

UNIVERSITY OF ECONOMICS

PRAGUE

DIPLOMA THESIS

2016

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International Business – Central European Business Realities



The Women in Top Management:
The Case Study of EY company

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Scholar year: 2015/2016

Declaration:

I hereby declare that I am the sole author of the thesis entitled ***“The Women in Top Management: The Case Study of EY company”***. I have duly marked out all quotations, and the literature and sources used are stated in the attached list of references.

In Prague on: 13 May 2015

Michaela Tomčovčíková

Acknowledgement

I hereby wish to express my appreciation and gratitude to my thesis supervisor, Ing. Zuzana Křečková Kroupová M.A., Ph.D., for her help, patience and expert opinion during the supervision of my master's thesis.

I would also like to express my gratitude to Olga Lamačková a Dita Rezková for cooperation and advices.

Most of all, I would like to thank to my parents and family for their love, support and patience during my studies.

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List of Abbreviations

BCG	Boston Consulting Group
CEO	Chief Executive Officer
CESSA	Central Europe South Sub-Area
COO	Chief Operations Officer
CEA	Central European Area
CSE	Central and Southeast Europe
EBITDA	Earnings before Interest, Taxes, Depreciation and Amortization
EC	Ethnocentric Company
EC	European Commission
EEAS	European External Action Service
EU	European Union
EY	Ernst & Young
GC	Geocentric Company
GC	Glass ceiling
GPG	Gender pay gap
HR	Human Resources
OECD	Organisation for Economic Co-operation and Development
PC	Polycentric Company
RC	Regiocentric Company
TAS	Transaction Advisory Services
UN	United Nations
USA	United States of America

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Introduction

Recently, topics related to women working in the top management of companies have become a frequent focus of discussions. Steps are being taken in all developed countries to achieve gender equality. Nowadays, not only huge and powerful institutions worldwide, but also companies are analysing the status of women in managerial positions or in society as a whole, fighting against gender inequality and trying to provide equal working conditions and adapt them to women's needs in order to enable them to have a successful career. In an effort to destroy the gender pay gap, companies all around the world are trying to equalise the system of remuneration based on experience and skills.

The decision to choose the topic of this diploma thesis was based on interest in the position of women in the top management of a company as well as the working conditions adapted to their special needs. The thesis is divided into a theoretical and a practical part.

The theoretical part explains the main terms related to gender and gender equality, such as gender stereotypes, gender segregation, the glass ceiling or the gender pay gap. Equally, a description of the different measures and programs at the level of the Czech Republic, the European Union and worldwide is provided. The thesis further focuses on factors that influence a woman's career. The next chapter includes definitions of the basic terms related to management, describes different management styles and determines the differences between female and male management styles.

The practical part is based on research carried out on the basis of data gathered by company EY, one of the so-called Big Four auditing companies. The research was conducted on data provided for the Czech Republic including all three branches and analyses the gender distribution of employees, the tempo of their careers as well as the working conditions.

Confidential part

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The partial goal that helps to accomplish the main goal of the thesis is to identify and analyse different factors that may influence the career of women, based on the theoretical findings and on a qualitative interview.

Several research questions were determined to achieve the goals described above:

1. Are the requirements to be fulfilled in order to achieve managerial positions (manager, senior manager, executive director) the same for men as for women?
2. Are men mostly achieving higher managerial positions (manager, senior manager, executive director)?
3. Is the time period needed to achieve a managerial position (manager, senior manager, and executive director) longer for a woman than for a man?
4. Are women working in managerial positions (manager, senior manager, executive director) childless and not married more often than men?

The thesis compares the theoretical basis described in the first two chapters with the analysis of results from research conducted in the third chapter. The expected added value of the thesis is to provide recommendations on how to enhance the flexibility of the working environment to better reflect on work life balance needs.

1 Gender-related terms and topics

To introduce the topic of women in the top management of a company it is necessary to define the basic notions that differentiate a woman and man from a different point of view.

1.1 Sex, gender and gender role

Sex is the first characteristic that differentiates men from women. Sex is defined as the biologically conditioned differences between men and women. It comprises a complex of physiological differences, for instance the differences between sexual organs or hormonal systems.¹

Another important notion to be defined is gender. Gender and sex are sometimes confounded. They influence each other, and the measure of the impact of one on the other is difficult to distinguish. Nowadays, thanks of the neuroscience and research on hormonal regulation, there is more understanding of this mutual influence.

Gender is a term based on sociocultural differences or the impact of culture and society on creation of the characteristics of men and women. Time and the environment are factors that influence this effect and that causes the distribution of women and men's roles to differ by cultures.²

*"Gender could be understood as a socially and culturally created perception about the differences between a man and a woman, the governmental relationship and inequalities that structured the reproduction of these differences in institutionalised routines, the practice of the society."*³

Gender has developed in parallel with the development of society. In the past, society was divided into classes (feudal lords, peasants, villains), and gender did not play an important role. The modernisation and development of society has brought about change. The importance of gender has increased, while social status has remained in the background. A

1 Víznerová, Hana and Marcela Linková. 2003. *Proč A Jak Na Gendrovou Rovnost Ve Vědě*. Ebook. 1st ed. Praha: Národní kontaktní centrum - ženy a věda, Sociologický ústav AV ČR., <http://www.genderaveda.cz/files/manual-nkc.pdf>.

2 Zormanová, Lucie and Monika Drozdová. 2016. "Gender A Ambice". *Rovne-Prilezitosti.Cz*. Accessed August 7. <http://www.rovne-prilezitosti.cz/clanky/clanek-16.html>.

3 Lišková, Kateřina and Jana Tesařová. 2002. *Ženská Práva Jsou Lidská Práva*. Brno: Nesehnutí.

woman represents the family and taking care of the household. A man is a representative of the working sphere.⁴

The term *gender* could be presented as a social sex for the reason that it attributes a social and cultural framework to male and female biological sex. The term *sex* can be understood only in the biological sense. It cannot be influenced by the external factors, such as the time period or the environment. The term *gender* represents the mutual interaction between sexual nature and the culture of a certain society.⁵

A gender role is a set of informal rules for the behaviour and actions of men and women and the relationship between them. In the framework of gender roles, different abilities, characteristics, priorities or responsibilities are linked with men and women. Gender roles are applied among us, and some of them we learn from the childhood. They are created and applied in many social institutions, such as family, employment and education.⁶

Gender roles are created in the subconscious of persons based on certain adverse characteristics. In fact, the characteristics are not related to biological differences between men and women but to individual human being regardless of gender. Obviously, one of these characteristics is perceived as negative and one as positive. Their connection to masculinity and femininity creates mistaken ideas about the roles of men and women. It influences the social perception about the role typical for each gender and has impact on the organisation and distribution of social activities.

Rationality, objectivity, efficiency, activity or acting without emotions are characteristics that represent the masculine part of society. In contrast, irrationality, subjectivity and emotions are generally considered as features of women. The characteristics typical for women are evaluated by society as less acceptable. Gender roles are often connected with inequality. Generally, if fundamental conditions, such as ethnicity, origins, age or education, are identical, the position of a woman in society is always disadvantaged.⁷

Gender contract is a term closely linked with gender role. It represents a set of implicit and explicit rules concerning gender relationships, which allocate different responsibilities,

⁴"Slovník Základních Genderových Pojmů". 2016. *Novezeny.Eu*.
<http://www.novezeny.eu/genderovauchutnavka-slovník/slovník-zakladnich-genderovych-pojmu>.

⁵ Oakley, Ann, Milena Poláčková, and Martin Poláček. 2000. *Pohlaví, Gender A Společnost*. Praha: Portál.

⁶ Viznerová, Hana and Marcela Linková. 2003. *Proč A Jak Na Gendrovou Rovnost Ve Vědě*. Ebook. 1st ed. Praha: Národní kontaktní centrum - ženy a věda, Sociologický ústav AV ČR.,
<http://www.genderaveda.cz/files/manual-nkc.pdf>.

⁷ Valdrová, Jana. 2006. *Gender A Společnost*. V Ústí nad Labem: Univerzita J.E. Purkyně.

abilities and values to men and women. The gender contract is defined at three levels: in the framework of the norms and values of society, at the institutional level (for instance in education or employment) and at the family level. The rules in particular disadvantage aspects of the position of one gender versus the other. They are implemented in society and are deep-rooted in daily life. The gender contract takes various forms. The massive form represents the exclusion of one gender from political and civil rules. The covered form is presented as the discrimination of men or women in diverse social or human activities.⁸

1.2 Gender stereotypes

Gender stereotypes are simplified descriptions of what a typical man or woman created by society looks like based on characteristics recognised as masculine or feminine. Gender stereotypes characterise prejudices and stereotyped ideas about the so-called “natural” behaviour of an individual human being based on affiliation to gender without considering the individual abilities, skills, values or needs or the individual’s background and what the individual has acquired by education.⁹

Ideas about traditional masculine and feminine roles are disadvantageous for both men and women for various reasons. The disadvantage is presented by using patterns typical for roles. Women were always perceived as housewives taking care of a household and the raising of children. Men are seen as working and taking care of the family from the financial side. Women today are no longer content with this position in society. They want to be financially independent, and they are increasing their requirements for professional self-development. Harmonising the familial and professional roles of women has become a necessity. Opposing characteristics are linked with a specific gender, and this causes society to expect them from men and women. For instance, women are very emotional and solve problems with emotions, while men are less emotive and build up an emotional distance more easily than women.

Awareness about gender stereotypes is formed from childhood. From birth children are distinguished by wearing different clothes; later, they play with “girly” and “boyish” toys. Even children’s literature describes the roles typical for both genders. Equally, a hierarchical division of society based on gender is instilled from childhood. Again, inequality in the perception of what is masculine and what is feminine appear. The rational thinking typical for

⁸ Valdrová, Jana. 2006. *Gender A Společnost*. V Ústí nad Labem: Univerzita J.E. Purkyně.

⁹ "Genderové Stereotypy V Médiích A V Jazyce". 2016. [Http://Zenskaprava.Cz/](http://Zenskaprava.Cz/). Accessed August 7. <http://zenskaprava.cz/files/genderov%C3%A9-stereotypy-v-m%C3%A9di%C3%ADch-a-v-jazyce.pdf>.

men is considered to be more valuable than the emotional acting typical for women. In the hierarchical division, a woman is perceived through her role in the household, while a man has to secure the family financially.^{10,11}

Gender stereotypes have an impact on the particular conception of women's abilities and skills, and therefore they influence their application on the labour market. The false idea that links women only with family and maternity assumes that they are less reliable and tend to have higher absence from work due to maternity or parental leave. The insufficient ability due to a lack of time to attend training sessions or special courses to improve education causes deterioration in qualifications. Women are perceived as being unable to become team leaders or to have authority. All of the mentioned stereotypes, as well as many others, also put women in the position of being a riskier labour force in comparison with men. Often women are working only from the necessity of contributing to the family budget and do not need to build a career. After having children they are no longer able to work as they did when they were childless. Their main goal is to become a good mother, and building an active career is not a priority. Such examples of stereotypes about the perception of women as a labour force are not in accordance with the current situation and with women's needs. In contrast, in the past men were excluded from the point of view of parenthood and parental care and their main goal was building a career. Nowadays, the number of men taking parental leave is increasing year by year.¹²

1.3 Gender equality

Gender equality is a term frequently used in the present. It represents the situation when all human beings are free to develop their individual skills and to act without restrictions caused by gender stereotypes. The different needs and actions of men and women are acceptable and have the same value in society. Formal equality is the first step toward achieving real equality.¹³

Gender equality means economic independence for both genders, the same financial evaluation for the same work performed, the liberty of taking decisions and full integration

¹⁰ Oakley, Ann, Milena Poláčková, and Martin Poláček. 2000. *Pohlaví, Gender A Společnost*. Praha: Portál.

