	Student:
1.	The higher your number of most desirable responses on the <i>Entrepreneurial Quiz</i> : A. The less your responses agree with those of successful entrepreneurs. B. The more your responses agree with those of successful entrepreneurs. C. The less likely you are to become a successful entrepreneur. D. The more likely you are to abort your attempts at an entrepreneurial venture because of stress.
2.	Despite scoring high on the <i>Entrepreneurial Quiz</i> , your venture is unlikely to succeed if you fail to demonstrate: A. People prowess B. Technical savvy C. Commitment, determination, and perseverance D. Financial independence
3.	In a study of inductees into the <i>Babson University Academy of Distinguished Entrepreneurs</i> , the three attributes and behaviours cited as the principal reasons for entrepreneurial success are: A. Openness to change, personal initiative, and perseverance. B. Commitment, dedication, and perseverance. C. Positive attitude, social savvy, and intellectual intelligence. D. Emotional intelligence, social intelligence, mathematical intelligence.
4.	One of the common themes resulting from research into the common attributes shared by successful entrepreneurs is that: A. Those attributes can be learned. B. Those attributes cannot be learned, an individual is either born with them or they are not. C. Those attributes are always the same - confidence, determination, and perseverance are always at the top of the list. D. There are no "common" set of attributes - each entrepreneurial success story is unique.
5.	Entrepreneurs are driven by an immense desire to achieve the goals they initially set for themselves and then to aim for even more challenging standards. This makes them: A. Profit-oriented B. Goal-oriented C. Success-oriented D. Challenge-oriented
5.	Successful entrepreneurs are people; they want to start producing results immediately. A. Success-oriented B. Action-oriented C. Goal-oriented D. Challenge-oriented
7.	The best entrepreneurs have a keen sense of their own strengths and weaknesses and of the competitive environment in which they operate. This makes themoriented.

A. SuccessB. ActionC. GoalD. Reality

8.	Most entrepreneurs are found to beA. Poor; quick B. Good; quick C. Poor; slow D. Good; slow	listeners and	learners.
9.	The three types of reaction identified by A. Cognition, Affect, and Behaviour B. Cognition, Intelligence, and Emotion C. Empathy, Confusion, and Clarity D. Passion, Avoidance, and Ignorance		
10.	Which of the following did Robinson et generally favourable or unfavourable ma A. Character B. Personality C. Empathy D. Attitude	<u>-</u>	lisposition of the individual to respond in a innovation?
11.	All of the following are subscales in Rob A. Achievement in business B. Innovation in business C. Desire for personal control D. Desire for retribution	oinson's EAO Model	, except:
12.	These types of entrepreneurs prefer to id an afterthought only. A. Freedom Fighters B. Craftspeople C. Lifestyle Business D. Empire Building	entify themselves by	their craft first, and as business owners as
13.	You can usually identify by annually. A. Venture Capitalists B. Freedom Fighters C. Institutional Developers D. Empire Builders	the fact that their co	ompanies grow by more than 30 percent
14.	These entrepreneurs go on to build large A. Team builders B. Pattern multipliers C. Independent innovators D. Deal-to-dealers	r companies through	hiring and delegation of authority.
15.	Which type of entrepreneur takes advant	age of the fact that u	init costs tend to shrink as volume expands?
	A. Capital aggregatorsB. Economy-of-scale exploitersC. Pattern multipliersD. Deal-to-dealers		
16.	Arranging financing, handling credit, and entrepreneurial skill set? A. Managing people B. Managing inventory C. Managing capital D. Managing money	d budgeting are all c	onsidered skills under which broad

