WOMEN IN MANAGEMENT: A COMPARATIVE RESEARCH BETWEEN EXPERIENCES IN BRAZIL AND CHINA

ERIKA ZOELLER VÉRAS

SCHOOL OF MANAGEMENT, WUHAN UNIVERSITY OF TECHNOLOGY, WUHAN, P.R. CHINA, 430070

Abstract The purpose of this paper is to present part of the results obtained from the MBA thesis study about experiences of women in management positions - seven in Brazil and seven in China. The research was conducted to provide a better understanding on the issue in Brazil and in China and, as a consequence, to stimulate the awareness of the role that gender diversity may play in business. The increasing of the participation of women in the workplace is remarkable although one may not overlook that, in spite of their reaching of lower and middle levels of management positions, they seldom reach top management positions. So far, in management literature, the study of women in management has been a new field of research and comparisons among countries, limited. The results of the work can be expanded in future studies and it is presumed that the outcomes of this research will be able to give companies a different perspective on gender issues and a better evaluation about women's work within a corporation.

Key words Women, Management, Gender, Brazil and China.

1 Introduction

This paper aims to present part of the results obtained from the MBA thesis study about experiences of women in management positions. The research was done in Brazil and in China in 2008 and 2009 and follows a qualitative (primary data) and quantitative (secondary data) methodology to analyze women in management. The qualitative part consists of the application of a questionnaire (open questions) among 14 female interviewees: seven in Brazil and seven in China. The questionnaire consists of sixteen questions regarding the situation of women in the workplace regarding: the hiring process, career plans, the impact of and the areas with the greatest concentration of women in companies, the strategies and barriers for women's success, the wage gap, the outperformance of men, promotion, stereotypes, what it is holding women back, and how they can get ahead, as well as a statement concerning gender and financial performance and a trend for the 21st century.

In management literature the study of women in management is a very new field of research. A study of gender within business administration is important because, until recently, gender inequality in companies has been ignored, and companies do not explore or recognize the potential of women professionals as a key factor in leadership levels. Around the world, the growing presence of women in the labour market makes it important to discuss the business impact of gender diversity.

Catalyst Census (2007) statistics state that women occupy just 15.4 percent of corporate officer positions and 14.8 percent of corporate board seats at *Fortune* 500 companies. The *Fortune* 500[1] (2007) list stresses that, in 2007, just 10 (out of 500) companies were led by women, three more than in 2006. Currently, the same list (2008) stresses that 12 companies were run by women in 2008. Female labour is often believed to cost more than male, due to the expenses of maternity leave and child care. However, a study by Catalyst (2008) points out a strong correlation between corporate financial performance and gender diversity. The study states, "*Fortune* 500 companies with the highest representation of women board directors attained significantly higher financial performance, on average, than those with the lowest representation of women board directors". In addition, Catalyst (2008) points out notably stronger-than-average performance at companies with three or more women board directors. Thus, it is important to acknowledge that gender may play an important part in aspects of the business performance process. Throughout the world, the number of women in management is increasing. However, gender stereotyping continues to be a major barrier to women's progress in management, and there is a notion of a masculine managerial model. Therefore, opportunities for women to advance in the workplace are

---

[1] The *Fortune* 500 is an annual list compiled and published by *Fortune* magazine that ranks the top 500 U.S corporations as measured by their gross revenue. The list includes publicly and privately-held companies for which revenues are publicly available.

limited by gender-based stereotypes in business. Far from giving a full contribution in companies' performances, women's skills and potentials are left underdeveloped instead of optimized.

2 Women in Management

The study of gender perspective within business administration is important. According to Philipps (1998) gender consists of the learned roles and responsibilities of men and women in society; different in different cultures. And still for the same author, gender perspective does not refer to women alone, but to the relationship between men and women.

The gender context perspective is used to explain the position of women in management. This theoretical perspective is based on the idea that the social status of the group is important in determining the perception of others towards individuals. Perceived masculine and/or higher status occupations are not related to female roles. Thus women are associated with being homemakers. This perception creates stereotypes and prevents women from entering occupational groups and so-called masculine jobs on an equal footing with men (Falkenberg; Rychel, 1985; Schnner, 1985). According to this theory, women have to work hard to be accepted, and project an image of being assertive but not aggressive, in order to succeed. A major barrier to women's progress in management continues to be the gender stereotyping of the managerial position and there is a pre-existing belief of a prototypical male manager. To Walters and Mason (1994) stereotypical behavior is the result of a learning through socialization processes; both men and women roles are externally defined. Moreover, women's participation or nonparticipation in top management and decision-making positions are determined by a number of variables, including the socialization by their access to social resources such as education, knowledge and their strength of purpose to achieve success. According to Schein (2007) the strength of the "think manager – think male" still remains and males continue seeing women as less qualified than men for managerial positions. In order to understand this, "glass ceiling" is a concept introduced by Morrison (1992) to explain the few women in upper levels of management. They can look up through the ceiling and see top management, but invisible obstacles stop them.

