



Role of women in management education: Some Policy Issues

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Abstract: *Today women are entering into global labour force in record members. The industrialization, urbanization, education and globalization process have contributed to women's inhering participation in the labour force. A handful of women are making headlines here and there as they break through, but statistically they represent a only a few percent of top management jobs. The rule of thumb is still: the higher up an organization's hierarchy, the fewer the women. Hence there is a need to study the role of gender in management education to fill the gaps of women managers and to suggest strategies to increase the women's share in management education.*

Key words: *global labour force, management jobs, feminine professions*

Introduction:

Today women are entering into global labour force in record members. The industrialization, urbanization, education and globalization process have contributed to women's inhering participation in the labour force. Women constitute over 40% of the global labour force, approximately 70% in developed countries and 60% in developing countries (ILO, 2003 global employment trends).

Educational levels, falling fertility rates and sectoral changes have contributed to women's increasing participation in the labour force. At present more and more women are becoming graduates, post graduates, earning professional and technical degrees and entering corporate life. With the rising education levels and social acceptance of gender equality women are moving into management jobs. However, cultural and social attitudes still prevail upon women choices of jobs. They are more concentrated in traditional "feminine professions" like nursing and teaching. Nevertheless, women are

making inroads into the management sectors. In fact, their participation has increased with the expansion of the management sector opening up more employment opportunities to women.

However, when we look at women's representation in the managerial jobs it is very less compared to men. Their rate of progress is also slow and uneven. Women are still concentrated in the most precarious forms of work throughout the world and breaking the "glass ceiling" still appears elusive for all but select few. Men are in the majority among managers, top executives, and higher levels of professional workers whilst women are still concentrated in the lower categories of managerial positions. Although a few women have made it to the very top in the world of work, yet largely their presence in senior management level is negligible. According to Linda Wirth, the Director of ILO, "women continue to face more difficulty obtaining top jobs than they do lower down the hierarchy. A handful of women are making headlines here and there as they break through, but statistically they represent a only a



few percent of top management jobs. The rule of thumb is still: the higher up an organization's hierarchy, the fewer the women (CSR,2009).Hence there is a need to study the role of gender in management education to fill the gaps of women managers and to suggest strategies to increase the women's share in management education.

Women's Share in Management:

Women hold a mere 1 to 3 percent of top executive jobs in the largest corporations around the world (ILO,2001) as the corporate world is still dominated by men with less than one in ten businesses having a female CEO worldwide. The classical pyramid structure of sizable representation of women at the lower level and comparatively much lesser than at the top level continues to exist. As per Grant Thornton's International Business Report (IBR) 2012 ,women hold barely more than one in every five senior management roles .

With regard to share of women in management jobs data shows that, in general, countries in North America, South America and Eastern Europe have a higher share of women in management jobs than countries in East Asia, South Asia and the Middle East. Nevertheless, the report indicates, "in female-dominated sectors where there are more women managers, a disproportionate number of men rise to the more senior positions and in those professions normally reserved for men, women managers are few and far between". According to Grant Thornton, the global figure for businesses with "no women' in senior management positions has remained unchanged at 38 percent since 2004, while countries like the United States, Mexico, Russia, Poland, Italy and

New Zealand have witnessed a fall in businesses with women senior managers.

The last four decades of the twentieth century have been remarkable for women. Attitudes of women towards their own potentials ,capacities and roles have In the United States, despite women comprising more than two-thirds of the U.S. population and more than 45 percent of the U.S. labor force women were underrepresented at upper levels of management. They represent only 12% of all corporate officers (Catalyst, 1999).Contrary to their presence at middle management; women comprise only 5 percent of executive suites. (Current Population Survey, 2001). Why so few women in Asian get plan jobs is that in most countries far fewer of them are in the work force than in the west, where their labour force participation rate in usually around 60%-70%. In India only about one woman in three has a formal job, through millions sweat on farms and in family barriers. Education is unequal too. In 2009-10 only 10-15% of students entering the elite Indian Institutions of Management were female. But even in Asian countries where plenty of women leap from college on to corporate leader, they most common reasons given are much the same as in Europe double burden of work and domestic responsibilities, the requirement in many senior jobs to be always available and free to travel, women's reluctance to blow their own trumpet and scarcity of female role models. In Asia, an additional hurdle is the lack of public services to support families such as child care.

