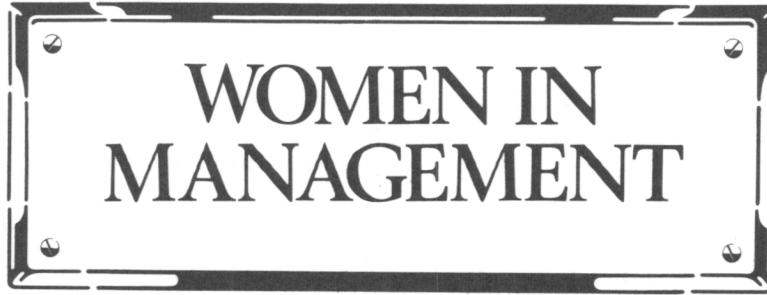


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The National Labour Consultative Council (NLCC) was established by Act of Parliament in 1977. It consists of representatives from the Confederation of Australian Industry, the Australian Council of Trade Unions and the Federal Government. Its purpose is to provide, in the public interest, a regular means by which the Government and employer and employee organisations may consult together on industrial relations and employment matters of national importance. The NLCC is chaired by the Minister for Employment and Industrial Relations.

In 1979 the NLCC established the Committee on Women's Employment to examine issues relating to women's employment and provide advice and information on relevant matters to the NLCC.

This booklet has been prepared for the National Labour Consultative Council by

The Women's Bureau
Department of Employment and Industrial Relations
Telephone: (062) 43 7280

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1. Introduction

WOMEN have made steady but slow inroads into management in recent years. Although growing numbers of women are moving into challenging managerial occupations, women managers are still few when compared with their male counterparts.

The purpose of this booklet is to try to improve this situation by encouraging women to consider their potential for management and to be aware of the different routes to management including specific management education.

The booklet provides basic factual information on what is meant by a 'management career', statistics on the position of women in management in Australia and a list of tertiary level courses available in management at universities and colleges of advanced education. This publication also gives advice on avenues of access to a management career, including advice on career planning, applying for a job and networking.

To help bring alive the work, challenges, opportunities and rewards of management, profiles of women who have succeeded in management are also included.

The Federal Government's equal employment opportunity policy will assist those women embarking upon a career in management.

Employers, the Government and trade unions agree that discrimination against women in employment is unacceptable in Australia today. All are becoming increasingly aware of the need to demonstrate their commitment to non-discrimination by introducing positive procedures to promote equal employment opportunities. In August 1984 the Federal Sex Discrimination Act came into force making it illegal to discriminate on the grounds of sex, marital status or pregnancy in many areas including employment.

In June 1984 the Government released a two-volume policy discussion paper, *Affirmative Action for Women*, which outlined the Government's proposals for improving the employment status of women.

Affirmative Action is a way of systematically dismantling barriers which have directly or indirectly discriminated against women. Affirmative Action is not an end in itself. It is simply a means of achieving the goal of equal employment opportunities for women and men.

2. Management is...

MANAGEMENT may be described as 'getting things done', by deciding on some objective, devising a plan of action and organising and seeing it through, usually with the help of other people.

Management principles are used not only in industry, but in any organisation, e.g. public service departments, Churches, sporting organisations, or political parties. All have objectives, and all have to mobilise and allocate resources to achieve these objectives (Graduate Career Council of Australia, 1980).

Functions of management

Certain functions are common to all managerial work, and these functions can be expressed in terms of the management process.

Planning. It is the manager's task to set the objectives or goals of the organisation and to develop strategies whereby these objectives can be achieved. Such strategies are devised so they fall within the policies or guidelines of the organisation.

Organising. The manager mobilises and allocates the human, financial and material resources so that the objectives will be achieved. She/he may hire people for different jobs, raise the necessary finance, and purchase plant and materials.

Directing. Directing means putting the plans into effect. It takes place at all levels within the organisation.

Co-ordinating. The manager is responsible for bringing together the various elements necessary to achieve the objectives by utilising team work to draw on the various skills required.

Controlling. Controlling means setting standards whereby the day-to-day operations of the organisation can be monitored. Various measures are used—number of shipments per day or week, reject rates, complaints, daily cash flow etc. Performance is measured against these standards, and if it becomes apparent that objectives will not be met, corrective action is taken, even to the extent of setting more realistic objectives.

All managers spend a part of each day engaged in some or all of the above functions. However, the seniority of the manager within the company and the particular emphasis that the company places on each function determines the actual amount of time spent on these functions. The work of the manager is complex and demanding: in essence it requires the ability to make decisions based on consideration and judgement of the facts available.

Types of management

Management is carried out on many levels. Obviously, the general manager of BHP employs management principles and techniques, as does the young employee who after first promotion is responsible for one small segment of her organisation's activity. The duties and responsibilities of a general manager in a big organisation are not very different from those of a lower level manager—the latter simply deals with fewer people, less material and less money, and hence has less responsibility.

In industry, it is important to distinguish between 'specialist management' and 'general management'. The specialist manager (the sales manager, for example) may have the help of a number of specialists (salespersons). So the sales manager has to set up the salespersons' objectives and help them carry them out.

The general manager co-ordinates various specialist functions, and is responsible for setting the objectives of the enterprise as a whole, whether it is a company, division, or product unit; and for helping the functional managers in charge of sales, production, etc. to work together to achieve their common purpose. Management, therefore, can either be the organisation of different specialist managers to a common goal, or the organisation by a specialist manager of subordinates to achieve a specialist goal.

3. Career Planning and Job Preparation

Career planning

All women need to plan their working lives so that they develop their abilities and obtain a high level of satisfaction from their employment. If you want to develop as a manager, you will have to work especially hard in fulfilling your aims and maintaining your determination.

1. **Establish definite career goals.** Develop a time framework for working through stages of your career. Periodically assess the progress made toward achieving your goals.
 2. **Inform yourself.** Research necessary information and obtain the experience and training you need to reach management positions. Think about the obstacles which may be raised in relation to women going into management and how they can be shown to be irrelevant.
 3. **Develop a positive mental attitude.** Think positively and confidently about yourself and learn from your setbacks.
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4. **Take initiative.** Generate ideas and follow through on them. Make yourself visible. You will never be hired or promoted if no one knows you are there.
5. **Respect the experience of others.** Listen to, and learn from those who have experience, but be sure to obtain enough information to be able to evaluate the advice you receive.
6. **Use role models.** Identifying yourself with a successful image can help establish strong management skills and help break habits of self-doubt and self-defeat. It can be especially encouraging to have a strong woman as a role model even if she is in a different organisation.
7. **Reserve time for relaxation, recreation and diversion.** You will work more effectively if you look after your mental and physical health and take time to get a broader perspective on your work.

