



## Role of Gender in Management Education and Entrepreneurship Development

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**Abstract:** *This paper focused on what role does gender play in relation to management education and Entrepreneurship development in a transition context. In transition environments, the contribution of women in business extends from the economic sphere to include the wider process of social transformation. The results of the study may help to throw light into a new dimension of management education and has become a solution to eradicate the dilemma that exist in the management education with respect to gender aspects.*

**Key words:** *entrepreneurship, networking, business development*

### Introduction:

Female entrepreneurship and gender differences in small business development continue to be at the forefront of research in many countries. Most research so far has been conducted in the context of mature market economies and gender differences in areas such as sector and business features, motivation, education, education and previous experience, psychological characteristics, barriers to development and growth and networking. This study focused on what role does gender play in relation to management education and Entrepreneurship development in a transition context. In transition environments, the contribution of women in business extends from the economic sphere to include the wider process of social transformation.

### Management Education and Gender Roles:

Male and female behavior at work and classroom are different because there does not exist gender dynamics. There do exist a stereotyping in the management

education while taking specialization which are due to prejudiced thoughts of the society. Gender has never been a barrier in the career life span. The result of the investigation revealed that there does not exist an inequality of gender in the management education.

### View on the Entrepreneurship Gender Gap

Evaluating 59 economies, it found that more than 104 million women ages 18 to 64 were actively engaged in starting and running new business ventures, and 83 million women were running businesses that were more than three years old. In some economies you have ups and downs in entrepreneurship and women follow those trends. But in general, fewer women participate in most of the world's economies. In 2010 data, only one country had more women than men involved in entrepreneurship and that was Ghana. What we see there and in many developing countries is that women participate out of necessity because they need to create income for their families and they have few other job possibilities.



### **Countries had the highest participation rates for women entrepreneurs**

The Latin American economies and the sub-Saharan African region had more relative participation from women compared to men and there are higher entrepreneurship rates overall in those countries as well. In the Middle East, Eastern Europe, and Northern Africa, we see both lower entrepreneurship rates overall and less participation by women.

That's interesting. Korea has the lowest participation rate for women relative to men even though the country as a whole has pretty good entrepreneurship rates. Japan also has low participation rates for women and low entrepreneurship rates overall. China has both high rates of entrepreneurship overall and pretty good participation rates for women, with 16 percent of the male population engaged in entrepreneurship and 12 percent of women.

### **Countries had the greatest level of equality between men and women**

Australia has equal numbers of women and men participating in entrepreneurship, but more than twice as many men running established businesses as women. In the U.S., 8 percent of the male population and 7 percent of the female population is engaged in entrepreneurship. But again, there are more male established business owners than female business owners.

Interestingly, in Norway we saw a reverse trend. There are three times as many males as female entrepreneurs, but only 1.5 times as many males as female established business owners.

### **Fear of failure of entrepreneurship**

Women are more likely dissuaded from entrepreneurship due to fear of failure

and they tend to have smaller and less diverse support networks. They are more likely to rely on family members for support and they are less likely to know an entrepreneur. Men have larger business networks, know more entrepreneurs, and they are more likely to rely on business colleagues for help and support than on family members.

A pay disparity between men and women persists, especially in the higher profession of the business world. It has been nearly 40 years since the origination of the concept of "Think Manager, Think Male" women accounted for about 5% of managers in organizations. According to 2009 report by the US bureau of labour statistics women held about 40% of management jobs in US, however only 2% of organizations listed in the fortune 500 had CEOs that were women. While women have made progress into lower and middle levels of management.

### *Business Group Formation Empowering Women and Men*

This manual helps trainers to promote group formation as a way to empower women and men in low income communities. It is designed for use in workshops to facilitate the process of group formation and development for joint production, business and/or social activities, such as buying raw materials together, sharing business premises, joint marketing and mutual assistance in coping with family emergencies.

Gender communication in business:

"Women leaders also were found to be more empathic and flexible, as well as stronger in interpersonal skills than their male counterparts. These qualities combine to create a leadership style that is inclusive, open, consensus building, collaborative and collegial," according to Herb Greenberg, PhD, president and



chief executive officer of Caliper. It was no surprise to find that keen communications skills play a significant role in giving the women the edge.

