https://selldocx.com/products/test-bank-exploring-entrepreneurship-2e-blundel

Test Bank

Q1

What is a social enterprise?

A1

The key parts of the definition are that it is a trading organization, but also that it serves a social purpose. You should also include the idea that it can take a number of different legal forms; it does not have to be a limited company, for example. See Section 1.2.3 for more information.

Q2

What are entrepreneurs?

A2

The key parts of the definition entrepreneurs seek to value by the creation or expansion of economic activity. The way in which they do this is by identifying and exploiting opportunities. See Section 1.2.2 for more information.

Q3

Complete the following sentence by choosing the appropriate phrase for each gap.

One of the main challenges of an entrepreneurial venture is to handle, and to integrate effectively, ______ and ______ from several different fields (e. g. marketing, operations, human resources, accounting and finance).

A3

information; **resources**

A successful venture needs both of those ingredients across the relevant fields.

Q4

Fills the gaps in the following sentence.

The term technology entrepreneur typically describes a person who has founded a ______ in order to develop some form of ______ , most commonly in industry sectors such as ______, ______, ______ and other applied sciences.

A4

new venture; advanced technology; information and communications technology (ICT), biotechnology; nanotechnology

Q5

Joseph Shumpeter came up with the term 'creative destruction', about the impact of innovative entrepreneurs. Complete the following sentence which explains what this type of entrepreneur achieves.

Creative destructors act as _______ in an economy, and their creation – a new _______, a new _______, or a new _______ – triggers '_______ that disrupts the existing _______ or _______ structure and creates a new industry or a new structure through innovation.

A5

destabilising influences; technology; product; business model; creative destruction; economic; industrial

Q6

Please fill the gaps in this quote about social enterprises' success, by John Elkington.

"Social enterprises' success often depends upon their ability to satisfy the three-pronged fork of _______, _______, and _______."

A6

profitability; environmental quality; social justice

Q7

Complete the following statement.

One of the key skills of successful entrepreneurs is being able to identify _______ and to recognize the _______ that they make possible.

A7

relevant drivers; entrepreneurial opportunities

Drivers make opportunities possible, because they help create an environment where the new venture can profitably exist.

Q8

Complete the following statements.

One of the major disadvantages of the emergent approach is that it can be difficult to explain your _______ to other people, including potential financiers and partners. This may be appropriate for some kinds of venture, including those that are less _______ and more _______.

A8

growth-oriented; locally-based

Q9

Match the following elements of a business plan with their descriptions.

9a) Executive summary. Choose...

i) Sets out practical aspects of the venture including key processes, information systems, assets (e.g. premises, technologies), and controls.

ii) Sets out what venture aims to provide, why there is a demand and who is involved in the process (e.g. customers, suppliers, partners).

iii) Outlines the key features of the venture and may highlight relevant points such as funding required, growth potential and returns for investors.

iv) Analyses potential market and competition, summarizes marketing mix and explains how products and services will be promoted.

9b) The business opportunity. Choose...

i) Sets out practical aspects of the venture including key processes, information systems, assets (e.g. premises, technologies), and controls.

ii) Sets out what venture aims to provide, why there is a demand and who is involved in the process (e.g. customers, suppliers, partners).

iii) Outlines the key features of the venture and may highlight relevant points such as funding required, growth potential and returns for investors.

iv) Analyses potential market and competition, summarizes marketing mix and explains how products and services will be promoted.

9c) Marketing and promotional strategy. Choose...

i) Sets out practical aspects of the venture including key processes, information systems, assets (e.g. premises, technologies), and controls.

ii) Sets out what venture aims to provide, why there is a demand and who is involved in the process (e.g. customers, suppliers, partners).

iii) Outlines the key features of the venture and may highlight relevant points such as funding required, growth potential and returns for investors.

iv) Analyses potential market and competition, summarizes marketing mix and explains how products and services will be promoted.

9d) Operational strategy. Choose...

i) Sets out practical aspects of the venture including key processes, information systems, assets (e.g. premises, technologies), and controls.

ii) Sets out what venture aims to provide, why there is a demand and who is involved in the process (e.g. customers, suppliers, partners).

iii) Outlines the key features of the venture and may highlight relevant points such as funding required, growth potential and returns for investors.

iv) Analyses potential market and competition, summarizes marketing mix and explains how products and services will be promoted.

A9

9a) iii

9b) ii

9c) iv

9d) i

Section reference: 3.2.4

Q10

Complete the following statement.

The business model approach offers two important advantages over the other approaches. Firstly, it provides you with a clear and concise way to ______ an entrepreneurial opportunity. Secondly, in the process of constructing a business model, you can improve your own _______ of the underlying concept, enabling you to refine it further and build a more convincing case.

A10

communicate; understanding

Q11

Osterwalder and Pigneur (2004) proposed another business model classification consisting of four main areas of activity. Match their titles to their descriptions:

11a) Infrastructure management. Choose...

i) Cost, profit and revenue

ii) Capabilities, partnerships and value configuration

iii) Offering and value proposition

iv) Customer, channel and relationship

Test ~~bank~~Bank

~~**Q1**~~

~~**What is a social enterprise?**~~

~~**A1**~~

~~**The key parts of the definition are that it is a trading organization, but also that it serves a social purpose. You should also include the idea that it can take a number of different legal forms,**; it does not have to be a limited company, for example. See Section 1.2.3 for more information.~~

~~**Q2**~~

~~**What are entrepreneurs?**~~

~~**A2**~~

~~**The key parts of the definition entrepreneurs seek to value by the creation or expansion of economic activity. The way in which they do this is by identifying and exploiting opportunities. See Section 1.2.2 for more information.**~~

~~**Q3**~~

~~**Complete the following sentence by choosing the appropriate phrase for each gap.**~~

~~**One of the main challenges of an entrepreneurial venture is to handle, and to integrate effectively,**~~ ~~_______ and ________ from several different fields (e. g. marketing, operations, human resources, accounting and finance).~~

~~**A3**~~

~~**The answer is information; and resources**~~

~~**. A successful venture needs both of those ingredients across the relevant fields.**~~

~~**One of the main challenges of an entrepreneurial venture is to handle, and to integrate effectively, information and resources from several different fields (eg. marketing, operations, human resources, accounting and finance).**~~