These suggestions are only a beginning. Once you enter management, you will need these tools and many others to achieve success.

Looking for a job

As women now spend most of their adult lives in the labour force, it is important to look for jobs which will satisfy your short-term job requirements and provide the opportunity to further your long-term career objectives. Job searching consists of the following stages:

1. Studying the job market and career opportunities, and deciding on the area in which you want to work.
2. Searching for the jobs and following job leads with the Commonwealth Employment Service, career counselling services, unsolicited direct mail campaigns, personal contacts, advertisements, personnel agencies and executive search firms, obtaining interview appointments, being interviewed, and providing references.
3. Assessing job offers in terms of the job itself and the organisation. Does the job meet your most important goals? Does it fit in with your career plan? Would it provide experience useful in getting the next job you want?
4. Deciding on a job which best satisfies your criteria, both short and long term.

Access to training

There are a variety of ways in which women can train to become managers, or to use the training they have to provide access to management.

Most university and CAE degree courses can lead to a career in management. Although the course may not directly relate to management, the professionally qualified woman often assumes greater areas of responsibility in her job. Thus more of her time is taken up with management activities.

A woman with university or college training may find that with maturity and experience in a particular speciality, she spends less time doing the sort of work she was trained to do and more time performing supervisory and managerial tasks.

Apart from technical courses, such as engineering or science, there are many degree courses available offering opportunities for women to major in specific management areas, such as accounting, administration, marketing, industrial relations, economics and personnel management. Other courses, not specifically related to management functions, can be useful in providing a broad background useful in general management.

Some large companies have their own training schemes for new employees. These schemes may vary from a short induction session in which employees learn of the various operations of the company, to a full year's basic training giving the employee an opportunity to develop managerial skills by implementing projects in different areas of the company's operations and by intensive in-service courses and seminars. Many companies maintain an on-going management training program that runs for a number of years and increases the challenges for individuals as they progress through the lower levels of management.

Women who are firmly committed to a career in management should consider going to a graduate business school at some point in their career. Most companies will actually encourage their employees to upgrade their relevant academic qualifications.

Post-graduate courses in management or business administration are available in most States at graduate diploma or master's level. Some of these courses accept students directly after their first degree, but many require students to have had previous business or administrative experience.

Networking

In male-dominated working environments women can become more isolated from other women at work as they rise in seniority within their own organisations. They rarely have any role models with which to identify. Many women experience considerable pressures and strains from working in a predominantly male environment.

Increasingly women are finding that these problems can be alleviated by establishing networks either on a formal or informal basis. To many women the value of such networks is in the opportunity they provide for mutual support, both in terms of personal confidence building and by sharing and learning from each other's experience in the work environment.

The increasing popularity of women's networks is demonstrated by the number of groups that have been established in the past few years e.g. the Women and Management and Network groups in Sydney and Melbourne and the Australian Federation of Business and Professional Women's organisations throughout Australia. These groups welcome new members.

Achieving success

There are many components to success as a woman manager. Key factors contributing to success in management are having the motivation to accomplish goals and being able to encourage others. Be prepared to invest the time, the thinking and the effort to reach your goals. You may know what to do, you may know how to do it, but unless you are motivated to do it or able to inspire others to do it you will not accomplish your goals.

You will need to be able to think logically and clearly, to approach problems objectively and analytically, and to communicate clearly. You will have to organise effectively in bringing together the resources needed to solve problems and meet work requirements.

Develop the ability to make decisions. Decision making can be learned: it is a matter of confidence and practice. The future depends on decisions yet to be made. Be flexible. It is imperative that you are willing to change your thoughts to meet new conditions. Know how and when to change your mind. Develop an attitude of excellence: believe that all things can be done better.

Other essentials of success in management include careful, long-term planning and the ability to establish priorities. Added to the value of planning is willingness to delegate authority. Have the right people in the right jobs and then give them the authority to function, to operate and the room to grow. Make sure you carry out your responsibilities to the people who work for you as well as making sure they carry out their responsibilities to you.

Integrity is another must: stay absolutely honest. If something is not right, do not do it. If it is right, do it, but be sure you know the difference.

Be conscientious, reliable, dedicated and assertive. Believe in yourself. Stay well informed by reading professional journals and by belonging to professional organisations and women's networks. At the same time, beware of the 'superwoman' syndrome. Be aware of your limitations and work within them to develop your strong points.

4. Profiles of Women Managers



MARGARITA (RITA) AVDIEV

RITA is the founder and Managing Director of the Avdiev Group—a growing, dynamic organisation with offices in Melbourne and Sydney which specialises in providing services for the building, development, design and construction industry.

The company is primarily concerned with the recruitment of senior executives—‘from Chief executive to new graduate’.

Within the industry, however, the company is also involved in an increasing amount of management consulting work for companies seeking assistance with managing change and planning for the future.

Management jobs in the building industry have historically been male dominated. Rita says, ‘There are very few women in the building industry and certainly none at senior levels’.

Despite an existing wariness of women occupying senior management positions, Rita believes that opportunities will exist in the future for women to reach senior management levels in the industry. She says,

Those women who decide to take this path will need to be prepared to work their way up in the industry after first training at the trade, technical, or professional level in a building discipline.

She certainly practices what she preaches. All her employees have a building and development industry background. All but one are women.

Rita also believes that women entering the building field will enrich it by bringing to it a management style that encompasses both the qualities of leadership and personal warmth. These qualities she describes as ‘an unbeatable combination’ in management because leadership entices people to follow, and personal warmth encourages people to relate to one another. ‘I really think that good management is about trusting your employees, and your workforce trusting their managers,’ Rita says.

Rita describes her career development as a case of taking up opportunities as they presented themselves.

The daughter of a civil engineer father and an industrial economist mother, Rita helped her parents build their first house in Melbourne while still a young girl. 'My family has a tradition of educating everyone in it. Both my parents have tertiary qualifications, and it was assumed that I would go to university,' Rita explains.

Starting out with an ambition to go into the building industry, Rita enrolled for a Bachelor of Architecture at Melbourne University. 'It was the only artistic qualification that you could get in the building industry at that stage,' she said.

After graduating, Rita worked for several architectural firms, taught structures, building construction and design at university. She joined her engineer father in his busy practice for awhile and then established a small private practice of her own.

Describing herself as a 'decision maker', Rita says she always kept a career in mind. As a mother of a 6-week-old baby she was offered a position teaching structures at the university. 'The opportunity was there and I decided to take it,' she says.