¹¹ Valdrová, Jana. 2006. *Gender A Společnost*. V Ústí nad Labem: Univerzita J.E. Purkyně.

¹² Asklof, Cecilia, Brigitta Hedman, Helena Standberg, and Karin E. Wenander. 2003. *PŘÍRUČKA NA CESTU K ROVNOSTI ŽEN A MUŽŮ*. Ebook. 1st ed. Praha: MPSV. http://www.mpsv.cz/files/clanky/953/na_cestu.pdf.

¹³ Asklof, Cecilia, Brigitta Hedman, Helena Standberg, and Karin E. Wenander. 2003. *PŘÍRUČKA NA CESTU K ROVNOSTI ŽEN A MUŽŮ*. Ebook. 1st ed. Praha: MPSV. http://www.mpsv.cz/files/clanky/953/na_cestu.pdf.

into society. The aim is to achieve equality of position in society for men and women in the workplace, family and education. Workplace equality provides all talented individuals with the opportunity to find employment on the labour market, regardless of their gender. Equality in family life ensures that woman can perform not only the role of mother but also build a career, too. Equality in provided education supports women in becoming scientists and ensures their equal position in competition with men. Gender equality is positive for society and leads to a more effective decision-making process. It increases economic growth, competitiveness and performance of the labour force on the market.^{14,15}

At present, the idea of individual development of men and women is being supported. Equality is being ensured by the legislative system of many countries. The law enacts that work performed by woman has to be equally valued financially, and fields with the strong presence of women have to be considered and valued financially the same as others. Human resources policy ensures that a woman can take care of her children in such a way that her level of living remains stable. Men and women have equal conditions, and both are supported on parental leave to avoid inequality.¹⁶

1.3.1 Gender equality and the Czech Republic

A concrete example of how a legislative system regularises equality between both genders is described for the Czech Republic. Section 13 of the Czech Labour Code stipulates equal financial assessment for equal work performed and for work of equal value. An employer is obligated to comply with the principle of providing an equal wage or salary and other financial payments or payments of financial value.¹⁷

Czech legislation does not contain any restriction on discrimination on the labour market. This is a consequence of the former socialist regime. Socialism did not recognise any inequality between a man and woman. A policy was applied for fully employed citizens and allowed a woman to take maternity leave while ensuring that she keep her full-time employment.¹⁸

¹⁴ Pavlík, Petr. 2016. *Analýza Stavů Rovných Příležitostí Pro Ženy A Muže Ve Vybraných Úřadech Samosprávy*. Praha: MPSV. <http://www.mpsv.cz/files/clanky/12431/Analyza-samosprava.pdf>.

¹⁵ Kárníková, Anna. 2016. "Kongres žen". *Kongres žen*. Accessed July 7. <http://www.kongreszen.cz/petice/rezolute>.

¹⁶ Kárníková, Anna. 2016. "Kongres žen". *Kongres žen*. Accessed July 7. <http://www.kongreszen.cz/petice/rezolute>.

¹⁷ Renzetti, Claire M, Daniel J Curran, and Lukáš Gjurič. 2003. *Ženy, Muži A Společnost*. Praha: Karolinum.

¹⁸ Němec, CSc., Ing. Otakar. 2005. *Realizace Principů Rovných Příležitostí Na Trhu Práce V ČR*. Ebook. 1st ed. Praha: VŠE Praha, Katedra Personalistiky. 2005. http://kvalitazivota.vubp.cz/.../realizace_principu.do.

In the present, a restriction on discrimination on the labour market is enacted in Section 4/2 of the Labour Code. An individual cannot be discriminated against based on his or her gender, race, ethnicity, nationality, citizenship, social origin, language, sexual orientation, medical condition, age, religion or beliefs, property, marital or family status or family responsibilities, political opinions or other persuasion, membership or activity in a political party or political movement, union organisation or an organisation of an employer. Discrimination against women due to pregnancy or maternity is prohibited by law. Equal treatment represents the nonexistence of direct or indirect discrimination based on gender.¹⁹

The Gender Inequality Index was created to measure and compare gender inequality. *“It is measured in three important aspects of human development – reproductive health, measured by maternal mortality ratio and adolescent birth rates; empowerment, measured by proportion of parliamentary seats occupied by females and proportion of adult females and males aged 25 years and older with at least some secondary education; and economic status, expressed as labour market participation and measured by labour-force participation rate of female and male populations aged 15 years and older.”*²⁰

Equal opportunities are a requirement of men and women for participation in economic, political and social life. They represent the elimination of visible and invisible barriers based on gender, religion or colour of skin. Equal opportunities have to be assured on the labour market, to harmonise personal and family life, to prevent violence towards women, to support activities in decision-making processes, to eliminate gender stereotypes in education and for reproduction rights.²¹

1.3.2 Gender equality and the European Union

One of the European Union’s founding principles is the maintenance of equality between men and women. The principle of equal pay for equal work was included in the Treaty of Rome from 1957.

EU policy has achieved successful results over the last decades; however, inequalities still exist between genders. The EU has focused on equal treatment legislation, gender mainstreaming and specific measures for the advancement of women that ensure progress.

¹⁹ Renzetti, Claire M, Daniel J Curran, and Lukáš Gjurič. 2003. *Ženy, Muži A Společnost*. Praha: Karolinum.

²⁰ "Gender Inequality Index (GII) | Human Development Reports". 2015. *Hdr.Undp.Org*. <http://hdr.undp.org/en/content/gender-inequality-index-gii>.

²¹ "Gender: Základní Pojmy | ČSÚ". 2016. *Czso.Cz*. https://www.czso.cz/csu/gender/gender_pojmy.

One of the measures taken by the EU concerning the advancement of women has been to increase the number of women on the labour market and ensure them better education and training.

However, women still tend to be over-represented in lower-paid sectors and under-represented in leading positions that are responsible for decision-making processes.

Two missions were created by the European Commission to set up a framework for the improvement of gender equality:

- Strategy for equality between women and men 2010-2015
- Strategic engagement for gender equality 2016-2019²²

The “Strategy for equality between women and men 2010-2015” is a policy framework executed by the European Commission to integrate equality between genders among all policies of the EC.²³

The Strategy is divided into six main fields:

1. *equal economic independence*
2. *equal pay for work of equal value;*
3. *equality in decision-making;*
4. *dignity, integrity and ending gender violence;*
5. *promoting gender equality beyond the EU;*
6. *horizontal issues.*²⁴

The strategy specified several key actions planned to be realised by 2015 for each of main fields. The implementation of 120 actions was planned by different Commission services and the European External Action Service (EEAS).

The Strategy achieved several results, such as the improvement of knowledge concerning gender inequalities, increasing awareness from the side of the general public and policy makers regarding the importance of gender equality, and progress in gender mainstreaming.

²²“Gender Equality - European Commission”. 2016. *Ec.Europa.Eu*. http://ec.europa.eu/justice/gender-equality/index_en.htm.

²³ European Commission, Directorate-General for Justice,. 2015. *Special Eurobarometer 428 “Gender Equality*. European Union. http://ec.europa.eu/justice/gender-equality/files/documents/eurobarometer_report_2015_en.pdf.

²⁴ European Union,. 2015. . *EVALUATION OF THE STRENGTHS AND WEAKNESSES OF THE STRATEGY FOR EQUALITY BETWEEN WOMEN AND MEN 2010 – 2015*. Luxemburg: European Union. http://ec.europa.eu/justice/gender-equality/files/documents/151201_strategy_evaluation_en.pdf.

Among the successes are the highest employment rate ever recorded for women, which was 64% in 2014, and the growing share of women taking part in economic decision-making processes. Equally, it is necessary to take into account the fact that the strategy was influenced during its five years of implementation by external factors, like the huge financial and economic crisis and the austerity measures linked with that crisis, which had a negative impact on the development of gender equality.²⁵

The five key fields have remained valid from 2010 till the present. Implementation of the actions on gender inequality required more time to protect the new changes and to ensure recent measures in these fields. Gender equality was at the same time influenced by the dissemination of digital technology, immigration and subsequent integration of immigrants as well as the economic crisis mentioned in the previous paragraph. The “Strategic engagement for gender equality 2016-2019” was set out as a reference framework to reinforce awareness about gender equality and is focused on the same five priority fields as the “Strategy for equality between women and men 2010-2015”. It confirms the “2011-2020 European Pact for Gender Equality” and it is implemented on the European, national, regional and local levels.²⁶

The level of gender inequality awareness among European citizens was shown by the fact that in a recent Eurobarometer survey 76% of respondents agreed that fighting gender inequality should be one of the EU’s priorities. Similarly, 91% of respondents agreed that fighting gender inequality is necessary for building an equal society. The importance of promoting gender equality is related to these results.

“Strategic engagement for gender equality 2016-2019” is focused on gender equality policies in five already existing fields:

1. *increasing female labour-market participation and the equal economic independence of women and men;*
2. *reducing the gender pay, earnings and pension gaps and thus fighting poverty among women;*
3. *promoting equality between women and men in decision-making;*
4. *combating gender-based violence and protecting and supporting victims;*

²⁵ European Union., 2015. *EVALUATION OF THE STRENGTHS AND WEAKNESSES OF THE STRATEGY FOR EQUALITY BETWEEN WOMEN AND MEN 2010 – 2015*. Luxemburg: Office of the European Union. http://ec.europa.eu/justice/gender-equality/files/documents/151201_strategy_evaluation_en.pdf.

²⁶ *Strategic Engagement For Gender Equality 2016-2019*. 2015. Ebook. 1st ed. Belgium: Office of the European Union. http://ec.europa.eu/justice/gender-equality/files/documents/160111_strategic_engagement_en.pdf.

5. promoting gender equality and women's rights across the world.

Different legislative, non-legislative and funding instruments, such as, for instance, legislation on the application of equal treatment for EU funding programmes for 2014-2020, are planned to be used to accomplish established aims.²⁷

1.3.3 Gender equality in the world

The European Union is not the only institution adopting policies to establish and maintain gender equality in its member states. The United Nations established UNWOMEN – the United Nations Entity for Gender Equality and Empowerment of Women in 2010. The organisation is focused on gender equality and the empowerment of women. The HeForShe campaign goal is to mobilise 1 billion men to accelerate the accomplishment of gender equality. It is based on four strategic pillars:

1. To stimulate women's economic empowerment
2. To advance the political participation & leadership of women
3. To support the role of women in peace & security
4. To eliminate violence based on gender²⁸

1.4 Gender mainstreaming

Gender mainstreaming consists of reorganisation, amelioration, development and evaluation of decision-making processes in all spheres of policies and work processes in an organisation. The main goal is to take into consideration the perspective of gender proportion in decision-making processes and to use all decision-making process in favour of gender equality. It represents the idea that the equality of women and men's chances can be achieved only when equality is set as the main aim in all policy spheres.