~~**Q4**~~

~~**Fills the gaps in the following sentence.**~~

~~**The term technology entrepreneur typically describes a person who has founded a**~~ ~~______ _________ in order to develop some form of _________ _____________, most commonly in industry sectors such as ____________________, ______________, _______________ and other applied sciences.~~

~~**A4**~~

~~**The term technology entrepreneur typically describes a person who has founded a new venture; in order to develop some form of advanced technology;, most commonly in industry sectors such as information and communications technology (ICT), biotechnology;, nanotechnology and other applied sciences.**~~

~~**Q5**~~

~~**Joseph Shumpeter came up with the term 'creative destruction', about the impact of innovative entrepreneurs. Please c**Complete the following sentence which explains what this type of entrepreneur achieves.~~

~~**Creative destructors act as ___________ ____________ in an economy, and their creation – a new __________, a new __________, or a new __________ ___________ – triggers**~~

~~**‘__________ ____________ that disrupts the existing ___________ or ___________ structure and creates a new industry or a new** fillstructure through innovation.~~

~~**A5**~~

~~**Creative destructors act as destabilising influences;** in an economy, and their creation – a new **technology**;, a new **product**;, or a new **business model** – triggers **‘; creative destruction’** that disrupts the **existing; economic; or industrial structure** and creates a new industry or a new industrial structure through innovation.~~

~~**Q6**~~

~~**Please fill the gaps in this quote about social enterprises’ success, by John Elkington.**~~

~~**“Social enterprises’ success often depends upon their ability to sa**tisfy the three-pronged fork of ____________, __________ ____________, and ________ ___________.”~~

~~**A6**~~

~~**“Social enterprises’ success often depends upon their ability to satis**fy the three-pronged fork of **profitability**;, **environmental quality**;, and **social justice.”**~~

~~**Q7**~~

~~**Complete the following statement.**~~

~~**One of the key skills of successful entrepreneurs is being able to identify** _________ and to recognize the ____________________________ that they make possible.~~

~~**A7**~~

~~**One of the key skills of successful entrepreneurs is being able to identify relevant drivers;** and to recognize the **entrepreneurial opportunities** that they make possible.~~

~~**Drivers make opportunities possible, because they help create an environment where the new venture can profitably exist.**~~

~~**Q8**~~

~~**Complete the following statements.**~~

~~**One of the major disadvantages of the emergent approach is that it can be diffi**cult to explain your __________ to other people, including potential financiers and partners. This~~

may be appropriate for some kinds of venture, including those that are less __________ and more ___________.

A8

One of the major disadvantages of the emergent approach is that it can be difficult to explain your vision to other people, including potential financiers and partners. This may be appropriate for some kinds of venture, including those that are less **growth-oriented;** and more **locally-based**.

The emphasis on intuition and the lack of a formal plan may mean that communicating ideas with others is more difficult. But this approach may be suitable for entrepreneurs willing to grow more slowly.

Q9

Match the following elements of a business plan with their descriptions.

9a) Executive summary. Choose...

i) Sets out practical aspects of the venture including key processes, information systems, assets (e.g. premises, technologies), and controls.

ii) Sets out what venture aims to provide, why there is a demand and who is involved in the process (e.g. customers, suppliers, partners).

iii) Outlines the key features of the venture and may highlight relevant points such as funding required, growth potential and returns for investors.

iv) Analyses potential market and competition, summarizes marketing mix and explains how products and services will be promoted.

9b) The business opportunity. Choose...

i) Sets out practical aspects of the venture including key processes, information systems, assets (e.g. premises, technologies), and controls.

ii) Sets out what venture aims to provide, why there is a demand and who is involved in the process (e.g. customers, suppliers, partners).

iii) Outlines the key features of the venture and may highlight relevant points such as funding required, growth potential and returns for investors.

~~**iv) Analyses potential market and competition, summarizes marketing mix and explains how products and services will be promoted.**~~

9~~c) Marketing and promotional strategy. Choose...~~

~~**i) Sets out practical aspects of the venture including key processes, information systems, assets (e.g. premises, technologies), and controls.**~~

~~**ii) Sets out what venture aims to provide, why there is a demand and who is involved in the process (e.g. customers, suppliers, partners).**~~

~~**iii) Outlines the key features of the venture and may highlight relevant points such as funding required, growth potential and returns for investors.**~~

~~**iv) Analyses potential market and competition, summarizes marketing mix and explains how products and services will be promoted.**~~

9~~d) Operational strategy. Choose...~~

~~**i) Sets out practical aspects of the venture including key processes, information systems, assets (e.g. premises, technologies), and controls.**~~

~~**ii) Sets out what venture aims to provide, why there is a demand and who is involved in the process (e.g. customers, suppliers, partners).**~~

~~**iii) Outlines the key features of the venture and may highlight relevant points such as funding required, growth potential and returns for investors.**~~

~~**iv) Analyses potential market and competition, summarizes marketing mix and explains how products and services will be promoted.**~~

~~**A9**~~

9~~a) iii Correct. - iii) Outlines the key features of the venture and may highlight relevant points such as funding required, growth potential and returns for investors.~~

9~~b) ii Correct. – ii) Sets out what venture aims to provide, why there is a demand and who is involved in the process (e.g. customers, suppliers, partners).~~

9~~c) iv Correct. - iv) Analyses potential market and competition, summarizes marketing mix and explains how products and services will be promoted.~~

~~**9**d) i Correct - i). Sets out practical aspects of the venture including key processes, information systems, assets (e.g. premises, technologies), and controls.~~

~~Section reference: 3.2.4~~

~~**Q10**~~

~~**Complete the following statement.**~~

~~**The business model approach offers two important advantages over the other approaches. Firstly, it provides you with a clear and concise way to ___________ an entrepreneurial opportunity. Secondly, in the process of constructing a business model, you can improve your own __________ of the underlying concept, enabling you to refine it further and build a more convincing case.**~~

~~**A10**~~

~~**The business model approach offers two important advantages over the other approaches. Firstly, it provides you with a clear and concise way to communicate;** an entrepreneurial opportunity. Secondly, in the process of constructing a business model, you can improve your own **understanding** of the underlying concept, enabling you to refine it further and build a more convincing case.~~

