

Introduction

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The choice of a career is a complex and multifaceted process that includes all the spheres of a person's life (Hall, 1996). For one hundred years attempts have been made to classify the factors that influence this process. Most of these attempts include such factors as aptitudes, interests, resources, limitations, requirements and opportunities. Parsons (1909/1989, p. 5), for example, stated that 'in the wise choice of a vocation there are three broad factors: 1. A clear understanding of yourself, your aptitudes, abilities, interests, ambitions, resources, limitations and their causes. 2. Knowledge of the requirements and conditions of success, advantages and disadvantages, compensations, opportunities and prospects in different lines of work. 3. True reasoning on the relations of these groups of facts'. Parsons's work served as the cornerstone in the development of modern counseling theories that center on the person–environment fit (e.g. Edwards et al., 1998; Kristof, 1996; Swanson, 1996).

In the 1950s, Ginzberg (1951) classified the factors that influence career choices into: self, reality and key people, while Super (1953, 1957) classified them into: (1) Role factors – the self and the role; (2) Personality factors – intelligence, special abilities, preferences, values, approaches to work, 'personality' and general adaptability, and (3) Situational factors – social and economic status of the parents, religious background, home atmosphere, parents' approach, the general economic situation, a state of war or peace, and training opportunities. It is common today to view vocational choice as a process, the way Ginzberg did, and as an ongoing process that continues throughout the person's life, the way Super did. The modern perspective of 'life career development' is broad and holistic (Gysbers et al., 1998). It 'encompasses all spheres of activity and all corresponding facets of personal identity' (Hall, 1996, p. 7).

Despite their strengths, modern theories of vocational choice also have some serious weaknesses (Tang, 2003). One such weakness, which has been the focus of repeated criticism, is that they are not sophisticated enough in terms of their theoretical underpinnings and rarely extend to other countries outside the USA. It has been noted, for example, that they do not include the influence of contextual factors (such as educational and socioeconomic

background, and the environment in which one grows up) (Tang, 2003). Growing globalization of the workforce increases the need to understand the cultural context of their work. The conclusion of nine analyses of modern career theories is that there is need for advance theory that is more contextual and multicultural (Savicas, 2003).

One response to this criticism has been the postmodern perspective. Postmodernism broadens career theories by focusing on plurality of perspectives, on the different social constructions of reality represented by different cultural perspectives and on the importance of the meaning individuals give to their experiences (Thorngren and Feit, 2001). Multiple points of view and cultural influences are central to postmodernism, a theoretical perspective that has already influenced our understanding of careers (e.g. Peavy, 1997; Richardson, 1993). The book sheds light on various antecedents, correlates and consequences of career choice in two very special professions – management and entrepreneurship – from different cultural, disciplinary and theoretical perspectives.

Managers and entrepreneurs are key players on the organizational stage, both described as enactments of archetypes, management as the activity of introducing order by coordinating the flow of things and people toward collective action; entrepreneurship as the making of new worlds (Czarniawaka and Wolff, 1991). Owing to their leading role, managers and entrepreneurs are often considered to have a major impact on the economy and social progress of nations. As such they are the focus of great interest. A large and steadily growing research literature attests to this interest. However, traditional studies of managers and entrepreneurs tend to be discipline specific (including, for example, the fields of psychology, sociology, economics, political science, or specific areas of management), with each discipline focusing on a different aspect of management, using different theoretical underpinnings and methodologies with little awareness of relevant data obtained in other disciplines. Little research has focused directly on the career choice of managers and entrepreneurs. This timely book addresses their career choice at the start of their careers as MBA (Master of Business Administration) students and in later stages of their careers. The focus on MBA students enables an exploration of a hotly contested issue regarding the value of an MBA education. The distinguished group of contributors examined whether it is possible to train managers and entrepreneurs and whether MBA study delivers its promised career outcomes in general and for groups across the fault lines of ethnicity and gender in particular.

The book is the most recent stage in a process that started in August 2003 in a Discussion Session held at the Academy of Management annual convention in Seattle, Oregon and led by Mustafa Özbilgin and Ayala Malach-Pines. It is hard to imagine a more typical Muslim name than Mustafa and

a more typical Israeli name than Ayala, and a session led by Mustafa and Ayala raised some eyebrows as well as interest. It was titled 'Careers in the Middle East' and was the start of a great friendship and collaboration.