17.	Purchasing supplies and raw materials, controlling inventory, and managing the physical facilities are skills which fall under which of the following broad entrepreneurial skill sets? A. Directing sales and marketing operations B. Directing business operations C. Managing people D. Setting up a business
18.	You are able to acquire many of the skills needed prior to considering an entrepreneurial career through all of the following means, <i>except</i> : A. Job experience B. Vacationing C. Organizational (or club) activities D. Managing a home
19.	The personal net worth required to start a business is generally said to be: A. \$5,000-\$10,000 B. \$20,000-\$50,000 C. \$100,000-\$500,000 D. Every business opportunity has its own unique capital requirements.
20.	Your credit rating is based on: A. The value of your home equity. B. Your employment income only. C. Your prior history in borrowing and repaying money. D. Your overall debt load, compared to your ability to generate income.
21.	Agencies such as Equifax Canada Inc. assemble information about how you pay your bills and then enter this information into your credit file. An individual who is always late in paying their bills is given a rating of: A. R1 B. R2 C. R3 D. R4
22.	Social entrepreneurship seeks: A. Social change B. Financial profit C. Welfare management D. Social media business opportunities
23.	Well-known social entrepreneurs include all of the following, <i>except</i> : A. Shannon Tessier and Zack Patterson B. Craig and Mark Kielburger C. Jeff Skoll D. Kenneth Lay
24.	Which of the following is <i>not</i> among the three questions to address when confronted with an ethical problem? A. What will others think? B. Is it balanced? C. Is it legal? D. How will it make you feel about yourself?
25.	A should be a formal statement of a business's values concerning ethics and social issues. A. Code of behaviour B. Code of ethics C. Mission statement D. Vision statement

26.	A code of ethics should be guided by all of the following areas of concern, <i>except</i> : A. Citizenship B. Responsibility C. Integrity D. Competition
27.	All of the following are included in the triple bottom line assessment, <i>except</i> : A. Financial performance B. Global equality C. Environmental impact D. Social well-being
28.	Researchers are unable to identify a set of common attributes, attitudes, and experiences among entrepreneurs that appear to lead to success. True False
29.	There is considerable evidence which suggests that the "right stuff" needed to become a successful entrepreneur can be learned. True False
30.	Most entrepreneurs are self-confident, and with this confidence comes a strong ego. True False
31.	The "typical entrepreneur" is most closely associated with the Empire builder type of entrepreneur. True False
32.	Many small business owners experience an immediate increase in the level of personal income they can earn. True False
33.	Social entrepreneurship refers to the discovery, evaluation, and exploitation of opportunities for financial profit. True False
34.	Of the many attributes shared by successful entrepreneurs, which of those is believed to be the most critical to their success? Explain.
35.	List and describe the "not-so-learnable" traits of an entrepreneur.

3	6. Most entrepreneurs are described as having a high risk tolerance. Do you agree or disagree? Why?
3	7. List and briefly describe the three entrepreneurial archetypes developed by John Warrillow.
3	8. In addition to the proper background, attitude, and lifestyle, what else should be considered in assessing your potential for becoming a successful entrepreneur?
3	9. Outline the five steps in preparing a personal balance sheet.
4	Outline the six key areas commonly included in a code of ethics.

1 Key

- 1. The higher your number of most desirable responses on the *Entrepreneurial Quiz*:
- (p. 3) A. The less your responses agree with those of successful entrepreneurs.
 - **B.** The more your responses agree with those of successful entrepreneurs.
 - C. The less likely you are to become a successful entrepreneur.
 - D. The more likely you are to abort your attempts at an entrepreneurial venture because of stress.

High levels of agreement indicate that you may have the "right stuff" to succeed in an entrepreneurial career.

Good - Chapter 01 #1

Learning Objective: 01-01 Evaluate your potential for becoming an entrepreneur through self-assessment quizzes.

- 2. Despite scoring high on the *Entrepreneurial Quiz*, your venture is unlikely to succeed if you fail to demonstrate:
 - A. People prowess
 - B. Technical savvy
 - C. Commitment, determination, and perseverance
 - D. Financial independence

Anything less than total commitment to your venture, and considerable determination and perseverance, will likely result in failure, regardless of the degree to which you may possess other important attributes.

Good - Chapter 01 #2

Learning Objective: 01-01 Evaluate your potential for becoming an entrepreneur through self-assessment quizzes.

- 3. In a study of inductees into the *Babson University Academy of Distinguished Entrepreneurs*, the three attributes and behaviours cited as the principal reasons for entrepreneurial success are:
 - **A.** Openness to change, personal initiative, and perseverance.
 - B. Commitment, dedication, and perseverance.
 - C. Positive attitude, social savvy, and intellectual intelligence.
 - D. Emotional intelligence, social intelligence, mathematical intelligence.