~~**Q11**~~

~~**Osterwalder and Pigneur (2004) proposed another business model classification consisting of four main areas of activity. Match their titles to their descriptions:**~~

~~**11**a) Infrastructure management. Choose...~~

~~**i) Cost, profit and revenue**~~

~~**ii) Capabilities, partnerships and value configuration**~~

~~**iii) Offering and value proposition**~~

~~**iv) Customer, channel and relationship**~~

~~**11**b) Product innovation. Choose...~~

~~**i) Cost, profit and revenue**~~

~~**ii) Capabilities, partnerships and value configuration**~~

~~**iii) Offering and value proposition**~~

~~**iv) Customer, channel and relationship**~~

~~**11**c) Customer relationship. Choose...~~

~~**i) Cost, profit and revenue**~~

~~**ii) Capabilities, partnerships and value configuration**~~

~~**iii) Offering and value proposition**~~

~~**iv) Customer, channel and relationship**~~

~~**11**d) Financial aspects. Choose...~~

~~**i) Cost, profit and revenue**~~

~~**ii) Capabilities, partnerships and value configuration**~~

~~**iii) Offering and value proposition**~~

~~**iv) Customer, channel and relationship**~~

~~**A11**~~

~~**11**a) ii Correct – ii. Capabilities, partnerships and value configuration~~

~~**11**b) iii Correct – iii. Offering and value proposition~~

~~**11**c) iv Correct – iv. Customer, channel and relationship~~

~~**11**d) i Correct – i. Customer, channel and relationship~~

~~**Q12**~~

~~**Complete the following definition.**~~

~~**Innovation is popularly defined as '**'the introduction of ____________; the ________________ of what is established by the introduction of new elements or forms'forms'.~~

~~**A12**~~

~~**Innovation is popularly defined as '**'the introduction of~~ **novelties**~~; the~~ **alteration** ~~of what is established by the introduction of new elements or forms'forms'.~~

~~**Q13**~~

~~**How does innovation in an entrepreneurship context differ from inventions or new business ideas?**~~

~~**A13**~~

~~**An important distinction between innovation and inventions or new business ideas is that innovation involves an attempt to put inventions and new business ideas into practice.**~~

~~**Q14**~~

~~**Match these types of innovation with their descriptions (based on Francis and Bessant 2005).**~~

~~**14**a) Product innovation. Choose...~~

~~**i) The way they are introduced to market**~~

~~**ii) Product/service offered**~~

~~**iii)** Improvement to a part of product/service~~

~~**iv) Underlying business models**~~

~~**14**b) Position innovation. Choose...~~

~~**i) The way they are introduced to market**~~

~~**ii) Product/service offered**~~

~~**iii)** Improvement to a part of product/service~~

~~**iv) Underlying business models**~~

~~**14**c) Paradigm innovation. Choose...~~

~~**i) The way they are introduced to market**~~

~~**ii) Product/service offered**~~

~~**iii)** Improvement to a part of product/service~~

~~**iv) Underlying business models**~~

~~**14**d) Component innovation. Choose...~~

~~**i) The way they are introduced to market**~~

~~**ii) Product/service offered**~~

~~**iii)** Improvement to a part of product/service~~

~~**iv) Underlying business models**~~

~~**Q14**~~**A14**

~~**14**a)~~

~~**I**ii – Correct. Product/service offered~~

~~**14**b)~~

~~**i – Correct. The way they are introdu**ced to market~~

~~**14**c)~~

~~**iv – Correc**t. Underlying business models~~

~~**14**d)~~

~~**I**iii – Correct. Improvement to a part of product/service~~

~~**Q15**~~

~~**Complete the following statements:**~~

~~**Firstly, establishing a shared vision for the venture requires that members of the team start out with an essentially similar set of ……….** ______ about what they want to ______…………. . Secondly, members of the team need to begin with a broadly similar set of values regarding the proposed venture. In this context, the term values refers to ______………… and ______………… regarding the kind of venture you want to establish and your general approach to the task. Thirdly, we need to consider the motivation of individual team members. There are two relevant aspects to motivation: the ______………….. of the motivation (i.e. what are the factors driving this person to take part in the venture?); and its ______…………… (i.e. how strongly is the person driven to contribute to the success of the venture?).~~

~~**A15**~~

~~**Firstly, establishing a shared vision for the venture requires that members of the team start out with an essentially similar set of ideas;** about what they want to **create**;.~~

~~**Secondly, members of the team need to begin with a broadly similar set of values regarding the proposed venture. In this context, the term values refers to moral principles;** and **[standards of behaviour;]** regarding the kind of venture you want to establish and your general approach to the task.~~

~~**Thirdly, we need to consider the motivation of individual team members. There are two relevant aspects to motivation: the source** of the motivation (i.e. what are the factors driving this person to take part in the venture?); and its **strength** (i.e. how strongly is the person driven to contribute to the success of the venture?).~~

~~**Section reference: 5.2.2.**~~

~~**Q16**~~

~~**Match the following team roles to their primary contribution.**~~

~~**16**a) Chair. Choose...~~

~~**i) Initiates, provides leadership and drives team towards achieving task.**~~

~~**ii) Maintains a check on outcomes in relation to project milestones and deadlines.**~~

~~**iii) Organizes, co-ordinates and seeks to retain teams focus and involvement.**~~

~~**iv) Encourages other members, fosters team morale and reduces negative emotions.**~~

~~**16**b) Team Leader. Choose...~~

~~**i) Initiates, provides leadership and drives team towards achieving task.**~~

~~**ii) Maintains a check on outcomes in relation to project milestones and deadlines.**~~

~~**iii) Organizes, co-ordinates and seeks to retain teams focus and involvement.**~~

~~**iv) Encourages other members, fosters team morale and reduces negative emotions.**~~

~~**16**c) Team Worker. Choose...~~

~~**i) Initiates, provides leadership and drives team towards achieving task.**~~

~~**ii) Maintains a check on outcomes in relation to project milestones and deadlines.**~~

~~**iii) Organizes, co-ordinates and seeks to retain teams focus and involvement.**~~

~~**iv) Encourages other members, fosters team morale and reduces negative emotions.**~~

~~**16**d) Completer. Choose...~~

~~**i) Initiates, provides leadership and drives team towards achieving task.**~~