Gender mainstreaming is often mistakenly considered as a women's issue only, the main aim of which is to improve and balance statistics and to find the reason and the guilt party for existing inequality between genders. At the same time it is often confused with the idea that only women undertake the path and that women are the ones who are advantaged by it.

²⁷ *Strategic Engagement For Gender Equality 2016-2019*. 2015. Ebook. 1st ed. Belgium: Office of the European Union. http://ec.europa.eu/justice/gender-equality/files/documents/160111_strategic_engagement_en.pdf.

²⁸ "Heforshe". 2016. *Heforshe.Org*.

http://www.heforshe.org/~media/heforshe/files/our%20mission/heforshe_overview_brief.pdf.

In actual fact gender mainstreaming is about decreasing the level of poverty and economic recovery and reinforcing citizenship. It is a proactive and continual process used to solve inequalities that could cause discrimination in relation to both genders. It ensures that women and men are equally active and use 100% of their labour. It offers the opportunity to think about how labour markets work and how they can possibly influence women's and men's employment. At the same time, it is a reminder of the changes taking place in a society, such as, for instance, the changing role of parents, family structure, the organisation of work, time and even the institutional practices. It reassures that those responsible are not just reacting to gender inequalities but actually trying to reduce them. This includes the desire to distribute responsibilities equally between men and women.

Gender mainstreaming covers political proposals, decision-making processes, access to the resources, procedures and experience and methodology.

This innovative concept was adopted by the European Commission in 1996 as an additional approach, not a replacement, for its equal opportunity policy. According to the European Commission, gender mainstreaming is about mobilising all policies and actions in order to achieve equality by taking the potential results of the situation of men and women into consideration. All actions have to be studied and considered in the stage of definition and implementation. According to the Council of Europe, gender mainstreaming is defined as management, progress, valuation and improvement in policy in order to integrate gender equality in all policies at all levels forming the policy-making process. Another way to describe gender mainstreaming is to diversify between three types of gender equality: tinkering, tailoring and transforming.

Tinkering could be considered as one of the oldest strategies use to help enforce equality. It takes into account a legislative approach for gender equality among men and women and all instruments that establish the application of law. EU directives aimed at ensuring equal pay are a part of tinkering.

Tailoring is about adaptation. To ensure equal treatment, the implementation of specific measures is required, such as a special programme for women, for example.

Transformation represents the essential transformation of organisations and institutions to achieve gender equality. The role of gender mainstreaming is to guarantee the ability to implement this transformation.

Four steps of gender mainstreaming were distinguished in order to define the gender mainstreaming employment policies:

1. Getting organised: The main goal of this step is to apply, manage and create the awareness and ownership.
2. Learning about differences: This step defines gender inequalities without using policy but focusing on norms, values and rights.
3. Assessing the policy impact: This consists of analysing the impact of policy with respect to norms, values and rights.
4. Redesigning the policy: The last step is to find out how to improve policy for gender equality.²⁹

1.5 Gender segregation

Gender segregation refers to the inclination of women and men to be employed in different sectors and occupations; i.e. one gender dominates a given profession on the labour market. This represents the definition in absolute terms. In relative terms gender segregation is defined as the share of a sex relative to the expected share, while women are inclined to be less represented among the employed population.

Gender segregation is thus distinguished in two types: horizontal and vertical segregation:

Horizontal segregation is the concentration of men and women in specific sectors and fields based on stereotypes linked to a certain sector or economic activities with men and women. It can be understood as the excessive or insufficient presence of a certain group in fields or sectors not organised by any criterion. Horizontal segregation is a constant on the labour market in all OECD countries. In comparison with past, the presence of women in some fields has tended to increase over time. Horizontal segregation is considered an unchangeable and common characteristic of the contemporary socioeconomic system.

Vertical segregation represents under or over representation of an apparently identifiable group of employees in positions organised in such a way that desired attributes, such as income, success and job stability, are placed at the top regardless of the field. Vertical segregation can be explained as the concentration of men and woman in a different position in

²⁹ *Manual For Gender Mainstreaming Employment, Social Inclusion And Social Protection Policies*. 2008. Ebook. 1st ed. Luxemburg: European Commission, Employment, social affairs and Inclusion. <http://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=70>.

the framework of an organisation's hierarchy in terms of responsibility and position, whereby the rule "the higher position with more responsibility means the higher financial remuneration and the lower involvement of women present in these positions" is applied. For this reason, the term *hierarchical segregation* is often used for vertical segregation. This type of segregation is linked with the term *glass ceiling*, which will be described in the following chapters. Hierarchical segregation to women's disadvantage is also present in fields with a strong presence of women. This fact casts doubts on the assumption that the extension of the general involvement of women in a certain field inevitably causes an increase in the number of woman present in leading positions.^{30,31,32}

1.6 The gender pay gap

The gender pay gap (GPG) represents the difference between the gross hourly salary gained by women and men expressed as a percentage of the average gross hourly salary of masculine workers. The GPG is explained by the presence of discrimination on the labour market.

Differences are noticeable between EU member states. The gender pay gap only takes the employed population into consideration. For this reason we cannot consider it as an objective indicator showing overall inequality between men and women. To achieve higher objectivity it has to be perceived with other indicators explaining the situation on the labour market. For instance, the ratio of women active on the labour market has a significant impact on explanation of the GPG. Italy is the example of a country where women are less present on the labour market; thus the GPG is lower than the average in Europe, which could be explained by the fact that women active on the market are not qualified or less qualified. In comparison, Finland and the Czech Republic have a rather high GPG. This is typical for a segregated market where women are present in several fields or professions. A high GPG is

³⁰ Meulders, Danièle, Robert Plasman, Audrey Rigo, and Síle O'Dorchai. 2010. *Horizontal And Vertical Segregation*. Ebook. 1st ed. Brusel. https://genderedinnovations.stanford.edu/images/TR1_Segregation.pdf

³¹ Viznerová, Hana and Marcela Linková. 2003. *Proč A Jak Na Gendrovou Rovnost Ve Vědě*. Ebook. 1st ed. Praha: Národní kontaktní centrum - ženy a věda, Sociologický ústav AV ČR., <http://www.genderaveda.cz/files/manual-nkc.pdf>.

³² Valentová, Marie, Iva Šmidová, and Tomáš Katrňák. 2007. *Genderová Segregace Trhu Práce V Kontextu Segregace Vzdělanostní: Mezinárodní Srovnání*. Ebook. 1st ed. Praha: Gender, rovné příležitosti, výzkum. http://www.genderonline.cz/uploads/4f65927f9219ae00c4b73e6f9b0dc7612fba3c88_genderove-segregace-trhu-prace.pdf.

also caused by a significant percentage of women working on part-time contracts, which is typical for Germany or Austria.³³

The gender gap also includes in part issues related to gender inequalities, and the European Commission has established a targeted policy to fight against this. The idea of equal pay for equal work has been established in treaties since 1957. The EC also established several legislative measures, such as the EU Gender Equality Recast Directive (2006/54/EC), which ensures the prohibition of direct and indirect discrimination in relation to pay. Equally, the “Strategy for equality between women and men 2010-2015” that was mentioned in more detail in the previous chapter contains the priority of “Equal pay for equal work and work of equal value”. One of the projects created by the EC to build awareness about the GPG among EU citizens is the European Equal Pay Day. The EC first established this day on 5 March 2011 and it is to be held each year, but not the same date. During this project citizens gain knowledge of statistics and information related to the GPG that help them to realise the importance of being aware of this issue. For example, the last presentation created for Equal Pay Day contained information such as:

- In the EU the hourly wage for women is 16% lower than that of men
- Men are earning 84 cents from each € 1 earned in EU
- Nowadays, the percentage of women graduating from universities is 60%, though in the EU men are generally perceived as being more educated than women.³⁴

Table 1 Comparison of the gender pay gap in the EU and the Czech Republic

Year	2010	2011	2012	2013	2014
EU (28 countries)	16.1	16.4	16.5	16.3	-
Czech Republic	21.6	22.6	22.2	22.1	22.1

Source: Eurostat,. 2016. *Comparison Of The Gender Pay Gap In The EU And The Czech Republic*. <http://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&language=en&pcode=tsdsc340&plugin=1>.

At the EU level, the GPG is defined as the relative difference in the average gross hourly earnings of women and men within the economy as a whole.

³³ Vlachová, Hana. 2014. "Genderová Platová Mezera V Soukromém A Veřejném Sektoru České Republiky". *Acta Oeconomica Pragensia: Vědecký Časopis Vysoké Školy Ekonomické V Praze* 22.2014 (9597219). doi:0572-3043.

³⁴ "Gender Pay Gap - European Commission". 2016. *Ec.Europa.Eu*. Accessed August 7. http://ec.europa.eu/justice/gender-equality/gender-pay-gap/index_en.htm.

Table 1 above shows a comparison of the GPG in the EU and the Czech Republic during the period 2010-2014. The indicator presented in the table is defined as unadjusted, since the GPG is interpreted according to overall information about gender discrimination and inequalities on the market. According to the latest statistics, the GPG in the EU (28 countries) remained at a stable value around 16%, while in the Czech Republic the GPG is higher than the EU average, with a value of 22.1% in 2014.

The World Economic Forum annually publishes a Global Gender Gap Report, which was first published in 2006, in order to evaluate the worldwide level of the gender gap. According to the latest edition – The Global Gender Gap Report 2015 – despite significant progress, inequalities between genders are still present.

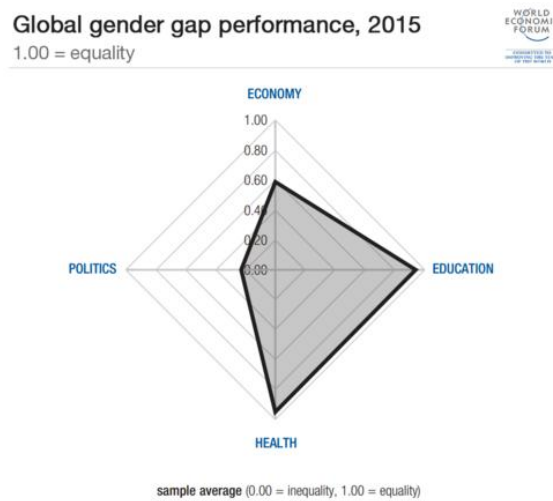
Among the main findings of this report are:

- Comparing to year 2006, the number of women that entered the labour market increased by a quarter of a billion
- In 2015 the annual wage of a woman amounted to the annual wage of a man in 2006
- The investment of G20 countries in women's education increased from 2006
- The number of women entering university in 97 countries is higher, but women represent a majority of educated workers in only 68 countries and the majority in leading positions in only 4 countries
- According to Figure 1, the highest level of equality was achieved in education and health, which considerably improved the quality of women's lives; in contrast, worldwide economic growth was influenced by the lack of progress
- The most significant progress was made in the political sphere
- The restrictions established as quotas have shown positive effects

According to the level of progress achieved in the economic and political spheres, the gender gap could be erased.³⁵

³⁵ "Report Highlights". 2015. *Global Gender Gap Report 2015*. <http://reports.weforum.org/global-gender-gap-report-2015/report-highlights/>.

