Chapter I

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Management studies have usually ignored women's labour participation that contributes to the dialectics of continuity and change in society. Post-colonial India is witnessing women in various areas of public labour, professions being one among them. Management (of the public as well as the private corporate sectors) is one of the very recent professions, which has harnessed women's labour to the needs of capital. The capitalist market on the face of it, makes the process of women's entry in the labour market and into the management profession seem as a liberal-democratic act and as the proof of equality in the labour process. But, how far do feudal and patriarchal mechanisms like segregation, discrimination and harassment have a strong presence, and are inescapable? Have women become the prey to the dynamics of the capitalist market as well as to the public and private patriarchy structured on 'gender'? This is one of the main foci of enquiry in the present study.

If we look into the history of management profession, it is seen that it developed as 'ownership management during the initial stages of capitalism. But through a period of time, with the rise in joint stock companies and further development of corporate sector, a shift occurred in favour of 'professional management' to work on behalf of capital. These professional managers are not the owners or shareholders of capital, but they are 'employee managers' who work on behalf of the owners of capital.

The 'employee managers' were initially hired by the owners of capital either through their family affiliations or based on the individual's skill to manage the enterprise. With the development of capitalism, enhanced knowledge, skill and training, it has become necessary not only to reduce
the uncertainties of the enterprise's external environment (particularly the market), but also to plan, monitor and control the activities and efficiency of the internal process. Therefore, new businesses as well as management schools have been established in the recent decades to train men and women for the acquisition of the necessary managerial skills in various branches like Human Resource Development (HRD), Marketing, Industrial Relations, Personnel Management, Finance, etc., based on one's interest and capability. These professionally trained managers from various branches are considered "professional employee managers'.

The major focus of this dissertation is the study of women professional managers. Though there have been growing employment opportunities for women in the management profession, certain issues of sociological concern like the nature of employment and/or the terms and conditions under which women managers are employed in these emerging industries and corporate sector have not been focussed properly.

It is to be noted that the words 'Corporate' and "Company" have been used interchangeably. A 'Corporate' is a formal organization, established for the purpose of business and profit and incorporated under the commercial law of the land in the Indian context, a Corporate or a Company is that, which has been incorporated under the Indian Companies Act, 1956. Further, a 'Corporate' or a Company' is a business enterprise comprising share-holders whose liability to the Company is restricted only to the unpaid amount on the shares held by them, hence the concept of 'limited liability'. Another important feature of a Corporate or a Company is that it is considered to be an artificial person in the eyes of the law and can sue or be sued in its own name. In Law, the owner of the Company is the Company itself and not its shareholder.

In India, the growth of management profession as compared to the western developed countries, is still in a nascent stage and the participation of
women in this profession has been very nominal. A comprehensive study of women's unequal participation in management is not available yet. Neither there are comprehensive survey and governmental reports regarding the status of women in the management profession in India, nor are there adequate number of empirical studies available, which could unravel the nature of women's unequal participation in this profession. The present study ought to be considered therefore as an attempt in this direction.

WHY IN HYDERABAD?

The site for empirical research of the present dissertation is the twin cities of Hyderabad and Secunderabad. These cities are today rapidly becoming the destination for global and Indian business. Traditionally, Hyderabad has been home to Indian public sector. In the contemporary period however, investment in the private sector has registered a significant increase. These investments were also remarkable for the diversity of businesses that they have spawned. Thus, apart from engineering, the businesses that have been established include software, Pharmaceuticals, and a host of service enterprises such as hospitals, hotels, consultancies, as well as private banks and non-banking financial corporations.

The location or relocation of business establishments in the twin cities is also witnessing consequently, the emergence of a well-trained managerial work force both local and migrant. Indeed, the latter tend to show a marked preference for twin cities compared to locations like Mumbai, Delhi, Chennai and even Bangalore. These are due to economic as well as personal reasons. While the sedate life of Hyderabad and Secunderabad is an appealing factor, other major reasons include reasonable cost of living, salubrious climate, commendable infrastructure; standard medi-care, and so on. An important factor is also that Hyderabad is strategically located in the country, well connected by road, rail and air. Most importantly, the
state government has been displaying a remarkable business friendly approach.

