

# SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

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## WOMEN IN HIGH-LEVEL POSITIONS\*\*

Cussler, Margaret. *The woman executive*. New York 17. Harcourt, Brace & Co. (383 Madison Ave.). 1958. 165 pp. \$3.95.

The women executives included in this study sponsored by the National Federation of Business and Professional Women were primarily in middle management. Based on extensive field work, it reports on their abilities and attitudes, their relationships within and outside of the office, and their future prospects in executive positions.

Fuller, Frances M. and Mary B. Batchelder. "Opportunities for women at the administrative level." *Harvard Business Review* (Soldiers Field, Boston 63), January-February, 1953. pp. 111-128. \$1.50.

Presents findings of a research project carried on by the Harvard Business School Division of Research at the request of the Radcliffe Management Training Program for Women. Concludes that women are found in increasing numbers at all levels of business organization, that women who occupy top executive jobs tend to have long service with the organization and to have grown up with it from very small beginnings, and that the position of assistant to the top executive appears to be increasingly open to women. The best paying positions had staff, rather than line, responsibility. The authors found that "the way in which women *behave* on the job rather than the way they *perform* the technical operations thereof is the chief determinant of their executive potential in the thinking of most superiors."

Ginder, Charles E. "Factor of sex in office employment; a report on a NOMA survey." *Office Executive* (1927 Old York Road, Willow Grove, Pa.), February, 1961. pp. 10-13. 50 cents.

Report of a survey "to determine the current status of the female worker on the job" conducted among 1900 business, industrial, and service organizations in Canada and the United States. Includes a breakdown of findings into type of business, region, and size of office. More than half of the companies indicated a preference for male employees as supervisors, even when equally qualified female employees are available.

Hamil, Katharine. "Women as bosses." *Fortune* (540 N. Michigan Ave., Chicago 11), June, 1956. pp. 105-108, 213-214, 216-220. \$1.25.

\* Compiled by Mrs. Anna Johnston, Library Assistant.

\*\* Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

A general discussion of women in executive positions including factors which help and hinder them in obtaining and holding these jobs. Also included are short descriptive notes about "Three Dozen Top Business-women."

Lloyd, Betty Jane. "Womanpower—key to management manpower shortage." *Personnel Journal* (100 Park Ave., Swarthmore, Pa.), April, 1962. pp. 180-182. 75 cents.

In view of the changed patterns of participation by women in the labor force, business will need to turn to married women over 35 for middle-management personnel. Suggests that business, educational institutions, and women need to make a cooperative effort to integrate women into management.

*Management Methods* (22 W. Putnam Ave., Greenwich, Conn.), December, 1957. "What companies think about women executives." pp. 14-16. \$1.00; reprint, 50 cents.

A *Management Methods* survey of the acceptance of women in various fields. It indicates that in the area of personnel, and to a lesser extent in advertising and public relations, there are a "significantly large number of firms" where women can hope to reach the top.

National Manpower Council. *Womanpower*; a statement by the National Manpower Council with chapters by the Council staff. New York 27. Columbia University Press (2960 Broadway). 1957. 371 pp. \$5.00.

A broad study which emphasizes improved utilization of actual and potential womanpower. Includes employer opinions regarding opportunities for promotion to supervisory and executive positions, discussion of occupational trends, 1910-1950, trends and problems in the higher education of women, and the relation of under-utilization of womanpower to shortages of highly trained personnel. Attention is also given to the experience of the armed forces with utilization of women in higher level positions and in occupational fields normally considered closed to them.

Parrish, John B. "Professional womanpower as a national resource." *Quarterly Review of Economics and Business* (Box 658, Station A, Champaign, Ill.), February, 1961. pp. 54-63. \$1.50.

Explores reasons for relative decrease of women in high-level positions, 1930-1960. As a means of analyzing the status of women in long term highly skilled work, the study uses the number of women in doctorate programs, trends in disciplines in which top-level training may be indicated by degrees other than the third level Ph.D. degree, women's participation in institutions of higher learning, and the extent to which women are eminent in various disciplines as measured by their inclusion in national lists of eminent persons. In conclusion, a suggested program for encouraging the development of more high-talent womanpower is outlined.

Parrish, John B. "Women in top level teaching and research." *Journal of the American Association of University Women* (2401 Virginia

Ave., N.W. Washington 7), January, 1962. pp. 99-103, 106-107. \$2.00 per year.