Figure 1. Global gender gap performance



Source: World Economic Forum,. 2016. *Global Gender Gap Performance*. Image. : <http://reports.weforum.org/global-gender-gap-report-2015/report-highlights/>.

In 2014 the Boston Consulting Group issued the report “Bridging the Entrepreneurship Gender Gap”. According to research conducted by the BCG, women own 40% fewer businesses compared to men. This could be explained by two reasons. First, women tend to create fewer new businesses. The Global Entrepreneurship Monitor states that the percentage of women creating a new business is 30% below the percentage of men and amounts to 11%. The second reason is linked with the fact that women with their own business are less successful in sustaining the business. At the same time a 10% entrepreneurship gender gap exists and is measured by the proportion of sustained businesses versus new businesses. The gap in new business rates decreased when compared to previous years, but the rate measuring the success of businesses did not decrease.³⁶

1.7 The glass ceiling

The glass ceiling is defined as the invisible barrier that makes it more difficult for women to achieve promotion, pay raises and further opportunities. It is mostly women that want to achieve a higher position in a company’s hierarchy who are encountering the glass ceiling.

³⁶“Bridging The Entrepreneurship Gender Gap: The Power Of Networks”. 2016. *Www.Bcgperspectives.Com*.https://www.bcgperspectives.com/content/articles/business_social_sector_investing_impact_bridging_entrepreneurship_gender_gap/?chapter=2#chapter2.

Women face different types of barriers. At the social level this is access to education and employment, as well as social stereotypes related to gender. The lack of information about the presence of women in leading positions in a business could also represent a barrier that leads to demotivation and low effort among women to achieve these types of position. If higher positions in a hierarchy are occupied by men, the similarity of the type of newly hired employees tends to cause those responsible to continue filling leading positions with men. Gender segregation on the market is thus perceived as a type of glass ceiling barrier. The barrier that obstructs promotion to a leading position may also be caused by:³⁷

- Differences between men and women in their values and approach to work, which includes the idea that women desire promotion less
- Differences between the leadership style of men and women. Women understand power as the ability to implement their talent and control their own life. This fact influences their leadership style such that they are cooperating with the co-workers
- Senior managers trying to obstruct competitors by setting requirements that are difficult to fulfil³⁸

The level of the glass ceiling is measured by the Glass Ceiling Index, which is a combination of data on higher education, labour-force participation, pay, childcare costs, maternity rights, business school applications and presence in senior positions.

In 2015 the magazine *The Economist* published a Glass-Ceiling Index, which is shown in Figure 2 below. The results showed that Finland, Norway and Sweden achieved the best scores, which are higher than the OECD average. The indicator weight % represented on the left side of Figure 2 shows the results for the OECD. Important progress was achieved in higher education, labour-force participation and representation of the women in parliament, which still possess the lowest value of the indicator weight.³⁹

³⁷ Donnelly, James H, James L Gibson, John M Ivancevich, Václav Dolanský, and Josef Koubek. 1997. *Management*. Praha: Grada.

³⁸ Dvořáková, Zuzana. 2007. *Management Lidských Zdrojů*. Praha: C.H. Beck.

³⁹ "The Glass-Ceiling Index". 2015. *The Economist*.
<http://www.economist.com/blogs/graphicdetail/2015/03/daily-chart-1>.

Figure 2. The glass-ceiling index



Source: The Economist, 2016. *The Glass-Ceiling Index*. Image.
<http://www.economist.com/blogs/graphicdetail/2015/03/daily-chart-1>.

1.8 Factors influencing women's careers

Women take many decisions during their professional career that are influenced by the several criteria, which are divided into internal and external factors. Internal factors are those based on their personal persuasion, vision, values or goals. External factors included outside factors, such as segregation on the labour market or working conditions.

1.8.1 Internal factors

Family

One of the most important roles for the majority of women is the role of mother. The decision to create a family has to be taken very thoroughly, and all the consequences have to be taken into account. While men are building their careers continuously throughout their whole life, women who decide to have children sooner or later reach a point when their career is interrupted, and they sacrifice time to raise and take care of their children. Even if men decide to take parental leave, women still have to take care of a newborn baby. Nowadays, the number of women trying to achieve success and promotions in their career before the birth of a first child is increasing. At the same time the age when women give birth to their first child has changed significantly. According to research done by the OECD, women went on maternity leave at an average age from 25 to 29 in the 1990s. Current statistics show that the age range has changed to 34-35 years. Contemporary women tend to postpone maternity leave, because they realise the difficulties linked between handling their career and taking care of children.

Women after maternity leave often prefer to work on part-time contracts in order to have the possibility of spending time with their children. Long-term work on a part-time contract is not considered to be a full source of working experience, which significantly influences a woman's career. Women often have to build their career from the beginning. The OECD's research showed that only 3% of women and 1.5% of men in Europe who worked on a part-time contract for at least 6 years passed on to a full-time contract. Employers do not have a positive opinion about the excessive taking of vacations or of unpaid leave, which are often

necessary in the case of parental care. The consequence of the mentioned reasons is stagnation in career growth for women with children.⁴⁰

1.8.2 Motivation

The development of a woman's career is considerably influenced by personal motivation. Motivated women tend to perform better and make more effort to improve themselves and their work results. At the same time, motivation is connected with a positive reaction to motivating factors, such as financial evaluation, personal development and the effort to achieve promotion.

The effect of the glass ceiling mentioned in the previous chapter is closely connected with the motivation of women. The glass ceiling (GC) could be created by an employer, but women are creating it themselves, as well. Examples of a GC created by an employer are mentioned in previous chapter. A GC built by women is based on stereotypes in the perception of their own abilities and skills; for instance, women may not apply for some positions because they believe that they are not educated or qualified enough to occupy that position. In many cases a lack of self-confidence destroys a women's career. Sometimes women give the impression that they are not interested in promotion; therefore, the employer has no reason to offer them one. The lack of the motivation means that women tend to not try harder, since compensation for their efforts is unachievable. The final result is the stagnation or decline of a career.

1.8.3 External factors

External factors that significantly influence a woman's career are the working conditions created by an employer. The employer should adapt working conditions for women with children and through this help them to manage both work and their private life. One of the tools used by employers is a family-friendly approach based on mutual respect of the employer and the employee's interest. Untraditional and flexible working conditions include:

- Part-time working
- Flexible working hours
- Possibility of working from home – a home office
- Possibility of distance working (home-working or tele-working)
- On-call working

⁴⁰*Closing The Gender Gap: Act Now.* 2012. Ebook. 1st ed. Paris: OECD.
<http://dx.doi.org/10.1787/9789264179370-en>.

- Job sharing
- Job rotation
- Compressed work-week
- Subcontracting
- Employer benefits⁴¹

McKinsey & Company carried out research with the title “Unlocking the full potential of women in Czech business”. The result of this study was a set of recommendations to support gender diversity at an employer. The recommendations were divided into three groups:

- Support from the side of supervision and the company culture
- Development programs
- Supportive mechanisms in human resources and infrastructure

Other factors influencing a woman’s career are gender stereotypes, gender segregation of the market or the glass ceiling from the side of employer, as were described in previous chapter.⁴²

⁴¹"Flexibility And Security In The EU Labour Markets". 2006. *Tackling Discrimination*. http://www.stopdiscrimination.info/fileadmin/pdfs/Reports/Employment_in_2006/Employment_in_Europe_2006_en.pdf.

⁴² *Využití Plného Potenciálu Žen V České Ekonomice*. 2011. Ebook. 1st ed. Praha: McKinsey & Company, Inc. http://www.mckinsey.cz/images/women_matter_CJ.pdf.

2 Management and leadership

2.1 Management

Management has many definitions. It can be defined as the summary of all activities that are necessary to be done in order to ensure the performance of a company. To be more precise management can also be understood in three different senses: management of a specific activity, management in the sense of leadership of a company, and management as a scientific discipline.

Nowadays, management of a specific activity is of high importance. For a company to be successful the right management of activities is necessary, even if all employees are highly qualified.

Management in the sense of a group of people leading a specific company describes the specific function or specific group of people that are performing a specific action. It can be understood as the set of all company activities. Among the activities we recognise personnel, financial, risk, functional, etc.

Management as a scientific discipline is highly dependent on the present, and this has caused many changes in management over time. As a consequence, some theories used in the previous century are considered as old and inapplicable in the present. This fact allows the creation of new theories adapted to contemporary issues. Management as a scientific discipline is a mixture of mathematics, economics and psychology. The importance of the skills necessary to be a manager is highlighted. Among others, these are the ability to negotiate with people, organisational skills, the ability to take decisions or the ability to identify problems. Manager functions are summed up as planning, implementation, organisation, control and decisions.

The definitions of management are divided into at least three groups:

- The first group consists of components that represent the activities in the charge of the manager's profession. Management is defined as a complex of opinions, experience, recommendations, approaches and methods that workers in leading positions use to handle the specific managerial functions needed to achieve a company's goal.

Management integrates vertically from a leading position to subordinate ones and at the same time horizontally across the same level of management of all workers in an organisation through planning, implementation, organisation and controlling. Effective communication is necessary to achieve this; all of these activities are a part of a manager's functions.

- The second group of definitions highlight the achieving of a goal. Management is in this group defined as the activity of mobilizing human resources and authorities to respect legislative norms, costs, quality and deadlines in order to implement some project. Management is understood as an organised and systematic effort to impact the object of interest in desirable manner.
- The third group puts stress on the key factors that characterise the actual managerial activities, such as their connection to risk and their effort to make changes in order to achieve the desired goals. Management is understood as mobilising and activating of all organisational resources and taking risks to accomplish a desirable benefit for the managed organisation.

To summarise the typical characteristics of present management, it is made up of specific activities that have an effect on managed people to do what is necessary. At the same time managerial activities have to be subordinated to the defined aim but always take into consideration the performance of the managed organisation. Attention has to be paid to prioritised activities. Changes are typical for management, and they have to be made quickly. Risk is always present with managed activities and has to be taken into account while decision-making process is running. Many methods have been developed for this, especially for managerial purposes.⁴³

The development of managerial activities has led to their diversification in:

Strategic management, where managerial activities are realised by the top management of a company, and in the case of small- and medium-sized companies directly by their owners or executive director. The activities have a long-term vision of more than one year and in the majority cases a time extension from three to five years. The development of an organisation is influenced by the key factor or function.

⁴³ Veber, Jaromír. 2006. *Management: Základy, Prosperita, Globalizace*. Praha: Management Press.

Tactical management clusters managerial activities leading to the achievement of strategic goals in a time-frame of one year. It considers tool like a one-year plan or budget. Its importance is based on the financial management of the company.

Operative management carries out the tactical activities and uses tools, such as operative time plans set for the quarters of the year, or even shorter, such as for one month, for instance.

Management is a broad scientific discipline with other partial or specific approaches, such as, for example, financial, product, project or quality management.

2.2 The different levels of management

Management has been developing over a long period of time, and companies have increased the level of requirements for management, which has had as a consequence the classification of management. Management is divided into three main groups:

Upper management, which consists of top managers representing employees that coordinate and direct activities and create organisational units. The importance of qualified workers occupying upper management positions is high for reason that final results strongly depend on their management techniques. Their close relationships with a company's entrepreneurs create a directive hierarchy. Positions such as Chief Executive Officer (CEO), Chief Operations Officer (COO), and Chairperson of the Board or President belong among upper management positions. Previous experience is required for top managers, excluding the entrepreneurs or individuals that manage newly established small companies during the start-up phase and cover several levels of management.