~~**ii) Maintains a check on outcomes in relation to project milestones and deadlines.**~~

~~**iii) Organizes, co-ordinates and seeks to retain teams focus and involvement.**~~

~~**iv) Encourages other members, fosters team morale and reduces negative emotions.**~~

~~**A16**~~

~~**16**a)~~

~~**I**iii – Correct. Chair organizes, co-ordinates and seeks to retain teams focus and involvement.~~

~~**16**b)~~

~~**i – Correct. Team leader initiates, provides leadership and drive**s team towards achieving task.~~

~~**16**c)~~

~~**I**iv – Correct. Team worker encourages other members, fosters team morale and reduces negative emotions.~~

~~**16**d)~~

~~**ii – correct. Completer maintains a check on outcomes in relation to pr**oject milestones and deadlines.~~

~~**Q17**~~

~~**Match the following team roles to their implied communication task.**~~

~~**17**a) Chair. Choose...~~

~~**i) Generates persuasive bilateral and multilateral messages directed at team members.**~~

~~**ii) Monitors and co-ordinates messages between team members.**~~

~~**iii) Assesses and generates primarily affective, process-related messages within the team.**~~

~~**iv) Analyses primarily cognitive task-related messages within the team.**~~

~~**17**b) Team Leader. Choose...~~

~~**i) Generates persuasive bilateral and multilateral messages directed at team members.**~~

~~**ii) Monitors and co-ordinates messages between team members.**~~

~~**iii) Assesses and generates primarily affective, process-related messages within the team.**~~

~~**iv) Analyses primarily cognitive task-related messages within the team.**~~

~~**17**c) Team Worker~~. ~~Choose...~~

~~**i) Generates persuasive bilateral and multilateral messages directed at team members.**~~

~~**ii) Monitors and co-ordinates messages between team members.**~~

~~**iii) Assesses and generates primarily affective, process-related messages within the team.**~~

~~**iv) Analyses primarily cognitive task-related messages within the team.**~~

~~**17**d) Completer~~. ~~Choose...~~

~~**i) Generates persuasive bilateral and multilateral messages directed at team members.**~~

~~**ii) Monitors and co-ordinates messages between team members.**~~

~~**iii) Assesses and generates primarily affective, process-related messages within the team.**~~

~~**iv) Analyses primarily cognitive task-related messages within the team.**~~

~~**A17**~~

~~**17**a)~~

~~**I**~~i~~ii Correct. Chair monitors and co-ordinates messages between team members.~~

~~**17**b)~~

~~**I**~~i~~ Correct. Team Leader generates persuasive bilateral and multilateral messages directed at team members.~~

~~**17**c)~~

~~**I**~~i~~iii correct. Team worker assesses and generates primarily affective, process-related messages within the team.~~

~~**17**d)~~

~~**I**~~i~~iv Correct. Completer analyses primarily cognitive task-related messages within the team.~~

~~**Q18**~~

~~**Match the following stages of the Tuckman model to the relevant outline of activity in a new venture.**~~

~~**18**a) Forming. _Choose...~~

~~**i) Efforts to resolve differences; venture team reaches agreement over task and process issues.**~~

~~**Ii**ii) Disagreements emerge over both task and process issues; some internal conflict and hostility.~~

~~**Iii**iii) Individuals meet, initial attempts at team composition, establishing aims of venture (i.e. task) and ways of working (i.e. process).~~

~~**iv) Team concentrates on achieving its common purpose, while maintaining process dimension.**~~

~~**18**b) Storming. _Choose...~~

~~**i) Efforts to resolve differences; venture team reaches agreement over task and process issues.**~~

~~**Ii**ii) Disagreements emerge over both task and process issues; some internal conflict and hostility.~~

~~**Iii**iii) Individuals meet, initial attempts at team composition, establishing aims of venture (i.e. task) and ways of working (i.e. process).~~

~~**iv) Team concentrates on achieving its common purpose, while maintaining process dimension.**~~

~~**18c**) Norming. _Choose...~~

~~**i) Efforts to resolve differences; venture team reaches agreement over task and process issues.**~~

~~**Ii**ii) Disagreements emerge over both task and process issues; some internal conflict and hostility.~~

~~**Iii**iii) Individuals meet, initial attempts at team composition, establishing aims of venture (i.e. task) and ways of working (i.e. process).~~

~~**iv) Team concentrates on achieving its common purpose, while maintaining process dimension.**~~

~~**18**d) Performing. Choose...~~

~~**i) Efforts to resolve differences; venture team reaches agreement over task and process issues.**~~

~~**Ii**ii) Disagreements emerge over both task and process issues; some internal conflict and hostility.~~

~~**Iii**iii) Individuals meet, initial attempts at team composition, establishing aims of venture (i.e. task) and ways of working (i.e. process).~~

~~**iv) Team concentrates on achieving its common purpose, while maintaining process dimension.**~~

~~**A18**~~

~~**18**a)~~

~~**I**iii – Correct. When forming, individuals meet, initial attempts at team composition, establishing aims of venture (i.e. task) and ways of working (i.e. process).~~

~~**18**b)~~

~~**I**ii – Correct. When storming, disagreements emerge over both task and process issues; some internal conflict and hostility.~~

~~**18**c)~~

~~**I**i – Correct. When norming, there are efforts to resolve differences; venture team reaches agreement over task and process issues.~~

~~**18**d)~~

~~**I**iv – Correct. When performing, team concentrates on achieving its common purpose, while maintaining process dimension.~~

~~**Q19**~~

~~**Match the following stages of the Tuckman model to the typical communication patterns within the entrepreneurial team.**~~

~~**19**a) Forming Choose one answer...~~

~~**i) Fairly open and multilateral exchanges as people seek an initial indication of each others'** ' capabilities and potential roles.~~

~~**ii) Greater attention to feedback as team leaders confirm consent and establish roles.**~~

~~**iii) Strong bilateral, persuasive communication as members exchange arguments.**~~

~~**iv) Bilateral exchanges between team members engaged in delegated roles, with some multilateral communication to ensure activities are co-ordinated.**~~

~~**19**b) Storming. Choose...~~

~~**i) Fairly open and multilateral exchanges as people seek an initial indication of each others'** ' capabilities and potential roles.~~

