Readings-only mock · 20 questions

Jeffrey Char · MGMT-S-0060 · Sessions 1–4 written readings only.

One additional original practice set covering all 18 assigned written readings (16 supplied PDFs and 2 linked articles). No lecture-only or assigned-video-only material. Each question has one best answer. Hypothetical applications are practice scenarios, not reported company facts. This is not an official exam or a prediction.

Name: _____ Date: _____

Choose A, B, C or D. Keep the separate answer key closed until you finish.

R001 · Framework tested: Responsibility without blame

A supplier outage disrupts a launch. The founder did not cause it and cannot repair the supplier’s system. Under Law’s responsibility principle, which response is strongest?

A. Wait for the supplier to accept responsibility before making any changes to the launch plan.

B. Accept personal blame for the supplier’s engineering failure, then avoid discussing it with customers.

C. Own the customer response and improve the contingency plan, without claiming to have caused the outage.

D. Replace the launch goal immediately, so the team no longer has to deal with the disrupted commitment.

Written source: Thomas J Law — Entrepreneurial Mindset: 20 Ways to Think Like an Entrepreneur — Responsible, supplied PDF pp7–8

R002 · Framework tested: Constraints as a feedback mechanism

A team can either run one elaborate prototype review at the end of a project or many small trials with immediate user reactions. Which reason for choosing the second approach follows Johnson’s sporting analogy?

A. A tighter trial cycle produces more repetitions and useful feedback while there is still time to adapt.

B. A tighter trial cycle is valuable mainly because it ensures the final product has fewer functions to support.

C. A tighter trial cycle makes the eventual market outcome predictable because every mistake becomes visible.

D. A tighter trial cycle makes user judgment unnecessary because repeated activity proves the design is sound.

Written source: Whitney Johnson — Why Innovators Love Constraints — Constraints lead to faster feedback, supplied PDF p2

R003 · Framework tested: Bootstrapping and team selection

A founder assumes limited funding can only weaken recruiting. Which observation would best support Smith’s counterargument, rather than merely show that the firm pays less?

A. Applicants accept the salary because the founder guarantees that their equity will quickly become liquid.

B. Applicants prefer a detailed investor-approved plan and refuse tasks outside their established specialties.

C. Applicants lack other employment options and therefore agree to follow instructions without questioning them.

D. Applicants choose the vision, back their own potential and find resourceful ways to deliver useful work.

Written source: Ryan Smith — Why Every Startup Should Bootstrap — Talent and control, supplied PDF pp2–3

R004 · Framework tested: Owning direction, not just execution

An analyst can now use AI to complete routine work quickly. Her manager offers two promotions: supervise more generated reports, or choose a consequential unresolved question and be accountable for what the organization does with the answer. Which interpretation fits Levy-Weiss?

A. Both are equivalent promotions because automated execution removes the need to choose among goals.

B. The second expands responsibility for direction and outcomes; output supervision alone need not do that.

C. The first is the real promotion because the number of supervised outputs measures the value of judgment.

D. Neither is a promotion until AI can make the final decision without anyone being accountable for it.

Written source: Gigi Levy-Weiss — The Promotion You Never Asked For — Opening argument; How Do You Approach a Career Today?

R005 · Framework tested: Metrics and competing causal explanations

In Maurya's actual Lean Canvas activation case, a colleague says: "The redesign caused the decline, so reversing it solved the problem." What is the source-faithful correction?

A. Completion was stable; usability tests were used only to choose between font changes and PDF export.

B. Completion was already declining; simplification was proposed, and usability tests ruled out UX as the cause.

C. Completion declined after simplification; the marketer's lifecycle emails then proved the interface was the cause.

D. Completion was already declining; the team then implemented every specialist's proposal to isolate the cause.

Written source: Ash Maurya — Love the Problem, Not Your Solution — The Curse of Specialization, supplied PDF pp8–9

R006 · Framework tested: Technological shift as an enabling change

Two pitches call themselves “new technology.” One digitizes an existing brochure. The other uses a newly available capability to make a previously impractical customer experience workable. Under Currier’s technological-shift framework, what makes the second argument stronger?

A. It removes execution risk, because the underlying technology now determines the success of the whole venture.

B. It eliminates the need for familiar customer behavior, because a breakout idea must change every convention.

C. It proves that customer demand exists, because any newly practical technical capability creates its own market.

D. It connects a recent enabling change to a specific new experience, rather than relying on a technology label.

Written source: James Currier — The Hidden Patterns of Great Startup Ideas — Framework 2: Leverage Technological Shifts, supplied PDF pp4–5

R007 · Framework tested: A complete theory of profit

Godin’s long essay gives four conditions for an AI project worth building. Which proposal best satisfies that combined test, rather than only one attractive feature?

A. A small peer service builds trusted, user-benefiting data, improves through participation and solves a costly need for funded buyers.

B. A small prompt service hides its instructions, serves isolated users and competes mainly by making generic model access cheaper.

C. A large model lab builds its own data centers, accumulates private data and waits for a paying use case after training is complete.

