# Contents

List of figures and tables vii  
List of contributors viii  

Introduction: research on women in business and management 1  
*Diana Bilimoria and Sandy Kristin Piderit*  

## PART 1 SOCIETAL ROLES AND CONTEXTS OF WOMEN IN BUSINESS AND MANAGEMENT  

1 Myths in the media: how the news media portray women in the workforce 13  
*Linda M. Dunn-Jensen and Linda K. Stroh*  

2 Women and invisible social identities: women as the Other in organizations 34  
*Joy E. Beatty*  

3 (No) cracks in the glass ceiling: women managers, stress and the barriers to success 57  
*Caroline Gatrell and Cary L. Cooper*  

4 Knowing Lisa? Feminist analyses of 'gender and entrepreneurship' 78  
*Marta B. Calás, Linda Smircich and Kristina A. Bourne*  

## PART 2 CAREER AND WORK–LIFE ISSUES OF WOMEN IN BUSINESS AND MANAGEMENT  

5 Career development of managerial women: attracting and managing talent 109  
*Ronald J. Burke*  

6 Women and success: dilemmas and opportunities 132  
*Margaret M. Hopkins and Deborah A. O’Neil*  

7 Mentoring as a career development tool: gender, race and ethnicity implications 154  
*Helen M. Woolnough and Marilyn J. Davidson*  

8 Integration of career and life 178  
*Mireia Las Heras and Douglas T. Hall*
9 Balance, integration and harmonization: selected metaphors for managing the parts and the whole of living  
*Sandy Kristin Piderit*  

206

**PART 3 ORGANIZATIONAL PROCESSES AFFECTING WOMEN IN BUSINESS AND MANAGEMENT**

10 Sex, sex similarity and sex diversity effects in teams: the importance of situational factors  
*Laura M. Graves and Gary N. Powell*  

217

11 Influence and inclusion: a framework for researching women’s advancement in organizations  
*Diana Bilimoria, Lindsey Godwin and Deborah Dahlen Zelechowski*  

232

12 The effectiveness of human resource management practices for promoting women’s careers  
*Alison M. Konrad*  

254

**PART 4 WOMEN AS LEADERS IN BUSINESS AND MANAGEMENT**

13 Leadership style matters: the small, but important, style differences between male and female leaders  
*Alice H. Eagly and Mary C. Johannesen-Schmidt*  

279

14 Women advancing onto the corporate board  
*Val Singh, Susan Vinnicombe and Siri Terjesen*  

304

15 One world: women leading and managing worldwide  
*Nancy J. Adler*  

330

Index  

357