolve, learn, adapt and change.	✓ 1.00	
Total	1.00 /	1.00

### Question Explanation

The answer is:

Businesses should constantly evolve, learn, adapt and change.