Middle management covers a wide range of managerial positions, such as, for example, general manager, plant manager, regional manager or divisional manager. They are in charge of providing and collecting information, which represents 40% of their working hours. Those in middle management positions see that the aims defined by top managers are achieved. Middle managers set the goals for departments in their charge and also offer responses and advice to top management. Through their daily involvement in work at a company they are a valuable source of information and help top managers improve management in the company. The number of tasks and workers under the charge of middle managers depends on the size of the company. An employee is either promoted from the first management level or directly hired into this type of position. Promotion to a top management position then follows.

First level management (lower-level management) includes positions, such as office manager, shift supervisor or store manager. This is a basic level of management, but higher than executive workers. Their responsibilities are the daily management of line workers. First level managers are usually not allowed to set goals; however, their impact on a company is significant. The close relationship with employees ensures feedback, which is delivered to middle managers. They motivate line workers directly and deal with daily issues. First level managers are usually promoted from line positions.^{44,45}

Figure 3 below provides a summary of the different management levels and the connection and importance of cooperation between the positions is highlighted.

Figure 3. Levels of management



Source: *Levels Of Management*. 2016. Image. <https://www.boundless.com/business/textbooks/boundless-business-textbook/management-8/types-of-management-61/management-levels-a-hierarchical-view-293-7468/>.

2.3 Management of an international company

Management is not executed only on the organisational level. Globalization has brought the creation of management on the national or international levels. This specific type of management is connected with issues such as cultural differences or the effectiveness of managerial methods, techniques and tools created in one cultural and social environment and implemented in a completely different one. International management is a process of planning, organisation, leadership and controlling of people working in an organisation active on world markets with the goal of achieving the determined organisational goals.

⁴⁴ Veber, Jaromír. 2006. *Management: Základy, Prosperita, Globalizace*. Praha: Management Press.

⁴⁵ "Management Levels - Strategy, Organization, Examples, Manager, School, Type, Company, Hierarchy, Workplace, Business". 2016. *Referenceforbusiness.Com*. <http://www.referenceforbusiness.com/management/Log-Mar/Management-Levels.html>.

An international organisation is created based on international contracts that are subordinate to international law. The main goal of these organisations is the accomplishment of goals determined by members. Each international organisation possesses its own supervisory and leadership bodies. The decision-making process is made by agreement of members, not just by the decision of the leading body. They clarify international agreements, conventions and contracts, which after a ratification process become a part of international law.

In comparison, multinational organisations are composed of member countries that through a partnership transfer their sovereignty to a multinational organisation or institutions. Their creation is through international contracts in compliance with international law. They are authorised to negotiate in the interest of member countries and obliged to abide by the conditions of signed contracts.^{46,47}

International management distinguishes four models of the company culture.

In a **polycentric company (PC) culture** the subjects of international companies are in different countries, and the company culture is built individually according to the national culture. Subsidiary companies are independent in different countries and gain the possibility of creating their own company culture based on the local culture. The risks include complicated internal communications and difficult cooperation and coordination. We can consider as an advantage the fact that no new requirements concerning international experience are requested from employees or managers. The strategy used by polycentric companies is based on the fact that the domestic culture of the company is very different, and local managers know the competitors better. The slogan used is: *“Think globally and act locally”*. The companies Unilever and Scholte are among such PCs on the Czech market. The costs are in the case of PC reduced because the salary of a local manager is lower than the cost of transferring a person from the home country. Companies that have adopted this type of company culture set public acceptance and legitimacy as a goal. They are led from the bottom, which means that a subsidiary decides about local objectives. The strategy is based on national responsiveness. The company is usually structured hierarchically in divisions, and the national units have autonomy. They adopt batch production as a technology. The marketing

⁴⁶ Řezáč, Jaromír. 2009. *Moderní Management*. Brno: Computer Press.

⁴⁷ Pichanič, Mikuláš. 2004. *Mezinárodní Management A Globalizace*. Praha: C.H. Beck.

strategy is based on the satisfaction of local needs. Profits are kept in the host country, and local personnel are hired to occupy leading positions⁴⁸.

A **geocentric company (GC) culture** is characterised by applying the global company culture. Internal processes are standardised, with the main aim of creating a unified internal environment and minimised risks of conflicts based on cultural differences. The mobility of employees is inevitable. At the same time employees from a subsidiary company come into the parent company to gain experience and then apply it in the local cultures. Like all approaches, GC applied in a business can represent certain advantages and disadvantages. Among the disadvantages listed is the reduced effectiveness of management tools applied in the local culture. In comparison, a homogenous internal environment for an international company is created. Employers have higher requirements for employees, such as language knowledge (mainly English is used) and knowledge about national cultures in the countries where the company operates. Companies with a geocentric company culture try to achieve profitability and to be publicly accepted. All levels of corporations are governed according to mutually negotiated rules. The company strategy is based on global integration and national responsiveness. The company is structured into a network created from organisations which, for instance, includes stakeholders and competitor organizations. The technological strategy used for production is flexible manufacturing. The marketing strategy adopted consists of concentration on the global product but with an existing local variation. Profits are globally redistributed. There is no preference for local or home country personnel.^{49,50}

Several companies still apply the geocentric company culture. The strategy is based on the subject of the business not on the national culture. This approach is used in companies when the subject of the business has a global character, for example, information technologies. A strong company culture is built and focused on young employees; equally the mobility of teams is required.^{51,52}

In a company with an **ethnocentric culture (EC)** the decision-making process is driven by the parent company. The main goal of the company is profitability and viability. The way of governance is implemented from top to bottom. Products are divided hierarchically. The

⁴⁸ Luthans, Fred, Jonathan P Doh, and Richard M Hodgetts. 2012. *International Management*. New York: McGraw-Hill.

⁴⁹ Luthans, Fred, Jonathan P Doh, and Richard M Hodgetts. 2012. *International Management*. New York: McGraw-Hill..

⁵⁰ Pichanič, Mikuláš. 2004. *Mezinárodní Management A Globalizace*. Praha: C.H. Beck.

⁵¹ Pichanič, Mikuláš. 2004. *Mezinárodní Management A Globalizace*. Praha: C.H. Beck.

⁵² Veber, Jaromír. 2006. *Management: Základy, Prosperita, Globalizace*. Praha: Management Press.

ethnocentric company culture uses mass production. The needs of the domestic country customers are a priority for product development. Profit is divided between the home and the subsidiary company. Leading positions are occupied by personnel from the home country. There is a belief that expatriates represent the home company interests better than local personnel. The advantages of this company culture are the identical interests and perspective of the home company and subsidiaries placed abroad. Fewer issues concerning cultural and language barriers are also perceived as an advantage. The loss of a local perspective, the decreasing involvement of local personnel who know the environment well and the higher personnel costs (hiring expatriates is more costly than local personnel) are perceived as the disadvantages of this company culture model.

A **regiocentric company culture (RC)** is characterised by the effort to combine the interests of the parent company with those of subsidiaries on a regional basis. The main aim is profitability, viability and legitimacy of the company. Governance is based on the agreement between a region and its subsidiaries. The implemented strategy is composed of regional integration and national responsiveness. The company adopts the regional culture. The link between the product and the regional organisation is made through a matrix. The technology used for producing the product is flexible manufacturing. The marketing strategy is standardised in the region but not among the regions. Profits are redistributed within the region, and leading positions are occupied by regional employees. Individual countries that form the region develop their own HR policy. The transfer of employees is made between countries but usually not outside the home region.^{53,54}

Managers working in the international environment have to be familiar with several terms. The *host country* is the foreign country where the company is operating. The *country manager* is in charge of the company's activities mainly to transfer the company culture in the home and host country. We consider the country where the company is based and pays taxes to be the *home country*. The main task of functional managers is to extend knowledge about an international topic, like international transactions. An *expatriate* is an employee sent by the

⁵³Luthans, Fred, Jonathan P Doh, and Richard M Hodgetts. 2012. *International Management*. New York: McGraw-Hill.

⁵⁴ "Global Staffing Approaches: Ethnocentric, Regiocentric, Polycentric, And Geocentric - Video & Lesson Transcript | Study.Com". 2016. *Study.Com*. <http://study.com/academy/lesson/global-staffing-approaches-ethnocentric-regiocentric-polycentric-and-geocentric.html>.

parent company to a subsidiary abroad. An *inpatriate* is an employee coming from the host country to the company in its home country.⁵⁵

2.4 Functions of management

For a manager, managing basic managerial functions – planning, implementation, controlling, human resources, communication and decision making processes – is crucial.

Decision-making, one of the most important functions, is the process of selecting from among at least two possibilities. It is an inseparable component of managerial work and decisions have to be taken in almost all managerial activities. The results of a decision taken by a manager have a significant impact on the performance, effective functioning and prosperity of a company. On account of its influence, decision-making has to proceed from the previous experience of a manager, and the decision-making process has to be of high quality. If the decision-making process is of lower quality, it could cause the failure of the business. The decision-making process depends on the financial resources of company, the amount of information provided and previous experience.

Planning is the initial step for all management functions. In the planning phases we set the goals and plan the possible way or strategy for achieving them. The achievement also depends on other managerial functions. Planning is defined as deciding in advance what the company strategy is for the future. It is understood as a constructive recapitulation of what the company needs and wants to achieve in the future. In planning, a great deal of information and relevant sources are necessary. At the same time meeting the deadlines for goals is crucial.

From a time point of view planning is divided into three levels:

- Long-term planning – plans are realised for five and more years
- Medium-term planning – the time range is from one to five years
- Short-term planning – planning is done for only one year or a shorter period of time

Implementation consists of a wide range of activities that ensure accomplishment of a company's goals. Implementation depends on employees or co-workers and their interest, initiative, effort, flexibility and motivation. It includes influencing, directing, encouraging, motivation, leadership, people management and many other activities. Different motivation

⁵⁵ Pichanič, Mikuláš. 2004. *Mezinárodní Management A Globalizace*. Praha: C.H. Beck.

concepts are used. A good manager can motivate his subordinates and thus increase their performance and willingness to work.

The **controlling** function guarantees that all accomplished targets are identical to the initially planned targets. In the case of discrepancies, activities ensuring correction have to be adopted. A correct system of control has to be established from the creation of company. During the controlling procedure a critical evaluation of the real situation has to be realised. The results of such an evaluation are the sources of controlling conclusions.

Activities connected with **human resources management**, such as a selection or placement of qualified personnel, are a part of managerial functions. HR management comprises the selection and hiring of employees, managing promotions and appraising performance. To possess motivated and effectively working employees and then to know how to manage them in order to accomplish a company's goals are a key factor of success for all companies. Less successful companies are distinguished from very successful ones by the way they develop the potential of their workers and motivate them to achieve high performance. Each managing employee is in charge of managing his or subordinates. A human resources officer could be hired to help with HR management, but all the competencies are the responsibility of managers.

