

Gertraude Krell (Hrsg.): **Chancengleichheit durch Personalpolitik**  
(Equality of Opportunity through Personal Politics)\*

Gabler Verlag, Wiesbaden, 4. Aufl. 2004, 469 S., € 49.90

This comprehensive volume about egalitarian personnel policies by the renowned management specialist Gertraude Krell already received considerable attention at the time when it was first published in 1997. Following the subsequent updated and expanded edition this book became the standard work for human resource management. The fourth, and once again completely revised edition has expended the professional view of gender mainstreaming and managing diversity. Newly developed legal norms concerning personnel management as well as current trends in egalitarian political deliberations are also discussed.

The multi-tracking of its theoretical foundation makes this book riveting reading not only for professionals and students of personnel policies but also for anyone interested in political issues concerning women. She sharpens the view of fields of action and of instruments that are of interest to entrepreneurs and managers, as well as women employees. Although the focus of the book is on management, the recommended procedures and suggested solutions are also applicable for employees of lower rank.

As author and co-author of many of the contributions, Krell distances herself from the usual practice of suggesting that social and humanitarian policies favoring women be introduced. For her, equality for women has nothing to do with emphasizing advantages for women or compensating for female shortcomings. She considers the notion that women are better or worse leaders merely because they are women as simple prejudice.

She takes account of the changes that have taken place in the world of work as a result of increasing competition. Globalization forces enterprises to develop and utilize the capabilities of their staff. In this sense equality/equal opportunity for women and men is not a political goal but rather a requirement of a forward-looking personnel policy. Women too must have a chance to achieve their potential to the fullest.

On the other hand, Krell criticizes the inclination of many enterprises that hold on to traditional management practices in the current crisis and continue to employ women in positions that do not utilize their full capabilities. She firmly demands a fundamental revision of outdated standards, a change that will benefit all participants.

In addition to theoretical reflections the book includes a wealth of practical recommendations and numerous examples of egalitarian personnel policies both from inside and outside Germany.

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Burke, Ronald J. / Mattis, Mary C. (eds.): **Supporting Women's Career Advancement. Challenges and Opportunities\***

ISBN 1 84376 633 7, Cheltenham, UK/Northampton, MA., USA: Elgar Publishing, 384 pp., brit. £ 75.00

The fact that women still are underrepresented in management positions, although there are many highly qualified and ambitious women in the workforce has been discussed extensively. Since there does not appear to be a lack of formal qualifications, more subtle mechanisms of exclusion are likely to be prevalent. Research concerning these mechanisms as well as strategies how to support women's professional careers has been growing for years. For this reason, a summary volume, such as the book edited by Burke and Mattis that is directed toward both academics and practitioners and provides a comprehensive survey of the state of the art research in this field is very welcome.

The Volume includes 15 contributions, divided into five parts. The first three are mainly research-oriented, while the latter two focus on practice. Following the introduction, chapters 2 (*Burke*) and 3 (*Tharenou*) provide reviews of research findings on the under representation of women in top management positions. They show the numerous barriers highly qualified women face on their way to top management positions and also discuss organizational, social and individual factors related to women's career advancement – or lack of it. Additionally, interesting questions for further research as well as practical implications are proposed.

Chapter 4 (*Altman, Simpson, Baruch and Burke*) deals with the 'glass ceiling,' the complex mixture of mechanisms obstructing women's advancement to top management positions. The authors start with the observation that there are no substantial gender differences in the career advancement of younger professionals whereas they do exist for older ones, then go on to outline scenarios for demolishing or at least raising the 'glass ceiling'.

Chapter 5 (*Vinkenburg and van Engen*) is devoted to stereotyping and subjective theories about gender and leadership behaviour. Research findings show that leadership still is equated with masculinity and or at least androgyny. Interestingly, female leaders themselves have preconceived ideas of leadership that is more masculine or androgynous than their self-image.

In chapter 6 (*Line Germain and Scandura*), one of the most popular career-supporting strategies – mentoring – is described. The authors stress the importance of self-determination for protégés, who should play an important part in choosing their mentors.

The focus of chapter 7 (*Gordon and Whelan-Berry*) is on women professionals between ages 35 and 50. Empirical findings indicate that middle-aged women develop new mental models and standards for assessing their lives, including their social relationships and their careers. This so-called 'recalibration' provides a great opportunity for both the women and the organizations that employ them.

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Chapter 8 (*Mainiero*) deals with workplace romances and the potentially destructive responses of co-workers and managers to such relationships, as well as the ethical dilemmas faced by the individuals involved. The author suggests an ethical code of conduct in order to minimize their negative effects.