The next three-part stage included: an international symposium titled 'Work and non-work relationships, values and attitudes: A multi-cultural perspective', which was held in 2004 at the American Psychological Association convention; an international symposium titled 'Antecedents Correlates and Consequences of Career Choice in Management. A Multicultural and Interdisciplinary View', held in 2005 at the Academy of Management convention; and an international symposium titled 'An international interdisciplinary perspective on the antecedents, correlates and consequences of career choice in management', held in 2006 at the International Congress of Applied Psychology, in Athens, Greece. The participants in these symposia were an international, interdisciplinary group of scholars who joined forces with Ayala and Mustafa to create a new multifaceted vision of career choice in management and entrepreneurship in the twenty-first century. The scholars, both young and senior, come from China, Ghana, Greece, Hungary, India, Israel, Korea, North Cyprus, Turkey and the UK, and represent different disciplines, including: Business Management, Business Administration, Organizational Behavior, Public Administration, Political Science, Sociology, Clinical, Social and Organizational Psychology. They all share an interest in the multifaceted relationship between the antecedents of career choice in management and entrepreneurship (e.g. the environmental, sociological, familial and psychological influences propelling some people to become managers and entrepreneurs); the correlates of such career choices (e.g. MBA education and training) and a variety of outcome variables (e.g. national indicators of economic success and citizenship as well as personal indicators of job satisfaction). The cross-cultural interdisciplinary perspective enabled an examination of the role that culture plays in young people's path to become managers and entrepreneurs, including identification of certain groups (e.g. minorities and women) who do not always reach their full potential. The group jointly constructed a research instrument. The instrument addressed different aspects of career choice from different theoretical perspectives, and was translated by members of the group into different languages after much deliberation over the use of items that touched certain cultural sensitivities. All questions in the instrument were answered using similar scales. The three chapters in the first part of this volume are based on this cross-cultural study. However, some of the other chapters in the book were also written by members of the Career-Choice Research Network. The writers of these chapters address different aspects of career choice from different cultural and theoretical perspectives, focusing on different parts of the

jointly collected data set. The participants in the cross-cultural study were all MBA students assumed to be similar in age, education, social and economic status, and career goals, and old enough to have some work experience. Most samples included a similar number of men and women. It should be noted that many of the respondents in the UK and Cyprus samples were foreign students, representing the situation in most MBA programs in these countries.

The combination of divergent cultures and an interdisciplinary perspective, using a jointly constructed research instrument, has generated a wealth of data. In the first part of the volume, each of the three chapters addresses a certain aspect of this multilayered view of career choice, discusses its specific theoretical underpinnings within the larger postmodern perspective, presents the relevant data gathered from the joint study, comments on the relevance of the data to the particular culture, and addresses the findings' theoretical and practical implications. Altogether, the three chapters offer a demonstration of both the promise and challenge involved in this type of cross-cultural interdisciplinary collaboration. The first chapter (Dexter et al.) describes the convergence and divergence of influences on career choice in management based on a comparative analysis of influences on career choices of MBA students in China, Ghana, Greece, Israel, Korea, North Cyprus, Turkey and the UK. This chapter provides the most comprehensive account of the collaborative study. It is followed by a chapter (Malach-Pines and Kaspi-Baruch) on the influence of culture and gender in the career choice of aspiring managers and entrepreneurs in Israel as compared to the UK, Turkey, North Cyprus and Hungary. In the third chapter, Agnes Utasi examines value preferences of management students in Hungary as compared to Cyprus, the UK and Israel, focusing on the influence of collectivistic attitudes and solidarity.

The second part of the book focuses on early influences on the career choice of managers and entrepreneurs, especially family influences. Within the plurality of perspectives offered in the book, this part can be viewed as representing the psychoanalytic perspective. This perspective contributes to life career development theories the dimension of unconscious career choices, based on the notion that 'the work that any person undertakes in almost any environment, excepting only the extremes of slavery and imprisonment, is to some extent determined by personal choice, made at several levels of consciousness' (Pruyser, 1980, p. 61). According to the psychoanalytic perspective, the unconscious determinants of a vocational choice reflect one's personal and familial history. People choose an occupation that enables them to replicate significant childhood experiences, gratify needs that were ungratified in their

childhood and actualize occupational dreams passed on to them by their familial heritage (Bratcher, 1982; Kets de Vries, 1991, 1995; Obholzer and Roberts, 1997; Osipow and Fitzgerald, 1996; Pines and Yaffe-Yanai, 2001; Roe, 1956).