D. A popular free discussion feed attracts many users, rewards visible engagement and postpones identifying anyone able to fund the value.

Written source: Seth Godin — AI together (including But is it a business?) — But is it a business? — theory of profit, items 1–4

R008 · Framework tested: Market-first discovery

A founder has deep access to a community of museum volunteers but no product idea yet. Following Klein’s market-first route, which research instruction is best?

A. Keep each volunteer’s first suggestion as a separate target market and design a full product for every suggestion.

B. Keep this community as the target and ask only whether volunteers prefer the founder’s proposed ticketing features.

C. Keep this community as the target and observe its work to discover which shared problem deserves a solution.

D. Keep a ticketing app as the solution and interview unrelated communities until someone expresses enthusiasm for it.

Written source: Laura Klein — Stop Validating Your Product — Solve a Problem for a Particular Market

R009 · Framework tested: Selecting fidelity for the learning question

Interviews already suggest interest in a service, but the team still does not know what customers would pay for the delivered solution. In Dhiman’s low-/high-fidelity distinction, which next test most directly addresses that remaining uncertainty?

A. Use an attractive static concept and infer a final price from how long visitors spend looking at the page.

B. Add every planned feature before discussing payment, so the test measures parity with the largest competitor.

C. Collect more expressions of interest from the same audience and treat the larger mailing list as evidence of price acceptance.

D. Offer a narrow working version and observe whether customers pay for the value it actually delivers.

Written source: Monica Dhiman — What is a minimum viable product (MVP) and how do you define it? — Types of MVP: Low fidelity vs. high fidelity, supplied PDF pp5–6

R010 · Framework tested: Systematic de-risking

A founder lists ways the venture could fail. Some depend on an unpredictable external decision; others can be investigated with small experiments now. Which response best applies the Babson article's de-risking account?

A. Treat each risk as equally controllable and eliminate them all by writing a sufficiently detailed launch plan.

B. Postpone experiments until the external decision is known, since partial risk reduction has no practical value.

C. Work incrementally on the risks within influence, learning and adapting rather than waiting for all uncertainty to disappear.

D. Launch unchanged and celebrate any failure afterward, since embracing failure replaces the need to investigate risks.

Written source: Babson / Heidi Neck — It's Not Failure, It's Intentional Iteration — De-risking, supplied PDF p3

R011 · Framework tested: Acting on mission without founder theater

A developer shares Marandiz's concern about meaningful work but does not yet know what company to start. Which immediate choice is most consistent with the conclusion of his essay?

A. Announce a world-changing company immediately, because choosing employment would show insufficient commitment to a mission.

B. Join and learn alongside people pursuing aligned goals, while taking concrete steps toward work that reflects her ideals.

C. Choose whichever project receives the most attention, then define the mission around the fastest route to publicity.

D. Wait until one project guarantees both social impact and personal success before spending any effort on the field.

Written source: Marco Marandiz — I'm Done Pretending Silicon Valley Tech Is Visionary — Concluding personal goals, supplied PDF p6

R012 · Framework tested: Why the incumbent cannot simply match price

An established supplier sees a cheaper entrant improve. A director says, “Just sell our existing product at the entrant’s price; nothing else needs to change.” Which objection is central to Suster’s article?

A. The installed customer base and established cost structure can make that price response commercially difficult.

B. The incumbent has no information about the entrant, because disruptive products are invisible until all customers have switched.

C. The entrant must already outperform every incumbent feature, so the only response is to add still more functionality.

D. The incumbent must retain every old process, because established buyers never become willing to accept a simpler alternative.

Written source: Mark Suster — Understanding How The Innovator’s Dilemma Affects You — Incumbent response and cost structure, supplied PDF p5

R013 · Framework tested: Summoning people to a credible cause

A startup modernizing an unglamorous essential service cannot offer glamour or promise a windfall. Which recruitment pitch best applies Ryu’s account of summoning people to a cause?

A. Use the cause to avoid explaining the plan, because emotional commitment can replace a coherent strategic diagnosis.

B. Promise that shared sacrifice makes success inevitable, so recruits should treat financial uncertainty as already resolved.

C. Be candid about the difficult work and uncertain outcome, while showing why the service matters in people’s lives.

D. Describe only the enjoyable office culture, since admitting that implementation is difficult would destroy the cause.

Written source: Marcus Ryu — The Startup as Insurgent — Last superpower: summon people to a cause, supplied PDF pp5–6

R014 · Framework tested: Timing and consent in founder agreements

A company omitted blanket share-transfer restrictions at founding. After a cofounder departs, the remaining founder wants to impose them on that person’s existing shares without agreement. What caution does Kupor make?

A. The holder’s departure cancels all vested shares, so no transfer agreement or consent can be relevant afterward.

B. A later restriction requires shareholder consent; it cannot simply be imposed retroactively on the departing holder.

C. An existing right of first refusal already lets the company forbid any sale without needing to match an outside offer.