~~**ii) Greater attention to feedback as team leaders confirm consent and establish roles.**~~

~~**iii) Strong bilateral, persuasive communication as members exchange arguments.**~~

~~**iv) Bilateral exchanges between team members engaged in delegated roles, with some multilateral communication to ensure activities are co-ordinated.**~~

~~**19c**) Norming. Choose...~~

~~**i) Fairly open and multilateral exchanges as people seek an initial indication of each others'** ' capabilities and potential roles.~~

~~**ii) Greater attention to feedback as team leaders confirm consent and establish roles.**~~

~~**iii) Strong bilateral, persuasive communication as members exchange arguments.**~~

~~**iv) Bilateral exchanges between team members engaged in delegated roles, with some multilateral communication to ensure activities are co-ordinated.**~~

~~**19**d) Performing. Choose...~~

~~**i) Fairly open and multilateral exchanges as people seek an initial indication of each others'** ' capabilities and potential roles.~~

~~**ii) Greater attention to feedback as team leaders confirm consent and establish roles.**~~

~~**iii) Strong bilateral, persuasive communication as members exchange arguments.**~~

~~**iv) Bilateral exchanges between team members engaged in delegated roles, with some multilateral communication to ensure activities are co-ordinated.**~~

~~**A19**~~

~~**19**a)~~

~~**I**i – Correct. Typical communication while forming includes fairly open and multilateral exchanges as people seek an initial indication of each others' others' capabilities and potential roles.~~

~~**19**b)~~

~~**I**iii – Correct. Typical communication while storming includes strong bilateral, persuasive communication as members exchange arguments.~~

~~**19**c)~~

~~**I**ii – correct. Typical communication while norming includes greater attention to feedback as team leaders confirm consent and establish roles.~~

~~**19**d)~~

~~**I**iv – correct. Typical communication while performing includes bilateral exchanges between team members engaged in delegated roles, with some multilateral communication to ensure activities are co-ordinated.~~

~~**Q20**~~

~~**Link the following entrepreneurial marketing techniques to the cases that illustrate their use.**~~

~~**20**a) Co-creation of customer value. Choose...~~

~~**i) Adnan Awan**~~

~~**ii) Victoria Tomlinson**~~

~~**iii) Tim Lockett**~~

~~**iv) Steve Woodford**~~

~~**20**b) Building and refining social networks. Choose...~~

~~**i) Adnan Awan**~~

~~**ii) Victoria Tomlinson**~~

~~**iii) Tim Lockett**~~

~~**iv) Steve Woodford**~~

~~**20**c) Establishing personal credibility. Choose...~~

~~**i) Adnan Awan**~~

~~**ii) Victoria Tomlinson**~~

~~**iii) Tim Lockett**~~

~~**iv) Steve Woodford**~~

~~**20**d) Co-ordinating value constellation. Choose...~~

~~**i) Adnan Awan**~~

~~**ii) Victoria Tomlinson**~~

~~**iii) Tim Lockett**~~

~~**iv) Steve Woodford**~~

~~**A20**~~

~~**20**a)~~

~~**I**iii – Correct. Tim Lockett~~

~~**20**b)~~

~~**I**ii – Correct. Victoria Tomlinson~~

~~**See Figure 6.1**~~

~~**20**c)~~

~~**i – Correct.** Adnan Awan~~

~~**See Figure 6.1**~~

~~**20**d)~~

~~**I**iv – Correct. Steve Woodford~~

~~**See Figure 6.1**~~

~~**Q21**~~

~~**Match these approaches to marketing with their descriptions.**~~

~~**21**a) Marketing research, market segmentation, product positioning and brand management. Choose...~~

~~**i) New marketing approaches**~~

~~**ii) Mainstream marketing approaches**~~

~~**21**b) You work together with customers to create ideas, communities, events and lifestyles. Choose...~~

~~**i) New marketing approaches**~~

~~**ii) Mainstream marketing approaches**~~

~~**21**c) Use of developments in psychology and the social sciences to develop new ways of analysing and exploiting different consumer preferences and behaviours. Choose...~~

~~**i) New marketing approaches**~~

~~**ii) Mainstream marketing approaches**~~

~~**21**d) Customer relations management (CRM) and direct marketing including the use of communications technologies, such as social media. Choose...~~

~~**i) New marketing approaches**~~

~~**ii) Mainstream marketing approaches**~~

~~**A21**~~

~~**21**a)~~

~~**I**ii – Correct. Mainstream marketing approaches.~~

~~**Section reference 6.2.3**~~

~~**21**b)~~

~~**I**i) – Correct. New marketing approaches.~~

~~**Section reference 6.2.3**~~

~~**21**c)~~

~~Ii ii – Correct. Mainstream marketing approaches.~~

~~**Section reference 6.2.3**~~

~~**21**d)~~

~~**i)** __Correct. New marketing approaches.~~

~~**Q22**~~

~~**This question should be completed after reading the Introduction to Chapter Five.**~~

~~**Complete the following sentences by choosing the appropriate selection for each gap.**~~

~~**Two competencies for marketing (in large organizations) are,** ______………. and ______………… . The management of entrepreneurial marketing is characterized by ______………… , ______…………… , ______……………. .~~

~~**A22**~~

~~**Two competencies for marketing (in large organizations) are, planning;** and **familiarity with statistics**;. The management of entrepreneurial marketing is characterized by **intuition;, informality;, speed of decision making.**~~

~~**Q23**~~

~~**Fill in the gaps below.**~~

~~**To be competitive an enterprise needs to add** ______………….., as ______…………… by its customers, by the______………………… . Any venture will have a wide range of processes that cover everything from legal 'terms ‘terms and conditions' conditions’ for customers to 'employment ‘employment contracts' contracts’ with staff. Your new venture will have to perform these to a certain ______………………… standard just to ______………………… in your ______……………………… .~~

~~**A23**~~

~~**To be competitive an enterprise needs to add value**;, as perceived; by its customers, by the processes;. Any venture will have a wide range of processes that cover everything from legal 'terms ‘terms and conditions'' for customers to '‘employment contracts'' with staff. Your new venture will have to perform these to a certain minimum; standard just to compete; in your marketplace.~~

~~**Q24**~~

~~**Replace the missing words in the following definition of relationship marketing.**~~