The family background and psychological make-up of managers and entrepreneurs have been the focus of extensive research. One branch of this research focused on the inner life and unconscious forces that compel people into their career choice and determine their behavior as managers and entrepreneurs (e.g. Kets de Vries, 1991, 1995, 1996; Pines, 2003; Pines et al., 2002; Zaleznik, 1991). This research, which was based on psychoanalytic work with managers, revealed, for example, that a high percentage of the fathers of successful managers were themselves successful managers and were distant fathers who did not have an intimate relationship with their sons. People who are unconsciously propelled to be managers have a reflexive longing to be in charge, in control, to be the father (Zaleznik, 1991). And a comparison between successful entrepreneurs and high-level managers demonstrated the managers' positive identification with their fathers as compared to the entrepreneurs' negative identification with theirs (Pines, 2003; Pines et al., 2002).

The second part starts with a more general perspective offered in Alexandra Beauregard's chapter (Chapter 4) on family influences on the career life cycle and Karakitapoğlu-Aygün and Sayım's chapter (Chapter 5) on the role of various relationships in the career choice of Turkish MBA students. The next two chapters are based on the psychoanalytic perspective. Gilat Kaplan's chapter (Chapter 6) describes the background and personality of serial high-tech entrepreneurs and managers in Israel, and Yaffe-Yanai et al. in their chapter (Chapter 7) focus on the family profiles of Israeli entrepreneurs and managers.

The third part of the book addresses the cultural determinants associated with the choice of a career in management and entrepreneurship (or, in one case, the choice to get out of a business career). An examination of the role of culture offers insights into the attributes of entrepreneurs and managers that vary, as compared to those that do not vary, with cultural contexts. McGrath et al. (1992), in their discussion of the question 'does culture endure or is it malleable?', suggest that entrepreneurs from different cultures share certain values that differentiate them from non-entrepreneurs. And, as noted by Chimo-Vugalter and Lerner in their chapter (Chapter 8), because different countries have distinct and sometimes contrasting cultures, there is a strong need for cross-cultural studies to increase our understanding of intercultural influences on entrepreneurs and managers.

In response to Leong and Brown's (1995) criticism of research on contextual variables in vocational psychology that has focused on establishing

either cultural validity (across different cultural groups) or cultural specificity (focus on a specific cultural group), the book in general, and the first and third parts in particular, attempts to combine both perspectives by comparing a focus on different countries with a focus on one particular country.

The first two chapters in Part III represent cultural validity as both present a comparison between two cultures (in the first, a comparison between Israeli and Canadian MBAs; in the second a comparison between Australian and American MBAs). The second two chapters represent cultural specificity as both focus on one culture (in one, German-owned subsidiaries in France; in the other Israeli high-tech entrepreneurs). More specifically, in the first chapter (Chapter 8) Chimo-Vugalter and Lerner focus on Canadian and Israeli MBA graduates as they compare and contrast entrepreneurs and non-entrepreneurs. In the second chapter (Chapter 9) Richardson et al. focus on Australian and American MBA graduates as they address the question of what motivates them to change to a teaching career. In the third chapter (Chapter 10) Dörrenbächer and Geppert focus on German-owned subsidiaries in France as they address the impact of foreign subsidiary managers' sociopolitical positioning (which includes such things as national descent, professional background and personal career orientation) on their career choices and their subsequent strategizing for subsidiary evolution. And in the fourth and last chapter in this part (Chapter 11) Dvir and Malach-Pines focus on successful Israeli high-tech entrepreneurs as they describe the cultural determinants of their career choice.

The fourth part of the book contains three chapters that examine career development and MBA education from multidisciplinary perspectives. Studying careers from across disciplinary divides helps overcome two of the common problems in the study of careers: overemphasis of macro-, meso- or micro-perspectives (Özbilgin et al., 2005) and absence of sophistication in theorization of careers (Tang, 2003). The chapters in this section bridge sociological, psychological, management and political perspectives, transcending their variable foci on levels of analysis and levels of sophistication in their conceptualization of career choice and MBA education. Vigoda-Gadot and Grimland's chapter (Chapter 12) examines career development and values change among MBA students from a public administration perspective. Burke and Ng's chapter focuses on business students' views on jobs, careers and the job search process, bringing forth the implications for universities and employers (Chapter 13). Recognizing that career choice is studied in the process of education, Baruch and Blenkinsopp argue that business education itself can be framed as career choice (Chapter 14).