Her entry into the executive recruitment field was no less opportune. She has now built a firm which has a sound executive recruitment base while taking on more and more management consulting work.

Involvement at the community level is very important to Rita. 'All of us in the Avdiev Group are involved in some way in community activities relating to the industry,' she says.

Over the years Rita has contributed much of her time, energies and professional expertise to the community. In 1974 she was the first woman to be appointed to the Environmental Protection Appeals Board. A few years later she became the first woman to sit on the Town Planning Appeals Tribunal which was to become the Planning Appeals Board—she is now a part-time member. Rita was also President of the Urban Land Institute—a forum for people concerned about building and planning.

While acknowledging the reluctance of industry, and the building industry in particular, to accept women into top level jobs, Rita says changes are occurring which will increase opportunities for women to attain senior positions.

In the next ten years the building industry will tighten its limits on entry requirements. Building companies are more and more looking to graduates, or people with tertiary qualifications, to train in the industry.

Her belief is that effective work performance will increasingly become the recognised criteria for success. This will enable those women, who are prepared to study and work their way up through the industry, to achieve senior management status.

Rita does not propose that it will be easy to succeed, but she does offer hope for those who are determined to try. 'If you pioneer something and while being successful are able to do so in such a way that everybody feels comfortable about your success: then it is easier for those coming after you,' she says.

Rita's approach to this challenge has been to avoid any open confrontation situations. She sees her professional image as being 'a person first, a woman next; but a woman who works in the building industry'.

'I like to think that I have the trust and respect of the building industry in Melbourne. My feminism is subtle, I don't need to talk about it. I do it with humour and style. But I am in there pitching for the women,' she says.

An honest approach, the ability to think clearly, and good communication skills are the attributes Rita identifies as crucial to effective management. These latter two skills she considers can be learnt. 'I believe the earlier you start to think clearly, organise your thinking, and make decisions, the better,' Rita said. Offering advice on how to practise these skills she says, 'What I found exceptionally valuable was the way I studied at university. I wrote summaries which were very effective. If you can summarise what it is that has gone before, you can also expand that summary in many different ways'.

As Managing Director of the Avdiev Group, Rita's aim for the organisation is for it to be the best in the industry.

Her role with the Avdiev Group is definitely that of the leader who has the full support of a highly skilled team. 'I am responsible for the work which this organisation does. However the structure of the organisation is not rigid. When I have given everyone so much work to do they cannot cope, I go and wash the dishes,' she said.

Her company recruits senior executives—architects, builders, engineers and other professionals for the building, development and construction industry, and in an increasing capacity also acts as a management consultancy to the industry.

Rita says of her company, 'We have an exceptionally good reputation. We are doing well and growing rapidly'. This Rita credits in part to effective communication and teamwork within the group. Regular informal staff meetings are held in the Melbourne and Sydney offices. There is also a policy that when someone makes a major mistake she has to be told. Rita says this is so that she can help fix the problem, or at least provide support for the solution proposed by the staff member. 'Open and direct relationships in management ensure things flow smoothly,' she said.

Rita sees a special role for women in the industry. They will modify relationships between people in an industry which is undergoing fundamental change. She states,

The presence of women will cut the confrontation which goes on in an all male group . . . Yes, the presence of women at the top will be good for business.



VIVI GERMANOS-KOUTSOUNADIS

VIVI Germanos-Koutsounadis is the Director of the Ethnic Child Care, Family and Community Services Cooperative. This is a voluntary organisation of ethnic and non-ethnic organisations involved in child care and the disabled.

The Ethnic Child Care Development Unit consists of twelve full-time and part-time workers, and its programs include child care provision, assistance for ethnic disabled and information resources. The unit was formed in 1979 out of a need for child care for children from non-English-speaking backgrounds. This group has limited access to child care services, despite the large proportion of migrant women in the workforce.

Although her job is very demanding, Vivi has many voluntary involvements. She is President of the Addison Road Community Centre, a member of South Sydney Community Aid, Assistant Secretary of the Ethnic Communities Council of N.S.W. and is a Part-time Commissioner of the N.S.W. Ethnic Affairs Commission.

Vivi believes that life experiences have been important in her development. Her parents came from Chios, a small Greek island when she was 9 years old. They ran a shop in Redfern, Sydney, which was regarded as a meeting place for other Greeks in the area. It became an unofficial welfare agency, and her role as ad hoc interpreter and social worker from the age of 10, probably determined her career choice.

I worked in my parents' shop during the day and because of their encouragement, I did shorthand and typing at night school. At the high school I attended, I was made to feel that I had no future apart from the shop. It was a teacher at night school who urged me to return to school and finally enter university.

I did, however, face much discrimination at school and university and in finding work appropriate for my qualifications. This was mainly due to my non-Anglo-Saxon background and because I am a woman.

Vivi describes herself as a very determined person, who believes nothing is impossible. She always finds ways of getting things done, no matter how long it may take. Early in her career she continually had to prove herself and consequently is used to hard work. She has been instrumental in establishing many services for migrants and in promoting multiculturalism.

I believe in team work, and most importantly, I like to establish networks so that you can identify common aims and provide mutual support. Networks also remind groups, such as the Ethnic Affairs Commissions that we work for a grass roots base on whom we rely for support.

Vivi's experience as 'the only migrant' or 'the only woman' on committees meant that she had to refine her diplomatic skills, and at times had to be aggressive to get her point across. Her experience also helped her to overcome disadvantages such as being older than average at university, and it gave her leadership skills which she now values. Her advice to young women who want to work in the welfare area is clear.

Be proud of your cultural and linguistic background and develop counselling, administrative and participation skills to improve your community involvement. Women are sometimes better managers because they can display warmth and understanding—in welfare this sensitivity is especially important.

She enjoys helping people (especially migrants) and working in a welfare system where people are able to set their own goals.



SYLVIA HALL

SYLVIA Hall is the Federal Secretary of the Australian Telephone and Phonogram Officers' Association (ATPOA), which is the union covering Telecom Australia's telephonists and phonogram operators.

She believes that managers of any organisation should care for their employees. It was Sylvia's concern for the rights of her workmates which led her into the union movement.

Her union career can be traced back to the unlikely setting of a zoo, where she worked in England before coming to Australia. Some sections of the zoo keepers and cleaners considered they were not being paid enough. Sylvia contacted the relevant union and suggested they set up a sub-branch. As Sylvia worked for the management of the zoo, she couldn't be part of the union herself. However, she was instrumental in the setting up of two sub-branches there.

Sylvia became a rank and file unionist when she worked as a telephonist for Telecom in Adelaide. In 1972, the position of Secretary of the South Australian Branch of ATPOA became vacant, and it was suggested she take on the job.