Chapters 9 (*Duxbury and Higgins*) and 10 (*Weil and Kivland*) are about work-life balance. The authors report findings of both quantitative and qualitative studies concerning conflicts between the work and the life sphere and how they can be reduced. As in these two chapters, rich examples for (best) practices are also presented in four of the five remaining chapters. They focus especially on women engineers (chapter 11; *Mattis*), women of colour (chapter 12; *Giscombe*), focusing especially on two companies with outstanding initiatives for supporting women (chapter 14); *Mays, Grabam* and *Vinnicombe* and chapter 15; *Rutherford*).

Several of the examples provided here are embedded in the larger context of managing diversity and some of them highlight the importance for the business of supporting women effectively.

The approach to diversity programs outlined in chapter 13 (*Levin*) is not so much best practice –oriented but is of great practical relevance. The author applies principles of product marketing to the internal promotion of diversity programs. Emphasis is also placed on the evaluation of such programs, a crucial but often neglected topic.

Two critical remarks are in order: There is some redundancy and more fundamental theoretical approaches would be useful. Apart from that, however, the book can be highly recommended for both academics and practitioners. Altogether, the volume is an impressive, stimulating collection of concepts as well as practical examples, and well-written contributions provide information about a large spectrum of recent research findings.

## Gender in Management & Entrepreneurship: Four Recent Texts\*

Attila Bruni / Silvia Gherardi / Barbara Poggio:

### **Gender and Entrepreneurship: An Ethnographical Approach**

ISBN 0-415-35228-2, Routledge: London, 4<sup>th</sup> edition 2005, 231 pp., hardback \$ 125.00

Elisabet S. Hauge / Per-Anders Havnes (eds.):

### **Women Entrepreneurs: Theory, Research & Policy Implications**

ISBN 82-7634-667-7, Høyskoleforlaget: Kristiansand, 2005, 175 pp., softback \$ 35.00

**Sandra L. Fielden / Marilyn J. Davidson (eds.):** International Handbook of Women and Small Business Entrepreneurship

ISBN 1-84376-012-6, Edward Elgar: Cheltenham, 282 pp., hardback \$ 165.00

**Jane Pilcher / Imelda Whelehan:** 50 Key Concepts in Gender Studies

ISBN 0-7619-7036-3, Sage: London, 2<sup>nd</sup> edition 2005, 193 pp., softback \$ 34.00

Early research in entrepreneurship is characterised by a neglect of female entrepreneurs (Buttner & Moore, 1997) and a gender neutral approach (Baker, Aldrich & Liou, 1997). Today, the growing number of female entrepreneurs around the world (OECD, 2000) appears to be accompanied by an increase in published studies of the phenomenon. Here three of these manuscripts are reviewed, plus a fourth volume devoted to key concepts in gender studies.

Attila Bruni / Silvia Gherardi / Barbara Poggio:

### **Gender and Entrepreneurship: An Ethnographical Approach**

Although the study of entrepreneurship is, to a considerable extent, rooted in economics, entrepreneurship also has a cultural component that is the focus on this book. This book explores the production and reproduction of gender and entrepreneurship in social practice. It is composed of three main parts: (1) an analysis of extant gender and entrepreneurship research, plus the development of a theoretical framework of gender as social practice and entrepreneurship as masculine activity, (2) methodology and findings from ethnographic research in five Italian enterprises, and (3) a reflection on the discursive and narrative practice in entrepreneurship research. This book of-

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fers its readers a truly reflective and rigorous interpretation of the gendering of entrepreneurship, in addition to deep theoretical and methodological insights.

In the first chapter, the authors distinguish their approach to the study of female entrepreneurs from that in most of the literature. They make the case for entrepreneurship as a cultural model of masculinity and argue that “to study women entrepreneurs without examining the gender structuring of entrepreneurship is to legitimate the ‘gender blindness’ which renders masculinity invisible and turns it into the universal parameter of entrepreneurial action, the model with which every entrepreneurial act must comply because it is the norm and the standard value” (p. 2).

Thus, they depart from the empirical feminist approach of gender as a variable (e.g. Fielden and Davidson, 2005) and instead take the social constructionist view of entrepreneurship (see, for example, Downing, 2005). The concept ‘entrepreneur mentality’ describes not only the entrepreneurs’ language, but also the media coverage and academic research. The literature on female entrepreneurs presents their development as a process of ‘othering,’ and women entrepreneurs are depicted as inferior to their male counterparts.

This literature is critically examined, generating a list of explanations and inherent gender sub-texts. For example, the authors point to the explanation of women’s new ventures in services as being explained by previous employment in the industry, and the lack of technical skills and financial resources. These explanations have a gender subtext—that female entrepreneurs “construct ghettos” by starting businesses that require skills learned in their past work in sectors with low entry barriers and limited value. The authors go on to develop a theoretical framework of gender as social practice and entrepreneurship as a form of masculinity.

