

Review

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lished articles in which scholars empirically measure variables that are very closely related to his concepts, and he provides a sample questionnaire. He poses a number of research questions to the reader. For example, does the relative importance of degree and frequency of entrepreneurial intensity vary according to industry conditions? Are degree and frequency related to organizational performance? What are the costs of acquiring greater entrepreneurial intensity? For readers who accept Morris's synthesis, such questions will be very interesting.

In Chapter 5 Morris highlights issues of the context in which entrepreneurial activity occurs. He discusses the societal infrastructure (i.e., laws, economics, education, and so on) that supports or undermines entrepreneurial intensity and explores the effects of environmental turbulence (i.e., dynamism, munificence, and complexity). He then shows the importance of collective personal life experiences in a society (family, work, and so on) for entrepreneurial activity.

Morris considers the individual level in greater detail in Chapter 6, including the roles of entrepreneurial teams and networks of associates, and he examines the organizational level in Chapter 7. In Chapter 8 he argues that nations differ in their levels of entrepreneurial intensity, relying on rich descriptions to make his case in the absence of reliable and valid measures of those differences. Although in these three chapters Morris uses the term *entrepreneurial intensity*, these chapters are further removed from direct application of the book's model than are earlier chapters of the book.

The final two chapters on government and the future depart even more from the author's framework; here, Morris argues strongly against governments' interference with entrepreneurial activity and claims that the need for entrepreneurial activity will be even greater in a world of increasing turbulence. Morris's position is clear: "Government at all levels is inherently anti-entrepreneurial" (p. 135). However, public administration and political science are not Morris's areas of expertise. His chapter about government is blunt (intentionally so) and lacks the sense of nuance that makes earlier parts of the book seem rich. The final chapter compiles the views of Naisbitt, Popcorn, Handy, and Gilder into predictions about conditions in the

future and concludes, not surprisingly, that entrepreneurship will be more important.

Entrepreneurial Intensity is a book about entrepreneurship—not a book on how to be an entrepreneur. Part of its value is that there are few book-length treatments of entrepreneurship theory. Academics will appreciate its synthesis of ideas. For use with MBA students, the book requires accompanying cases, and such students may not like its sparse and occasionally outdated examples. In a 1998 book I expected the discussion of Hong Kong, although brief, to acknowledge that Hong Kong had recently changed governments and a statement that Korea was no longer a growing economy. But these are minor complaints. Students of organization at all levels of sophistication will appreciate the clarity of the author's exposition and the many well-considered exhibits. In several chapters it appeared that figures or tables were the heart of the matter, and the prose was there to provide detail. The approach makes for a succinct yet rich presentation.

Cognition and Communication at Work, edited by Yrjo Engestrom and David Middleton. New York: Cambridge University Press, 1998.

Reviewed by Joseph Porac and Mary Ann Glynn, Emory University, Atlanta, Georgia.

There has been a distinct cognitive turn in management theory during the past decade, as scholars in a number of topical areas have been actively researching knowledge, cognition, and learning in organizations. On the periphery of these developments in management theory is a large body of research in which sociologists and anthropologists have examined the relationships between knowledge, social context, and human activity. Although there are distinct streams of research in this literature, they are bound together by a common concern with knowledge and practice within formal organizational settings. Explored has been the question of how actors within organizations represent, create, and share knowledge of their work tasks.

For example, Scribner (1984), Lave (1988), Lave and Wenger (1991), Engestrom (1987), and others have developed an approach to situated cogni-

tion and learning at work that draws heavily from the activity theory of Vygotsky (1978) and Leont'ev (1981). These researchers have argued that work knowledge is bound to the activity systems of the workplace. Hutchins (1995) and Keller and Keller (1996) have extended this view by incorporating the more computational and symbolic orientation of modern cognitive science into their activity-based analyses of navigation and blacksmithing, respectively. Still others, such as Lynch (1985) and Harper (1987), have studied how knowledge and work contexts are laced together via layers of communicated and negotiated meaning among the participants involved. Finally, a large body of literature has evolved in social studies of science, led by Latour and Woolgar (1979), Latour (1987), and others who have explored the practices of modern scientific laboratories and the technologies that such laboratories create and use. Science researchers have been particularly effective in showing how various representational tools (charts, maps, and so on) mediate between the subjective and objective facets of technological systems.