**OBJECTIVES**

The study, situating women managers in the context of their personal sociological background, attempts to analyse their employment in the 'public' sphere. It examines their public career as professional managers with the following objectives:

1. to investigate how 'Gender' operates in the management sector which has negative consequences for women, especially the concept and practice of 'patriarchy'
2. to explore the nature and extent to which organizations entrust professionally trained women managers with functions and duties befitting their capacities
3. to map the diffused manner in which women managers experience oppression
4. to understand whether and in what manner women managers possess a collective consciousness, and how they intervene in order to better their social and professional conditions

**METHODOLOGY**

The study has been undertaken in three stages initially, a pilot survey was conducted, the sample being eight women and eight men managers respectively. The pilot survey revealed that the management profession as held by management as well as organization theories is not gender neutral, but it is, very much gendered in its nature. The sample for the second stage, based on 'Purposive Sampling Method' (Goode & Hatt, 1952) comprised of sixty women and men managers respectively (hereafter,
referred to as ‘respondents’). Male respondents were also included in the
case to understand and bring home the stark contrast between men and
women in the managerial profession. The respondents were administered a
structured questionnaire containing closed as well as open-ended
questions. The third stage involved informal interviews with the
respondents, which were of an elaborate nature. On an average, each
respondent was interviewed for a maximum of 4 - 5 hours comprising 4 —
5 sessions. Further, these techniques have been supplemented by direct
observation, participation / observation in managerial seminars and other
meetings.

In course of the survey, sixty (60) organizations were visited in the twin
cities of Hyderabad and Secunderabad. In only thirty six out of the above
sixty organizations, women were found to be in managerial strata. Since
there is presently no academic or research organization having data as per
the requirements of the present study, such a survey had to be undertaken,
which however, has proved to be extremely beneficial.

**STRUCTURE**

This Dissertation consists of FIVE Chapters The introductory Chapter - I
outlines the context of this study, objectives, methodology and
chapterization

Chapter II is concerned with a conceptual understanding of 'Gender' and
'Work'. It is a theoretical investigation of 'Gender' in the social sciences,
including feminist theory, Sexual division of labour, women's
participation in the labour force and occupational segregation based on
sex This chapter attempts to provide an overall theoretical framework on
gender and work

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Chapter III, titled 'Gender in Corporate Management: A Review in Theory', traces gender in the literature on management, bureaucracy and women. An attempt has been made to critically review the literature examining the scope and manner in which gender has been understood. This chapter examines the development of the profession of corporate management and analyzes how a shift has historically come about from 'ownership' or 'entrepreneurship management' to 'professional (employee)management'.

An attempt has also been made to understand the question of gender and women managers from all the major perspectives. Firstly, the review of Marxian perspective, has brought out the various mechanisms of capitalist exploitation. But it is found that several of the writings in this perspective were blind to 'gender'. Secondly, management theories that seek to analyze the organization, allocation and functioning of various organizations have also been completely indifferent to the question of gender. Thirdly, the 'sex role' theories flowing from the liberal (i.e., non-Marxist) tradition do not expose the modes of exploitation in their entirety. They lack the historical appreciation of sexual division of labour and the new forms in which it finds continuity. Finally, this chapter takes up a discussion on gender and bureaucracy showing how the Weberian approach to bureaucracy is also not illuminative as regards gender. Certain alternatives to bureaucracy, such as Androgynous management, Neo-Bureaucracy, and Femocracy, proposed by various feminists have been discussed.

Chapter IV, 'The Empirical Study', has been organized in two parts. The socio-economic and cultural background and allied details of the respondents have been described in Part I. Part II is devoted to the analysis of data on women in the management profession. The intimate linkage of the 'public' sphere of the respondents with their 'private'
sphere (detailed in Part I) has been appropriately taken into consideration in the course of the analysis.

In the concluding chapter, Chapter V, the findings of the study are discussed in a comprehensive manner.

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