At that time, the position was an honorary one, and Sylvia says she worked 34 hours for Telecom and 34 hours for the union.

Initially there was no training provided. She later attended some courses run by the Trade Union Training Authority. However there was little time for formal training. It was simply a matter of building up expertise and professionalism over the years, and improving her organising ability.

In January 1976, the position of Secretary of the Australian Branch became full time. Sylvia worked as full-time Secretary from 1976 until December 1978, when she was appointed Federal Secretary of the Association.

Sylvia gives credit to the support of the membership for helping her in her job. 'I found that my organising ability came really from the support of the membership. We had some major problems in South Australia when I was Secretary there, and the members were so supportive that you felt you couldn't give in. You've got to fight on because they're all there supporting you.'

A number of qualities are important in managerial jobs according to Sylvia. These include self-motivation, patience and the discipline to get through a large administrative workload. It is also important to be accessible.

I think you've got to have an open door approach, that anyone can come and see you. You have to be prepared to listen to people's points of view. Your decision may not be what they want, but if you've listened and explained why you've come to that decision, it's far better than coming to an arbitrary decision with no reasons provided.

Sylvia's major role is to look at matters of national interest: wage rises, improvements in conditions and occupational health and safety. A lot of time is spent on the telephone, talking to Branch Officials and negotiating with management. She visits each State at least once a year to attend a Branch meeting, and more often if there is a particular problem. Work is delegated to Industrial Officers as much as possible so that they can follow problems through themselves.

There is a lot of responsibility in Sylvia's job and the hours are long. Constant planning is necessary to set directions and members need to be kept informed of what is happening. However, she derives enormous satisfaction when someone's job is saved or improvements in conditions are achieved.

Sylvia thinks that it is harder for a woman to be accepted in a managerial position. Some men still don't see it as a woman's role to be in a top position, and women need to be determined to continue. She advises women thinking of a managerial career to take up educational opportunities open to them. 'Even if they are going up through the ranks of a particular industry it makes the job a lot easier if they obtain additional qualifications.'

Sylvia believes that opportunities are improving for women in management.

Equal opportunity policies are important in bringing about changes and women must apply for the jobs they want. They shouldn't be discouraged by the first knockback, but should keep on trying. Things are going to change, and I think women should go for it.



PAMELA GRANT

PAMELA Grant is Director of the New South Wales State Lotteries.

Having been in the Public Service for twenty-two years, Pamela found that general line management and administration were the types of work she preferred. She went into the job of Director of State Lotteries as a career public servant.

Although Pamela says she was lucky when she first started in having a supervisor who encouraged people on the basis of their ability, there were many barriers.

I go back to the days before equal pay, and the days when women didn't even have equal entry rights to be a clerk in the Public Service. The male school leaver eligibility list had to be exhausted before women were called up. There was a marriage bar. It was a whole different world.

Pamela Grant believes that many of the major changes which took place in conditions of employment for women in the Public Service were due to the women's movement and the awareness which it generated.

The discussions which occurred in the early 1970s made people, who had never perceived themselves as discriminating unfairly, understand what was really happening, and what needed to change. Most people had accepted the rules, regulations and policies without really thinking about them.

For women, especially those who wanted to have careers, the women's movement made them realise that many other women felt the same way, and that was an enormously strengthening experience. Rather than looking at their own situation in isolation and trying to change that particular situation, they perceived that what needed to change was the overall system.

While the system has been significantly changed, she says that it would be unrealistic to pretend that it was always going to be easy for young women starting out now.

Pamela Grant always knew that she wanted to work outside the home, but she didn't have a specific career in mind. Becoming Director of State Lotteries was a culmination of working at the steps which had to be taken to gain responsibility and promotion.

She finds that there is still surprise when people find out that the Director of State Lotteries is a woman, reflecting a widespread expectation, especially outside government employment, that senior management jobs will be occupied by men. Much of her

incoming mail is still addressed to 'Mr Grant'. Some people who telephone assume they have been put through to the secretary when a woman answers the phone.

A large proportion of the staff in the department in which she works are employed as ticket sellers—always seen as 'a low status, low pay, traditional female occupation'. Although numerically Lotteries was a female dominated department for over fifty years before Pamela Grant took up her job in 1982, they had never had a woman in a management position. Now there are women at all levels of the organisation.

While academic qualifications are not guaranteed to make anyone a good manager, she thinks that a good tertiary qualification is worth having, especially in a competitive job market. From experience she recognised the difficulty for women who work, organise a home, and study for qualifications as well.

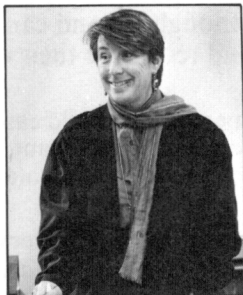
I would look fairly carefully at what sort of qualification I wanted to get and make sure that it was reasonably portable, so that depending on what sort of opportunities opened up for you, you would have the necessary basic skills.

In particular, Pamela believes that training in financial management and accounting is extremely useful in any management job. It is presently a gap in many women's training. Also helpful is a good understanding of personnel and industrial relations policies and procedures, skills in written communication, and some basic training in public speaking.

She sees both paid and unpaid work experience as also being of great importance. Many women undervalue the skills they have acquired which may be very relevant to management. Employers also often fail to recognise these skills and underrate women's capacities.

When working in management positions, it is important for women to be able to set priorities and to know what they want to achieve. It is also important to clearly identify some priorities outside work, and ensure that there is time for them. It is too easy to get tied up in a job, especially if there is a high level of responsibility, and become remote from the community.

Pamela says that despite all the changes life is not simple for women in management. Changes to overtly discriminatory policies have not resolved all the issues—changes of attitudes and behaviour are much slower. Women sometimes feel that they must work harder and that their mistakes are more conspicuous. Sometimes this is true. However, changes are continuing to be made and hopefully the day will come when there will be the same expectations for women and men managers.



COLLEEN CHESTERMAN

COLLEEN Chesterman is the Director of the New South Wales Council of Social Services (NCOSS). NCOSS is the major co-ordinating organisation of non-government groups in welfare, health and employment in New South Wales.

She believes it is very important for women to recognise the great number of management skills they acquire even if they are outside the workforce. She said,

It has always seemed particularly unjust to me that women are not credited with the experience that running a household and organising children can provide.

Colleen attributes her own preparation for management to the skills that many women acquire while running a household—budgeting, forward planning, setting priorities and balancing competing demands. Colleen emphasises the necessity to recognise these skills,

Many women do not realise that what they have been doing is extremely complicated until they enter the paid workforce.