Communication is necessary for managing and coordinating the activities performed by employees. To communicate consists of analysing, sharing and diffusing acquired information. Companies distinguish between internal and external communication. Internal communication occurs inside a company, for instance, between employees and managers, while external communication comprises all communication outside the company.^{56,57}

2.5 General principles of managerial work

Each organisation distinguishes four types of general basics of managerial work:

1. Determination of priorities
2. Prevention
3. Orientation on customers
4. Perfection

⁵⁶ Irāmacāmi, Tuḷaci. 2010. *Principles Of Management*. Mumbai [India]: Himalaya Pub. House.

⁵⁷ Veber, Jaromír. 2006. *Management: Základy, Prosperita, Globalizace*. Praha: Management Press.

The principle of priorities is based on the Pareto rule, which means that it is equally important to distinguish what is important and which activity a company should concentrate on, and at the same time the ability to determinate which activities have lower importance and are not a subject of interest for company.

The principle of prevention should be applied when imperfections or deficiencies occur in a company. It is defined as the sooner the discovered imperfection is repaired, the lower the loss for company. The principle is based on the rule of one-tenth: the correction of a problem costs ten-times more time and money than prevention, and the correction of an unsolved problem costs a company a hundred-times more money and time than its prevention.

Orientation on the customer for a company means that customers are considered to be most important and their demands have to be fulfilled. Three levels of effort are defined for customers:

1. Satisfying of customer's needs
2. Making the customer satisfied
3. Efforts to maintain long-term customer loyalty

Perfection in a company is done through the creation of a positive approach by a manager and subordinates to perform high quality work. Discrepancies in the tasks performed have to be monitored, evaluated and taken as a lesson. The staff in a company should be motivated by a manager to own up to mistakes and to not cover them up or defend them.⁵⁸

2.6 Profile of a manager

According to Veber, a manger is defined as a profession where a worker, after permission, nomination or authorisation, actively performs the managerial activities, for which he or she was chosen based on his/her experiences, abilities, responsibilities and authorities.⁵⁹

The position of a manager should be achieved by promotion from a lower position or a manager can be directly hired to the position. A manager is in charge of many activities.

⁵⁸ Veber, Prof. Jaromír. 2016. "Obecné Principy Manažerské Práce". *Http://Miro-Gotz.Blogspot.Cz/*. <http://miro-gotz.blogspot.com/2009/09/obecne-principy-manazerske-prace.html>.

⁵⁹ Veber, Prof. Jaromír. 2016. "Obecné Principy Manažerské Práce". *Http://Miro-Gotz.Blogspot.Cz/*. <http://miro-gotz.blogspot.com/2009/09/obecne-principy-manazerske-prace.html>.

These include managing human resources and thus the direct communication with people. The personality of a future manager should have several characteristics:

1. A high level of adaptability and flexibility
2. The ability to agilely orientate even if the situation is new
3. A high level of aspiration
4. Creativity
5. A higher level of intellectual skills
6. The capability of frequent social interaction
7. The ability to actively participate in social events
8. Orientation to synthetic and conceptual actions
9. Responsibility towards all activities
10. A sense of organisation
11. The ability to dominate and take decisions
12. A higher level of resistance to psychic stress
13. The ability to work with a high level of information
14. The skills to stay on top of things^{60,61}

Even if personality is very important, other factors, such as managerial skills, needs and the uniqueness of company and employees, play the important role. What is crucial for a manager is to build up authority among subordinates. For a manager we distinguish two types of authority:

- **Formal authority**, which is given by the position and responsibility for goals in the company

Informal authority, which is characterised by the natural and voluntary respect of subordinates to a managerial decision and appropriate behaviour. To achieve informal authority among employees requires several characteristics, such as professional qualifications, high personal working moral and a sense of responsibility, consistency and adherence to principles or objectivity

⁶⁰ Pauknerová, Daniela. 2006. *Psychologie Pro Ekonomy A Manažery*. 2nd ed. Praha: Grada.

⁶¹ Řezáč, Jaromír. 2009. *Moderní Management*. Brno: Computer Press.

Managerial skills are distinguished by the level of the managerial position. Generally, we divide them into:

- *Technical skills*, which include the ability to use methods, techniques and skills to perform their jobs
- *Human skills*, which are connected with motivation, communication and understanding of subordinates needs
- *Conceptual skills*, which represent the ability to look at the company from a conceptual point of view and to be able to coordinate activities and goals.⁶²

Available sources offer a great deal of advice to managers on how to become a good manager. They help newly appointed managers as guide about what to do in the position and help long-term managers improve their managerial skills. Some of the advice is listed below:

1. Even a manager has to continually learn and improve managerial and leadership skills
2. To establish the credibility and support of a team it is necessary communicate with co-workers and subordinates about aims, strategies and deadlines. To be able to listen to the feedback of subordinates.
3. To act as an example and to have the same expectations from yourself as from your subordinates.
4. To set up an open-door policy in such a way that a team member would be able to come to you and discuss issues.
5. To build confidence and motivation in team regarding in future tasks by giving them constructive feedback
6. To be able to take a decision.
7. To help the all team members see the impact the tasks that they complete have on the company's goal
8. To motivate staff towards personal development and to accomplishing their individual goals
9. To be a mentor and show interest in the personal development of subordinates
10. To understand that becoming a good manager is continuous work over the long term⁶³

⁶² Řezáč, Jaromír. 2009. *Moderní Management*. Brno: Computer Press.

⁶³"10 Ways To Become An Effective Manager". 2016. Info.Profilesinternational.Com. <http://info.profilesinternational.com/profiles-employee-assessment-blog/bid/80101/10-Ways-to-Become-an-Effective-Manager>.

2.7 Roles of a manager

In daily life a manager fulfils different roles, such as leading employees, negotiating new contracts or taking important decisions. A manager has to be able to adapt to a different situation or assignment. A famous author on business and management, Henry Mintzberg, defined ten different roles of a manager, divided into three categories:

The **Interpersonal** category includes roles that provide certain information:

1. Figurehead: A manager has to participate in all ceremonials or social event. A manager has authority and should behave appropriately during ceremonial duties.
2. Leader: This role comprises leading, motivating and taking responsibility for a task performed by a subordinate.
3. Liaison: Communication is an inseparable part of managerial activities. A manager communicates with the internal staff of a company and also external partners on behalf of the company.

The **Informational** category consists of roles linked with the transfer of information:

4. Monitor: As a monitor the manager searches for information about the company or the relative industry. The monitoring of employees activity and performance is included in this role.
5. Disseminator: The manager as a disseminator passes useful information on to subordinates.
6. Spokesperson: This consists in representation of the company and the responsibility to transfer information related to the company to the external environment.

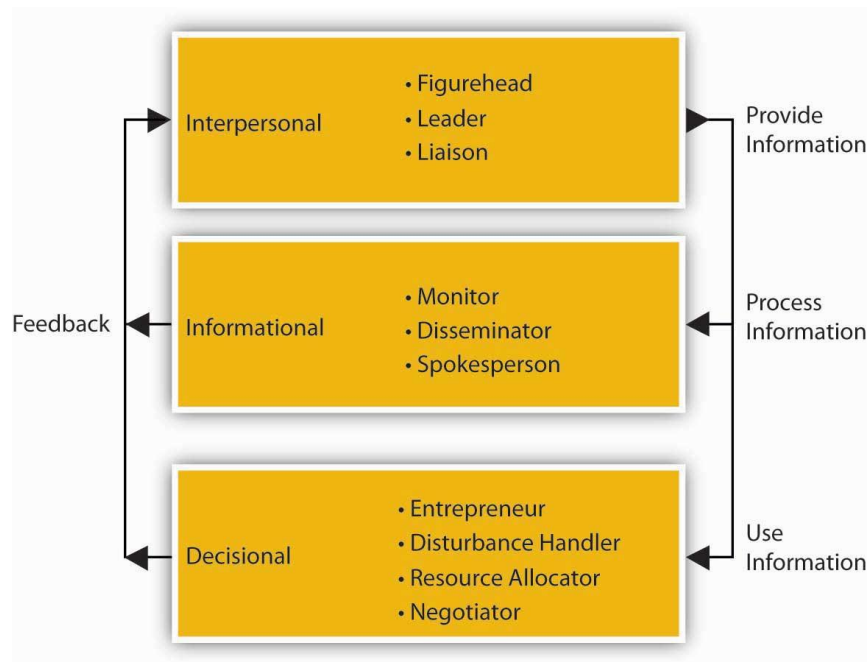
The **Decisional** category includes the using of gathered information:

7. Entrepreneur: A manager is continually seeking to improve the company; this means looking for problems and discrepancies and solving them, implementing new strategies, etc.
8. Disturbance Handler: This is a role linked with ability to respond to external problems.
9. Resource Allocator: A manager distributes financial resources or assigns subordinates according to previous evaluation of a situation.
10. Negotiator: The negotiation skill is an inevitable skill of managers. It concerns not only negotiation with company's trading partners in order to get a new contract but also negotiations within the company with team members.⁶⁴

The following figure represents the ten roles of a manager according to Mintzberg and described in the text above.

⁶⁴ Mintzberg, Henry. 1976. *Mintzberg On Management: Inside Our Strange World Of Organizations*. New York: Free Press.

Figure 4. Mintzberg's Managerial roles



Source: Sailor Academy,. 2016. *Mintzberg'S Managerial Roles*. Image.
https://saylordotorg.github.io/text_principles-of-management-v1.1/s05-02-who-are-managers.html.

2.8 Trends in managerial and leadership styles

2.8.1 Traditional styles

The previous chapter presents a description of management and the characteristics of a manager. This chapter is focused on behavioural theories that concern the behaviour of managers. In the 1930s Kurt Lewin, considered a pioneer in social psychology, defined three classic type of manager or leader based on the usage of their authority: authoritarian, democratic/participative and laissez faire.

In the authoritarian style or also autocratic style a manager makes decisions without considering any opinion or the wishes of subordinates. This style is also characterised by one-way communication from top to bottom. The manager prefers hard controls and sanctions. Only the intentions of the superordinate are applied by using the tools of power. The manager is just giving orders and waiting for them to be carried out. The position of manager, differentiated remuneration and sanctions are used as a motivational tool. The style is usually used on procedurally oriented activities with a simple and exactly defined procedure, for less risky projects and for the fast decision-making processes. The disadvantages are connected

with a highly qualified staff that is interested in participating in the managerial process and in the case of a mistake made from the managerial side there is a risk of loss of authority.

The name of the democratic/precipitative style is derived from the characteristic attribute of team member participation in the decision-making process. Team discussions are led and the opinions of subordinated are taken into consideration, which decreases the risks of possible mistakes. The activity or cooperation of employees takes part of the evaluation, and remuneration depends on them equally. Both sides of the communication ensure that the manager is responsive to subordinates' requests and contemplates their opinions. Risks are linked with a long decision-making process and a possible mistake if the majority presents the incorrect assessment. The style supports the activity and initiative of employees. Trust is built on the specified competencies and respect for professionalism.^{65,66}

The last manager style, laissez fair, is the exact opposite of the authoritarian style. Subordinates have liberty in expression and actions and are independent. The manager uses power very rarely. The superordinate helps other staff members in phases such as gathering information and communication with the external environment of the company. The manager is a representative of the team and behaves in a populist way that does not want to take unpopular decisions. The style should be used for creative activities, evaluation of a hypothesis when deadlines are counter-productive and in companies where the staff is qualified and well-trained. A rapid reaction to changes is difficult to carry out. The possibility of not achieving the desired results is higher. The manager is not taking decisions, and subordinates are responsible for activities like achieving goals or solving problems.⁶⁷

2.8.2 Modern styles

The *transformational manager* or *leadership style* was introduced for the first time by James MacGregor Burn in the 1970s. It is applied in an environment with changing conditions and where strategic changes are being implemented. The transformational manager is able to see high goals and unifies the individual staff and companies that are not realizing the aim of their activities. They are in charge of changes or transformations and are characterised by a high

⁶⁵ Meulders, Danièle, Robert Plasman, Audrey Rigo, and Sile O'Dorchai. 2010. *Horizontal And Vertical Segregation*. Ebook. 1st ed. Brusel. https://genderedinnovations.stanford.edu/images/TR1_Segregation.pdf.