The glass ceiling phenomenon is an invisible barrier that separates women and minorities from top management positions. At top level, corporate culture evolves around males, who tend to hire and promote people who look and act like them, so this reality does not change. The successful advancement of diverse group members means that the organizations must find ways to eliminate the glass ceiling. The involvement of the top management is, hence, critical to breaking the ceiling and for the advancement of women. Besides more women coming through the pipeline, recruiting practices, and diversity trainings, one of the most successful structures to accomplish this is the mentoring relationship (Ragins, 1989; Ragins, Townsend; Mattis, 1998). Daft (2000:440) also states that today's corporate cultures reflect the white male model of doing business. They tend not include women and minorities in important decision making processes or to enable them to go high in the corporate hierarchy. It is not difficult for women to gain employment at the lower levels of organizations, because the criteria for selection and promotion are more objective, but it is still difficult for them to reach upper middle and senior management positions, where the criteria are more subjective. To reduce the stereotyping's role, job analysis and competency modeling are two related procedures for systematically understanding the work in an organization (Jackson; Schuler, 2004). These practices can help women's advancement within the organization.

3 Two Experiences: Brazil and China

Brazil experienced demographic, cultural and social changes that had great impact on women's work in the last decades of the twentieth century. When it comes to education level, Santos (2006) points out a trend for Brazilian women to increase their participation in a more qualified way. In 1996 women accounted for 44 percent of people with Masters Degree and in 2003 the number increased to 47 percent. At the same time their Doctors Degree also increased from 34 percent in 1996 to 38 percent in 2003. This trend is perceived by Bruschini and Puppin (2004) as enabling women to access new job opportunities. Concerning the Brazilian women's presence in the labour market, it is important to highlight the increase of female participation among workers - from 39.6% in 1993 to 43.5% in 2005. (Bruschini, 2007). According to historical trend, as well as data from several other studies, women are more likely to reach higher positions in their careers within the public administration, compared to the private sector. In the year 2000 in Brazil, about 9,977 (23.6%) out of 42.276 management positions were occupied by women (Bruschini; Puppin 2004). According to Bruschini (2007), in 2004 the female presence accounted for 31 percent of directorship positions of companies in the formal sector. Women

prevail in traditional female sectors (from 46% to 53% in public administration, education, health and social services). In other sectors, women occupy 10% to 15% of the directorship positions.

Concerning the Chinese situation, one might say that China is confronted with new issues in its efforts to promote women's development and gender equality. Currently, women account for 45 percent of the national work force. According to All-China Women's Federation-ACWF (2006), in 2001 there were 730.25 million employees in the country. Women accounted for 37.4 percent in enterprises, 44.1 percent in institutions, 24.8 percent in state organs, party and government departments and NGOs, 42.7 percent in service trades, and 57.5 percent in the sectors of public health, physical culture and social welfare service. There are more than 15 million female leaders in China today, or 38 percent of all the leaders. The same federation (2007a) shows that women's ability to be involved in the management of state and social affairs has been strengthened, and their ability in handling political affairs has gradually enhanced. Also, China's Constitution stipulates that men and women have equal political rights and the Law on the Protection of Rights and Interests of Women has made further stipulations to ensure that women can participate in decision making and management. The Program for the Development of Chinese Women (2001-2010) is very important for the women's situation and has some objectives such as: enhancing women's participation in the administration and management of and decision-making on state and social affairs; making efforts to ensure that the percentage of women in the management of the professions and sectors where women predominate is in proportion to their percentage therein; improving the mechanism of equal competition ; seeking to create equal competition opportunities for women to participate in decision-making and management; giving priority to women from among the candidates who have the same qualifications, in the selection of cadres; fostering and identifying women for senior management positions and encouraging state-owned enterprises to take active action to explore new forms of women's democratic participation at the levels of decision-making and management.