After training as a secondary school teacher, Colleen spent thirteen years overseas where she involved herself in a wide range of activities.

Initially she was self employed, doing research in publishing. While she was out of the paid workforce raising her two children, she became involved in the women's movement. Later she returned to University and did a post-graduate degree specialising in Women's Studies and Industrial Sociology. Upon her return to Australia she obtained a number of casual jobs in tutoring and project work.

Colleen has been working full time in the Women's Co-ordination Unit as an adviser on Women's employment for three years when the job of Director of NCOSS became available. Her interest in the non-governmental welfare sector combined with the opportunity to extend her experience attracted her to the position.

Her job involves direct responsibility for fifteen permanent staff in NCOSS: although staff numbers have increased to fifty with specific projects being funded.

We have strong Staff input. There is constant consultation between the staff. I represent the staff's view to the Board of Management. Under the committee structure which we have developed in NCOSS, decisions are made in committee rather than individually by me as Director.

Colleen stresses the need for all people in management to be open in communication, thoughtful and caring in their relationships with staff, and recognise their own and others limitations.

Providing support when people have child care problems or problems with their personal relationships is important, because you must remember that you cannot separate work totally from the rest of your life.

Colleen's job in the welfare sector is a very demanding one, requiring much travel and after-hours input. She copes with the stresses by talking openly with her family and staff. Their support is extremely important to her.

Nonetheless, for the level of lobbying and advocacy which is required in her position Colleen says she needs a considerable amount of energy. Consequently she sees her own stay in the position as having a limited lifespan.

I'm not particularly interested in wielding more power and therefore it seems to me that where I go next depends very much on where my interests take me.

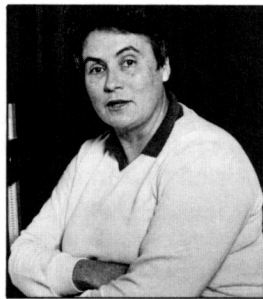
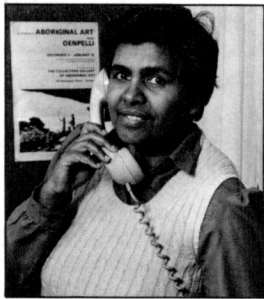
NCOSS as an organisation has always supported and taken quite strong stands on equal opportunity issues for women. This is because welfare is an area in which women traditionally work, either as volunteers or in paid employment. Although there is no objection to people working as volunteers in areas of social action, the organisation strongly believes that people employed in the welfare sector need to be properly paid. Therefore it supports improvements in award wages and conditions.

Colleen identifies with the Women's Liberation Movement rather than with particular Women in Management groups.

Seeing herself as an issues and job-oriented person, she believes that to be most effective in a job it is necessary to remain for at least two to three years.

The message which Colleen most wants to give to women is to recognise and value the skills which they already have developed in a whole range of areas.

Management is something which can be learned and we are all learning it all the time. I would particularly like to get that message across to women who are working in shops, in offices or perhaps at home as housewives. Many women do not credit themselves with what they have done or the skills they have learned. In fact, they do have the skills needed in management and are able to use them. They are doing it already.



MARGARET VALADIAN AND NATASCHA McNAMARA

Co-directors, Aboriginal Training and Cultural Institute (Balmain, N.S.W.)

As Co-directors and founders of the Aboriginal Training and Cultural Institute, which provides management training to Aborigines and Aboriginal communities throughout Australia, Margaret Valadian and Natascha McNamara share the demanding responsibility for running this unique organisation.

Margaret and Natascha also share a number of common life experiences. They were among the first Aboriginal women graduates in their respective fields of social work and business management. As Aboriginal women they were exposed to similar cultural influences. They grew up in post World War II Australia and were encouraged by their families to obtain a good education. Margaret describes their mothers as 'very similar people'. Yet Margaret and Natascha attribute their entry into management careers to very different experiences.

Margaret views her formal qualifications—a Bachelor of Social Work from Queensland University, Master of Education from the University of Hawaii and Master's Degree in Social Work from the University of New York—as important to her overall preparation for a management career. However, they should be seen in the context of her other experiences, firstly in the field of student politics, and subsequently as a professional social worker.

I was a student in the 1960s, the hey-day of student politics in this country. Most of the students who were actively involved in the student union movement then, are now holding positions of some prominence in the political sphere.

Margaret believes her involvement in student politics gave her the ability to achieve goals in life. She feels,

You are most likely to succeed in management if you know achievement is possible.

While National Chairperson of the National Aboriginal Scholarship Scheme promoting and seeking support for Aboriginal tertiary scholarships, and later as President of the student body at the East West Centre of Hawaii, Margaret said she was exposed to and learnt the importance of team work skills.

Understanding the notion of working together, with people of different cultures, with different view points, but coming together as a team for a common purpose—that would be my major preparation.

Natascha in contrast spent a number of years 'on the job', gaining experience in different types of work in the finance field before deciding that she wanted a career in management. She realised that in order to succeed she needed formal qualifications.

I found myself doing on a very low salary the work that people several stratas up were supposed to be doing and I got tired of that. I got angry and I said I am going to see what I can do for myself. So it was a fairly conscious effort early in my life to go into the financial aspects of management. I then proceeded to learn a lot more and I became intrigued with management. I am still intrigued with management.

Learning a lot more involved Natascha studying for a Degree in Management—a step she believes is today essential to those young people considering a management career. 'It is important for women to obtain academic qualifications if they're going to move into management—there are not many role models around. Women in management is still a pioneering effort,' she notes pointing out that a qualification will often provide them with a start, or at least an interview.

Once qualified and after a period of persistent job hunting Natascha got the start she wanted—a job that would complete her training and provide her with the professional work experience she needed.

Starting off at the bottom didn't worry me. I'd spent nine years learning. I needed the job experience. So I traded with my supervisor, the accountant for all the overtime he wanted me to do in return for his teaching me everything he knew about business—and he did.

Preparing to embark on a management career is often difficult for young women. Even a lot of the available careers information does not expose women to obvious career options in the management field. It is often difficult for students to identify and assess the type of formal training and on-the-job experience which will enable them to successfully enter the management field.

Natascha advises young girls considering a management career to first identify through thorough research the areas that are mainstream promotional, such as finance, or marketing, and to then obtain as much background information about available experience opportunities, training, and general job descriptions as possible. 'It should be a conscious effort, you have to get into the mainstream where the decisions are made,' she says.

A broad education is the critical element for success in management according to Margaret.

