

Professional service firms and the manufacturing of the corporate nobility

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Global professional service firms (GPSFs) are key actors in contemporary capitalism. They (co-) produce and disseminate new business practices, linking firms, sectors, and countries, integrating them into a global system. We examine a second, less studied function of these firms: underpinning capitalism's status hierarchies. We ask whether these firms have emerged as producers of a new corporate nobility—as an extension of elite universities, and as a stepping stone in the selection and promotion of top executives. Focusing on the US, we ask: do global professional service firms merely amplify the credentials of elite universities, or can they compensate for an absence of an elite education in the careers of US top managers? and do professional service firms equip future top managers with specific expertise or merely with symbolic capital? Based on a sample of 2,610 top-executive managers from leading American firms in 2005 and 2018, we study the role law, consulting, or audit firms played in their careers. Using multinomial regression analyses, we find that the career function of GPSFs varies: consulting firms amplify existing status and enhance the symbolic capital of alumni, aiding their ascent to the most prestigious jobs in US top firms. In contrast, top managers leverage audit firm roles to compensate for a non-elite background, yet then tend to be channelled into narrow, specialist roles in top management. We relate these results to Bourdieu's state nobility analysis and propose an augmented typology of these firms at the heart of contemporary capitalism.

KEYWORDS: global professional service firms; elites; symbolic capital; cultural capital; universities.

INTRODUCTION

Professional service firms play a crucial role in the circulation of both business knowledge and practices (for an overview, see [Empson et al. 2015](#)). But they are also increasingly important career stepping stones for aspiring business elites—individuals seeking to secure the most prestigious positions in the corporate world ([Valceva et al. 2022](#)). We address the role of (global) professional service firms (GPSFs) as brokers of expertise and prestige in the status hierarchies of contemporary capitalism. The literature shows that these firms are one of the main entry portals into the labour market for graduates of prestigious elite universities ([Rivera 2012, 2016](#)). Large numbers of graduates from these top universities land a first job at one of the top law, consulting, or accountancy firms. This is no wonder, as these firms' recruitment policies explicitly aim to engage the 'best and brightest' and use their symbolic value among their clients and as to justify the very high fees they charge. During their tenure in

these firms, young professionals acquire an elite identity ([Alvesson and Robertson 2006; Stenger 2017](#)), come to embody the prestige of the firm in the eyes of peers and employers ([Burris 2004](#)), and familiarize themselves with crucial practices in corporate law, accounting, or strategic management. When they move on, they profit from their knowledge, networks, and the organizational status of the firm to secure high-prestige positions in other sectors ([Kipping, Bühlmann, and David 2019](#)). It appears as if GPSFs have become important (co-) producers of what, in reference to Bourdieu's notion of state nobility ([1998](#)), we here term a 'corporate nobility'. In a globalized and finance-led form of capitalism, GPSFs, as a complement to elite universities, inject flexibility and independence from state-controlled instances into the system of production of the business elite. We analyse two aspects of this process: first, the relationship between educational prestige and a spell at prestigious professional service firms for individuals who secure top management positions in

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**Thomas Gegenhuber, Danielle
Logue, C.R. (Bob) Hinings, Michael
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Professional Service Firms Volume 2research In The Sociology Of Organizations:

The Oxford Handbook of Professional Service Firms Laura Empson, Daniel Muzio, Joseph Broschak, Bob Hinings, 2015-08-13 Over the past three decades the Professional Service Firm PSF sector has emerged as one of the most rapidly growing profitable and significant in the global economy In 2013 the accountancy management consulting legal and architectural sectors alone generated revenues of US 1 6 trillion and employed 14 million people PSFs play an important role in developing human capital creating innovative business services reshaping government institutions establishing and interpreting the rules of financial markets and setting legal accounting and other professional standards The study of PSFs can offer insights into the contemporary challenges facing organizations within the knowledge economy and deepen understanding of more conventional organizations Despite their significance however PSFs have until recently remained very much in the shadows of organizational and management research The Oxford Handbook of Professional Service Firms marks the coming of age of PSF scholarship with a comprehensive and integrative exploration of current research and thinking on PSFs featuring contributions from internationally renowned scholars in the fields of organizational and management studies It is divided into three distinct sections the professions the firms and the professionals that work within them and covers subjects from governance and leadership to regulation entrepreneurship and diversity Bringing together a broad range of empirical and theoretical perspectives the Handbook offers many potentially important insights into the contemporary challenges of organizations in the knowledge economy and suggests new lines of inquiry that may shed further light on the activities and performance of PSFs and the professionals who work within them

The Organization of the Expert Society Andreas werr, Staffan Furusten, 2016-12-01 It is often claimed that we live in an expert society a society where more and more individuals take expert roles in increasingly narrow fields In contrast to more traditional experts most of these new experts lack generally accepted mechanisms for the certification and legitimation of their expertise This book focuses on these new as well as established experts and the efforts undertaken to secure and legitimate their expertise We view these efforts as organizing attempts and study them on four different levels the society the market the organization and the individual Based on empirical studies on these four levels of analysis The Organization of the Expert Society makes the argument that current organizing initiatives in the expert society are based in an objectifying view of expertise that risks concealing and downplaying key aspects of expertise Well intended organizing initiatives in the expert society thus run the risk of promoting ignorance rather than securing expertise Focusing on a current general and global phenomenon the rise and organization of an expert society The Organization of the Expert Society will be key reading for scholars academics and policy makers in the management fields of Organizational Theory Management Consulting Organizations Society Critical Management Studies as well as the disciplines of Sociology Political Science and Social Anthropology