There are the three behaviours/attributes identified in this particular study. They are: Openness to change, personal initiative, and perseverance. Other research has uncovered different lists of common learnable attributes.

Good - Chapter 01 #3

Learning Objective: 01-02 Identify the attitudes and behaviours that will help turn your business dream into a reality.

- 4. One of the common themes resulting from research into the common attributes shared by successful entrepreneurs is that:
 - **A.** Those attributes can be learned.
 - B. Those attributes cannot be learned, an individual is either born with them or they are not.
 - C. Those attributes are always the same confidence, determination, and perseverance are always at the top of the list.
 - D. There are no "common" set of attributes each entrepreneurial success story is unique.

While there is no single list, research indicates that many of the attributes are common and, more importantly, can be learned.

5. <i>(p. 4)</i>	Entrepreneurs are driven by an immense desire to achieve the goals they initially set for themselves and then to aim for even more challenging standards. This makes them: A. Profit-oriented B. Goal-oriented C. Success-oriented D. Challenge-oriented
	Success orientation describes entrepreneurs who driven by the desire to achieve the goals they set for themselves and then to reach for more challenging goals in the future.
6. (<i>p.</i> 5)	Good - Chapter 01 #5 Learning Objective: 01-02 Identify the attitudes and behaviours that will help turn your business dream into a reality. Successful entrepreneurs are people; they want to start producing results immediately. A. Success-oriented B. Action-oriented C. Goal-oriented D. Challenge-oriented
	They like to take the initiative and get on with doing it, today.
7. (p. 6)	Good - Chapter 01 #6 Learning Objective: 01-02 Identify the attitudes and behaviours that will help turn your business dream into a reality. The best entrepreneurs have a keen sense of their own strengths and weaknesses and of the competitive environment in which they operate. This makes themoriented. A. Success B. Action C. Goal D. Reality
	They know when they are in trouble and have the strength to admit when they are wrong. This reality orientation allows them to avoid continuing on an ill-advised course of action.
8. (p. 6)	Good - Chapter 01 #7 Learning Objective: 01-02 Identify the attitudes and behaviours that will help turn your business dream into a reality. Most entrepreneurs are found to be listeners and learners. A. Poor; quick B. Good; quick C. Poor; slow D. Good; slow
	Most entrepreneurs are found to be good listeners and quick learners.
	Good - Chapter 01 #8 Learning Objective: 01-02 Identify the attitudes and behaviours that will help turn your business dream into a reality.

- 9. The three types of reaction identified by Robinson et al. are:
- (p. 10) **A.** Cognition, Affect, and Behaviour
 - B. Cognition, Intelligence, and Emotion
 - C. Empathy, Confusion, and Clarity
 - D. Passion, Avoidance, and Ignorance

The EAO focuses specifically on "business" activities and considers what you think or believe about those activities (cognition), how you feel about those activities (affect), and how you might tend to behave regarding business activities (behaviour).

Good - Chapter 01 #9

Learning Objective: 01-02 Identify the attitudes and behaviours that will help turn your business dream into a reality.

- 10. Which of the following did Robinson et al. define as the predisposition of the individual to respond in a generally favourable or unfavourable manner with respect to innovation?
 - A. Character
 - B. Personality
 - C. Empathy
 - **D.** Attitude

Attitudes, represent the way we interact with the world around us.

Good - Chapter 01 #10

Learning Objective: 01-02 Identify the attitudes and behaviours that will help turn your business dream into a reality.

- 11. All of the following are subscales in Robinson's EAO Model, *except*:
- (p. 10) A. Achievement in business
 - B. Innovation in business
 - C. Desire for personal control
 - **D.** Desire for retribution

The fourth subscale is your sense of self-worth or self-esteem relative to business affairs.

Good - Chapter 01 #11

Learning Objective: 01-02 Identify the attitudes and behaviours that will help turn your business dream into a reality.

- 12. These types of entrepreneurs prefer to identify themselves by their craft first, and as business owners (p. 11, 13) as an afterthought only.
 - A. Freedom Fighters
 - **B.** Craftspeople
 - C. Lifestyle Business
 - D. Empire Building

They say "I'm a plumber", for example, or mechanic, film maker, vet, farmer, or grocer, before they say "I'm a business owner."

