

Stream Title: The Prodigy of Gender and Leadership in the Contemporary Organisation:
Theory, Research and Practice

Stream organizers:

Dr Noreen Saher
Institute of Management and Organisational Behavior
Department of Management Sciences
Vienna University of Economics
Augasse, 1090
Vienna, Austria
Tel.: +43-1-31336-5027
Email: noreen.saher@wu.ac.at

Dr. Astrid Podsiadlowski
Institute for Integration and Social Efficacy (ISW)
Rijksuniversiteit Groningen
Grote Kruijsstraat 1
Groningen, the Netherlands
Tel.: +43-1-31336-5039
Email: astrid.podsiadlowski@wu.ac.at

Dr Zahid Mehmood
Department of Management Sciences
Bahria University
Islamabad, Pakistan
Tel.:+92-51-9260002-260
Email: zm@bahria.edu.pk

Dr Huma Haque
Department of Management Sciences
Bahria University
Islamabad, Pakistan
Tel.:+92-51-9260002
Email: mizrabhuma@yahoo.com

Stream outline: Rationale & key themes

Gender, cultural based ‘expectations of the roles and behavior of males and female’ (Mitra, 2003), has fair bearing upon socio-economic activities across countries. Although immense progress has been achieved in the sphere of work and work place, yet leadership

opportunities for women remain limited. Nonetheless, various research endeavors have revealed that no significant gender differences exist in terms of management and strategic orientation; therefore gender differences are not important to leadership phenomenon (Martell & DeSmet, 2001, Korax-Kakabadse, Korax-Kakabadse & Myer, 1998; Bass & Stogdill, 1990; Dobbins & Platz, 1986; Donnell & Hall, 1980). However, a strong perception still prevails about the impact of gender on leadership style (Dempsey & Diamond, 2006; Winter, Neal & Warner 2001; Heilman, et al, 1989; Mednick, 1989; Schein, 1975).

The researches have demonstrated that leaders are not simply born, but they are made with great effort; and that there are far more similarities than differences in the leadership behavior of women and men – they are equally effective (Kolb, 1997). Nonetheless, very few women are able to reach to high echelon of management. This issue has gained special attention in the contemporary age of global market in particular when the whole world is trying to handle economic depression; as it is believed that lack of diversity in leadership phenomenon due to gender priorities can be a reason of prevailing scenario. Perhaps, this is the time to discuss and re-evaluate the issue of gender priorities in leadership phenomenon in the contemporary management literature and organisation raising high claims of gender equality. The main goal of this stream is to re-evaluate the relationship between gender priorities and leadership in diverse and cross cultural environment of contemporary business world. The in sight can be taken from gender, leadership, diversity and cross cultural management literature.

We call for papers that investigate prevailing organizational gendered discourses within global, local, glocal and transnational contexts that can initiate more innovative and challenging discussions. The following question may facilitate in achieving the stream objectives:

Stream questions:

- In which way may the argument of socio-political reasons be still relevant to the issue of disparity in leadership phenomenon?
- How can comparison be made between past and present organizational situations that represent demurs or improvements in the prevalence of gender priorities in upward growth of professionals?
- Which kind of organizational processes should be retained or changed to support the open vertical growth of employees without any gender considerations?
- How can country specific case studies enrich the comprehension of the under studied phenomenon of gender and leadership in various socio-cultural perspectives besides contributing to existing body of knowledge in this field?

- How does the issue of gender priorities in leadership style influence diversity management programs in the contemporary organizations?
- How are the behavior and personalities of women leaders inspired by the phenomenon of gender priorities in leadership style?
- What are universal, what are culture specific aspects of gender priorities in leadership styles and disparities in leadership positions?
- Which effect would increasing gender diversity in top management positions have (on employee behaviour, organizational culture, management practices, a.o.)?

Keywords: gender diversity, gender disparities, socio-cultural context, leadership styles, diversity management

Publication plans:

Due to the multi-faceted nature of our proposed stream we envisage a special issue in a managerial outlet that supports multi-layered perspectives on leadership with regard to gender and cultural specifics and its interrelationship (like Cross-Cultural Management: An International Journal; Journal of International Management; European Management Journal). The least requirement is to work on two to three papers with at least two authors each, who will have presented theoretical and empirical papers supported by practice examples within the stream, to focus on cultural specific and cross-cultural aspects of gender diversity in top management positions.