

Chapter Review

14

Women in Management

Objectives...

- 1 discuss attitudes to the role of women at work
- 2 identify how women may be discriminated against in the workplace
- 3 distinguish gender based role differences in the workplace
- 4 discuss the organisation consequences of discriminatory behaviours
- 5 explain, with reference to social identity theory, stereotyping, generalising, perception and attribution theory why some employees may be treated differently from others

Key Terms

Diversity	All the ways in which we differ
Gender discrimination	Many countries, including all members of the EU, have sex discrimination and equal pay legislation. However, informal psychological and organizational barriers continue to bar the progress of women. The processes of occupational segregation and sex-typing of jobs continue so that women tend to be concentrated at the base of most organizational hierarchies in jobs which are less prestigious and lower paid than those favoured by men.
Glass Ceiling	Expression used to denote a subtle barrier to women's promotion to senior posts in an organisation, and usually implying that it is kept in place by men's innate prejudice against women in senior management positions.
sex discrimination	Discriminatory or disparate treatment of an individual because of his or her sex

16. In this chapter we considered the importance of treating employees fairly, focusing on sex discrimination in particular. We explained causes of the discriminatory behaviour with a reference to SIT, perception, stereotyping and other cognitive processes. Such theories help explain why minorities in the workplace (e.g. women) may operate under a glass ceiling which details their career progression and opportunities. Ideas at the strategic and tactical level were suggested to help organisations overcome such problems and embrace diversity. Ultimately, however, the problems highlighted are seen as cultural problems. As was noted in the previous chapter, culture change is far from simple and can take many years to accomplish.