Good - Chapter 01 #12

Learning Objective: 01-03 Analyze the three different types of entrepreneurs.

13. (p. 13)	You can usually identify by the fact that their companies grow by more than 30 percent annually. A. Venture Capitalists B. Freedom Fighters C. Institutional Developers D. Empire Builders
	They are growth-oriented business owners who are motivated almost solely by achievement, usually measured in terms of company growth.
14. (p. 14)	Good - Chapter 01 #13 Learning Objective: 01-03 Analyze the three different types of entrepreneurs. These entrepreneurs go on to build larger companies through hiring and delegation of authority. A. Team builders B. Pattern multipliers C. Independent innovators D. Deal-to-dealers
	Team builders are a sub type of entrepreneurs, which go on to build larger companies through hiring and delegation of authority (identified in Vesper's typology).
15. (p. 14)	Good - Chapter 01 #14 Learning Objective: 01-03 Analyze the three different types of entrepreneurs. Which type of entrepreneur takes advantage of the fact that unit costs tend to shrink as volume expands? A. Capital aggregators B. Economy-of-scale exploiters C. Pattern multipliers D. Deal-to-dealers
	This has been practiced principally by entrepreneurs in the discount retail merchandising business.
16. (p. 15)	Good - Chapter 01 #15 Learning Objective: 01-03 Analyze the three different types of entrepreneurs. Arranging financing, handling credit, and budgeting are all considered skills under which broad entrepreneurial skill set? A. Managing people B. Managing inventory C. Managing capital D. Managing money
	See Table 1.1-Breakdown of entrepreneurial business skills

Good - Chapter 01 #16 Learning Objective: 01-04 Describe the skills needed by small-business owners.

- 17. Purchasing supplies and raw materials, controlling inventory, and managing the physical facilities are skills which fall under which of the following broad entrepreneurial skill sets?
 - A. Directing sales and marketing operations
 - **B.** Directing business operations
 - C. Managing people
 - D. Setting up a business

See Table 1.1-Breakdown of entrepreneurial business skills

Good - Chapter 01 #17

Learning Objective: 01-04 Describe the skills needed by small-business owners.

- 18. You are able to acquire many of the skills needed prior to considering an entrepreneurial career through all of the following means, *except*:
 - A. Job experience
 - **B.** Vacationing
 - C. Organizational (or club) activities
 - D. Managing a home

While ideas may be illuminated while on vacation, it is hardly the place you would go to learn how to budget or manage inventory.

Good - Chapter 01 #18

Learning Objective: 01-04 Describe the skills needed by small-business owners.

- 19. The personal net worth required to start a business is generally said to be:
- (*p. 18*) A. \$5,000-\$10,000
 - B. \$20,000-\$50,000
 - C. \$100,000-\$500,000
 - **<u>D.</u>** Every business opportunity has its own unique capital requirements.

Since every business opportunity has its own unique capital (money) requirements, there is no specific dollar value for the personal net worth necessary to start a business.

Good - Chapter 01 #19

Learning Objective: 01-04 Describe the skills needed by small-business owners.

- 20. Your credit rating is based on:
- (p. 18) A. The value of your home equity.
 - B. Your employment income only.
 - **C.** Your prior history in borrowing and repaying money.
 - D. Your overall debt load, compared to your ability to generate income.

By regularly paying your bills, including credit cards, telephone bills, mortgages, lines of credit and similar debts, on time you are building your credit rating. Without a good credit rating few institutions will lend you money.

Good - Chapter 01 #20

Learning Objective: 01-04 Describe the skills needed by small-business owners.