~~**Relationship marketing is defined as '**‘proactively ______…………… , ______……………………….. and ______……………. committed, interactive and ______……………… exchanges with ______……………… customers (partners) over time'’ (Harker 1999).~~

~~**A24**~~

~~**Relationship marketing is defined as '**‘proactively Creatingcreating;, developing; and maintaining committed, interactive and profitable exchanges with selected customers (partners) over time'’ (Harker 1999).~~

~~**Q25**~~

~~**Match the follow**ing terms to their definitions.~~

~~**25**a) Liabilities. Choose...~~

~~**i) The difference between total assets and total liabilities**~~

~~**ii) Sum of creditors, accrued liabilities and tax owed**~~

~~**iii) The value of the company'**’s worth~~

~~**iv) The amount a company owes to other entities**~~

~~**25**b) Owners'’ equity. Choose...~~

~~**i) The difference between total assets and total liabilities**~~

~~**ii) Sum of creditors, accrued liabilities and tax owed**~~

~~**iii) The value of the company'**’s worth~~

~~**iv) The amount a company owes to other entities**~~

~~**25**c) Assets. Choose...~~

~~**i) The difference between total assets and total liabilities**~~

~~**ii) Sum of creditors, accrued liabilities and tax owed**~~

~~**iii) The value of the company'**’s worth~~

~~**iv) The amount a company owes to other entities**~~

~~25d) Current liabilities. Choose...~~

~~**i) The difference between total assets and total liabilities**~~

~~**ii) Sum of creditors, accrued liabilities and tax owed**~~

~~**iii) The value of the company'**'s worth~~

~~**iv) The amount a company owes to other entities**~~

~~**A25**~~

~~**25**a)~~

~~**I**ii – Correct. Sum of creditors, accrued liabilities and tax owed~~

~~**Section reference: 8.3.2.**~~

~~**25**b)~~

~~**i – Correct.** The difference between total assets and total liabilities~~

~~**Section reference: 8.3.2.**~~

~~**25**c)~~

~~**I**iii – Correct. The value of the company''s worth~~

~~**Section reference: 8.3.2.**~~

~~**25**d)~~

~~**I**iv – Correct. The amount a company owes to other entities~~

~~**Section reference: 8.3.2.**~~

~~**Q26**~~

~~**Fill in the missing words for this discussion of a cashflow forecast.**~~

~~**The cash flow forecast is based on a number of key** ______……………. , which vary depending on the ______………………… and the ______……………………… of the forecast.~~

~~**A26**~~

~~**Correct –** The cash flow forecast is based on a number of key~~ **assumptions**~~, which vary depending on the;~~ **type;** ~~and the~~ **period** ~~of the forecast.~~

~~**Section reference: 8.3.3**~~

~~**Q27**~~

~~**Fill in the missing words for this discussion of key performance indicators.**~~

~~**In addition to the normal** ________________ produced as part of the management or statutory accounts there is other ________________ information, which can give an ________________ of how well (or not) an organization is ________________.~~

~~**A27**~~

~~**In addition to the normal financial statements produced as part of the manage=ment or statutory accounts there is other critical information that can give an indication of how well (or not) an organisation is performing.**~~

~~**Section reference: 8.4**~~

~~**Q28**~~

~~**Match the following profit** measures to their definitions.~~

~~**28**a) Gross profit. Choose...~~

~~**i) A comparative indicator of profit in relation to sales value.**~~

~~**ii) Gross profit less all operating expenses but not interest and taxes.**~~

~~**iii) A measure of company performance after deducting operating expenses and interest but not taxes.**~~

~~**iv) A simple measure of profit obtained from the sale of goods and services. Also referred to as sales profit.**~~

~~**28**b) Net profit. _Choose...~~

~~**i) A comparative indicator of profit in relation to sales value.**~~

~~**ii) Gross profit less all operating expenses but not interest and taxes.**~~

~~**iii) A measure of company performance after deducting operating expenses and interest but not taxes.**~~

~~**iv) A simple measure of profit obtained from the sale of goods and services. Also referred to as sales profit.**~~

~~**28**c) Operating profit. _Choose...~~

~~**i) A comparative indicator of profit in relation to sales value.**~~

~~**ii) Gross profit less all operating expenses but not interest and taxes.**~~

~~**iii) A measure of company performance after deducting operating expenses and interest but not taxes.**~~

~~**iv) A simple measure of profit obtained from the sale of goods and services. Also referred to as sales profit.**~~

~~**28**d) Profit margin. Choose...~~

~~**i) A comparative indicator of profit in relation to sales value.**~~

~~**ii) Gross profit less all operating expenses but not interest and taxes.**~~

~~**iii) A measure of company performance after deducting operating expenses and interest but not taxes.**~~

~~**iv) A simple measure of profit obtained from the sale of goods and services. Also referred to as sales profit.**~~

~~**A28**~~

~~**28**a)~~

i~~Iv – Correct. A simple measure of profit obtained from the sale of goods and services. Also referred to as sales profit.~~

~~**Section reference: 8.2.2.**~~

~~**28**b)~~

~~**I**~~~~iii – Correct. A measure of company performance after deducting operating expenses and interest but not taxes.~~

~~**Section reference: 8.2.2.**~~

~~**28**c)~~

~~**I**~~~~ii – Correct. Gross profit less all operating expenses but not interest and taxes.~~

~~**Section reference: 8.2.2.**~~

~~**28**d)~~

~~**I**~~~~i – Correct. A comparative indicator of profit in relation to sales value.~~

~~**Section reference: 8.2.2.**~~

~~**Q29**~~

~~**Fill in the missing words for this discussion of what different types** of financiers are looking for:~~

~~**But, whereas** ______……………… will want capital ______………………… over an agreed term, investors will probably be looking for significant ______……………………… on an ______………………………… investment.~~

~~**A29**~~

~~**But, whereas lenders; will want capital repaid; over an agreed term, investors will probably be looking for significant capital growth; on an equity investment.**~~

~~**Q30**~~

~~**Match the type of knowledge with the relevant examples.**~~

~~**30**a) Practical knowledge of the entrepreneur. Choose...~~

~~**i) The founders of a new social enterprise know about the needs of young disabled people in their city.**~~

