



Managing Careers

Theory and Practice

Yehuda Baruch

FT Prentice Hall
FINANCIAL TIMES

List of figures	xi
List of tables	xiii
Abbreviations	xiv
Preface	xv
1 Introduction: career perspectives	1
Introduction	2
Career perspectives: individual v. organizational	2
What is a career?	3
Balancing individual and organizational needs	4
Labour markets	7
The changing nature of careers	9
Organizational careers: the rumours of their death have been premature	9
New psychological contracts: the evolution of employment relationships	10
Changing the rules of the game	14
Career systems and their multi-constituencies: who brings what, who does what	18
The impact of technology	25
Successful career systems	26
The HR matrix	28
From strategic HRM to strategic career systems	29
Summarizing exercise	29
Summary	30
Key terms	30
Discussion questions	31
Notes	32
2 Individual careers: career choice and career stages	37
Introduction: career – the individual perspective	37
Career choice	39
Internal, external and organizational careers	43
Individual models of career choice	44
Individual models of career stage and development	48
Personality and career	55
Summary	61

Key terms	61
Discussion questions	61
Notes	61
Appendix 2.1 The SMT Inventory: type description	65
Appendix 2.2 Description of Belbin's team roles	67
3 Individual careers and career models	69
Models of individual career development and the protean career	69
Studying individual careers	74
Career success	75
The Desert Generation phenomenon	83
Intelligent, boundaryless and post-corporate careers	87
How to reinvent and resurrect one's own career	89
Summary	93
Key terms	94
Discussion questions	94
Notes	94
4 Organizational career systems	98
From an individual-focused to an organizational perspective	99
The Career Active System Triad	100
Organizational career systems	103
Organizational frames and career dynamism	106
Strategic HRM, strategic career systems	107
Flexibility and competitive advantage	110
Flexibility as a strategic response	111
The blurring of boundaries	114
Outsourcing	115
Work stress and control over time	116
Alternative work arrangements	118
Organizational developments and career systems	123
Recruitment, selection and career systems	126
'New deals'	127
Empowerment	129
Evaluating career systems	133
Summary	136
Key terms	136
Discussion questions	137
Notes	138
Appendix 4.1 Psychological contract exercise	143
5 The dynamic nature of career management	146
Transitions	147
Career dynamism	151

Perpetual motion	153
The Peter Principle and organizational career systems	156
Career communities	159
Career networking	160
Careers as metaphors	161
Changes in specific occupations and the emergence of new vocations and business sectors	166
Change versus stability: implications for career systems	167
Summary	167
Key terms	168
Discussion questions	168
Notes	170
6 Career management practices	173
Introduction	174
The use of career practices: empirical evidence	175
CPM practices: clusters	179
Career practices for whom?	180
Career practices: detailed discussion	181
New CPM practices for the 2000s	195
CPM practices which require reassessment for the 2000s	197
From a collection to a collective: integrating practices into a system	199
Implications for organizations	202
Summary	202
Key terms	203
Discussion questions	203
Notes	205
7 Global career management	210
Introduction	211
The internationalization of careers: individual perspective	211
Individual characteristics of global managers	213
Global psychological contracts?	213
The Push/Pull model	215
Different national managerial cultures	216
Global career systems: the organizational perspective	218
HRM operating across borders: 'glocalized' careers	218
Expatriation and repatriation career strategies	224
Repatriation and reverse culture shock	232
Summary	235
Key terms	236
Discussion questions	236
Notes	237

8	Managing career diversities	240
	Introduction	241
	What is diversity?	241
	What is discrimination?	242
	What is management of diversity?	242
	Organizational initiatives for managing diversity	245
	Organizational approaches to tackling discrimination	247
	Procedural justice and distributive justice	249
	Specific groups and relevant issues	252
	Organizational policies and their importance in managing diversity	267
	Summary	269
	Key terms	269
	Discussion questions	270
	Notes	271
	Appendix 8.1 Diversity exercise	275
9	Conclusion: the future of career management	276
	Epilogue	276
	Back to basics	277
	Future trends	278
	Technology, e-business and careers	278
	Life or working career?	280
	Strategic career or career strategy?	281
	Lessons and challenges	282
	Notes	284
	Company index	287
	Author index	289
	Subject index	296