⁶⁶ "Lewin's Leadership Styles Framework". 2016. *Free-Management-Ebooks.Com*. Accessed August 7. <http://www.free-management-ebooks.com/faqld/leadtheory-08.htm>.

⁶⁷ Topics, Research and Democratic & Laissez-Faire Leadership Authoritarian. 2016. "Authoritarian, Democratic & Laissez-Faire Leadership Research Paper Starter - Enotes.Com". *Enotes*. <http://www.enotes.com/research-starters/authoritarian-democratic-laissez-faire-leadership>.

level of experience and qualification, a strong personality and charisma. The manager's style is based on an emotional request, the ability to motivate and gain the subordinated and to respect them. It is built on a very specific emotional future vision of company. The typical tools that are used are charisma, personal respect, stimulation of thinking and emotional encouragement. Advice for a transformational manager is:

- The vision of the company should be established in cooperation with employees.
- The vision and strategy applied for its accomplishment should be connected.
- The establishment of the vision specified to actions.
- The vision and its implementation should be presented optimistically and with confidence.
- The achievement of visions and a goal through partial planned actions.^{68,69,70}

The *transactional management style* was first time introduced by Max Weber and was later developed by Bernard M. Bass. It is applied in middle management with stable conditions and fewer issues to be solved. A transactional manager manages the daily functioning of the company and is concentrated on the basic needs of employees. His or her main assignments are observing, coordinating, evaluating and rewarding. The style is based on the transactions between the manager and subordinates in the form of management by exception or by conditional remuneration. Management by exception should be understood as reassignment of an employee, sanctioning or hiring of new employees in the case of an offence or unfulfilled request or goals. Conditional remuneration is used to motivate the subordinated to achieve good results and should have a financial or tangible character. Comparing to transformational management, the transactional manager seeks to avoid changes. The style is targeted at supervision, organisation and performance.^{71,72,73}

The following table represents a summary of the main differences between transactional and transformational leadership.

⁶⁸"Transformational Leadership". 2016. [Http://Www.Langston.Edu/.
http://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf](http://www.Langston.Edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf).

⁶⁹ Cherry, Kendra. 2016. "How Do Transformational Leaders Inspire?". *Verywell*. <http://psychology.about.com/od/leadership/a/transformational.htm>.

⁷⁰ Bělohávek, František. 2005. *Jak Řídit A Vést Lidi*. Brno: CP Books..

⁷¹ Bělohávek, František. 2005. *Jak Řídit A Vést Lidi*. Brno: CP Books.

⁷² "Transformational Leadership Vs. Transactional Leadership Definition". 2016. *Smallbusiness.Chron.Com*. <http://smallbusiness.chron.com/transformational-leadership-vs-transactional-leadership-definition-13834.html>.

⁷³ Cherry, Kendra. 2016. "How Do Transformational Leaders Inspire?". *Verywell*. <http://psychology.about.com/od/leadership/a/transformational.htm>.

Figure 5. Differences between transactional and transformational leadership

Transactional leadership	Transformational Leadership
Leadership is responsive	Leadership is proactive
Works within the organizational culture	Work to change the organizational culture by implementing new ideas
Transactional leaders make employees achieve organizational objectives through rewards and punishment	Transformational leaders motivate and empower employees to achieve company's objectives by appealing to higher ideals and moral values
Motivates followers by appealing to their own self-interest	Motivates followers by encouraging them to transcend their own interests for those of the group or unit

Source: *Differences Between Transactional And Transformational Leadership*. 2016. Image. <http://managementstudyguide.com/transactional-leadership.htm>.

2.9 The differences between female and male management styles

The biological differences between men and women are usually obvious at the first sight. Differences are also visible in the management or leadership styles of men and women. Even if women are often underestimated, they can be equally good leaders as men are. The different barriers that exist often do not allow women to reach the top levels of business management. The glass ceiling as a barrier from the side of employer and at the same time created by women due to a lack of motivation or self-confidence, as well as the gender stereotypes or gender segregation of the labour market described in previous chapters belongs among these chapters.

Geert Hofstede created a special framework for cross-cultural communication. It characterises the impact of culture in society on the values and behaviour of society members. It consists of six different dimensions: power distance, individualism and collectivism, uncertainty avoidance, masculinity and femininity, long-term orientation and short-term orientation, indulgence and restraint. The most important to focus on is the masculinity and femininity dimension. This dimension measures the way society is oriented on achievements and nurturing.⁷⁴

⁷⁴ "Countries - Geert Hofstede". 2016. *Geert-Hofstede.Com*. <http://geert-hofstede.com/countries.html>.

Hofstede defined masculine and feminine society as:

“Masculinity stands for a society in which social gender roles are clearly distinct: Men are supposed to be assertive, tough, and focused on material success; women are supposed to be more modest, tender, and concerned with the quality of life.”

“Femininity stands for a society in which social gender roles overlap: Both men and women are supposed to be modest, tender, and concerned with the quality of life.”⁷⁵

The main characteristics of a masculine society are orientation on the ego, high materialism and the importance of the work. In a masculine society success, high economic growth and religion are in foreground. Issues and conflicts are resolved by force. The family is structured in a traditional way. High remuneration for performed work is preferred. The presence of women in management is lower, and gender wage gap is wider.

In contrast, a feminine society is oriented on relationships and the quality of life. Conflicts are resolved by negotiation. The environment in the society is highly protected. Religion is less important than in masculine society. Career does not play such an important role. A lower amount of working hours is more popular. Women are more present in managerial positions and the gender pay gap is narrower. The family is important and structured more flexible than in a masculine society.⁷⁶

The Czech Republic achieves according to the Hofstede cultural dimension masculinity index score of 57. This means that it is a rather masculine society. Therefore, the society is driven by competition and success. People live in order to work and a typical manager has to be decisive and assertive. Stress is put on fair treatment and a competitive fight.

⁷⁵ Hofstede, Geert H. 2001. *Culture's Consequences*. Thousand Oaks, Calif.: Sage Publications..

⁷⁶“Hofstede Masculinity / Femininity Traits”. 2016. *Andrews.Edu*.
<https://www.andrews.edu/~tidwell/bsad560/HofstedeMasculinity.html>.

The following table shows the main characteristics of masculine and feminine societies.

Table 2 Hofstede diversification of Masculinity / Femininity traits

	High Masculine	Low Masculine (Feminine)
social norms	ego oriented	relationship oriented
	money and things are important	quality of life and people are important
	live in order to work	work in order to live
politics and economics	economic growth high priority	environment protection high priority
	conflict solved through force	conflict solved through negotiation
religion	most important in life	less important in life
	only men can be priests	both men and women as priests
work	larger gender wage gap	smaller gender wage gap
	fewer women in management	more women in management
	preference for higher pay	preference for fewer working hours
family and school	traditional family structure	flexible family structure
	girls cry, boys don't; boys fight, girls don't	both boys and girls cry; neither fight
	failing is a disaster	failing a minor accident

Source: Andrews University,. 2016. *Hofstede Diversification Of Masculinity / Femininity Traits*. Image. <https://www.andrews.edu/~tidwell/bsad560/HofstedeMasculinity.html>.

Men and women have the same tasks as a manager; gender is of no matter to the position. What differ is the approach men and women choose to solve problems or complete tasks. Men tend to desire managerial positions, status and the power linked with them more than women. They perceive failure as a serious problem and blame external factors. In comparison, women are usually more assertive and challenge changes without fear.

Women managers tend to use the transformational style of management based on the motivation of employees and support for innovation. They act more as mentors or as an example.⁷⁷ Women managers are better at solving conflicts. They show a preference for solving conflict through negotiation. The strong motivation to achieve a set goal and prove their equality to men, a high level of flexibility and better building and maintaining of social

⁷⁷"Women Most Effective Leaders For Today's World". 2016. *EurekaAlert!*. http://www.eurekaalert.org/pub_releases/2003-08/nu-wme080403.php.

relationships help them to be successful in managerial positions, especially in the sales field. As team leaders, they lead with empathy and are able to understand team members' problems, which is appreciated by team members. They try to make progress in teams and never be satisfied with stagnation (in connection with achieving equality with men). Women managers have a more general point of view on problems and are able to solve them with more complexity.^{78,79}

The last 20-30 years have brought improvement in the occupation of top managerial positions; however, men still have the strongest position, while the role of women has become stronger. *"Women in the 90's held less than 3 percent of the most senior management positions in major corporations in the US and less than 2 percent of all senior management positions in Europe."*⁸⁰

EY conducted research on successful companies dimensioned on the stock exchange. Among the 290 companies involved it was shown that the profits of companies with at least one woman on the board ranked in higher positions.⁸¹

McKinsey created a series of publications *Women Matter* on gender differences and equality. McKinsey carried out research on the performance of companies by using nine criteria developed by them. The criteria are direction, responsibility, external orientation, coordination and control, leadership, skills, innovation, motivation and environment and values. The research showed a relation between the number of women on the board and the performance of a company. Companies with at least three women on the board achieved better results in all nine categories and a higher EBITDA indicator.⁸²

⁷⁸ Miklasová, Andrea. 2013. "Strach Bráni Ženám Dosiahnuť Vrchol". *Karierainfo.Zoznam.Sk*. <http://karierainfo.zoznam.sk/cl/1000154/1350299/Strach-brani-zenam-dosiahnut-vrchol>.

⁷⁹ "Women's Issues On About.Com: News And Perspectives". 2016. *About.Com News & Issues*. <http://womensissues.about.com/gi/o.htm?zi=1/XJ&zTi=1&sdn=womensissues&cdn=newsissues&tm=394019&f=20&tt=2&bt=0&bts=0&zu=http%3A//www.caliperonline.com/womenstudy>.

⁸⁰ Křečková Kroupová, Zuzana. 2009. "The Role Of Women In International Business World And In The Czech Republic". *Acta Oeconomica Pragensia* 2009 (4): 34-41. doi:10.18267/j.aop.277.

⁸¹ Ernst & Young LLP,. 2016. *No More Excuses*. Ernst & Young Global Limited. [http://www.ey.com/Publication/vwLUAssets/NoMoreExcuses/\\$FILE/1196686NoMoreExcuses.pdf](http://www.ey.com/Publication/vwLUAssets/NoMoreExcuses/$FILE/1196686NoMoreExcuses.pdf).

⁸² *Women Matter*. 2007. Ebook. 1st ed. McKinsey&Company, Inc. <http://www.raeng.org.uk/publications/other/women-matter-oct-2007>.