Whilst Part IV focused on career development and MBA education, Part V goes on to examine education, training and learning for managers and entrepreneurs. The homology of the debates on learning, entrepreneurship and management is a long-standing discussion on whether the two are innate or learned. Transcending these traditional arguments, Nooteboom (2000) has highlighted that whatever its origins and essence, learning in organizations and economies should be studied from multi-level and interdisciplinary perspectives. The chapters in this section serve to achieve this goal. Chell's chapter (Chapter 15) provides an assessment of the role of integrative capability in training and development of managers and entrepreneurs. In Chapter 16, Rae examines career making and learning for mid-career entrepreneurs. Costanzo and Tzoumpa (Chapter 17) provide an assessment of the engaging manager and the role of knowledge absorptive capacity from an organizational life-cycle perspective. The final chapter in the part is by Özbilgin and Tatlı (Chapter 18), who focus on career constraint in work placement and training experiences in the creative and cultural industries in London.

Career choice and diversity is studied in Parts VI and VII of this book. The interplay between career choice and diversity by ethnicity (Part VI) and gender (Part VII) are explored in depth. Whilst some authors have viewed career choice through very individualistic lenses, emphasizing the role of self in choice (Hakim, 1991), others have highlighted the influence of social context on choice (Gerson, 1986) and on self-assessment (Correll, 2001). An explicit focus on diversity by ethnicity and gender allows an understanding of social constructions of career choice by differently positioned groups and individuals. Part VI examines ethnic differences in experiences of career and career choice. The first chapter in the section is by Carter et al. (Chapter 19) and examines why and how nascent entrepreneurs make their career choices. Syed presents an exploration of career choices of skilled migrants and argues for a holistic perspective in Chapter 20. İnal and Karataş-Özkan offer a comparative study on career choice influences of Turkish Cypriot restaurateurs in North Cyprus and the UK (Chapter 21).

In the last part of the book (Part VII), three chapters examine the role of gender in career choice. Simpson and Sturges (Chapter 22) focus on gender and intrinsic and extrinsic benefits of MBA education. Two of the chapters examine the gender and ethnicity interplay, exploring issues of intersectionality: Sequeira and Bell examine the value of MBA education and its role in entrepreneurship for women and people of color in Chapter 23. Forson's chapter (Chapter 24) presents an assessment of intersectionality, context and choice in self-employed black women's careers.

DESCRIPTION OF CHAPTERS

Part I Career Choice of MBA Students from Cross-National and Interdisciplinary Perspectives

In Chapter 1, Dexter et al. take a critical perspective on career choice, focusing on the significance of the context and relational dynamics of career choice and development by exploring the national, sectoral and cultural dynamics of career choice in each country under study. The findings of the cross-cultural survey study suggest that cross-national similarities are stronger than differences. Two different reasons are explanatory for these apparent similarities: the unifying impact of MBA internationally and the neoliberal influences in the form of elevating individual and agentic frames of thinking over social and structural frames of reference. In terms of future research and practice, three major concerns are identified: lack of awareness of path dependencies in the respondent population; lack of awareness of social conditions that shape choice; and lack of critical reasoning skills. The implications for career advisers are reported in the study.

In Chapter 2, Malach-Pines and Kaspi-Baruch address the influences of culture and gender on the career choice of MBA students aspiring to be managers and entrepreneurs. The study described aimed to shed light on various antecedents (e.g. the influence of key people) and correlates (e.g. the meaning of work) of the career choice of MBA students in Israel, the UK, Turkey, North Cyprus and Hungary. The study attempted to establish both cultural validity (across the five cultural groups), as well as cultural specificity (focus on a specific cultural group – Israel). Five hypotheses were examined: based on evolutionary and psychoanalytic theories, gender differences in variables related to career choice in management and entrepreneurship were expected to be more consistent and larger than the cross-cultural differences; based on social role theory, it was hypothesized that both gender and cross-cultural differences would be found; based on social construction theory, it was hypothesized that cross-cultural differences would be larger than gender differences. Findings showing consistently larger cross-cultural differences than gender differences did not support the evolutionary and psychoanalytic theories, partially supported social role theory, and strongly supported social construction theory. Based on existential theory, it was hypothesized that the meaning of work would be more important to Israeli students than it would be to students in other countries. This hypothesis was confirmed. Based on studies comparing entrepreneurs and managers, differences were expected between students aspiring to be entrepreneurs versus aspiring to be managers. This hypothesis was not confirmed, suggesting that an MBA may be more relevant to the

career aspirations of students who want to be managers than those who want to be entrepreneurs.