The edited volume *Cognition and Communication at Work* by Yrjo Engestrom and David Middleton is a useful portal into the above literature and will introduce these various streams of work to management scholars who are unaware of them and/or who may be searching for grounded theory that aids them in understanding the microscopic linkages between knowledge and organization. As the title suggests, there is a heavy emphasis in this book on the communicative bases of work activity; many of the chapters consist of quite detailed examinations of transcripts of verbal behavior that have been gleaned from ethnographic observations of work settings. This emphasis means that the focus of many of the chapters is on how distributed work is coordinated and how collective activities are accomplished via language and specialized nomenclatures. The book is a good introduction to the kinds of work being done in this area, and the chapters make frequent mention of much of the background literature on which the research is based. Just reading the citation lists after each chapter should provide an excellent starting point for management researchers who might be interested in learning more about this literature.

Yet, there is more to like in this book than just the citation lists. In their introductory chapter Engestrom and Middleton do a nice job of starting the reader off in an informed direction with an overview of some of the key issues motivating the volume. At the core of their presentation is the familiar antipsychological claim that working knowledge is not a phenomenon that is located within individual minds but, rather, is collectively created, represented, and implemented within specialized communities of practice. Engestrom and Middleton make the case that, if true, this proposition requires that workplaces must be understood as social settings of negotiated meanings in which knowledge becomes inextricably and idiosyncratically embedded within the particular activity system that is generating these meanings. The authors convincingly show that this assertion propagates an entire series of important implications—from the need to conduct a particular type of research (i.e., ethnography) to the design of technological artifacts that aid workers in accomplishing their jobs (i.e., such technologies must be informed by the social order that is in place within a community of practice).

In the best of the book's subsequent chapters, authors further explore and extend these implications in interesting directions. One such direction is the study of the multitasking and coordination problems that work settings bring with them. Hutchins and Klausen, for example, analyze the cognitive coordination that underlies successful work performance during the initial moments of a simulated flight in a commercial jet airliner. These researchers show how a flight deck is an intersubjective activity system in which the overlapping expectations of the pilot, copilot, and flight engineer shape the contours of the crew's joint performance.

In her chapter Suchman amplifies these ideas through an ethnographic study of the operations room of a regional airline. Suchman delves deeply into the collaborative problem solving that takes place as the operations staff interacts with the ground crew and pilots of an aircraft that cannot be properly unloaded because the exit ramp at the gate is not affixed correctly to the plane. Suchman shows how individuals that are spatially distributed and initially preoccupied with their own work spaces become mobilized into a parallel processing and coordinated unit that quickly repairs this momentary break-

down of the normal order. This same story of parallel processing in social space in the service of collective mobilization is also a theme in Heath and Luff's chapter, in which they summarize results from their ethnographic study of a control room in the London Underground.

In other chapters authors explore the nature of work-related expertise. Laufer and Glick, for example, uncover differences between experts and novices in telephone sales offices in five companies. They too adopt an activity-theoretic perspective, where the task becomes the focal unit of inquiry. Laufer and Glick challenge the notion that experts are more sophisticated problem solvers by showing, instead, that expert sales personnel (as compared to novices) rely more on guesswork and often bypass official protocol in the process.

Mukerji's chapter also turns the tables on our stereotypes about expert-novice differences by examining scientific expertise (or, in her words, "genius") from the perspective of the community of practice to which it belongs. She details how participants in oceanography research labs construct a singular identity for themselves by attributing greatness to a lab's "chief scientist," who represents a "cultural type" to both internal and external audiences. This attribution creates an identifying, distinctive, and unique "laboratory signature" that is used to label a lab's scientific contributions and to build a prestigious reputation. Mukerji claims that expertise is a socially constructed engine that powers a community of practice and, thus, provides an intellectual and social home for its members.