21. (p. 18)	Agencies such as Equifax Canada Inc. assemble information about how you pay your bills and then enter this information into your credit file. An individual who is always late in paying their bills is given a rating of: A. R1 B. R2 C. R3 D. R4
	Some of the ratings are: Bills are being paid on time (R1), or late (R4) or have not been paid and been placed with an agency for collection (R9).
22. (p. 19)	Good - Chapter 01 #21 Learning Objective: 01-04 Describe the skills needed by small-business owners. Social entrepreneurship seeks: A. Social change B. Financial profit C. Welfare management D. Social media business opportunities
	This can be thought of as the discovery, evaluation and pursuit of opportunities for social change.
23. (p. 20)	Good - Chapter 01 #22 Learning Objective: 01-05 Explain the importance of social entrepreneurship; ethics; and being socially responsible in. Well-known social entrepreneurs include all of the following, except: A. Shannon Tessier and Zack Patterson B. Craig and Mark Kielburger C. Jeff Skoll D. Kenneth Lay
	Kenneth Lay was associated with the Enron scandal that ruined the lives of so many investors.
24. (p. 23)	Good - Chapter 01 #23 Learning Objective: 01-05 Explain the importance of social entrepreneurship; ethics; and being socially responsible in. Which of the following is not among the three questions to address when confronted with an ethical problem? A. What will others think? B. Is it balanced? C. Is it legal? D. How will it make you feel about yourself?
	What others think is not among the three questions.
25. (p. 23)	Good - Chapter 01 #24 Learning Objective: 01-05 Explain the importance of social entrepreneurship; ethics; and being socially responsible in. A should be a formal statement of a business's values concerning ethics and social issues. A. Code of behaviour B. Code of ethics C. Mission statement D. Vision statement
	A code of ethics commonly speaks to acceptable norms of behaviour within an organization.

- 26. A code of ethics should be guided by all of the following areas of concern, *except*:
- (p. 23) A. Citizenship
 - B. Responsibility
 - C. Integrity
 - **D.** Competition

The others include: honesty, respect, and trust.

Good - Chapter 01 #26

Learning Objective: 01-05 Explain the importance of social entrepreneurship; ethics; and being socially responsible in.

- 27. All of the following are included in the triple bottom line assessment, *except*:
- (p. 24) A. Financial performance
 - **B.** Global equality
 - C. Environmental impact
 - D. Social well-being

Global equality is not included in the triple bottom line assessment.

Good - Chapter 01 #27

Learning Objective: 01-05 Explain the importance of social entrepreneurship; ethics; and being socially responsible in.

28. Researchers are unable to identify a set of common attributes, attitudes, and experiences among entrepreneurs that appear to lead to success.

FALSE

Research indicates that there is a common set of attributes, attitudes, and experiences among entrepreneurs that to lead to success.

Good - Chapter 01 #28

Learning Objective: 01-01 Evaluate your potential for becoming an entrepreneur through self-assessment quizzes.

29. There is considerable evidence which suggests that the "right stuff" needed to become a successful entrepreneur can be learned.

TRUE

The basic thesis held by many members of the "people school" of entrepreneurship is: A person has to have the "right stuff" to become a successful entrepreneur. Evidence suggests that "right stuff" needed to become a successful entrepreneur can be learned.

Good - Chapter 01 #29

Learning Objective: 01-01 Evaluate your potential for becoming an entrepreneur through self-assessment quizzes.

- 30. Most entrepreneurs are self-confident, and with this confidence comes a strong ego.
- (p. 6) **TRUE**

This confidence implies a strong ego, however, it is a different kind of ego—an "I know I'm going to do well" type of attitude.

Good - Chapter 01 #30

Learning Objective: 01-02 Identify the attitudes and behaviours that will help turn your business dream into a reality.

31. The "typical entrepreneur" is most closely associated with the Empire builder type of entrepreneur.

TRUE

The empire building is the one most generally associated in popular imagination as the "typical entrepreneur" - always busy with the next project, an insatiable thirst for growth and wealth, aiming to take over or revolutionize markets and industries.

Good - Chapter 01 #31

Learning Objective: 01-03 Analyze the three different types of entrepreneurs.

32. Many small business owners experience an immediate increase in the level of personal income they can earn.

FALSE

From a personal standpoint, you might also want to reconsider becoming a small business owner if you cannot afford a temporary or perhaps even a prolonged reduction in your personal income.

Good - Chapter 01 #32

Learning Objective: 01-04 Describe the skills needed by small-business owners.

33. Social entrepreneurship refers to the discovery, evaluation, and exploitation of opportunities for financial profit.

FALSE

(p. 9)

This description refers to "economic" entrepreneurship.