I think that if people take a single-minded approach to management then they do not have the capabilities to deal with the wide parameters of the work. Management is a co-ordinated and orchestrated activity. You have to be able to co-ordinate the various functions in that office. The task of management is being able to understand that process.

Natascha echoes this sentiment when she says that, 'young people should look at developing in themselves a breadth of awareness'. Citing Margaret and herself as examples, she says, 'We are quite able to do a large range of things in this Institute and we actually choose staff who have a broadness about them. While we do work full time in Aboriginal Affairs, that is not the only thing we are interested in. We do have other areas of professional involvement and we systematically work at this broadening of perspective and interest'.

Training in the form of formal education is also vital to a successful career in management in the opinion of both women. Natascha says,

I think that if a person is a good manager, an appropriate degree will make them a better one.

She emphasises however, that you cannot 'make a manager by a degree'.

It is also important to be professional in management.

The only way you can do that is to be confident yourself in what you are doing. But you also have to do that as a team—and if there is one thing I value as a management philosophy—it is teamwork.

Margaret commented,

We keep an open door policy as far as the two directors are concerned. Any member of the staff has access to us at any time of the day.

Are there barriers facing women in management? Natascha and Margaret think that there are. Natascha said,

For one thing, there aren't many role models around. You are a pioneer—and you've got the choice of becoming hard and ambitious—or finding a sponsor. These make for barriers in themselves.

But we face other barriers, too—because we are Aboriginal women. People say, Why would Aboriginal women be interested in management? As we all know, Aborigines can't manage anything.

It is those types of barriers—barriers of ignorance—which cause the main problems for women (and not only Aboriginal women) in management.

The most important thing is to make sure that you keep a positive attitude and keep your confidence.

Will-power and a good support staff are two crucial elements in being able to achieve a positive outlook.

The frustrations associated with effective management are many and varied.

Margaret advises young women to deal with these frustrations by approaching them as part of a game.

Survival is an intellectual activity. It has to be. You have to establish some basic foundations in your approach to life. I've come to the conclusion in my life that these frustrations are but a temporary aberration that we have to deal with.

So the task is to keep yourself alive, working, and sane until the temporary aberration passes.

Margaret and Natascha believe that a danger exists for women managers as they are inclined not to define an individual philosophical approach to management, and as a result, tend to over compensate. 'The temptation is, that because you have to be seen to be better than the men you become harder than the men and you lose sight of your basic foundations,' Margaret said.

Natascha concluded,

Most women don't realise that at the top, personal relationships are more important than a lot of other things, because a large percentage of work at the top is just welding people together in some way.

I think women can bring a little more sensitivity to management. They are more conscious of what they are doing. And they may interpret things differently. For example, when they look at the balance sheet—they may not always see the same things as men. Of course they will see profit and loss—but they may also see other things, such as management's perspectives and objectives. Women are less technical. Less cold.

5. Statistics

Statistics on women in managerial/administrative positions

The pattern of women's participation in management in Australia is similar to that found in most Western countries. Compared with men their numbers are few and overall their salaries and levels of education are lower.

Over 2.5 million women are in the workforce in Australia of whom 3.0% are managers. Of the 458 700 people classified by the Australian Bureau of Statistics as occupying administrative, executive and managerial positions, 16.6% are women (Table 1). This percentage drops to 14.1% if only managers working full time are considered (Table 2). The Bureau's definition of 'management', however, does not take into account salary. In fact, salaries of Australian women managers are, on average, 26.5% lower than their male counterparts (Table 10). Also women managers work on average 7.5 hours less per week than do male managers (Table 4), and are more likely to work part time (20% compared with 3.1%) (Table 2).

Similarly, the educational level achieved by women in management is likely to be considerably lower. Among male managers 52.0%, compared with 34.4% of female managers, have acquired post-school qualifications of some kind (Table 7).

In addition, a survey conducted by the Office of Women's Affairs in Victoria in 1981 found that women comprised only 2.7% of all managers, and were 'very much concentrated in the lower echelons of management'. A number of organisations and authorities were surveyed by the Office in 1979 and resurveyed in 1981 on aspects of women in management (Table 9).

TABLE 1. Employed Persons: Industry by occupation, May 1985

Industry Division	Occupation Administrative, Executive and Managerial						
	Female nos '000	Male nos '000	Females as % of managers etc. in the industry	Female managers etc. as % of all employees in the industry	Male managers etc. as % of all employees in the industry	Female managers as % of all female employees in the industry	Male managers as % of all male employees in the industry
Agriculture, forestry, fishing and hunting	*	*	*	*	*	*	*
Mining	*	*	*	*	*	*	*
Manufacturing	4.8	64.5	6.9	0.4	5.7	1.6	7.7
Electricity, gas and water	*	*	*	*	*	*	*
Construction	*	22.1	4.3(a)	0.2(a)	4.6	1.6(a)	5.2
Wholesale and retail trade	33.8	143.0	19.1	2.6	10.8	5.8	19.4
Transport and storage	*	18.8	9.2(a)	*	5.1	3.3(a)	6.1
Communication	*	3.5	*	*	*	*	*
Finance, property and business services	10.6	50.7	17.3	1.6	7.8	3.5	14.4
Public administration and defence	*	21.0	*	*	6.5	0.6(a)	10.3
Community services	7.8	15.5	33.5	0.7	1.4	1.1	3.6
Recreation, personal and other services	15.1	36.1	29.5	3.4	8.2	6.1	18.8
Total	76.0	382.7	16.6	1.2	5.8	3.0	9.4

* The number is so small it is statistically insignificant.

(a) Subject to sampling variability, too high for most practical uses.

Source: ABS, *The Labour Force*, Cat. No. 6203.0, May 1985.

TABLE 2. Employed Persons: Occupation of full-time and part-time workers, May 1985

	<i>Occupation Administrative, Executive and Managerial</i>				
	<i>Female nos</i>	<i>Male nos</i>	<i>Females as % of full time and part time managers etc.</i>	<i>% of female managers etc. working full time and part time</i>	<i>% of male managers etc. working full time and part time</i>
Full time	60 800	370 700	14.1	80.0	96.9
Part time	15 200	12 000	55.9	20.0	3.1
Total	76 000	382 700	16.6	100.0	100.0

Source: ABS, *The Labour Force*, Cat. No. 6203.0, May 1985.

