WOMEN IN MANAGEMENT AND THE PROFESSIONS**

1. Overview


The author examines the social forces which have prevented access to, and progress in higher level jobs. The data are mainly from the fields of law, medicine, science, engineering and teaching.


The author analyzes the operation of the job market for college graduates and examines the reasons for its collapse in the 1970’s. Except in the case of teachers, the demand for women graduates, both black and white, did not decline as sharply as it did for men. While differences between male and female earnings remain, the salaries and number of employed women graduates increased relatively in the last decade.


The authors explore the effect of conditioning and traditional assumptions on the attitudes of both men and women towards careers, advancement, and management responsibilities. They discuss the rewards and costs to a woman of a management career and emphasize the steps corporate management must take to ensure real equal opportunity. A major portion of the book is a series of case studies of women in top management positions.

*Prepared by Helen Fairbanks, Librarian, Industrial Relations Library.
**Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

The data on patterns of the occupational distribution of women were collected from a survey of 246 large firms. Only six percent of the managerial positions were held by women in 1970. There was no recognized pattern for moving into managerial jobs and the authors found a wide variety of managerial styles among female executives.


This symposium explores the reasons for discrimination, underutilization, and underrepresentation of women in government service. Of the ten articles, the following are of particular interest. "Women at the top" by Joan Bishop gives summary information on numbers, occupations, salaries. Debra Stewart examines the validity of the thesis that political, biological, and sociological factors keep women from full participation in top jobs. Peggy Newgarden summarizes federal affirmative action goals and suggests alternative criteria. A training program is described by Nancy Hoosman and Judith Kaplan.

2. RECRUITING, SELECTION, PROMOTION


The authors believe that special training programs for women managers are unnecessary. Training programs should be open to all regardless of sex. Emphasis should be on hiring and selecting women with the potential for executive careers.


The nine sections in this symposium are concerned with the recruitment and development of women for management positions. The emphasis is on the institutional, social and psychological barriers which have inhibited women from professional career advancement. Included is a case study which illustrates the inherent problems of an affirmative action program and a series of personal reactions of a group of women who have become managers.

This report examines the conflict posed by the federal guidelines and recent court decisions mandating equality of opportunity for promotions and the traditional system of incentives based on ability and length of service. The author discusses promotion from within versus hiring from the outside, analyzes methods of defining and measuring seniority and ability, and considers various techniques for identifying and using employee potential.


Since women have not traditionally held management positions, the authors discuss the special training needs of women in the industrial organization.


A review of the patterns of professional careers for women is the background for a discussion of the problems faced by this group in finding professional positions. The author explores the need for new techniques in recruiting, especially in the academic labor market.


The author, president of an executive search firm, describes the frustration and rewards in placing women in professional or executive jobs with major companies. She found that fewer women were hired when the recession of 1975 slowed down the recruitment of younger executives.

3. On The Job

Osborn, Richard N. and William M. Vicars. “Sex-stereotypes: an artifact in leader behavior and subordinate satisfaction analysis?” *Academy*
of Management Journal (Business Manager, P.O. Drawer KZ, Mississippi State University, Mississippi State, MS 39762), September, 1976. pp. 439-449. $5.00.

Data from a field survey of two organizations shows that the sex of the manager has little effect on either leader behavior or subordinate satisfaction.

Reif, William E., John W. Newstrom and Robert M. Monczka. "Exploding some myths about women managers." California Management Review (Graduate School of Business Administration, University of California, Berkeley, CA 94720), Summer, 1975. pp. 72-79. $4.00.

This study finds no significant differences between men and women which would limit the capacity of women to be effective managers. Women tend to place more emphasis than do men on interpersonal relationships. The authors question the need for special development programs for women executives.

Reif, William E., John W. Newstrom, and Robert D. St. Louis. "Sex as a discriminating variable in organizational reward decisions." Academy of Management Journal (Business Manager, P.O. Drawer KZ, Mississippi State University, Mississippi State, MS 39762), September, 1976. pp. 469-476. $5.00.

This study finds that men and women at the same organizational level respond differently to both direct economic rewards and to indirect psychological rewards.


A survey of Connecticut companies indicates that women are being hired for, or promoted to, management positions. Those who have made the move, comment on life in the executive suite.


The findings of a survey of fourteen Los Angeles companies indicate that women are advancing to high level positions. Both men and women reported that there are fewer problems than expected. The major difficulty is finding and motivating qualified women and gaining acceptance throughout the company.