The participation of women in management positions is a trend not only real in the two countries, but also presented as a worldwide trend, where women make 40% of the workforce and are increasingly present at the diverse hierarchical levels of the companies, and have been gradually moving up the hierarchical ladder of organizations. In the Chinese and Brazilian situations, women are mostly in positions considered traditionally female areas such as the social, cultural, welfare service and health. Hausmann et alii. (2007) show that in a gender gap list by the World Economic Forum, in Brazil 34 percent of managers, legislators, and senior officials are female. In China, on the other hand, only 12 percent are women.

4 Results of the Research

The research includes a personal interview with Brazilian and Chinese women to evaluate the achievements and also the difficulties faced by them in their workplace. In China, the questionnaire was applied in May, 2008. In Brazil in August, 2008. The questionnaire consists of sixteen questions regarding the situation of women in the workplace. For this paper, only part of the results will be presented such as: the strategies and barriers for women's success, stereotypes, as well as a statement concerning gender and financial performance. The sample of this research is formed by 14 people: seven Brazilian and seven Chinese, aged between 32 and 61 among the Brazilians, and from 22 to 46 years old among the Chinese. The annual income, expressed in U.S. dollars, range from USD 30,700 to USD 216,200 among the Brazilians, and from USD 4,400 to USD 73,200[2] among the Chinese. Despite the small size of the sample, the interviews have enabled us to learn about a range of positions held by the Chinese and the Brazilians, such as: director, executive manager, senior vice president, general manager, executive director, financial director, head of office, general director, branch manager and branch director. The positions and hierarchical levels' denomination vary from company to company, hence caution is necessary. On the educational level, among the Brazilians, except for one who does not mention, 3 have a bachelors degree and 3 are postgraduate. Among the Chinese, one does not mention the education background; one does not have a Bachelors Degree and 5 advanced in the studies: 3 of them have a Bachelors Degree and 2 have Master's Degrees. All the Brazilian respondents have between one and four children, whilst only one of the Chinese is a mother: she has one child. Among the Brazilians, 3 are married, 3 divorced and one is single. Among the Chinese, three are married and four are single. The Brazilian companies in this research include: four financial institutions (banks), a

---

[2] Approximate values consulted in: www.xe.com on November 14th, 2008.

publishing group, a company of professional counseling, and a stove factory. The size of these companies is varied, ranging from a minimum of 25 to a maximum of 30,000 employees. We point out that, in the universe of women in the 5 Brazilian companies that provided complete data, the female presence totalizes 18,339 people, of which 3 are on the board of directors and 8 are in top management. The two financial institutions that do not give additional data to enable a comparison among these five companies have no women on the board of directors or in the top management team.

The Chinese companies presented in this research include: two financial institutions, a language school, an association of women, a shoe factory and an engineering technology company. The sizes of these enterprises range from 31 to 2,500 employees. Although the ceiling is clear just in the middle management of a company, it does not mean that the companies herein studied are gender-balanced. Rather, it may suggest that the women are little by little and slowly breaking through barriers towards the leadership positions, yet in a very timid way. We point out that, in the universe of women in the 5 companies that provided complete data (none of the two financial institutions provided complete data), the female presence totalizes 2,325 women, of which 5 are on the board of directors. It is emphasized that these five women belong to the women's association.

When it comes to women's top barriers, a discussion on the factors that constrain women's advancement to positions of top management and decision-making reveals a series of barriers which need to be overcome. These include some social, cultural, historical factors, educational attainment, government policies, networking, and domestic responsibilities. Women face many obstacles in society and, especially in the business world, in reaching high-levels positions. Although the glass ceiling is a major barrier to women's advancement, none of the interviewees mentioned this phenomenon. The concept of gender awareness should be highlighted as it means the ability of identifying problems arising from gender inequality and discrimination.

Table 1 Top Barriers to Advancement (China and Brazil - 2008)

Women's Top Barriers	
BRAZIL	CHINA
Lack of time (2)[3]	Chinese traditional way of thinking (2)
The woman herself as a barrier (2)	Social roles assigned to women
Prejudice (2)	(marriage, motherhood) (2)
Social roles assigned to women	Traditional male thinking (1)
(marriage, motherhood, family	Prejudice (1)
responsibilities) (2)	Lack of personal abilities (1)
Sexism (2)	Women's lack of capacity (1)
Lack of respect (1)	The nature of social gender awareness (1)
Lack of preparation in dealing with teams (1)	
Multiplicity of functions (1)	
Emotional (1)	Lack of self-confidence (1)
Lack of wisdom (1)	
Lack of humility (1)	