In the third and last chapter of the section (Chapter 3), Utasi focuses on the values, especially those concerning collectivism and solidarity, of MBA students in Hungary as compared to North Cyprus, the UK, Israel and Turkey. The chapter describes various distinctive features of Hungarian society and offers a sociological analysis that addresses both the similarities and differences found between Hungarian students and students in the other countries. Utasi explains similarities found by the influence of globalization. The differences found are explained by the influence of socialization in general, and in the case of the Hungarian students by the influence of a value-ambivalent society that underwent four decades of socialism, with its destructive effect on traditional communities, and since 1989 has moved towards a neocapitalist market economy characterized by extreme individualism.

Part II Early Influences on the Career Choice of Entrepreneurs and Managers

The second part of the book focuses on family influences on the career choice of managers and entrepreneurs. It starts with Beauregard's discussion (Chapter 4) of the myriad ways in which one's family and personal life can affect one's career. A review of the literature demonstrates that career choice is influenced by people's values, attitudes and expectations concerning how work should be balanced with the rest of their life. Individuals are also susceptible to influence from their families of origin with regard to occupational choice and balancing work and family. Career advancement, decisions to change jobs or accept a geographical transfer are often affected by family commitments. The chapter identifies some of the implications of combining a career with a meaningful life outside work, for both organizations and individuals.

The second chapter (Chapter 5) explores the importance and functions of different relationships (e.g. mother, father, relatives, colleagues) in the career choice of Turkish MBA students. Understanding those relational influences is especially important in Turkey, which is characterized by a close network of ties of family and friends. The chapter also examines the links between individualistic and collectivistic value orientations and the influence of relationships on career choices. It reports the results of a study that show that fathers were rated as having the greatest influence, followed by lectures and mothers. Individualism was positively associated with being influenced by one's colleagues and managers. Furthermore, supporting the patriarchal nature of Turkish society, collectivism was closely

associated with the involvement of fathers in the career decision-making process. To further clarify the role of relationships in career choices, interviews were conducted with 13 students. The data revealed that most of them made their decisions themselves. They referred to parents, relatives (uncles, aunts, siblings), senior managers, friends and lecturers, but did not identify any one particular individual as the most influential in their decisions. These results are discussed with reference to their theoretical and practical implications.

The third chapter in this part (Chapter 6), written within a psychoanalytic perspective by Kaplan, focuses on highly successful Israeli serial high-tech entrepreneurs and a comparison sample of high-ranking managers who were interviewed about their background and personality. The results of the comparison revealed that the entrepreneurs and managers share certain resemblance in traits and background: both tend to be highly educated (an MBA degree is common), with rich vocational experience, a complicated and highly demanding workplace, high degree of responsibility and autonomy, certain entrepreneurial qualities (that the CEOs share with the entrepreneurs). However, while most entrepreneurs were first-born (both objectively and psychologically), the majority of the executives were not (only 30 percent were). In addition, the early childhood experiences of executives seemed to be better than those of entrepreneurs, especially in terms of relationship with the father. The different childhood experiences facilitated the development of entrepreneurial traits such as unwillingness to accept authority, emotional instability and thinking out of the box. In addition, growing up in Israel involves two cultural themes: the struggle for existence and military service.

The fourth and last chapter (Chapter 7) was written by Yaffe-Yanai et al. based on their extensive experience in consultation and career development with owners and managers of enterprises. The chapter presents a psychological portrait of the typical entrepreneur, as compared to the typical manager, along with their 'passion quests' and distinct relations to their business. It suggests that they come from a different family dynamic, with different energy sources and motivations.

Entrepreneurs were often raised in relatively chaotic families in which the child was hardly visible. The fathers were often absent either physically or psychologically, and the mothers were often passionate dreamers, mostly of unfulfilled dreams. Managers, on the other hand, were usually raised by attentive parents, who had high expectations of them and, consequently, criticized them often. Their mothers were mostly well-functioning women. As for their typical dialogue, while entrepreneurs typically ask 'why' and strive to leave a legacy, managers ask 'how' and strive to be effective and to do a good job. Recommendations are made as to the nature of dialogue

that may promote the consultation process with entrepreneurs and with managers.

Part III Entrepreneurs and Managers' Career Choice: Cultural Determinants

In the first chapter (Chapter 8) Chimo-Vugalter and Lerner compare the career paths of MBA graduates who became entrepreneurs with those of their MBA colleagues who did not, in Canada and in Israel. The focus on MBAs enabled an examination of a population with a relatively high propensity to undertake entrepreneurial careers. The chapter addresses the question: do demographic attributes, personality characteristics and family career patterns help distinguish MBA graduates who became entrepreneurs from MBAs who did not, in both the Israeli and the Canadian samples? And do cultural differences between Canada and Israel help distinguish the career paths taken by their respective MBA graduates?