The next section of the book describes ethnographic research methodology (chapter three) and illustrates the cultural production and reproduction of gender in the social practices of entrepreneurs (chapter four). The ethnography is based on a week-long observation and participation in five different firms by a male researcher, and the subsequent analysis of his reports by a female researcher. The authors selected firms that are not unique or even exceptional, but rather are representative of many enterprises in Italy’s industrial districts. The rich, descriptive language portrays the cases vividly. For example, in the Erba men’s shirt enterprise (p. 90-98), this reader could easily imagine herself on the shop floor, overhearing the conversations and watching the interactions of Mr. and Mrs. Erba, the husband-wife owner-managers, with the background whir of the women employees’ sewing machines and the stale smoke of Mr. Erba’s cigarettes.

Chapter five features an extensive analysis that illustrates how the entrepreneurs’ identity is constructed through language. Finally, chapter six comments on the overlap between the entrepreneurs’ private and business lives. A helpful appendix reflects on the use of ethnographic methodology. In summary, this text is a must for scholars interested in gender theory, discourse analysis and ethnographic research methods.

Elisabet S. Hauge / Per-Anders Havnes (eds.):

### **Women Entrepreneurs: Theory, Research & Policy Implications**

Hauge and Havnes' edited volume has two stated objectives: to present women entrepreneurship research and to discuss its implications for developing policies to promote female entrepreneurship. The chapters in the first part of the book describe the characteristics of female entrepreneurs and possible explanations for differences between men and women. The next section explores several European countries' policies intended to promote female entrepreneurship. Finally, the book concludes with a discussion of future directions for research and policy.

The book's introductory summary of a number of early studies, while useful, does not do justice to the heterogeneity of female entrepreneurs that is revealed later in the chapters.

Part one is comprised of three contributions from Nordic scholars on the characteristics of Scandinavia's female entrepreneurs. Drawing on her research with Pia Arenius, Anne Kovalainen highlights the distinctions among the Nordic countries' (in this case, Finland, Sweden, Denmark and Norway) rates of female entrepreneurship. While these nations are commonly grouped together, the Global Entrepreneurship Monitor population studies in 2001 and 2002 reveal unique characteristics of female entrepreneurs in the four countries. For example, women's new venture start-up rates are correlated with education levels in Finland, household income in Denmark, and informal investment in others' businesses in Norway. Next, Alsos and Kolvereid's chapter offers an overview of over two decades of research on female entrepreneurs in Norway, belying four commonly held notions of female entrepreneurs. Part one concludes with Ljunggren's guided exploration of gender theory in female entrepreneurship research.

The second part of the book reviews government efforts to promote female entrepreneurship. This unique collection is based on contributions from scholar-practitioners in several European countries. Richardson and Bennett provide a case study of the networking policies used to promote female entrepreneurship by the organisation Women into the Network (WIN) in northeast England. Friederike Welter follows with a comprehensive review of the promotion of female entrepreneurship in Germany. Finally, Lotherington and Ellingsen develop a model of extending financial credit to female entrepreneurs based on several types of trust. The book concludes with brief policy recommendations from the editors.

### Sandra L. Fielden / Marilyn J. Davidson (eds.): **International Handbook of Women and Small Business Entrepreneurship**

This volume, also edited, consists of a selection of papers, mostly previously published, on female entrepreneurs. The book is divided as follows: (1) personality characteristics, motivation and behavior, (2) strategies and constraints, (3) experiences of individuals with varied ethnic backgrounds, (4) global perspectives and concluding with (5) a summary of the main issues, themes and proposals for new research directions, and implications for women entrepreneurs. These authors and editors have played a significant role in documenting the experience of female entrepreneurs and

business owners around the globe. An introductory chapter from the editors would have helped to define the field and highlight the overarching themes and contributions in the selected chapters. However, even without that, this compilation of international research on female entrepreneurs goes a long way to familiarize readers, especially those new to the field, with the various streams of literature and will likely be a key reference work for scholars.

### Jane Pilcher / Imelda Whelehan: **50 Key Concepts in Gender Studies**

Pilcher and Whelehan have assembled a work dealing with some of the major gender concepts, including a number of theories. The introduction provides an overview of the short but dynamic history of gender studies, with particular emphasis on advancements in the UK. There are succinct summaries of the concept, illustrative examples and references for further reading. The definitions are referenced and illustrate, albeit quite briefly, the evolution and application of the key terms.