Catalyst lists a number of barriers to female advancement to board level. The women's lack of management experience is on the top of the list, closely followed by women's exclusion from informal networks; stereotypes about women's abilities; a lack of role models; a failure of male leadership; family responsibilities; and naivety on company politics (Roberts, 2008). Galinsky et alii (2003) discovered that the top-rated organizational obstacles primarily concern the availability and quality of the support that the executives receive in their organizations. Having support from higher-ups in the organization is paramount for both women and men to advance. Nevertheless, women report facing many more obstacles than men—specifically being excluded from important networks, having a limited number of role models, having limited opportunities for experiences in line or in general management positions, facing gender stereotypes, and being in dual-career families.

When it comes to the top strategies for women's success, it is remarkable that, out of 14 interviewees, just one Chinese mentioned that awareness of the barriers is important to succeed. However, good barrier awareness allows both men and women to take actions consciously and, if applicable, adapt their action strategies to advance in a personal way in the labour market.

---

[3] Number of interviewees who mention it, out of seven in each country.

Table 2 Top Strategies for Women's Success (Brazil / China - 2008)

Top Strategies for Women's Success	
BRAZIL	CHINA
Studying (4)[4]	Cordiality (2)
Persistence / determination (2)	Care (2)
Calm / serenity (2)	Communication (2)
Commitment (2)	Self-development/improvement (2)
	Quality (2)

Although men and women are commonly believed to have different personal strategies to succeed, Galinsky et alii (2003) found out just the opposite. The descriptions men and women give on the personal strategies that have helped them succeed are much more alike than different. These include both "taking risks and challenges" and "standing up for what I think" (so called "masculine" strategies) as well as "being collaborative" (so-called "feminine" strategies). Being adaptable, cited by these authors, is the common characteristic also found in the answer of a Brazilian woman as a strategy to succeed.

When it comes to stereotypes, one might say that although gender-based stereotyping is still strong in business, and both men and women do it (Catalyst, 2005), 10 out of 14 interviewees believe that stereotypes are not an invisible threat in the companies they work for. Just one company has a program to fight these stereotypes. However, it is perceived that the action is just a support to ease the psychological consequences of the action of the stereotypes, but it does not fight them in its essence, neither prevents them. To Catalyst (2005), women are portrayed as lacking the qualities that people commonly associate with effective leadership, and this is related to gender-based stereotypes in business. They limit opportunities for women to advance in the workplace. Although people believe that their perceptions come from objective observations, they are often unaware of how their thinking is automatically influenced by stereotypes. To Catalyst (2004), companies that develop and advance women will benefit specifically and financially, by accessing a large part of the available talent pool, as well as employing individuals who reflect a substantial consumer variety.

Yet according to the same source, recent studies have shown that the companies with more women board directors experience higher financial performance. On average, the financial performance of the group of companies with the highest representation of women on their top management was better than the one of the group of companies with the lowest women's representations. This was true, at least, for the following financial measures: Return on Equity (ROE), which was 35.1 percent higher, and Total Return to Shareholders (TRS), which was 34.0 percent higher. Catalyst establishes a connection between gender diversity and financial performance. Although they are exploring a link, they are not demonstrating causation of a sample of 353 *Fortune* 500 corporations for the period 1996 to 2000. When asked about this connection, all the Brazilian interviewees acknowledged it, whilst only two Chinese, in turn, did so. Brazilian and Chinese women highlight features that contribute for this, such as: being good at financial management, having a different view on numbers, preventing blind investment, being less bold, having temperance, knowing how to divide money, among others.

The women somehow do not seem to have global vision of the times in which they are historically inserted. They work without being very conscious about the statistics on gender issues and their situation (for example, the glass ceiling was not cited as a barrier, although it is still the major obstacle for women's advancement in top management positions). They are more likely to think in an individual level and may, therefore, lack complicity – besides thinking of certain situations as occurring exclusively to them. On the other hand some of them, for having already overcome the barrier of glass ceiling, think the phenomenon is a problem already solved and no longer exists, reinforcing the idea that women do not think and act as a whole group, but individually. Although low participation in the direction and management of business, less participation in training courses, a slower pace in the evolution of their careers, wage gap between men and women for the same job, glass ceiling and glass walls phenomena, lack of mentoring, and stereotypes are such important obstacles to be overcome, they did not seem to be treated as so relevant by the interviewees. The strengthening and increasing of

---

[4] Number of interviewees who mention it, out of seven in each country.

women's participation in the workplace and in society, as well as the guarantee of equal opportunities for both sexes, may be reflected in a more developed, prosperous and just society.