Findings reported in the chapter show that the propensity to pursue an entrepreneurial career is higher for both Canadian and Israeli MBA graduates than it is for the general population. Furthermore, great cross-cultural similarity was found between the Canadian and Israeli MBA graduates in the propensity to pursue an entrepreneurial career. Multivariate examinations of the effect of career patterns, demographic factors and personality variables revealed that several of the variables included within these three clusters distinguish entrepreneurs from non-entrepreneurs in the Canadian and the Israeli samples.

In the second chapter (Chapter 9), Richardson et al. focus on individuals in Australia and the USA who previously pursued business-related careers, but were changing careers into primary and secondary school teaching. The authors first discuss the characteristics of those career switchers and then discuss their reasons for having chosen to leave a career in business and pursue instead a teaching career. It turns out that the career switchers perceived teaching as a career that is highly demanding, and one that provides for low return in terms of salary and social status. The fact that the career switchers were high on the intrinsic value of teaching suggests that teaching may afford different types of rewards that are not always inherent in business careers such as management or entrepreneurship.

Based on three case studies of German subsidiaries in France, the third chapter (Chapter 10) examines how foreign subsidiary managers' idiosyncratic actions as well as the political nature of headquarters–subsidiary relations influence subsidiary evolution. In line with a study on the impact of dominant actor groups on organizational control, the authors try to establish a link between the foreign subsidiary managers' nationalities,

professional backgrounds and personal career orientations – referred to as the sociopolitical positioning of foreign subsidiary managers – their individual career choices and their follow-on strategizing with regard to the evolution of their subsidiaries. The chapter is based on an empirical study that focused on how subsidiary mandates (defined as temporary responsibilities either allocated by the headquarters or acquired by the individual subsidiary) are gained, developed or lost over time.

In the fourth and last chapter in this part (Chapter 11), Dvir and Malach-Pines describe the cultural determinants of the career choice of highly successful high-tech entrepreneurs in Israel. Israel has an unusually high number of high-tech entrepreneurs and companies, and is among the world leaders in high-tech start-ups. The success of Israeli high-tech entrepreneurs has raised curiosity worldwide, but very little academic research attention. The chapter examines two empirical studies that reveal interesting information about the determinants of the career choice of Israeli high-tech entrepreneurs. The studies reveal a certain common background (e.g. first-born, comes from a small family, is highly educated, has an advanced degree in a technical field, pursues a technical profession, served in the army in either a technical or a combat unit, was an officer and commanded people). In-depth interviews with these entrepreneurs reveal the powerful influence of the army service on their career development as well as the influence of Israeli culture.

Part IV Multidisciplinary Perspectives on Career Development and MBA Education

The first chapter (Chapter 12) of this section is by Vigoda-Gadot and Grimland. The authors examine career development and values change in graduate studies from theoretical perspectives. The chapter deals with citizenry values and career development among graduate students in Business Administration (MBA) and in Public Administration (MPA) departments. The chapter focuses on a new type of protean career and on its contribution to forming citizenship values of various aspects (individual, collective, organizational and communal/national). MBA and MPA students are viewed as the potential future leaders in the business and public systems. The chapter explains how such values may be encouraged among them and what can be the expected benefits for businesses and for society. Because the modern type of career is values-driven, the mechanism that links values and career behavior will be explained. The mechanisms of COR (conservation of resources)/value priority and citizenship value levels of impact are proposed as a combined model that can explain and predict better than other models the behavior of the MBA/MPA population. Based on COR

principles, people tend to choose behaviors (career) that are congruent with their principal values and work/ behave accordingly. This manner of action takes place in the individual/organizational–communal or national level, and in the collective/organizational–communal or national layer. The chapter sets the ground for future empirical studies in this direction and offers some implications for such efforts.

The second chapter in this section addresses business students' views on jobs, careers and the job search process with specific implications for employers and universities. The chapter by Burke and Ng (Chapter 13) argues that university students continue to be a major source of hiring for skilled jobs such as managers. They are technologically aware and eager to learn, which makes them highly desirable in today's job markets. Business students were chosen because they are more likely to enter managerial and professional ranks, and will be highly sought after by organizations. Business schools have traditionally been a training ground for management education and a source of supply of managers to employers. The study on which the chapter is based explored the career aspirations and expectations, career choices and job search behaviors among a sample of 4851 university students enrolled in a business program. Specifically, it examined what attracts them to future opportunities, how they explore potential employers, and how they make career decisions. Findings show that cooperative students have more realistic expectations about their careers, and indicated knowledge of the specific industry, company, or career they were interested in, than non-cooperative students. The findings can provide an insight into the future of Canada's graduates and how well universities are supporting their careers.