D. A later restriction is automatic whenever the remaining founder describes a proposed sale as harmful to the company.

Written source: Scott Kupor — Your next business partner should come with a prenup — Transfer restrictions, supplied PDF p4

R015 · Framework tested: Competitor relationships and shared market adoption

After speaking candidly with another founder in the same emerging category, a CEO learns both firms struggle to persuade buyers to try the category at all. Which response best follows Suster’s peer-support lesson?

A. Build a confidential founder-level relationship and compete fairly, recognizing that shared adoption problems can outweigh the rivalry.

B. Interpret the disclosure as proof that neither company can succeed and stop speaking to customers in the category.

C. Publish the rival’s private concerns to reassure employees that their own company has no meaningful weaknesses.

D. Use the relationship to stop competing for customers and agree which accounts each company will be allowed to serve.

Written source: Mark Suster — Start-ups are all Naked in the Mirror — CEO outreach; takeaway 6, supplied PDF pp3,5

R016 · Framework tested: Hiring for strength rather than least objection

A candidate has an exceptional relevant strength and a trainable gap. Interviewers agree on the strength, but one minor objection automatically kills the application under the company's voting rule. What would Ward most directly challenge?

A. The team should add more veto holders, because unanimity makes exceptional strengths more influential than minor concerns.

B. The manager should replace all interview evidence with personal liking, because any concern is a sign of interviewer bias.

C. The candidate should be hired automatically, because one outstanding skill makes every other issue irrelevant to the job.

D. The veto system can select for fewest weaknesses; interviewers should surface strengths and inform the hiring manager's decision.

Written source: Henry Ward — How to Hire — Hire for Strength vs Lack of Weakness, supplied PDF pp6–7

R017 · Framework tested: Mastery, membership and meaning in practice

A fairly paid operations team has stopped developing skills, works in isolated departmental groups and cannot see how its routine work helps anyone. Which intervention best addresses Kanter's three needs as reported by Yakowicz?

A. Provide supported learning challenges, connect people across groups and explain how the work contributes to a larger purpose.

B. Offer a larger bonus, retain the isolated groups and assume that a financial reward will restore all three missing experiences.

C. Make everyone adopt the same interests, remove difficult tasks and replace discussion of impact with a generic mission poster.

D. Assign harder targets without tools, rank departments against each other and leave staff to infer the purpose from their workload.

Written source: Will Yakowicz, reporting Rosabeth Moss Kanter — 3 Things Your Employees Want More Than Money — Mastery, Membership, Meaning, supplied PDF pp1–3; recovered authorized Meaning paragraph

R018 · Framework tested: Suster’s opportunistic recruiting rule

A founder encounters an exceptional candidate who is intelligent, ambitious and culturally fitting, but whose skills do not match an exact posted vacancy. What does Suster’s own Always Be Recruiting argument favor?

A. Hire every available applicant immediately, because ABR makes intelligence, aptitude and cultural assessment unnecessary.

B. Reject the person until a résumé precisely matches a posted vacancy, because opportunistic hiring is forbidden by ABR.

C. Stop meeting candidates until the team is overloaded, because a current vacancy is the only reason to recruit.

D. Consider hiring the exceptional person and finding a role, rather than requiring a perfect match to an existing opening.

Written source: Mark Suster — Startup Mantra: Hire Fast, Fire Fast — Hire Slowly? / ABR, supplied PDF p2

R019 · Framework tested: Direction plus disciplined causal learning

Hypothetical integration: an AI-enabled product team is rewarded for shipping experiments quickly. Activation falls, and each specialist proposes a familiar fix. Combining Levy-Weiss and Maurya, what should the leader change first?

A. Choose the most polished AI-generated explanation and ask the team to defend it until the activation metric recovers.

B. Delegate the goal and final accountability to the model, then ask each specialist to optimize their own professional metric.

C. Define the customer outcome and investigate the cause of the decline before choosing which proposed fix deserves a test.

D. Ship all the proposed fixes together and count the number released, because automated execution makes causal diagnosis less important.

Written source: Gigi Levy-Weiss — The Promotion You Never Asked For — Opening; Effort Was Never Enough; Ash Maurya — Love the Problem, Not Your Solution — The Curse of Specialization, supplied PDF pp8–9

R020 · Framework tested: Sponsored value and control before scale

Hypothetical integration: a small AI team wants to help an underserved population with a costly document problem. A mission-aligned institution has distribution and a budget; users worry about how their records will be used. Combining Godin’s essay with Smith’s bootstrapping logic, which early plan is strongest?

A. Raise a large round to build infrastructure first and accept whatever data rights reassure investors rather than the people served.

B. Seek the aligned sponsor and test a narrow service with trusted, user-benefiting data and reassuring control before expanding.

C. Require each end user to fund development personally and postpone talking to the institution until a mass consumer audience exists.

D. Offer the institution unrestricted access to every record and treat the users’ fears as a marketing issue after the rollout.

Written source: Seth Godin — AI together (including But is it a business?) — The sponsored model; A note on data stack reality; Ryan Smith — Why Every Startup Should Bootstrap — Talent, control and funding to scale, supplied PDF pp3–4