5 Conclusions

From the findings of this research, companies can have a different perspective on gender issues. Firms will also be capable to better evaluate and think about women's work within a corporation. Thus, they will be able to gain competitive strategies by using the full contribution of gender balance. From a woman perspective, they can gain awareness of the content of this research. Thus, they will be able to better act in the labour market by readapting personal strategies in their professional life, which can enable them to overcome barriers. Nevertheless, according to Catalyst (2004), developing female managers, leveraging their talent and giving them a seat at the decision-making table is smart business, as adopting these measures is characteristic of companies with excellent financial performance. In the business world, feminine occupations tend to cluster in staff, and masculine occupations in line functions, due to gender stereotypes. Organizations need to take measures to stop this powerful prejudice; otherwise female leaders will be often misjudged, regardless of their levels of preparation and aptitude for leadership roles (Catalyst, 2005).

In order to be inserted in the labour market, the women do not have to take the men's place, or become manlike to become equal to their working peers. This becomes a pitfall for the women as they recognize the correct model to be followed in the masculine structure. At a first moment, it may seem an accomplishment, but in the end it just reinforces the *status quo*. Becoming equal to men reinforces the notion that men's lives represent the standard to which women should aspire. Perhaps, instead of incorporating masculine characteristics, women need to understand which of the female characteristics bring them better results. In the period of information technology, the trend will be the replacement of the authoritative, compelling leadership model by the humanistic and emotional leadership model, which is more in line with female characteristics. As pointed out by Peter Drucker (ACWF, 2006), female characteristics are more suitable for management in modern society. Nevertheless, female managers are not able to discern gendered arrangements in their organizations.

Although women make up 51 percent of the world's population and perform two-thirds of all labour, yet, women own only about one percent of the world's assets, and earn 10% of the world's income according to the Global Fund for Women (2008). As previously said, some authors stress a trend for the 21st century from a male-oriented hard power situation to female-oriented soft power situation. Capra (1982), for example, states that the western society is the model *yang* in crisis. This competitive society, dominated by man, rational, for its unbalance, is about to give rise to a society more cooperative, intuitive, peaceful, with more feminine wisdom - *yin*. If competition is the name of the game and studies have shown that there is a link between corporate financial performance and gender diversity, the companies who perceive and value diversity in corporate world sooner will have a strategic and competitive differential. Another point to consider would be that women from different parts of the world have similarities and differences, and their presence in the labour market, too. The most important is to understand what their needs and expectations are. On the one hand, women are called to work because of responsibilities that they did not have before. On the other hand, women should not have to work because this is what they are supposed to do – rather, if they decide to, or need to, may the conditions be equal to their male counterparts', and so the opportunity to show their competences. Studies have shown that women, in general, understand gender as a neutral issue concerning success. However, they need to work hard to be accepted and perhaps tend to see the obstacles faced in the workplace as an exception, as something that happens just to them (which is not necessarily true). The *status quo* has been there for years and the "male way" is the most known around business and companies' environment. Capra (1982) does not defend that the *yin* (the feminine) is better than the *yang* (the masculine) *per se*. The proposed idea is that the unbalance between them is harmful and this can lead to a crisis in the dominant model. Changes have certainly been made in the last decades, but it is still necessary for Brazilian and Chinese women to realize what gender can represent in the workplace – so that they can achieve equal opportunities, participation in decision making and career advancement.

References

[1] All-China Women's Federation. Facts and Data. In: http://www.womenofchina.cn, 2006.

[2] All-China Women's Federation. Gender Equality and Women's Development in China. In: http :www.womenofchina.cn, 2007.

[3]All-China Women's Federation. Women Make up 45 Percent of China's Work Force. In: http://www.womenofchina.cn, 2007a.

[4] Bruschini, Cristina. Trabalho e gênero no Brasil nos últimos dez anos. International Seminar Mercado de trabalho e gênero: comparações Brasil – França FCC – MAGE. São Paulo and Rio de Janeiro: Fundação Carlos Chagas, April, 2007 (In Portuguese)

[5] Bruschini, Cristina; Puppim, Andrea B. The work of executive women in Brazil in the late 20th century. Cadernos de Pesquisa, Sao Paulo Jan/Apr. 2004, 34(121) (In Portuguese).