~~**ii) The owner-manager of an established internet service provider knows which providers of venture finance to approach in order to grow her business.**~~

~~**iii) Economists identify a correlation between research and development spill-overs and economic growth in two countries.**~~

~~**iv) Organizational researchers show how entrepreneurs can use social networks more effectively.**~~

~~**30**b) Practical knowledge about entrepreneurship. Choose...~~

~~**i) The founders of a new social enterprise know about the needs of young disabled people in their city.**~~

~~**ii) The owner-manager of an established internet service provider knows which providers of venture finance to approach in order to grow her business.**~~

~~**iii) Economists identify a correlation between research and development spill-overs and economic growth in two countries.**~~

~~**iv) Organizational researchers show how entrepreneurs can use social networks more effectively.**~~

~~**30**c) Social science knowledge with practical implications for entrepreneurship. Choose...~~

~~**i) The founders of a new social enterprise know about the needs of young disabled people in their city.**~~

~~**ii) The owner-manager of an established internet service provider knows which providers of venture finance to approach in order to grow her business.**~~

~~**iii) Economists identify a correlation between research and development spill-overs and economic growth in two countries.**~~

~~**iv) Organizational researchers show how entrepreneurs can use social networks more effectively.**~~

~~**30**d) Social science knowledge with no implications for practical entrepreneurship. Choose...~~

~~**i) The founders of a new social enterprise know about the needs of young disabled people in their city.**~~

~~**ii) The owner-manager of an established internet service provider knows which providers of venture finance to approach in order to grow her business.**~~

~~**iii) Economists identify a correlation between research and development spill-overs and economic growth in two countries.**~~

~~**iv) Organizational researchers show how entrepreneurs can use social networks more effectively.**~~

~~**A30**~~

~~**30**a)~~

~~**I**i – Correct. The founders of a new social enterprise know about the needs of young disabled people in their city.~~

~~**30**b)~~

~~**Ii** ii – Correct. The owner-manager of an established internet service provider knows which providers of venture finance to approach in order to grow her business.~~

~~**30**c)~~

~~Iiv Correct. Organizational researchers show how entrepreneurs can use social networks more effectively.~~

~~30d)~~

~~Iiii Correct. Economists identify a correlation between research and development spill-overs and economic growth in two countries.~~

~~**Q31**~~

~~**Match the disciplinary perspective with the insights that they have provided into entrepreneurship or the methods that they have used**~~

~~31a) Research has focused on how to reconcile the active role of the entrepreneur with the "invisible hand" of the market) and a more policy-oriented and outward-looking strand that examines the relationship between entrepreneurial activity and achieving greater economic growth. Choose...~~

~~i) Business history~~

~~ii) Psychology and behavioural studies~~

~~iii) Economics~~

~~iv) Sociology, human geography and anthropology~~

~~31b) The focus is on individual human beings, with a focus on what makes people entrepreneurial and the actions associated with being entrepreneurial. Choose...~~

~~i) Business history~~

~~**ii) Psychology and behavioural studies**~~

~~**iii) Economics**~~

~~**iv) Sociology, human geography and anthropology**~~

~~31c) Research at the individual-level with a focus on how entrepreneurship is shaped by larger social forces. Choose...~~

~~i) Business history~~

~~**ii) Psychology and behavioural studies**~~

~~**iii) Economics**~~

~~**iv) Sociology, human geography and anthropology**~~

~~31d) A focus on archive-based research (e.g. investigating early company documents, personal diaries, trade publications etc.). Choose...~~

~~i) Business history~~

~~**ii) Psychology and behavioural studies**~~

~~**iii) Economics**~~

~~**iv) Sociology, human geography and anthropology**~~

~~**A31**~~

~~31a)~~

~~Iiii Correct. Economics~~

~~31b)~~

~~Iii Correct. Psychology and behavioural studies~~

~~31c)~~

~~Iiv Correct. Sociology, human geography and anthropology~~

~~31d)~~

~~Ii Correct. Business history~~

~~**Q32**~~

~~**Complete the following sentence by choosing the appropriate phrase for each gap.**~~

~~**In the late 20th century, a powerful coalition of economists and political scientists, sometimes referred to as the '**'New Right'', developed a series of ______……………… initiatives to create more ______………………. economies based on a ______…………………… model.~~

~~**A32**~~

~~**In the late 20th century, a powerful coalition of economists and political scientists, sometimes referred to as the '‘New Right'', developed a series of policy initiatives; to create more entrepreneurial; economies based on a liberalized market model.**~~

~~**Q33**~~

~~**Complete the following sentence by choosing the a**ppropriate phrase for each gap.~~

~~**The 20th century political economist, Friedrich von Hayek first used the term** ______…………….. to refer to the kind of specialised local knowledge that an entrepreneur might use from day to day in order to secure a profit. Hayek contrasted this with the ______………………. used in economics; an example of this would be the correlation between R&D spillovers and economic growth, which has no immediate practical implications for entrepreneurial practice.~~

~~**A33**~~

~~**The 20th century political economist, Friedrich von Hayek first used the term practical knowledge to refer to the kind of specialised local knowledge that an entrepreneur might use from day to day in order to secure a profit. Hayek contrasted this with the; scientific knowledge used in economics; an example of this would be the correlation between R&D spillovers and economic growth, which has no immediate practical implications for entrepreneurial practice.**~~

~~**Q34**~~

~~**Complete the following sentence by choosing the a**ppropriate phrase for each gap.~~

~~**Entrepreneurship researchers need to combine the theoretically informed,** ______ generated by academics and the more concrete ______ of entrepreneurs.~~

~~**A34**~~

~~**Entrepreneurship researchers need to combine the theoretically informed, research-based evidence; generated by academics and the more concrete 'practical' insights of entrepreneurs.**~~

~~**Q35**~~

~~**Complete the following sentence by choosing the appropriate phrase for each gap.**~~

~~**In much of the work adopting a** ______ perspective, there is a largely ______ approach to entrepreneurship.~~

~~**A35**~~

~~**In much of the work adopting a social perspective, there is a largely; uncritical approach to entrepreneurship.**~~

~~**Q36**~~

~~**What factors are used to refer to the following two dispositions (separated by semi-colons): Outgoing, sociable and optimistic; Anxious, emotionally** unstable, prone to depression.~~