Handbook of Organizational and Managerial Innovation Tyrone Pitsis, 2013-01-01 The Handbook of Organizational and Managerial

Innovation places humans their acts practices processes and fantasies at the core of innovation Bringing together some of the world s leading thinkers academics and professionals both established and emerging this multidisciplinary book provides a comprehensive picture of the vibrant and engaging field of organizational and managerial innovation The contributors present organizational and managerial innovation as a complex concept underpinned by varied ontological and epistemological traditions and disciplines They reveal that it is something that exists and occurs at multiple levels of analysis and from multiple zones of experience the experience of managers workers psychologists philosophers and economists This innovative and engaging Handbook will be an essential resource for researchers practitioners and students alike with an interest in the role of innovation in organizations

The Handbook of Mergers and Acquisitions David Faulkner,Satu Teerikangas,Richard J. Joseph,2012-06-07 With its inception at the end of the nineteenth century as a means of consolidation and reorganization mergers and acquisitions M A have since become quasi institutionalized as one of the primary strategic options for organizations as they seek to secure their position in an ever more competitive and globalizing market place Despite the optimism surrounding M A as strategic moves research on post merger company performance suggests that most firms engaging in M A activity do not achieve the sought after performance targets either immediately or in the years following the deal What is it that drives M A activity when research results do not support the performance expectations of these undertakings Alternatively have M A scholars got it all wrong in the way that M A performance is measured Is the topic too complex enduring and multifaceted to study The Handbook argues that the field of M A is in need of a re rooting past research needs to be critically reviewed and fundamental assumptions revisited A key issue preventing efforts in the practice and study of M A from achieving dynamic syntheses has been the disciplinary gulf separating strategy finance and human relations schools The Handbook aims to bridge the hitherto separate disciplines engaged in the study and practice of M A to provide more meaningful results Toward this end the Handbook brings together a set of prominent and emerging scholars and practitioners engaged in the study of M A to provide thought provoking state of the art overviews of M A through four specific lenses strategic financial socio cultural and sectorial approaches By summarizing key findings in current research and exploring ways in which the differing approaches could and should be synthesized it aims to highlight the key issues facing M A practitioners and academics at the dawn of the third millennium

The Oxford Handbook of Management Consulting Matthias Kipping,Timothy Clark,2012-03-29 Management consultants of various kinds play an important role in the world of business and other organizations This Handbook provides a comprehensive overview of research and thinking on the role history and function of management consultants *ICICKM2012-Proceedings of the 9th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning* Fernando Chaparro,2012

Handbook of Decision Making Paul C. Nutt,David C. Wilson,2010-05-17 HANDBOOK OF DECISION MAKING This handbook offers a state of the art overview of research and theories on decision making in organizations at the strategic level of analysis

Chapters are authored by leading international scholars with some illustrative case vignettes from practitioners Each contributor was selected for his/her special knowledge of the field The Handbook addresses key questions confronting the decision making research of the past and the present offers critiques and suggests future research directions Topics covered emphasize the classic decision theory perspectives while also incorporating recent insights from the fields of strategic choice risk uncertainty scenario planning and complexity theory with a broad social science perspective on the disciplinary roots of decision theory in economics politics and social theory This is a landmark reference volume for the field offering scholars and practitioners Comprehensive but accessible coverage of classic and recent developments Chapters by established international experts Case analyses illustrating practical consequences of theories Guide to new research directions and theory

Professions and Professional Service Firms Mike Saks, Daniel Muzio, 2018-03-05 Professions are increasingly linked with enterprise at a number of interrelated levels By considering the relationship of professions to the enterprise contexts in which they work this book reveals the dilemmas posed to professional groups and the opportunities and constraints that can arise in their organisational frameworks Addressing both private and public sectors this collection explores questions including what are the implications for the culture practices and identities of professions of working in enterprise contexts including with increased globalisation Are professions becoming more entrepreneurial in a knowledge economy What are the tensions between professionalism and enterprise and how are these resolved These are themes that are extremely important to professionals and their managers especially with the rise of large scale professional service firms serving corporate clients with truly global reach This cutting edge collection will be of interest to researchers educators and advanced students studying professional behaviour in fields such as business studies management organisational analysis public administration political science social policy and sociology as well as students on focused programmes of professional study in fields such as health law and social care

Digital Transformation and Institutional Theory Thomas Gegenhuber, Danielle Logue, C.R. (Bob) Hinings, Michael Barrett, 2022-09-23 This volume contains two Open Access chapters Digital Transformation and Institutional Theory explores how manifestations of digital transformation requires rethinking of our understanding and theorization of institutional processes

Multi-Level Governance in Universities Jetta Frost, Fabian Hattke, Markus Reihlen, 2016-06-03 Governing universities is a multi level as well as a highly paradoxical endeavor The featured studies in this book examine critically the multifaceted repercussions of changing governance logics and show how contradictory demands for scholarly peer control market responsiveness public policy control and democratization create governance paradoxes While a large body of academic literature has been focusing on the external governance of universities this book shifts the focus on organizations internal characteristics thus contributing to a deeper understanding of the changing governance in universities The book follows exigent calls for getting back to the heart of organization theory when studying organizational change and turns attention to strategies structures and control

mechanisms as distinctive but interrelated elements of organizational designs We take a multi level approach to explore how universities develop strategies in order to cope with changes in their institutional environment macro level how universities implement these strategies in their structures and processes meso level and how universities design mechanisms to control the behavior of their members micro level As universities are highly complex knowledge based organizations their modus operandi i e governing strategies structures and controls needs to be responsive to the multiplicity of demands coming from both inside and outside the organization

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