



Role of Women in Management

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ABSTRACT

Management plays a decisive role in the socio- economic progress of a society. It's emergence as an essential, distinct and leading institution is a pivotal point in the history of mankind. The domain of management has been dominated by men for a long period of time. However management scenario is changing with the advent of women in the area. In every society, in every part of world women have always worked since the beginning of human life on the earth. But for a long time at most of the places they had to be connected with the application and demonstration of their skills in maintaining the age old institution of family in good health. With the growth in the number of women executives in traditional- nursing, doctors, teaching and non-traditional, business executives professional consultancy etc occupations a number of issues having a significant bearing on their performance have assumed increasing greater importance. The role of women has assumed increasingly greater importance over time with the transformation of society and socio- economic changes taking place in modern India . The direct participation of women in the development process has been going with the result that the number of women executives in public and private sector has also substantially increased. Besides there is a continuous effort on the part of the Govt. of India to free women from the clutches of the stereotyped image of the 'four wall- women'. The present paper an attempt is made to analyse certain attitudinal and perceptual dimensions of the behaviour of women executives, challenges experienced by women entrepreneurs, the ways and means to empower them and handle these challenges.

KEYWORDS : Socio-economic progress, women executives, women entrepreneurs.

Introduction:

Human resources are vital to organizations people can make or create the organizations in which they work because, whatever the degree of mechanization and advancement in technology, they either themselves perform the organizational tasks or supervise the machines performing such tasks. In other words, ultimately it is the people who determine the destiny of the organization in terms of survival, growth, and prestige. Therefore, all organizations are confronted with a few questions, what makes people perform work? Why some people perform work? Do men and women differ in abilities to work, willingness to work, or both? The last question assumes greater significance in view of a commonly prevalent notion that women must work twice than men.

With the transformation of society and socio-economic changes taken place in modern India , the role of women has assumed increasingly greater importance over time. The direct participation of women in the developmental process has been growing with the result that the number of women executives in public and private sector has also substantially increased. Also, a continuous effort on the part of government of India is made to free women from the clutches of the stereotyped image of a "four-wall-woman."

Women in 21st century have emerged to assume their new roles in society and economy outside the sphere of their regular domestic responsibilities. With the progression in their education, they have begun to realize their capabilities. Democratic, social, economic and political transition in favour of women is sweeping around the globe and they stand ready to grab every opportunity, which stand in their way. Traditionally, by nature women have proved to be excellent managers because they have been managing effectively and efficiently institutions called 'home' since the starting of human civilization. They have always been the experts in management whether it is relationship, finance or the domestic chores.

Women employment has important implications for organisational performance as well as for national economic growth in view of the fact that organisational actions are critical for national competitiveness. Prejudices related to superiority of men over women in society are also ruling the corporate world for long. Further, the escalating need for competitive human resources has enforced organizations to rethink about their strongly established gender biased attitudes regarding the definition of 'a successful manager' and allowing the women to join the managerial band successfully. Earlier they were seen in conventionally 'soft functions' like human relations, public relations, education or administration, but today their presence cover the entire gamut of activities encompassing the 'harder functions' like

engineering financing, stock brokering and management consultancy etc.

Though women's economic role has changed a bit slowly yet the business environment of the day witnesses stronger emergence of women as professional partners. A massive increase in the number of women in the labour market has automatically led to women having access to positions of responsibility within organizations. Firms appear to underutilize women despite the possibility of enjoying multifarious advantages that can be gained by employing women in different capacities. The proportion of women to men in higher status positions is a key indicator of gender inequality prevailing in the Indian organizations. This slow pace of change points to the existence and maintenance of traditional social and stereotypical role of women, as only the 'care-taker' for house and children and therefore women's access to top managerial jobs has remained severely restricted.

The gender stereotype of a woman as warm, nurturing and caring and the corresponding stereotype of man as cold, competitive and authoritarian have contributed to the popular perception that women are less effective than men in leadership positions. The problem for women, therefore, is not just the attitudes they face, but also discriminatory mindsets being moulded and reinforced all the times. In the true sense, different genders have different dominant behaviour styles. Men are more dominant in traditional command, control and order style while females are more friendly, nurturing and communicative. Women in male-dominant areas or fields tend to be seen as less effective as compared to their male counterparts. If women managers want to influence men, they have to adopt a different way than a male manager.

Due to the male dominance in the business and society, there are at least three major role patterns, which affect the relationship between men and women and create difficulties for women in the process of becoming managers. First are the sex-roles, which underline the pattern of male "superiority" and female "inferiority". Second are marital – roles of the husband and wife where power, intelligence and responsibility traditionally rest with the husband and the wife is perceived as a helpmate "living through" her husband and children. Third are work-roles, where men are in the leadership and decision-making roles and women are in the housekeeping and the nurturing tasks of industry, government, education and services. In all the three role patterns, sharp contradictions have been found in the male outlook depending upon the cultural context they believe in.

Even if male and female leaders did not differ in any respect, subordinates could still respond to them differently or have different preferences.

erences for working with them. Subordinates who make heavy use of gender stereotypes may prefer their managers to be men. Males are prone to being influenced by gender stereotypes and become uncomfortable at the prospect of working for a woman. Discomfort in working for a woman reflects fear of the unknown as well as traditional attitudes but it is likely to be alleviated by the actual experience of being managed by a woman. Male colleagues do not accept women managers. There always underlines a feeling of exclusion and guarded response from the male colleagues. Male executives neither like females to work under them nor do they like to work under women executives and think that the level of managerial capacity of women is lower than that of men.

When a male manager is expected to accept a woman as manager, he is expected to accept those very qualities, which he had rejected in himself to become manager. If he accepts women as managers, he has to accept as 'OK-for-a-manager'.

Generally, women entrepreneurs are characterized by traditional cultural values, low incomes, and relatively less spatial accessibility find the business environment less favorable. Due to their presence in such an environment, women entrepreneurs experience many typical challenges. Some of them are

- ✓ Shyness
- ✓ Lack of need for achievement.
- ✓ No risk-Bearing capacity
- ✓ Low Education levels.
- ✓ Family involvement.
- ✓ Gender bias: Being a women.
- ✓ Lack of information and experience.
- ✓ Problem of liquidity and finance.

Due to these challenges a majority of women entrepreneurs start small businesses and remain small with their home-based business, primarily in food processing, textile, retail trade, and service areas.

ENTREPRENEURSHIP: DEVELOPMENT PROGRAMS FOR WOMEN:

Entrepreneurship developments program will open new set of opportunities for women. EDPs are basically need based training programs which involves the process of pre-training preparations, training implementation and post training support.

The EDPs for women are generally carried out by using the following steps.

- ✓ Identifying and selecting potential women entrepreneurs.
- ✓ Developing their entrepreneurial competencies.
- ✓ Ensuring that the entrepreneur chooses a viable project.
- ✓ Equipping them with managerial skills.
- ✓ Assisting them to secure necessary financial infrastructural and other required support.

In this way the EDPs serve as an instrument of competence building and also clarify the values of women entrepreneurs so that they can unambiguously perceive a linkage between their aspirations and what they get out of their venture.

CONCLUSION :

In order to effectively integrate woman in the business world. It is more important to comply with the rules of recognized good human relations rather than being concerned about the gender of the superior, subordinate, competitor and colleague. Especially with women, it is more important to be fair, to communicate clearly, to correct objectively, to praise generously, to recognize achievement and to maintain an attitude of understanding and patience.

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