

навіть однієї з них, може викликати значні зміни у змісті відповідних стратегій. Це вимагає іноді значної перебудови та перегляду не тільки ряду управлінських функцій, інструментів, дій, а й у деяких випадках структури управління підсистем підприємства і організаційної структури управління підприємства в цілому. Тому постійний перегляд зазначених стратегій, стратегічний моніторинг і співставлення базових індикаторів роботи виробничої, технічної та інших систем підприємства з врахуванням їх взаємовпливу, допоможе вчасно виявити, знівелювати або цілком запобігти негативним факторам, що знижують ефективність функціонування промислового підприємства.

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### **MANAGEMENT OF WOMEN — RISK OR OPPORTUNITY?**

ABSTRACT. A lot has been written about women. Throughout human civilization women have been the foundation of families, but also wars

were waged over women, and through marriages friendships were created or expanded, agreements forged between friends, etc. Even today women are the entity, without which one can not imagine the existence of the universe. In other words, evolution is a process in which cells (male and female) are connected resulting in growth and development, but also in the ability to connect with other cells which leads to the formation of living beings, including man as the most complex living being which operates on the principles of self-organization.

However, when it comes to politics, business and the general performance of complex and traditional activities that are practiced by men, women are marginalized and discriminated against on numerous issues. Stereotypes and negative attitudes toward business women or women managers have been carefully maintained over centuries. Not far from the truth is statement according to which women must be twice as good as men, to take up important positions in organizations. The aim of this paper is to point out certain indisputable facts when it comes to female management and to answer the question of whether female management is a risk or a chance.

KEY WORDS: women, managers, «glass ceiling».

### **Institutional base of female management**

The status of women in the course of civilization has changed. Each new time dimension, as a rule, brought prosperity in terms of place, role and status of women in society, business and family. Of course changes and improvements have been neither easy, nor fast, even in developed countries where there is the highest level of democracy and protection of human rights. For example, 55 years ago the first woman graduated from Harvard Business School. In 2010 in Harvard women accounted for less than 45 % which means that the presence of women in the in the most elite international universities is slowly improving. Women in Switzerland, which is the cradle of stability, equality and respect for diversity, were given the right to vote in the seventies. In the US, so far no woman got the chance to become the President of the United States. The situation is similar in other developed countries of the world. Some developed countries still lack the institutional arrangement for the protection of women against harassment at work, violence, and those that do have it, still fail to apply it in practice. It is clear that the road from the institutional to the actual is a long one and that this is in fact the most important thing, because this issue can be resolved institutionally but still be inadequate in the implementation of the prescribed institute. Statistics show that male resistance to women business is stronger in Europe than in the US, and stronger in Asia than in Europe.

The countries with traditional and so-called hard culture patterns have even bigger problems on this issue. In some countries of the Arab world, women won the right to vote only last year (S. Arabia); traditionally, it is believed that women have no place in business, but in family alone. It is not rare that the business elite of the Arab countries do not want to negotiate with the leaders of women from European countries, and this makes a big problem.

Yet at the global level, numerous regulations and resolutions to protect women from various forms of discrimination have been adopted. For example, the European Social Charter made it mandatory for member states to ensure that «all employees are entitled to equal opportunities and equal treatment in terms of employment and occupation without discrimination on the basis of equality.» This is an important document which has created a legal prerequisite for the improvement of the status women. This document is supplemented by the provisions regulating the economic and social rights for countries that are not members EU. This document asks the non-member states to declare what is acceptable and what is not, while certain women's rights cannot be avoided.

As regards the Republic of Serbia, the Charter addresses the following issues: the right to work, the right to vocational guidance, the right to professional training, the rights of persons with disabilities, the right to equal opportunities and equal treatment in employment without discrimination based on sex... It is clear that the Charter includes all the important rights that improve the status of women.

At EU level there is the European Committee of Social Rights of the Council of Europe, which monitors and performs the control function of the realization of the women's rights. In the above context, the reports are drawn up for each country. Serbia is, according to the report, marked as a country which «does not fully fulfill its obligations under the European Charter». [1]

This assessment will affect Serbia's association with the EU, because the pressure and demands serve to provide improvement in the assessment of these and other areas.

### **Typical types of discrimination against women in business**

It seems that no area on the global level is as homogeneous as the discrimination of the sexes, where women are considered inferior to men. This applies to all countries of the world. Variations exist only in terms of the pace and intensity of discrimination. Synthesis of discrimination is mostly limited to the following:

- Women are discriminated against in political life, as in national parliaments dominated by men. This is still true in countries where women dominate in the sex ratio. In some countries it is by law that at least 30 % of women should be in the parliamentary bodies, which is far when it comes to equality. However, very few countries respected this provision.

- For women in many countries it is almost unattainable to occupy leading positions in large public systems, as well as in joint stock companies or limited liability companies. In the US and Western Europe, women managers of large companies do not exceed 5 % of the top management positions and about 10 % of the middle and lower management. There is the phenomenon of the so-called «glass ceiling», as some unseen force that prevents the gentler sex to take a leading position in organizational systems. This phenomenon is present even in the branches, or areas that are dominated by women, such as the area of social, health, pharmaceutical industry, education, culture, hospitality, etc.

- Women, as a rule, even in the United States, for the same work receive lower wages than men. This is the practice where women in many cases are placed on the jobs that have a lower salary coefficient, or that are lower paid. This difference may vary. The more developed the country, the higher the level of democracy and greater balance between the rights of each gender. Accordingly, the differences in pay are smaller.