TABLE 3. Employed Persons: Occupation and status of worker, May 1985

	<i>Occupation Administrative, Executive and Managerial</i>				
	<i>Female nos</i>	<i>Females as % so employed</i>	<i>Male nos</i>	<i>% of female managers etc. so employed</i>	<i>% of male managers etc. so employed</i>
Employers	21 500	23.2	71 000	28.3	18.6
Self employed	4 200	22.0	14 900	5.5	3.9
Wage and Salary earners	50 400	14.5	296 600	66.3	77.5
Total	76 000	16.6	382 700	100.0	100.0

Source: ABS, *The Labour Force*, Cat. No. 6203.0, May 1985.

TABLE 4. Employed Persons: Occupation and hours worked, May 1985

<i>Hours</i>	<i>Occupation Administrative, Executive and Managerial</i>			
	<i>Female nos</i>	<i>Male nos</i>	<i>Female % distribution</i>	<i>Male % distribution</i>
0	*	15 900	*	4.2
1-15	6 500	8 400	8.6	2.2
16-29	7 500	9 900	9.9	2.6
30-34	5 100	12 400	6.7	3.2
35-39	10 400	35 700	13.7	9.3
40	13 900	69 100	18.3	18.1
41-44	5 300	19 600	7.0	5.1
45-48	5 200	44 400	6.8	11.6
49 and over	18 800	167 200	24.7	43.7
Total	76 000	382 700	100.0	100.0
Average weekly hours worked (hours)	39.8	47.3		

(a) Subject to a sampling variability too high for most practical uses.

Source: ABS, *The Labour Force*, Cat. No. 6203.0, May 1985.

TABLE 5. Employed Persons: Minor occupation groups, May 1985

<i>Minor Occupation</i>	<i>Major Occupation Administrative, Executive and Managerial</i>			
	<i>Female nos</i>	<i>Male nos</i>	<i>Females as % of minor group</i>	<i>Males as % of minor group</i>
Administrative and executive officials, government nec	100(a)	11 400	0.9(a)	99.1
Employers, workers on own account, directors, managers, nec	75 900	371 200	17.0	83.0

(a) Subject to a sampling variability too high for most practical uses.

Source: ABS, *The Labour Force*, Cat. No. 6203.0, May, 1985.

TABLE 6. Unemployment Rates: Occupation of last full-time job, May 1985

		Occupation
		Administrative Executive and Managerial
Female	*	
Male	2.2	
Persons	2.4	

Source: ABS, *The Labour Force*, Cat. No. 6203.0, May 1985

TABLE 7. Employed Persons: Educational attainment and occupation, February 1984

		Occupation				
		Administrative, Executive and Managerial				
	Female nos	Female % distri- bution	Male nos	Male % distri- bution	Females as % of all employees	Males as % of all employees
With post-school qualifications	20 000	34.4	193 100	52.0	0.3	3.0
–degree or equivalent	*	*	45 700	12.3	*	0.7
–trade, technical level	16 000	27.5	145 500	39.2	0.3	2.3
Without post-school qualifications	38 200	65.6	178 300	48.0	0.6	2.8
–attended highest secondary level	10 000	17.2	55 500	14.9	0.2	0.9
–did not attend highest level of secondary school and left at age	28 100	48.3	122 800	33.1	0.4	2.0
• 16 years or over	9 500	16.3	40 600	10.9	0.1	0.6
• 15 years or under	18 600	32.0	82 200	22.1	0.3	1.3
Total	58 200	100.0	371 400	100.0	0.9	5.8

Source: ABS, *Labour Force Status and Educational Attainment*, Cat. No. 6235.0, February 1984

* Number is so small it is statistically insignificant.

TABLE 8. Summary of statistical information on completing students, by sex, by course level for all Australian universities 1984

Total for Australia University Course Level	Males	Females	Persons
Higher Doctorate	42	6	48
Ph.D.	731	189	920
Master	2 911	1 446	4 357
Graduate Diploma	1 257	1 450	2 707
Bachelor	12 156	10 536	22 692
Total (1)	17 500	13 970	31 470

**Summary of statistical information on completing students, by sex, by course level for the field of study
Economics/Commerce/Management/Administration by tertiary institution, 1981**

College of Advanced Education/Institute

<i>1981</i>			
Masters	9	—	9
Graduate Diploma	497	178	675
Bachelor	1 708	457	2 165
Diploma	316	81	397
Associate Diploma	273	246	519
Total (2)	2 803	962	3 765

It should be noted that these figures include temporary-stay students and therefore do not necessarily reflect the number of graduates available for employment in Australia.

1. Total includes figures for Flinders University, S.A. which does not have statistics available on gender breakdown of course levels.
2. Total includes approximately 150–200 females graduating in 'Secretarial Studies'; in some instances exclusion of this group from statistics was not possible.

Source: Commonwealth Tertiary Education Commission.

TABLE 9. Comparison of 1979 and 1981 survey data on women in management. Office of Women's Affairs, Victoria

	<i>1979</i>	<i>1981</i>
Number of organisations	57	52
Total of employees	222 656	246 872
Male employees	169 469	173 313
Female employees	53 187	67 559
Female employees as % of total employees	24	27
Female managers	289	466
Male managers*	—	17 321
Female managers as % of all employees	.13	.19
Female managers as % of female employees	.55	.69
Female board members	2	2

* Equivalent data were not collected in the 1979 survey.

TABLE 10. Full time employees: Average weekly earnings in main job, August 1984

	<i>Male</i> \$	<i>Female</i> \$
Administrative, executive and managerial	469	345

Source: ABS, *Weekly Earnings of Employees*, Cat. No. 6310.0, August 1984.

6. Management Courses

INSTITUTIONS IN AUSTRALIA CONDUCTING COURSES IN MANAGEMENT AND MANAGEMENT RELATED STUDIES

1) UNIVERSITIES

<i>Name of Institution Address</i>	<i>Course</i>
N.S.W.	
Graduate School of Management Macquarie University North Ryde, N.S.W. 2113 (02) 888 8000	Master of Public Administration Master of Business Administration Diploma of Business Administration Macquarie Advanced Management Programme – an intensive, month long, residential management course. A variety of short courses are offered each year of 2–5 days duration. They usually include: – Human resource management – Physical distribution management (Melbourne) – Physical distribution management (Sydney) – International Financial Management Program – Corporate Financial Management Program – Industrial relations – Performance appraisal – Marketing Management Program – Public Sector Management Program.
University of Newcastle Newcastle, N.S.W. 2308 (049) 68 0401	Ph.D. Master of Commerce (research) Master of Business Administration Bachelor of Commerce Bachelor of Economics Diploma in Economic Studies Diploma in Management (commencing in 1986) Diploma in Industrial Relations
University of New England Armidale, N.S.W. 2351 (067) 73 3333	Ph.D. Master of Economics Diploma in Financial Management Diploma in Agricultural Economics Diploma in Business Studies Bachelor of Economics (only some are management oriented) (Pass and Hons) Bachelor of Agricultural Economics Bachelor of Financial Administration