In Chapter 14, Baruch and Blenkinsopp examine business education as a career choice. They argue that following the golden age of the MBA in the 1980s and 1990s, there has been diversification of business education, where alongside the 'traditional' MBA more specialized master's degrees are on offer, as well as a growing number of undergraduate degrees in business, management and related areas. While the MBA is still considered the flagship of business education, other alternatives are now on offer for prospective business students. In this chapter the authors discuss the value and relevance of business education as a career choice for individuals, and review the benefits versus possible pitfalls for managers and entrepreneurs in the global marketplace for these degrees.

Part V Education, Training and Learning for Managers and Entrepreneurs

In this first chapter (Chapter 15) of this part, Chell evaluates the role of integrative capability in training and development of managers and

entrepreneurs. Providing a critique of the nature of managers and entrepreneurs, Chell offers a discussion of situation-capability in respect of the respective roles of managers and entrepreneurs. The chapter goes on to argue that situation-capability alone as a skill to enable entrepreneurs and managers to perform effectively is arguably necessary but not sufficient. Therefore the key components and ingredients of the creation of new knowledge and innovations are explored. Arguing for a context-sensitive exploration of life courses and sense-making experiences of managers and entrepreneurs, the chapter criticizes essentialist and biologically deterministic approaches to management and entrepreneurship. The chapter offers a range of suggestions for program designs that are conducive to foster training and development of managers and entrepreneurs.

Rae's chapter (Chapter 16) on career making and learning for mid-career entrepreneurs explores the concept of mid-career entrepreneurship, with particular reference to career making as a learning process. Rae explains that mid-career entrepreneurs (MCEs) are those who, aged approximately 35–55, decide to start a business venture after a period of work as an employee. Therefore mid-career entrepreneurship suggests a curious case of a voluntary or enforced career change. The chapter examines 'career making' for managers and entrepreneurs in mid-career from a learning perspective, explaining why such an emphasis on learning is important.

In Chapter 17, Costanzo and Tzoumpa provide a conceptual exploration of the 'engaging manager' concept by drawing on the theory of the organizational life cycle, which allows for a reading of the growth phase of the firm with its specific management requirements. The authors argue that the 'engaging' type of management style is particularly needed in the process of growth, where the management is faced with survival challenges. In the growth stage, firms need 'entrepreneurial management', which is realized by the knowledge-absorptive capacity. The chapter goes on to demonstrate that conceptualization of knowledge-absorptive capacity as a key capability of the 'engaging manager' contributes to deepening our understanding of the mechanisms that shape the engaging manager's five styles of thinking.

The final chapter of this part (Chapter 18) is by Özbilgin and Tatli, who argue that work placement may provide a significant path to employment and entrepreneurial careers in creative and cultural industries. Drawing on a field study of higher education institutions (HEIs), host organizations and placement students in the London-based creative and cultural industries, the authors demonstrate that work placement also presents constraints, particularly to those students who do not fit the subjective requirements set by the host organizations. The process of work placement, from the outset of allocation of work placement opportunities to management and evaluation of the placement, is open to subjective bias. This subjectivity may limit the

choices of students from non-traditional backgrounds and may reduce the effectiveness of work placement in terms of enhancing personal and career development of students. Furthermore, the current arrangements of work placement fail to cater adequately for the students' needs to embark on careers in entrepreneurship, employment and management in the sector, starving them of essential experiences which could prepare them for successful future careers in the creative and cultural industries.

Part VI Entrepreneurs, Managers, Career Choice and Diversity: Minority Issues

The career reasons of minority nascent entrepreneurs are examined in Chapter 19. Carter et al. explain that self-employment has often been considered an important option for demographic groups whose minority status might restrict their entry into the workforce. The social policy value of supporting minority entrepreneurship is recognized in federal and state contracting regulations that contain minority set-asides, and in the creation of inter-city business incubators by local economic development officials. Yet the success of these efforts may be limited by an incomplete understanding of the motivations of minority entrepreneurs. Using the only available nationally representative data set that contrasts individuals in the process of starting businesses (nascent entrepreneurs) with individuals in a comparison group, the authors compared the reasons that minority (Black and Hispanic) nascent entrepreneurs offer for starting new businesses to those of White nascent entrepreneurs and to career choice reasons offered by the comparison group. Six separate categories of career reasons were examined, and differences by career choice and race and ethnic status were identified.