The representation of women on Corporate boards too is currently at a low level of about 6 percent. But with the passage of time all nations across the world are making efforts to increase



women representation in the corporate boards. One of the most recent moves came from the European Parliament proposal which proposes legislation for 40 percent quota for women directors in European companies . In India too, capital market regulator has issued new Guidelines on Corporate Governance making it mandatory to have at least One women director on the Boards of listed companies including Independent Directors. This move will definitely help in raising the proportion of women in boards of Public Sector Enterprises (PSEs) in India (C.S verma,SCOPE,2014).

Need of Change in the Focus:

Higher education is going through tremendous changes all over the world. India has witnessed an enormous quantitative expansion of higher education in the past six decades since independence. With increasing aspirations, higher education is seen as means for social mobility. Coupled with policies of positive discrimination towards the hitherto social and educationally backward sections of society and facilities, of geographical mobility, there is a demographic turbulence in most campuses, making the student population very diverse and heterogeneous. With the knowledge explosion requiring constant change in curriculum and courses pedagogy changing with information technology, globalization and other rapid cultural changes in the society, higher education is facing several challenges requiring stronger managers and visionary leaders.

In recent times, there has been growing awareness about the status of Women managers in corporation world. Several questions are being raised. Some critical issues are

- Why are there so few women in senior or top level management ?
- Why do we want move women in senior position ?
- How to bring more women managers to senior positions in management of corporate world?
- Are women leaders /managers different from men leader/managers?
- What are the roles and responsibility of women as leader/managers in corporate world/public sector?
- Why are there so few women in senior / top level management in corporate world
 1. Personal Factors
 2. Social Factors
 3. Structural Factors

A. Personal Factor:

- Low career Aspirations
- Low self- Esteem
- Feeling intimidated by male competitors
- Conflict between affiliation and power
- Lack of skill for handling discrimination
- Reluctance to accept responsibility

B. Social Factors:

- Process of socialization
- Cultural barriers
- Lack of support from family
- Not being taken seriously



- Campus climate
- Lack of network support for coping

Chilly climates? Treating women differently

Tokenism: The practice of doing something (such as bring a person who belongs to a minority group) only to present criticizer and give the appearance that people are being treated fairly.

C.Structural Factors

- Bias in recruitment and promotion
- Limited opportunity for exercising leadership
- Women exclusive criteria
- Omission of critical materials or and by women in class rooms
- Lack of literacy on managerial / leadership skills for women
- Lack of research on women's leadership
- Not enough qualified women candidates
- Pipeline Theory:

Why do we want women as leader /managers at top level?

- Equal representation
- Utilize their unique perceptions and strengths
- Have a say in decision –making
- Participate in decision making
- Women are equally gifted and talented
- Women as role models
- To bring a focus on gender issues against to gender subordination

against to gender discrimination
gender stereotype

Challenges:

1. Work related problem
2. Value related problem
3. Gender valued problem
4. Social related problem
5. Lack of admissions in management education/business schools.

How to bring more women into management education or leadership Positions?

- Formulate women friendly policies in management education
- Change policies that are restrictive for women
- Publish gender segregated data
- Keep a directory of qualified women
- Have women on selection and promotion committees
- Sensitive selection committee for non-sexist interviewing
- Relaxation on age limit and length of experience.



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- See more at:
<http://www.guninetwork.org/resources/he-articles/women2019s-access-to-higher-education#sthash.HgkjKV0A.dpuf>

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