**"The male leaders** have a tendency to start from their own point of view and because they are not as flexible or willing to interact with others, the male leaders may tend to force their perspective and convince through the strength of their position...rather than actually persuading. The male leaders we studied run the risk of not necessarily convincing people to agree with them so much as pushing for their point of view."

**"The women leaders** were more interested in hearing all points of view, then making the best possible decision. A fundamental communication skill was a quality that the women used to their advantage. They were able to read situations accurately and take in information from all sides, then make the most informed decision possible."

Role of Gender at work Performance and Business Success:

Several studies appear to confirm that gender differences in business outcomes for female and male entrepreneurs both across representative samples of firms and within specific business positions. However the evidence concerning gender-specific influences on business performance and the growth potential of female owned businesses is not consistent. Acquired characteristics and in born gender difference have only partial influence, it does not shape much on the performance level.

***Factors affecting performance:***

Gender is a red herring. The factors that do significantly influence people's performance, the length of tenure in the

job and organization, the age of the manager and their attitude, context - the culture of the company, the leadership style of the boss and the attitudes in the office does play a powerful role and men and women occupying comparable jobs but in different organisations are likely to react differently, not because of differences of personality, or gender, but because of contextual pressures.

***Style matters:***

Time after time in management development programmes at Canfield, male managers consistently come out predominantly as Traditionalists (a mix of 'sensing' and 'judgmental'). In contrast, women managers demonstrate their different working styles emerge as significantly more 'intuitive', combined with either 'thinking' as visionaries or 'feeling' as catalysts. The natural strength of the visionary is being strategic, while that of the catalyst is fostering higher productivity by personally motivating people. The problem with letting males dominate organisations, as we do, is that leadership style is narrowly defined.

***Positive differences of Gender role in Management style:***

Many managers, both male and female, agree that gender differences in management style do exist. Interestingly both describe women's differences in positive terms. Yet when researchers ask managers to describe their own management styles they usually find no significant differences between genders. At the same time managers describe themselves in terms that fit with the prevailing expression of good management practice, now strongly associated with a consultative style and a



high level of interpersonal skills both men and women.

#### **Gender and leadership capabilities:**

Women are better team players than men; more open and mature in the way they handle sensitive issues; and more conscious of their impact on others and hence better people managers than men. But the story is false. An international survey by Cornfield comparing top male and female managers in the private and public sector clearly showed that women are no better or worse than men in the practice of management and leadership.

So, it all depends on the man or woman in question, and the organization for which they work.

#### ***Differences in Leadership styles men and women***

Women do have different leadership styles from men. Women managers' perceptions of the successful manager are only slightly less conclusive. Unlike the women managers in the 1970s and 1980s not all female managers today gender type the successful manager as male; however, no one, male or female, ever identifies the successful manager as feminine. Male, and only to a slightly lesser extent, female, managers continue to describe successful managers as possessing masculine traits, such as self-confidence, competitiveness, decisiveness, aggressiveness and independence.

Women constitute 41% of the European workforce; they occupy only 10% of management positions and represent a mere 1% of executive board members. Yet a recent survey on the most admired boards of Britain's top 100 companies showed that they have larger boards, more women, more executive directors, their directors have more international

experience and are better educated. This is a powerful business argument for greater diversity in leadership.

#### **Conclusion:**

From the study it is suggested that be acutely sensitive to the gender dynamics in the classroom. Following ways can help in dealing the gender issues in the management education. Study demands for a redefining of the management education. The results of the study may help to throw light into a new dimension of management education and has become a solution to eradicate the dilemma that exist in the management education with respect to gender aspects. Be attentive to differences in communication styles, provide all students with a lot of feedback and encouragement and encourage all students to speak. Both women and men can act as 'bulls in china shops', as well as sophisticated managers. Finally it is hoped that the outcome of the study will help in making better decisions in the management education and find a solution to gender bias that exist in enterprises.

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