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## **Corporate Entrepreneurship**

**Authors: V Bouchard and A Fayolle**

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Recognizing the growing importance of entrepreneurship in relation to Indian economy, the Indian academics has embraced 'Corporate Entrepreneurship' as a course either as a core or as an elective which is evident through the existing curriculum designed by some of the reputed business schools. In the similar context, scholarly articles (ref) and some books are also available among which the recently published one 'Corporate Entrepreneurship' is written by V. Bouchard and A. Fayolle. However, in order to comprehend the relevance of this book in Indian context, it needs a meticulous review. The book contains three parts; Part 1 (Three Chapters), Part 2 (Two Chapters), Part 3 (Four Chapters) which have been reviewed sequentially and are presented as follows:

Chapter 1 is an overview of the concept 'Corporate Entrepreneurship' wherein the focus is on underlying the significance of innovation and learning in view of organizational performance. Chapter 2 describes the available literature on measuring corporate entrepreneurship with the help of 9-item scale developed by Covin and Slevin (1989) which encircles three core dimensions namely; innovation, productivity, and risk management. Chapter 3 has illustrated the case of a globally acknowledged company in cosmetic sector which explains the significance of Human Resource Management (HRM) in creating entrepreneurial culture in any organization of similar kind. More specifically, this chapter explains the integrative mechanism of HRM which can align the issues of business environment with organizational structures. This chapter is also instrumental for Micro, Small, and Medium Scale Enterprises which is commonly abbreviated as MSME in Indian industrial context.

Chapter 4 recognizes the psychological dimensions of human behavior (autonomy and negotiation skills) which are the key drivers of new venture development. This chapter also outlines the development phases of various Start-Ups which are triggered by idea generation to team building and eventually designing the business organizations. Chapter 5 highlights the value of complementary skills in team building which can be identified based on the individual CVs and personality assessment. This chapter also focuses on key traits of an empirical organization such as collective competence, reciprocal obligations and decision making by leaders.

Chapter 6 identifies key enablers of corporate entrepreneurship which include communication campaigns, coaching programs, financial transformations etc. Moreover, this chapter also emphasizes on the increasing role of peer-peer learning systems in entrepreneurial organizations which are basically nurtured through HR policies. Chapter 7 illustrates various devices used to nurture corporate entrepreneurial culture in any organization. The chapter substantiate that despite differentiated organizational scope and integration, these devices are basically classified into 7 categories namely; Entrepreneurship Cell, Entrepreneurial Pathways, Entrepreneurial Division, Entrepreneurship Booster, Entrepreneurial Mission, The Incubator Organization, and Entrepreneurial Hive. This chapter also depicts the utility of seven categories of entrepreneurial devices based on project needs of the organizations. Chapter 8 highlights the organizational design principles which are generally used for implementing corporate entrepreneurship. Chapter 9 outlines the behavioral and situational aspects of corporate entrepreneurship and finally motivates business executives to infuse corporate entrepreneurship in to organizational mission and vision. In conclusion, the present book appears to be informational for doctoral candidates who are planning to pursue their Ph.Ds in the area of 'Corporate Entrepreneurship'.

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#### *Authors' Profile*

**Santosh Kumar Sharma** has completed Ph.D (Organizational Behaviour) from Indian Institute of Technology (IIT) Roorkee, Uttarakhand, India. He has been affiliated with institutions of national importance such as Indian Institute of Management (IIM) Jammu, India and National Institute of Technology (NIT) Hamirpur, Himachal Pradesh, India. He has interest in Human Resource Development and Educational Leadership.

**Sucheta Agarwal** is working as an Assistant Professor in Institute of Business Management, GLA University Mathura, India. She did her Ph.D. from Department of Management Studies, Indian Institute of Technology, Roorkee, India in women entrepreneurship. Her areas of interest are education, entrepreneurship, human resource management, and organizational behavior. She has several publications and has contributed several research papers to SCOPUS abstracted and ABDC ranked journals of international repute. Her recent publications were in International Journal of Social Economics (Emerald UK); Journal of Asia Business Studies (Emerald, UK), International Journal of Entrepreneurship and Small Business (Inderscience), to name a few. She has also presented many papers in national and international conferences in India and outside India. She is recipient of 'Young Research Scholarship Award' at AIT Bangkok by GRDS and 'Young Woman Management Researcher Award' by AIMS International. She is also having 'Outstanding Reviewer Award' awarded by Elsevier in her credit. She is a supervisor for doctoral scholars as well as many masters' students. She is also working as guest editor for a reputed journal namely International Journal of Educational Management (Emerald, UK) and Journal of Enterprising Communities: People and Places in the Global Economy (Emerald, UK).

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