This book would have benefited from the inclusion of an overall framework, describing the interrelationships of the key concepts, but is useful as it is. Many of the concepts were developed and refined in Literary Studies, Sociology, Philosophy and Women's Studies, are likely to be new and insightful for many management scholars trained in Psychology, Economics and Organisational Theory. For example, the extant management literature incorporates perspectives such as socialization, equality, post-feminism and post-modernism, but this volume introduces less-explored perspectives including the politics of identity and backlash.

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- Downing, S. (2005): The social construction of entrepreneurship: narrative and dramatic processes in the co-production of organizations and identities. In: *Entrepreneurship Theory and Practice*, March: 185-204.
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### Neva Goodwin / Julie A. Nelson / Frank Ackerman / Thomas Weisskopf: **Microeconomics in Context\***

ISBN 0-618-34599-X, Boston: Houghton Mifflin Company, 2005, \$79.56

What a pleasure to find an introductory microeconomics textbook that's written to support – rather than hinder – a comprehensive introduction to microeconomics! At

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last, a book that takes seriously the contributions of the household and the environment, emphasizes human wellbeing rather than GDP, discusses market structures as they are visible to students rather than as non-existent idealized types, explains something of the spectrum of schools of economics thought, includes historical and institutional context AND retains the core of the neoclassical analytical framework in a well-written, accessible textbook format!

In the nearly fifteen years that I've been teaching, I have found textbooks to be increasingly, frustratingly focused on the sterile mind games that perhaps intrigue their authors: "If the world were not as it is, but like this instead, and then we changed that and that, this would happen!"

Or, perhaps worse, the texts seem driven by the political winds, and all geared toward a "one-size fits all" market. Early in my teaching career, I found myself in an argument with the author of a widely used principles text, who had come to town to reclaim his turf after learning that my department would no longer buy his book en masse, but shift to a policy of allowing each faculty member to select his or her own text. Having heard, I suppose, that I had been instrumental in that decision, his associates called me several times to let me know that I could have lunch with the author! When I declined, the author dropped by my office in person to see why I didn't want to order his book. When I told him that it was important to me to use a text that substantively treated issues of income distribution, poverty, discrimination and unpaid work, he grew angry, saying that he cared about these topics – and indeed, he used to publish on poverty – but that people didn't care about them anymore, so he couldn't include them. I found it astounding that an economist would resent the idea that people might use their market power to purchase what they wanted, and appalling that anyone would neglect the issue of poverty in introductory economics, not because it had been eradicated but because "no-one wanted to talk about that anymore."

I find that my students do want to talk about poverty, and discrimination and whether the Third World can develop in the present context. They want to know how human development and capacities, as understood by Amartya Sen and the United Nations Development Programme, can be facilitated as a goal of economic policy. They want to know if our economic system is compatible with valuing the environment. They want to find out why child care workers, who spend their time nurturing people and the future, earn so much less than people who organize corporate buy-outs, creating no value at all? Of course they also want to know how they can become rich, what happens to all the money in a recession, and why the government doesn't put all of the unemployed to work? They ask if it's true that war is good for the economy, what the Enron scandal really means and if Social Security will be around for them.

In short, my students want to grapple with all the big, real, important questions. I hate having to try to answer all of their questions on top of, or in spite of, the material in the textbook! It's hard to promote the study of economics when you're constantly repeating some version of the weak refrain, "yes, of course, economists recognize that unemployment exists, that not everyone's paid what they're worth, that households produce value, that military power has affected patterns of world trade, that we're clear-cutting the planet....but we'll talk about that in later classes – meanwhile, let's



focus here on the conditions of perfect competition, and how efficient we'd be if they were ever met! Let me try again to explain why it's efficient for an affluent couple to live in a five bedroom house while a lower-income family of five lives in a two bedroom house! (And never mind about the theory of the second best, because that's just too complicated for an introductory course!)”

In short, I am very impressed by the scope and style with which the authors have managed to create a true introduction to economics. They have incorporated a very wide range of important topics and concerns, with a clear and accessible presentation. As someone who teaches a student body that includes people of all ages, I appreciate the fact that the book is not written to a presumed audience of twenty year olds interested only in dating and drinking beer.

I do have a few concerns. One is that there is still a bit more detail on the neo-classical analysis than is useful in an introductory text. I, at any rate, am not going to teach about the way tax revenue cuts into consumer and producer surplus and creates a deadweight loss, though I may be overly influenced by working at one of the last universities still on the quarter system and with a student body that is not the academic elite. A second is that by placing the core of the neoclassical content in the middle of the book, and the discussion of the household, the environment, the public sector, the different kinds of economic systems and alternative schools of economic thought at the end, (1) a clear signal is sent about what's more important and (2) that group of instructors who seem never to “cover” everything that they had hoped to will omit what's most valuable about this book.