Good - Chapter 01 #33

Learning Objective: 01-05 Explain the importance of social entrepreneurship; ethics; and being socially responsible in.

34. Of the many attributes shared by successful entrepreneurs, which of those is believed to be the most critical to their success? Explain.

More than any other single factor, a combination of perseverance and total dedication is critical. In many cases, these qualities have won out against odds considered impossible to overcome. Determination and commitment can compensate for other weaknesses you may have.

Good - Chapter 01 #34

Learning Objective: 01-02 Identify the attitudes and behaviours that will help turn your business dream into a reality.

35. List and describe the "not-so-learnable" traits of an entrepreneur.

The not-so-learnable traits are those which experts consider to be innate. 1. High energy, good health, and emotional stability; 2. Creativity and an innovative nature; 3. High intelligence and conceptual ability; 4. The ability to see a better future and a capacity to inspire others to see it.

Good - Chapter 01 #35

Learning Objective: 01-02 Identify the attitudes and behaviours that will help turn your business dream into a reality.

36. Most entrepreneurs are described as having a high risk tolerance. Do you agree or disagree? Why?

Despite the myth that suggests entrepreneurs are gamblers, quite the opposite is true. Effective entrepreneurs have been found, in general, to prefer taking moderate, calculated risks, where the chances of losing are neither so small as to be a sure thing nor so large as to be a considerable gamble.

37. List and briefly describe the three entrepreneurial archetypes developed by John Warrillow. (p. 11-13)

Craftspeople don't think of themselves as entrepreneurs, they still have the resources and confidence to operate independently. They are more interested in developing their skills than growing their revenue and generally work alone or employ one other person, often a spouse. Freedom Fighters/ Lifestyle Business seek financial independence above anything else and the freedom to spend their time as they wish. Their prime motivator isn't growth, but simply being in business for themselves. Empire Building refers to entrepreneurs who represent the 10 percent of growth-oriented business owners who are motivated almost solely by achievement, usually measured in terms of company growth. The empire building is the one most generally associated in popular imagination as the "typical entrepreneur"—always busy with the next project, an insatiable thirst for growth and wealth, aiming to take over or revolutionize markets and industries.

Good - Chapter 01 #37

Learning Objective: 01-03 Analyze the three different types of entrepreneurs.

38. In addition to the proper background, attitude, and lifestyle, what else should be considered in (p. 14-15) assessing your potential for becoming a successful entrepreneur?

Possessing the necessary managerial skills is an essential ingredient to succeeding in any small venture. It is estimated that the principal reason for the failure of small firms is poor management. Businesses, whether large or small, have to perform in a number of diverse functions to operate successfully. An entrepreneur, because of the limited amount of resources (human and financial) at his or her disposal, faces a particularly difficult time.

The business skills required by an entrepreneur (or some other member of the organization) can be broken down by function, as shown in Table 1.1.

Good - Chapter 01 #38

Learning Objective: 01-04 Describe the skills needed by small-business owners.

- 39. Outline the five steps in preparing a personal balance sheet. (p. 17-18)
 - Step 1: Estimate the current market value of all your "assets"—the items you own that have cash value—and list them.
 - Step 2: Add up the value of these assets.
 - Step 3: List all your debts, also known as "liabilities."
 - Step 4: Add up your liabilities.
 - Step 5: Deduct your total liabilities from your total assets to find your "net worth."

Good - Chapter 01 #39

Learning Objective: 01-04 Describe the skills needed by small-business owners.

- 40. Outline the six key areas commonly included in a code of ethics.
 - 1. Honesty: to be truthful in all your endeavours; to be honest and forthright with one another and with customers, communities, suppliers, and other stakeholders. 2. Integrity: to say what you mean, to deliver what you promise, and to stand up for what is right. 3. Respect: to treat others with dignity and fairness, appreciating the diversity of the people you deal with and their uniqueness. 4. Trust: to build confidence through teamwork and open, candid communication.
 - 5. Responsibility: to speak up—without fear of retribution—and report concerns in the workplace and elsewhere, including violations of laws, regulations, and company policies. 6. Citizenship: to obey all laws of the countries where you do business and to improve the communities where you live and work.

1 Summary

<u>Category</u>	# of Questions
Good - Chapter 01	40
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