~~**A36**~~

~~**Extraversion and Neuroticism**neuroticism.~~

~~**Q37**~~

~~**Complete the statement dealing with individual perspectives on entrepreneurship**~~

~~______…………………… approaches are still widely used by practitioners, teachers and researchers. One of the most common applications is ______……………………… designed to ______……………………… or evaluate ______…………………~~

~~**A37**~~

~~**Characteristics-based; approaches are still widely used by practitioners, teachers, and researchers. One of the commonest applications is online tests; designed to diagnose; or evaluate entrepreneurial potential.**~~

~~**Q38**~~

~~**Complete the quotation from Low and Macmillan.**~~

~~'‘______…………………….. and methodological problems associated with these past ______…………………… studies, such as non-comparable samples, bias toward successful entrepreneurs, and the possibility that observed entrepreneurial traits are the ______…………………….. of entrepreneurial experience, make it difficult to interpret the results. Furthermore, at a more fundamental level, it can be argued that the ______………… ______…..…… among entrepreneurs make any attempt to develop a standard ______…………………… profile futile.'’~~

~~**A38**~~

~~**Definitional and methodological problems associated with these past; psychological studies, such as non-comparable samples, bias toward successful entrepreneurs, and the possibility that observed entrepreneurial traits are; the product of entrepreneurial experience, make it difficult to interpret the results. Furthermore, at a more fundamental level, it can be argued that the; wide variations among entrepreneurs make any attempt to develop a standard; psychological profile futile.**~~

~~**Q39**~~

~~**What did Van Stel and Storey find from their study of UK enterprise policy?**~~

~~'‘The lessons from the present paper are that public policies to raise the formation of new firms, particularly in areas, are likely to be ______ ______ at best and ______ ______ at worst'’.~~

~~**A39**~~

~~**The lessons from the present paper are that public policies to raise the formation of new firms, particularly in unenterprising areas, are likely to be unproductive** at best and; **counter-productive** at worst.~~

~~**Q40**~~

~~**As a branch of the social sciences what does economics study?**~~

~~**A40**~~

~~**Economics is a branch of the social sciences that studies how societies allocate and manage scarce resources between alternative uses.**~~

~~**Q41**~~

~~**Complete the following insight offered by Simon Parker:**~~

~~'‘In essence, the ______ ______ of entrepreneurship analyses how economic ______ ______ influence entrepreneurial behaviour, and how ______ ______ In turn affects the broader economy.'’~~

~~**A41**~~

~~**In essence, the economics** of entrepreneurship analyses how economic, **incentives** influence entrepreneurial behaviour, and how, **entrepreneurial behaviour** in turn affects the broader economy.~~

~~**Q42**~~

~~**Match these types of examples with the relevant decisions.**~~

~~**42**a) Three engineering graduates establish ''EcoDry'' a new venture that seizes a growing market opportunity. They have combined several existing technologies, creating a new, more environmentally-friendly technique for dry cleaning textiles. Choose...~~

~~**i) Appropriating and accumulating value**~~

~~**ii) Identifying or creating new opportunities**~~

~~**iii) Mobilising and leveraging resources**~~

~~**iv) Redistributing and redirecting value**~~

~~**42**b) The founders of Eco-Dry secure financial resources from a number of sources, including their own family and friends. They also decide to recruit an experienced technology entrepreneur in order to increase their credibility with potential investors and business partners. Choose...~~

~~**i) Appropriating and accumulating value**~~

~~**ii) Identifying or creating new opportunities**~~

~~**iii) Mobilising and leveraging resources**~~

~~**iv) Redistributing and redirecting value**~~

~~**42**c) The founders of Eco Dry decide to set up a commercial holding company on a franchise-based business model; they considered adopting a social enterprise model, but decided that this had the greatest growth potential. The founders accumulate wealth from the franchisees and from their own equity stake. Choose...~~

~~**i) Appropriating and accumulating value**~~

~~**ii) Identifying or creating new opportunities**~~

~~**iii) Mobilising and leveraging resources**~~

~~**iv) Redistributing and redirecting value**~~

~~**42**d) Once it is trading, "Eco-Dry" is paying wages to employees, reimbursing suppliers, paying dividends to investors and taxes to local and national governments. The founders may also decide to re-invest their profits in new projects and making donations to environmental charities. Choose...~~

~~**i) Appropriating and accumulating value**~~

~~**ii) Identifying or creating new opportunities**~~

~~**iii) Mobilising and leveraging resources**~~

~~**iv) Redistributing and redirecting value**~~

~~**A42**~~

~~**42**a)~~

~~**I**ii – Correct. – Identifying or creating new opportunities~~

~~**42**b)~~

~~**I**iii – Correct. – Mobilising and leveraging resources~~

~~**42**c)~~

~~**I**i – Correct. – Appropriating and accumulating value~~

~~**42**d)~~

~~**I**iv – Correct. – Redistributing and redirecting value~~

~~**Q43**~~

~~**Encouraging entrepreneurial activity that focuses on whether we are producing young people with skills energy and ideas would be referred** to as operating at what level?~~

~~**A43**~~

~~**Individual level.**~~

~~**Q44**~~

~~**Encouraging entrepreneurial activity that focuses on whether our country has supportive rules and regulations would be referred to as operating at what level?**~~

~~**A44**~~

~~**Institutional level.**~~

~~**Q45**~~

~~**According to the text many researchers have investigated...(fill in the blanks below).**~~

~~**The idea that economic activity based on** ______…………………….. clusters of smaller firms could be more ______…………………… and flexible than either conventional ______……………………….. or large ______…………………… corporations (e.g. Piore and Sabel 1984).~~

~~**A45**~~

~~**The idea that economic activity based on geographic clusters of smaller firms could be more; competitive and flexible than either conventional; markets or large; vertically integrated corporations.**~~

~~**Q46**~~

~~**Complete the following sentences by choosing the appropriate selection for each gap.**~~

~~**Learning by doing focuses on learning through** ______________________ and ______________________. In this process, entrepreneurs identify ____________________ and __________________ ______________________ through trial and error.~~

~~**A46**~~

~~**Learning by doing focuses on learning through experimentation and ; discovery. In this process, entrepreneurs identify ; problems and ; solve problems through trial and error.**~~