3 General characteristics of company EY

EY is one of the most important companies providing professional services in audit, tax, consulting and advisory. EY together with Deloitte, Pricewaterhouse Coopers and KPMG create the world known Big Four. The Big four represents the group of the four advisory services providing companies that dominate the world market.

3.1 History of EY

Arthur Young and Alwin C Ernst are the founders of contemporary EY. Scottish Arthur Young originally studied law school but he was interested in banking and investment. After he moved to the USA he changed the field to accountancy. Arthur with his brother Stanley founded the accountancy company Arthur Young &Co in 1906.

Alwin C. Ernst had American origin and after he had finished studies, he work as accountant. He founded, together with his brother Theodor the small accountancy company Ernst& Ernst in 1903.

Both of contemporary EY company founder were perceived as innovator in this field. The quality of the work and services provided was one of the main values that they put the stress on. Nowadays, it is still one of the main values. Ernst believed that the business decision have to be based on the accountancy information, processed in the valuable and beneficial way for clients. Even that time he motivated the personnel to provide the most qualified services. Young was concentrated more into the business advisory services.

The value of human capital was underlined even in the past. Ernst& Ernst already in 1920 implemented the philosophy: *"The success of Ernst & Ernst depends wholly upon the character, ability and industry of the men and women who make up the organization."*⁸³ Even that time the Ernst& Ernst company made effort to gender equality. Young in the twenties of recent century established the school for accountants and Arthur Young & Co was the first company that cooperated with universities in the US and recruited the young graduated students.

⁸³ "Two People. One Vision.". 2016. *Ey.Com*. <http://www.ey.com/UK/en/About-us/Our-people-and-culture/Our-history/About-EY---Key-Facts-and-Figures---History>.

The companies were aware of importance of global market which motivate them to cooperate with other companies in the same field. In 1924 both companies allied with British companies. The Arthur Young & Co allied with Broads Paterson & Co. and in the case of Ernst & Ernst the cooperation with Whinney, Smith & Whinney was established. The integration process was long and last all recent century. The global network of advisory services providing offices was build all around the world.

Even if A.C. Ernst and Arthur Young never met but their ideas were connected together in 1989 when EY was established. The company is one of the most important and known advisory companies that operates on the global market and uses the new methods and technologies.⁸⁴

3.1.1 EY in Czech Republic and its founder Magdalena Souček

EY is present in the Czech Republic thanks to Magdalena Souček since 1991. One of the most successful companies celebrates this year the 25 anniversaries on the Czech market⁸⁵.

Confidential part

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Confidential part

⁸⁴ "EY - Naše Historie". 2015. *Ey.Com*. <http://www.ey.com/CZ/cs/About-us/Our-people-and-culture/Our-history>.

⁸⁵ ERNST & YOUNG a ERNST & YOUNG AUDIT, S.R.O. *Staff handbook*. Prague, 2016.

⁸⁶ Valoušek, Richard. 2011. "Magdalena Souček: Češi Už Pro Ameriku Nejsou Divoký Východ". *Studenta.Cz*. <http://www.studenta.cz/magdalena-soucek-cesi-uz-pro-ameriku-nejsou-divoky-vychod/magazin/article/546>.

From 2008 Czech Republic is member of a new Area called EMEIA and Region named Central and Southeast Europe (CSE). Magdalena Soucek became the Country Managing Partner of Czech Republic in 2008.⁸⁷

Nowadays, EY employs around 1 000 people in the Czech Republic. The majority is located in the Prague headquarters. Two smaller offices are located in Brno and Ostrava.

Magdalena Soucek apart the other function was equally the president of American Chamber of Commerce in the Czech Republic and nowadays is the member of Executive committee. She is a member of The Chamber of Auditors of the Czech Republic. She acquired title Certified Public Accountant a she is equally a member of American Institute of Certified Public Accountants. In 2007 she acquired the title "The most powerful women in business" in the survey organized by Czech newspaper Hospodářské noviny. She has one adult daughter studying law in the UK.⁸⁸⁸⁹

Magdalena Soucek is an excellent example of women in top management of company who handled to manage a successful career and motherhood. She is a role model for many of young women in the Czech Republic hoping for being mothers and still having successful career.

3.2 Global organizational structure and organisational structure in Czech Republic

EY employs 212 000 people and has 728 offices in over 150 countries worldwide. EY is operating in four areas (Americas, Asia-Pacific, EMEIA and Japan) and it is divided into 28 regions.

EY Czech Republic is a part of EMEIA area which consists of following 12 regions: Africa BeNe , CIS , CSE, FraMaLux , FSO, GSA, India, Mediterranean , MENA, Nordics, UK&I. The EMEIA region operates from 1st July 2008. The EMEIA regions are consistent and effectively working execution model. The each region has responsibility for its work in order

⁸⁷"Magdalena Souček Regionální Šéfkou Ernst & Young". 2011. *Eprofil.Cz*. <http://www.eprofil.cz/2011/06/21/magdalena-soucek-regionalni-sefkou-ernst-young/>.

⁸⁸"Magdalena Souček Regionální Šéfkou Ernst & Young". 2011. *Eprofil.Cz*. <http://www.eprofil.cz/2011/06/21/magdalena-soucek-regionalni-sefkou-ernst-young/>.

⁸⁹ERNST & YOUNG a ERNST & YOUNG AUDIT, S.R.O. *Staff handbook*. Prague, 2016.

to achieve the global EY strategy. Regions are communicating externally and internally, motivate their staff and are accountable to the EMEIA Executive.⁹⁰

Confidential part

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The Global Executives represent the group of people that are the highest management body in EY. They are focused on the strategy, execution and operation. Global headquarters is in London. Mark Weinberger is a global chairman and CEO of EY. The global revenues for the fiscal year 2015 are 28.7 billion USD. The following schema represents organisational structure of the Global executive, CSE region and EY in the Czech Republic.⁹²⁹³

3.3 Requirements for promotion

The main factors influencing the promotion of an employee are:

- The evaluation of employee's performance. The assessment shows if the employees meet the criteria for promotion
- The objectives set by employees have to be achieved
- The obtained level of qualification

The employees are evaluated according to their performance. EY set the policy of regular performance appraisal and coaching which ensure an effective Performance Management Process. The main goal is to discuss with employees their tasks in order to be sure that they understand what the company expects. At the same time thanks to the regular feedback from the subordinates the employees get the opportunity to improve their performance and set the future goals or discuss the progress in the career. EY introduces the performance

⁹⁰ "About Our EMEIA Area". 2015. *EY.Com*. <http://chs.ey.net/servlet/CHSRenderingServlet?siteAreaID=SA-3BE92007053E2E48C1257AE5005D1FF7&chsReplicaID=85257AAE0059BEFB>.

⁹¹ ERNST & YOUNG a ERNST & YOUNG AUDIT, S.R.O. *Staff handbook*. Prague, 2016.

⁹² "At A Glance". 2015. *Ey.Com*. <http://www.ey.com/GL/en/Newsroom/Facts-and-figures>.

⁹³ "Global Executives". 2016. *Ey.Com*. <http://chs.ey.net/servlet/CHSRenderingServlet?siteAreaID=SA-F1CC3BC64BBB3404C1257AE70051BA1B&chsReplicaID=85257AAE0059BEFB>.

management review committees, performance competency standards, training and coaching, counselling and feedback to underline their strategy and to ensure its better implementation.⁹⁴

3.3.1 Career structure

EY is divided into 5 departments: CBS (Core Business Services), Advisory, Assurance, TAS(Transaction Advisory services) and TAX.

Employees of CBS department are ranked into different positions:

- Associate, Senior Associate, Supervising Associate (employees working as financial accountants or in Human Resources department)
- Administrative Entry, Administrative Intermediate, Administrative Advanced, Administrative Lead (employees responsible for administrative services)
- Assistant Director, Associate Director, Director

EY employees in Advisory, Assurance, TAS and TAX departments are ranked into six positions (following positions are named from the bottom to the top): Assistant, Senior, Manager, Senior Manager, Executive Director, and Partner.

Individual position are evaluated according to the level of experience from 1-4. The ranking of staff matches with responsibilities and performance expected from the employees and creates promotion structure that measure compensates employee's progress.

3.4 Research

3.4.1 Methodology of research

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⁹⁴ ERNST & YOUNG a ERNST & YOUNG AUDIT, S.R.O. *Staff handbook*. Prague, 2016.

Confidential part

3.4.2 The results of the research

Confidential part

3.4.2.1 The gender distribution of employees in EY

Confidential part

Confidential part

Confidential part

3.4.2.2 The tempo of career in EY

Confidential part

Confidential part

3.4.2.3 Maternity in EY

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Confidential part

Confidential part

3.4.2.4 Requirements to achieve the position and influence on the women career

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3.4.3 The comparison of the research results with theoretical basis

In the theoretical part of the thesis, specifically in the chapter one, the internal and external factors influencing women's career were described. Among the internal factors which influenced the tempo and course of career belong the decision to have a family and children and internal motivation. The external factors are working conditions that are created from the side of employer.

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3.4.4 Recommendation to improve EY policy for women

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Conclusion

The topic of the thesis is related to women occupying higher managerial positions and to an analysis of the factors influencing the tempo of their careers. Even if international governmental organisation and companies are taking measures to equalise men and women, the gender equality is not yet established in developed or developing countries. Therefore, the main goal of the thesis was to assess the course and tempo of women's careers in comparison with men's based on analysis of research conducted at the company EY. The results of the research should demonstrate whether it is more challenging for women or men to achieve a managerial position.

The diploma thesis is divided into two main parts, more specifically, a theoretical and a practical part. The theoretical part, divided into two chapters, consists of a definition of the general terms related to gender, such as *gender stereotypes*, *gender pay gap* or *gender segregation*. At the same time the term *management* and its functions is defined. Subsequently, a description of different managerial and leadership styles and differences between male and female managerial styles are provided. The thesis is focused on determining the main factors that influence the tempo and course of women's careers. The identified factors were divided to external and internal factors. Among the internal factors are the decision to have children in connection with position of women in the family and individual motivation. Working conditions provided by the employer were identified as an external factor. All of these factors might have an impact on the tempo of career growth and the course of a woman's career.

The practical section is devoted to research carried out in cooperation with the company EY. The introduction of the chapter is devoted to the general characteristics of EY, such as a brief description of the company's history and its organisational structure. Then the gender diversification of employees in the Czech Republic was analysed from a general point of view as well as on different positions in the company. The tempo of careers and working conditions were studied. The research was based on data gathered and provided by EY. The results enable the creation of a comparison with the theoretical findings and a recommendation on how to enhance the flexibility of the working environment to better reflect on work life balance needs.

Based on the results of the research, the research questions were answered as follows:

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Issues related to the gender distribution of employees in different, mainly higher managerial positions as well as those related to gender equality will still be a topic of discussion in the future. Even if several measures are taken in particular in developed countries and international companies, gender still influences the tempo and course of women's careers. Employees can reduce the impact of gender by adapting the working conditions for women. Many women have the education, skills and motivation to achieve higher managerial positions, and they can have an equal position as men in society. If women are led in the right way, encouraged by their supervisor and society in order to erase social bias, and if flexible programs are offered after they become mothers, the number of women achieving managerial positions might increase in the future.

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