This study of ten high endowment and ten high enrollment universities seeks to answer: "To what extent do leading institutions of higher education utilize women on their faculties compared with the rest of the educational structure?" and "How are faculty women in the leading schools distributed by discipline and by rank?" The results indicate a severe underutilization of women at the top level in these universities, a fact which the author feels is not justified "in view of the substantial contributions now being made at the lower ranks in all but two of the twenty-eight selected disciplines included in this study."

Radcliffe Committee on Graduate Education for Women. *Graduate education for women*; the Radcliffe Ph.D. Cambridge 39. Harvard University Press (79 Garden St.). 1956. 135 pp. \$3.50.

Based on study of the professional and scholarly achievements of women who received the Ph.D. degree from Radcliffe between 1902 and 1954, this report is concerned with such basic questions regarding higher education of women as which women should receive graduate education, what constitutes the best possible training for them, what professional opportunities have been opened to them, and with what degree of success they have met these opportunities, what effect marriage has had on their professional careers, and how graduate education for women should be financed.

Slote, Claire Trieb. "Women executives: fact and fancy." *Dun's Review and Modern Industry* (88 Church St., New York 8), December, 1958. pp. 90-95. 75 cents.

Discusses the assets and liabilities of women executives; the fields in which women executives flourish; their special problems related to human relations, business travel, and entertainment; and their personal lives as a job influence. Also included is discussion of their salaries and of the future of women as executives.

United States Department of Labor, Women's Bureau. *Fifteen years after college*; a study of alumnae of the class of 1945. Bulletin No. 283. Washington 25. Government Printing Office. 1962. 26 pp. 15 cents.

An exploratory survey of the alumnae of four liberal arts colleges who were asked to describe their marital and family status, educational attainment, employment interests, training needs, and related matters. The findings revealed a high degree of interest among these women in future training and employment and pointed to a need for special efforts to enable their talents to be utilized.

United States Department of Labor, Women's Bureau. *Women in higher-level positions*; a survey of women in positions of responsibility in selected fields of business and industry and in specified areas. Bulletin No. 236. Washington 25. Government Printing Office. 1950. 86 pp. 25 cents.

The most recent study of this type by the Women's Bureau, this is a survey of the extent to which women were found in the better positions in department stores, insurance companies, banks, and manufacturing concerns in the Boston-Hartford area, Chicago, and Philadelphia. Also gives the opinions of management and of the women themselves regarding the opportunities for women in these fields and the factors which contribute to their success.

United States Department of Labor, Women's Bureau. *Women in the federal service, 1939-1959*. Pamphlet 4, revised. Washington 25. Government Printing Office. 1962. 21 pp. 15 cents.

A survey of the employment trends, job location, grades and salaries, and variety of occupational opportunities for women in the federal service. The number of women employees, their percentage of total employees, and their average salaries are given for those in semi-professional, professional, and administrative positions. The data show a 10 percent gain in the number of women in professional positions between 1938-39 and 1959.

United States National Science Foundation. *Women in scientific careers*. Washington 25. Government Printing Office. 1961. 18 pp. 20 cents.

Part I of this report contains data on the number of women trained and employed in science careers and their relative importance in the labor force. Part II analyzes the reasons for women's lack of interest in science. While advocating that "ample opportunity and encouragement" should be given to women with an aptitude for and interest in becoming scientists, the author concludes that "the extent to which such encouragement may result in an influx of women into scientific careers may not be large and cannot be foreseen at this time."

*Wall Street Journal* (44 Broad St., New York 4), February 19, 1963. "She's the boss: more women conquer business world's bias, fill management jobs." pp. 1, 16. 10 cents.

*Ibid.*, February 25, 1963. "She's the boss: women in management often excel, but many face special problems." pp. 1, 28. 10 cents.

A series of biographical sketches of prominent women executives which discuss the reasons for their success and also the problems which they have encountered in achieving and maintaining their top management positions.

Warner, W. Lloyd *et al.* "Women executives in the federal government." *Public Personnel Review* (Public Personnel Association, 1313 E. 60th St., Chicago 37), October, 1962. pp. 227-234. \$2.00, in advance.

A study of 145 women in high civil administrative posts (an estimated 25 percent of all women in General Schedule grades 14 or higher) in Washington and in the field. It seeks to find "where these women came from geographically, what they are like in terms of family occupation and background, and whether they have succeeded in rising to their high positions because of special training and education or because of other reasons."