In his conceptual chapter, Syed investigates career choices of skilled migrants from a holistic perspective (Chapter 20). Reflecting on Ho (2006), Syed explains that the conventional policy reliance on human-capital-based research tends to simplify much more complex cultural-environmental challenges faced by skilled migrants in the host economies. However, the proponents of human capital theory insist that skilled migration may be considered as capital mobility (Boeri, 2006), and that employment in the migrant economies is a transitional phenomenon because employment markets generally function as an integrative institution, seeking best-qualified and cheapest workers regardless of ethnic backgrounds (Nee et al., 1994). This chapter probes these lines of inquiry and endeavors to offer a holistic perspective of career choices of skilled migrants. The chapter argues that skilled migrants are a people living within a sociocultural and historical context, constituting much more than

a factor of production flowing across international borders. Accordingly, there is a need to expand the research lens to incorporate economic as well as sociological and psychological aspects of migration.

The final chapter in this part (Chapter 21) is by İnal and Karataş-Özkan. It reports a study that seeks to generate comparative insights into the influences on career choices of Turkish Cypriot restaurateurs in North Cyprus and the UK. Drawing on the conceptual framework put forward, both career choices are examined. The study suggests three principal types of influences: family-related influences, economic influences, and self-related influences. These three influences form the basis of the formation of, and transformation between, different forms of capital that the participant Turkish Cypriot restaurateurs have developed in both North Cyprus and the UK.

Part VII Entrepreneurs, Managers, Career Choice and Diversity: Gender Issues

In the first chapter in the last part of the book (Chapter 22), Simpson and Sturges study gender and intrinsic and extrinsic benefits of the MBA. The chapter reports findings from a qualitative research study conducted at a leading business school in Ontario, Canada. The research explores the argument that MBA has gendered benefits, as men are more likely to gain extrinsic benefits in terms of pay, status and marketability, whilst women are more likely to perceive that they gain intrinsic benefits. Findings of the study reported in this chapter suggest that, while both men and women gain intrinsic benefits from the MBA, they do so in different ways. The chapter goes on to explain these differences and the implications of such gender difference.

Sequeira and Bell assess the value of the MBA education and its role in entrepreneurship for women and people of color in Chapter 23. They explain that in the past two decades, many researchers have debated the value of the MBA degree, questioning its practicality and utility, and criticizing its ability to meet the needs of students. As students increase in diversity, with fewer Whites and men pursuing the MBA and more women and people of color doing so, it is important to investigate the utility of the MBA for these non-dominant group members. Thus this chapter considers the role that the MBA plays in career success for women and people of color and the extent to which the MBA prepares these groups for entrepreneurship. In so doing, it hopes to raise issues concerning whether women and people of color benefit from the MBA education and to emphasize the possible need for a different perspective when educating these groups and preparing them for business ownership.

In the very last chapter of the book Forson (Chapter 24) elaborates on intersectionality, context and ‘choice’, and examines the career choice influences of self-employed black women. It is well documented that career choice decisions of self-employed women are different from those of self-employed men. However, self-employed women are not a heterogeneous group and research on self-employed women has mainly focused on white women’s career experiences. Although African and Caribbean women have high participation rates of paid employment, they are grossly underrepresented in self-employment compared to Black and Minority Ethnic (BME) men and other women generally. This chapter examines the influences on the self-employment decisions of African and Caribbean women business owners from two sectors of the London economy – the legal and hair-dressing sectors – in order to contribute to an understanding of how migration, class, gender and ethnicity intersect in broader as well as more specific ways to affect the career choice decisions of black women. The chapter draws on literature on entrepreneurship as well as other sources to show how the women’s self-employment career choice discourse has developed and outlines the qualitative, layered yet intersectional approach that the study takes to the examination of the influences on the decision to choose self-employment as a career.

The volume addresses a very important area of human experience – the world of work – from a perspective that aims to illuminate what is the same and what is different across cultures. In the global village of the twenty-first century it is crucial to expand one’s vision to include other cultures and other theoretical perspectives beyond those offered by current vocational choice theories. The volume broadens these theories by focusing on the plurality of perspectives and the different social constructions of reality represented by different cultural perspectives.

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