[6] Capra, Fritjof. O ponto de mutação (The Turning Point). Translation to Portuguese by Álvaro Cabral. São Paulo: Cultrix, 1982 (In Portuguese).

[7] Catalyst. *The Bottom Line: Connecting Corporate Performance and Gender Diversity.* New York, San Jose, Toronto: Catalyst, 2004.

[8] Catalyst. *Women "Take Care," Men "Take Charge:" Stereotyping of U.S. Business Leaders Exposed.* New York, San Jose, Toronto: Catalyst, 2005.

[9] Catalyst. *2007 Catalyst Census of Women Corporate Officers and Top Earners of the Fortune 500,* In: http://www.catalyst.org, 2007.

[10] Catalyst. Companies with More Women Board Directors Experience Higher Financial Performance, According to Latest Catalyst Bottom Line Report. In**:** http://www.catalystwomen.org, 2008.

[11] Cattaneo, Julian R.; Reavley Martha; Templer Andrew. Women in Management as a Strategic HR Initiative. Women in Management Review, 1994, 9(2): 23-28.

[12] Daft, Richard L. Management. Beijing: The Dryden Press/China Machine Press, 2000.

[13]Falkenberg, L.; Rychel, C.J. "Gender stereotypes in the Workplace", In: Concordia University Faculty of Commerce and Administration Working Paper Series, Montreal, Quebec, 1985: 85-123.

[14] Fortune. "Fortune Global 500", In: http://money.cnn.com , 2007.

[15] Fortune. "Fortune Global 500", In: http://money.cnn.com, 2008.

[16] Galinsky Ellen; Salmond Kimberlee; Bond James T.; Kropf Marcia B.; Moore Meredith; Harrington Brad. *Leaders in a Global Economy: A Study of Executive Women and Men.* Boston College Center for Work & Family, Catalyst, Families and Work Institute, 2003.

[17] Global Fund for Women. The Issues: Economic Security. In: http://www.globalfundforwomen.org, 2008.

[18] Hausmann, Ricardo; Tyson, Laura D.; Zahidi, Saadia. The Global Gender Gap Report: Country Highlights and Country Profiles. Geneva: World Economic Forum, 2007.

[19] ILO - International Labour Organization. Global Employment Trends for Women. In: http://www.ilo.org, 2008.

[20] Jackson, Samuel E; Schuler, Randall S. *Managing Human Resources Through Strategic Partnerships.* Beijing: Tsinghua University Press, 2004.

[21] Limerick, Brigid; Heywood, Eileen. Training for women in management: the Australian context. Women in Management Review, 1993, 8(3).

[22] Morrison, A.M. *Breaking the Glass Ceiling: Can Women Reach the Top of America's Largest Corporations?* Reaging, MA: Addison-Wesley, 1992.

[23] Philipps, Kate. "Glossary of Terms" In: KESPER, Christiane (ed.) *Gender in trade union work: experiences and challenges.* Bonn: The Project Group for Development Policy, Division for International Development Cooperation, 1998.

[24] Ragins, Belle Rose; Townsend Bickley; Mattis Mary. "Gender Gap in the Executive Suite: CEOs and Female Executives Report on Breaking the Glass Ceiling", In: Academy of Management Executive, 1998, 12(1): 28-42.

[25] Roberts, Yvonne. "You're fired!", In: The Guardian, in http://www.guardian.co.uk, 2008.

[26] Santos, Neusa Maria Bastos F. Succesful Women: a vision of Brazil. In: Punnet, Betty Jane; Duffy, Jo Ann; Fox, Suzy; Gregory, Ann; Lituchy, Terry R.; Monserrat, Silvia Ines; Olivas-Lujan, Miguel R.; Santos, Neusa Maria Bastos F. Successful Professional Women of the Americas: from polar winds to tropical breezes. Cheltenham, UK, Northampton, USA: Edward Elgar, 2006: 183-194.

[27] Schein, Virginia E. Women in management: reflections and projections. Women in Management Review, 2007, 22(1): 6-18.

[28] Walters, Valerie E.L.; Mason Gwen. *Women in Top Management in Africa: The Sierra Leone Case.* AAPAM-PublicAdministration and Management, Pre-print, 1994.

[29] Wirth, Linda. *Breaking Through the Glass Ceiling: Women in Management.* Geneva: ILO, 2001.