- Women are discriminated against because of their physical qualities, too. They are often considered inferior to men. Turkish President Recep Erdogan in November 2014, said: «Men and women can not perform same jobs,» which is an introduction to gender discrimination. As an argument for that medicine is also used, i.e. the fact that in women right brain prevails, which identifies creative jobs, while with men the dominant is left, linked to a higher degree of determinism. This applies to traditional occupations and professions, such as pilots, firefighters, prison guards, police officers, soldiers, and leaders in heavy industry, mining, construction, automotive industry, etc. Through sophisticated techniques, society tends to transform natural inferiority legal, and for this purpose medicine is often used, to support the view that women are simply not physically able to perform certain tasks.

- Women are multi-burdened, both with business activities and jobs in the household and the family, because woman is considered to be the pillar of the family. This is especially prevalent in countries that do not have sufficient technical equipment in households, but also

countries in which there is no developed infrastructure for the provision of services for safeguarding children, such as nurseries, kindergartens, extended stay, etc.

- In the case of discrimination against women, there appears a special rule of implementation. The bigger the company, the smaller the chance that a woman occupies its top position. Traditional branches and enterprises from heavy industry, metallurgy, thermal power, nuclear power, etc. are obstacles, i.e. they create aggravating circumstances for women to be appointed as top managers.

It is clear that women institutionally have equal status, but in practice this is not supported, which is why the place, role and status of women still lags behind as compared to men. [2]

Considering that discrimination against women is a phenomenon that has been present since the creation of man, it is realistic to expect that it will not be eliminated completely in the near future. The German government on 11 December 2014 adopted a law according to which the conduct of, or management of leading companies, starting from 2016, will be entrusted to at least 30 % of women in the Supervisory Board. In Norway, it is set as the standard that companies must have 40 % of women on supervisory boards, which is lower than the establishment of full equality between women and men.

### **Are women more successful managers than men?**

The fact is that discrimination against women will not be eliminated only by pointing out the injustice or the unacceptability of breaches of equality deposit. Further, it shall not happen out of compassion of the stronger sex, but above all by pointing out that female managers can be the same or even better managers than men. In other words, the best way to reduce discrimination against women is to raise their competence, i.e. knowledge, skills and abilities to manage and organize, by pointing to some psycho-physical and psychological qualities that can increase business performance.

Scientific research and everyday practice shows that it is difficult to establish a correlation between manager's sex (gender) and his/her business performance. This statement is logical because it shows that on earth there are no two same men, no two same organizations or the same business environment for the operation of the business. Every single individual, and every single organization is unique and unrepeatable, and each exists in a particular area at a particular time and in a particular environment. In short, we know that the problem of management lies in its sensitivity, i.e. that this science is largely

conditioned by the social, cultural and social, customary, religious claims. Thus, even the the claim regarding the performance of equality becomes even more debatable.

However, based on numerous analysis and research we can arrive at certain conclusions that more or less indicate larger or smaller capacities or potentials of stronger or gentler sex. Studies by the University of Vienna have shown that «acute psychosocial stress in women may influence better social competence and increasing empathy, while in men leads to greater self-centeredness.» A large empirical research in the first decade of this century was carried out in Croatia, and it gave us the proportion of women managers in the total number of directors, their pay compared to men, the average pension in relation to men, etc. [3] Experimentally, by measuring the heart-beat rate and the stress hormone cortisol, it was confirmed that women have a greater resistance to stress. Given that management is a profession that is stressful, or in a group with the highly stress professions, from the standpoint of making better management decisions it is better that they be arrived at by persons that have greater resistance to stress. [4]

In this context, women have a greater potential to perform administrative tasks such as:

- Women have a softer style of management and a better ability to communicate. They tend to use less use the system: order — execution. This is for the present, but above all for the future, turbulent and uncertain business will be a key influence on business performance

- Women are better negotiating with internal and external stakeholders and are able to eliminate or reduce conflicts and «frictions» in the organization. This is important because the energy that is consumed in conflicts can be usefully employed in the creation of new value.

- Women compromise, i.e. they have the ability to reach the win-win solution. Women have a better understanding of personal problems of employees not included in the struggle for power, etc. In a world imbued with interests in all areas, compromise becomes a cure for many diseases, and there women have greater success.

- Discipline is stronger in women in comparison to men. This is especially true in the insistence on the deadlines when they are not essential, but still create high-quality organizational culture and behavior.

- Studies have shown that women have a higher level of emotional intelligence in comparison to men. This is a significant fact, for emotional intelligence represents the second mindset in humans and

creates desire as the key factor for business success. So, the key to success is that man wants something to happen, or achieve. The second half of this mindset is motivating intelligence, i.e. the ability to create a will for the fulfillment or realization of desires.

## **Conclusion**

From the above it can be concluded that the nomination or selection of women for top managers or chairmen of the supervisory board is a chance for the present, and in particular the future organization and business management. Therefore, it is necessary to establish equality, the way it is regulated by the European Union, not only to prevent discrimination, but also because women managers have a greater potential for achieving greater business success. Serbia, like other countries in transition, on this issue has the obligation to adjust both the legislation and practice with EU developments and achievements.

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## **ОСОБЛИВОСТІ НОРМАТИВНО-ПРАВОВОГО ЗАБЕЗПЕЧЕННЯ МОТИВАЦІЙНОГО СКЛАДНИКА ОСВІТНЬОЇ ДІЯЛЬНОСТІ**

АННОТАЦІЯ. Автором визначено, що перехід до постіндустріального суспільства обумовлює зростання ролі та значення діяльнос-