Finally, in some chapters authors reinforce the notion that the intersubjective nature of work is an accomplishment that often masks the idiosyncratic perspectives of the actors involved. For example, Goodwin and Goodwin cogently show how the ground crew of an airline imposes different meanings on what would appear to be a common object—that is, an aircraft being prepared for a flight. These authors suggest that a whole set of representational devices (aircraft flight numbers, destination lists, and so on) mediate these differences and create multiple perspectives according to the task at hand. Similarly, Star, in her chapter, suggests that knowledge and thinking at work occur through many voices and are nested in multiple layers of community membership such that the social

structure of "normalcy" is a negotiated and sometimes contested phenomenon.

Many of the chapters in this book neatly integrate theory with practice and the social with the individual. By crossing disciplines and methods of inquiry, the book's authors offer rich take-aways for students of organizations and, particularly, for researchers interested in knowledge and cognition in organizational settings. In terms of theory, the book captures a rich and evolving literature on the periphery of management research that affords explanations of organizational expertise, knowledge flows, and communal interaction. Moreover, in challenging a purely psychological approach to these topics, this book shifts organizational cognition research up to the level of social interactions among members of organizational workgroups, occupations, hierarchies, and communities of practice. What is implied by this perspective is that research on organizational cognition must be based on an understanding of the social context in which such cognition is embedded.

To engage us in such study, the book is also ripe with methodological ideas. For instance, language becomes critical in understanding the construction of knowledge and expertise. It is through discourse that thinking, social norms, and creativity emerge.

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NOTE FROM THE BOOK REVIEW EDITOR: Because Moore and Buttner's book, *Women Entrepreneurs: Moving Beyond the Glass Ceiling*, addresses issues spanning a number of Academy of Management divisions, I commissioned two reviews of it: one from the human resources and careers perspective and the other from the entrepreneurship perspective. These reviews follow.

Irene Duhaime

***Women Entrepreneurs: Moving Beyond the Glass Ceiling*, by Dorothy P. Moore and E. Holly Buttner. Thousand Oaks, CA: Sage, 1997.**

Reviewed by Diana J. Wong-Mingji and Sherry E. Sullivan, Bowling Green State University, Bowling Green, Ohio.

Here we take a human resources and careers perspective of *Women Entrepreneurs* by beginning with the question "How are women managing their careers when confronted by the glass ceiling?" Moore and Buttner explore the increasingly popular choice of exiting the organization and creating one's own business by examining the occupational transitions of 129 highly accomplished women entrepreneurs from across the United States. Although not intended as a study of the new boundaryless career concept (Arthur & Rousseau, 1996), their book provides a detailed picture of how some individuals are crossing organizational and occupational boundaries and designing careers that better match their own values and needs.

Moore and Buttner describe how the increasing participation of women in the labor force and the growth of women-owned businesses

provide a contextual background of important changes in workforce trends. Earlier women entrepreneurs—the "traditionals"—usually were sole proprietors who extended domestic services and related skills into the marketplace. However, with the proliferation of female participation in the labor force, a second generation of women entrepreneurs—the "moderns"—arose. These women consider their business ownership in terms of a career, rather than just supplemental family income, and have made inroads into traditionally male-dominated industries. With this introduction, the authors continue with descriptions drawn from interviews and surveys of how women achieved independence from traditional organizational career arrangements by becoming entrepreneurs.

The precursors to women becoming entrepreneurs, especially women's organizational experiences, are complicated and multidimensional. Reasons for why women leave corporate life encompass a complex mix of personal aspirations and organizational factors, rather than the often-assumed reason of family demands. Women entrepreneurs, regardless of whether they are intentional entrepreneurs or corporate climbers, have found that the corporate atmosphere stifled their aspirations to pursue new challenges. Also, gender discrimination played a part in many women's decision to leave their corporations. Women entrepreneurs consider their career development within organizations as a valuable experience for their own business. Their former organizations served as a training ground or incubator to acquire expertise in management, marketing, finance, and new technology.

From the various antecedent conditions, a range of career transition issues have arisen when women have moved from a large corporate environment to a startup venture of their own. The most salient transition issues have been making major personal life adjustments; changing management skills as problems have evolved with business growth; maintaining the drive to succeed in the venture; balancing focus with flexibility; financing their business; and obtaining positive support from family, friends, and business colleagues.

With women entrepreneurs established in their businesses, Moore and Buttner's study continues with investigations into two additional issues integral to the competitive viability of the