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## RESEARCH OF NOTE: BOOK REVIEWS

# The Concept of Entrepreneurial Orientation: Foundations and Trends<sup>®</sup> in *Entrepreneurship* (2015), Volume 11, No. 2, 55–137 by Vishal Gupta and Alka Gupta

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Since first introduced more than three decades ago, the construct and manifestations of entrepreneurial orientation (EO) have garnered considerable attention from researchers. Though EO is considered as one of the few examples of stabilized concepts in management science (Basso, Fayolle, & Bouchard, 2009), questions as to “What is EO?” (Covin & Lumpkin, 2011) and “Where to from here?” (Wiklund & Shepherd, 2011) continue to surface. “The Concept of Entrepreneurial Orientation” by Vishal Gupta and Alka Gupta methodically addresses these questions and moves the scholarly conversation forward by offering examples of high-quality EO research and suggestions for high-potential research foci.

After providing a comprehensive literature review of the field of EO and its evolution in chapter 2, the authors turn to highlighting the primary debate around the dimensionality of EO and its measurement as an additive versus multiplicative construct in chapter 3. The core of the book is organized using the Low and MacMillan (1988) categorization scheme to capture the EO literature and intersperse a careful analysis of prior research on EO with novel insights and suggestions for future development. The adoption of the framework comprising purpose, theory, focus, levels, time, and methods allows the authors to lay out the chapters in a systematic and sequential format enabling a comprehensive understanding of the concept of EO, current debates, and potential for future studies.

While highlighting the advancement of the EO concept to achieve a high-level common purpose in chapter 4, the authors draw attention to the complete absence of EO in scholarly conversations in top-tier journals of the three foundational disciplines—sociology, psychology, and economics—and emphasize the potential to open new research opportunities in these disciplines. Further, while duly

acknowledging a few practitioner-oriented EO articles (such as Dess & Lumpkin [2005] and Certo, Moss, & Short [2009]), the authors call for the integration of EO in pedagogical tools to strengthen the translational capability of EO research into the classroom.

Chapter 5 focuses on the theoretical development of EO and elaborates in detail prior research that examines the performance implications of EO—directly, under different environments and strategies, and moderating or moderated by various other conditions. Miller (2011) noted that EO researchers have been slow to embrace the theories of their sister disciplines and also highlighted the woeful underdevelopment in linking EO with theory. Consistent with this view, the authors state that the EO literature lacks a theoretical habitat to construct the relationship between EO and firm performance. Recognizing the use of prominent theories such as the resource-based view, they call for a deeper appreciation of less explored theories to illuminate the nuanced nature of EO, such as dominant logics and absorptive capacity theories. With an in-depth analysis of the universalistic, contingency view, and configurational approaches, the authors also emphasize the need for greater inquiry into mediators to offer useful guidance on how EO is converted into firm performance.

With a quick overview of the need for context-specific studies, levels (individual, group, organization, networks and states), and time frame of analysis in chapters 6 through 8, the authors migrate to the discussion on EO measurement techniques in chapter 9. Though EO measurement has been largely dominated by scales developed by Colvin and Slevin (1989), the methodological sophistication of EO studies and the complexity of the models developed and tested have grown considerably over time. Commending the development of a computer-aided textual analysis (CATA) by Short, Broberg, Cogliser, and Brigham (2010) and of psychometric assessment of textual information (PATI) by Gupta, Dutta, and Chen (2014), the authors also duly caution readers of the pitfalls of such

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historimetric approaches. In addition, highlighting the potential for future studies to enhance reliability and validity of information provided by senior executives, Gupta and Gupta also raise concerns on adverse effects of misreporting strategic posture information.

Throughout the book, the authors successfully identify voids in the EO knowledge frontier that hold potential to advance future EO research, including suggesting both theoretical and context-driven directions such as the upper echelon theory, research across societies, and international EO research with special focus on emerging economies to clarify the universality of the United States-origin theory. Further, they underscore the need for studies to clarify the conflict around EO conceptualization as attitudes and behaviors, as well as overcoming methodological challenges to EO measurement.

Overall, the book presents an excellent overview of the development in EO research over the past three decades and combines it with some thought-provoking directions to advance future EO research. The combined expertise of the authors on the EO concept and the in-depth understanding of the EO literature are distinctly reflected throughout the book. Through this book, the authors have enabled the accomplishment of a much needed developmental milestone in EO research as called for by Jennings and Brush (2013). A succinct and well-written book, it will serve as a great resource to new EO researchers in grasping the development of EO, while providing valuable insights to an experienced researcher through the successful identification of some key knowledge voids often overlooked or unaddressed.

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