I) Universities (continued)

<i>Name of Institution Address</i>	<i>Course</i>
Australian Graduate School of Management University of N.S.W. P.O. Box 1 Kensington, N.S.W. 2033 (02) 662 0300	Ph.D. Master of Business Administration Development Program for Managers—8 week course – 2 scholarships will probably be offered each year to women A variety of short courses are offered each year or alternate year. They usually include: – Strategic Personnel Management (5 days) – Performance appraisal (3 days) – Doing Business with Japan (3 days) – Strategic Leadership Corporate Policy and Organisational Design (3 days) – Leadership and Decision Making (3 days) – Data analysis for market research (3 days) – Corporate financial management (5 days) – Portfolio management (5 days) – Managing human resources (3 days) – Resource Economics (4 days) – Industrial Relations Seminar (5 days) – Exchange Rate Management Program (3 days) – Credit Analysis.
University of N.S.W. Box 1 Kensington, N.S.W. 2033 (02) 663 0351	Ph.D. Master of Commerce Master of Health Administration Master of Health Planning Master of Nursing Administration Master of Librarianship Master of Archives Administration Master of Educational Administration Bachelor of Commerce Bachelor of Health Administration Diploma in Information Management Diploma in Archive Administration
VIC. Deakin University School of Management Vic. 3217 (052) 47 1111	Master of Business Administration Bachelor of Commerce
University of Melbourne Parkville, Vic. 3052 (03) 344 4000	Master of Business Administration M.A. in Industrial Relations Bachelor of Commerce Graduate Diploma in Management Graduate Diploma in Education Management

Vic. (continued)

Monash University
Clayton, Vic. 3168
(03) 541 0811

Ph.D.
Master of Economics
Master of Administration
Bachelor of Economics
Diploma in Operations Research

QLD

Griffith University
Kessels Road
Nathan, Qld 4111
(07) 275 7111

Bachelor of Administration

University of Queensland
St Lucia, Qld 4067
(07) 377 1111

Ph.D.—Commerce
—Government
—Management
M.A. in
— Government
— Economics
Master of
— Business Administration
— Economics Studies
— Economics
— Commerce
— Financial Management
— Information Systems
— Management
— Public Administration
— Regional Science
Postgraduate Diploma in
— Advanced Accounting
— Information Processing
Bachelor of Commerce
Bachelor of Economics
Bachelor of Commerce/Laws
Bachelor of Economics/Laws

James Cook University
North Queensland
Townsville, Qld 4811
(077) 81 4111

Ph.D.
Master of Commerce
Master of Economics
Bachelor of Commerce
Bachelor of Economics

S.A.

University of Adelaide
North Terrace
Adelaide, S.A. 5000
(08) 228 5333

Ph.D. in Faculty of Economics
Master of Economics
Master of Business Administration
Master of Planning (Architecture)
Bachelor of Economics

Flinders University of South
Australia
Bedford Park, S.A. 5042
(08) 275 3911

Master of Policy and Administration
Bachelor of Economics (General)
Bachelor of Economics (Accounting)
Graduate Diploma in Accounting

I) Universities (continued)

W.A.

University of Western
Australia
Nedlands, W.A. 6009
(09) 380 3838

Master of Industrial Relations
Master of Business Administration
Bachelor of Commerce
Bachelor of Economics

TAS.

University of Tasmania
Hobart, Tas. 7001
(002) 20 2101

Master of Commerce
Master of Economics
Bachelor of Commerce
Bachelor of Economics

II) COLLEGES, INSTITUTES ETC.

Name of Institution
Address

Course

N.S.W.

Hawkesbury Agricultural College
Richmond, N.S.W. 2753
(045) 70 1333

Bachelor of Business

Kuring-gai College of Advanced
Education
(School of Financial and
Administrative Studies)
Box 222
Lindfield, N.S.W. 2070
(02) 467 9200

Master of Finance
Master of Administration
Bachelor of Business
Graduate Diploma in Finance
Graduate Diploma in Communication Management

Mitchell College of Advanced
Education
Bathurst, N.S.W. 2795
(063) 31 1022

Bachelor of Business
Associate Diploma in Local Government
Administration
Associate Diploma in Health Administration
Associate Diploma in Justice Administration
Associate Diploma in Arts (vocational rehabilitation)

Orange Agricultural College
Box 883
Orange, N.S.W. 2800
(063) 62 4699

Associate Diploma in Farm Management
Associate Diploma in Horse Management
Associate Diploma in Farm Secretarial Studies
Associate Diploma in Environmental Control
Associate Diploma in Horticulture (fruit and vegetable
management)

Nepean College of Advanced
Education
Box 10
Kingswood, N.S.W. 2750
(047) 36 0222

Bachelor of Business
– Accounting
– Computer and Information Systems
– Marketing
– Administrative Secretarial Studies
– Industrial Relations
Graduate Diploma in Computing and Information
Systems
Associate Diploma in Secretarial Studies

II) Colleges, Institutes etc. (continued)

New South Wales Institute of
Technology
Faculty of Business
Box 123
Broadway, N.S.W. 2007
(02) 2 0930

Master of Business (by thesis)
Master of Business Administration
Graduate Diploma in
– Administration
– Accounting
– Marketing
– Personnel Management and Industrial Relations
– Employment Relations
– Public Sector Management
Bachelor of Business

Northern Rivers College of
Advanced Education
Box 157
Lismore, N.S.W. 2480
(066) 21 2267

Bachelor of Business
Associate Diploma in
– Small Business Management
– Business Computing

Riverina College of Advanced
Education
Box 588
Wagga Wagga, N.S.W. 2650
(069) 23 2222

Bachelor of Business Administration
Bachelor of Business Accounting
Bachelor of Business (Management)–6 strands
Graduate Diploma in
– Business Industrial Relations
– Business Training and Development

VIC.

Bendigo College of Advanced
Education
Flora Hill, Vic. 3550
(054) 40 3222

Graduate Diploma of Management
Associate Diploma in Administration

Footscray Institute of
Technology
Box 64
Footscray, Vic. 3011
(03) 688 4200

Bachelor of Business (Accounting)
Bachelor of Business (Catering and Hotel Management)

Gippsland Institute of Advanced
Education
Switchback Road
Churchill, Vic. 3842
(051) 22 0200

Master of Business
Bachelor of Business
Graduate Diploma in
– Labour/Management Relations
– Engineering Maintenance Management
Associate Diploma in General Administration

Victorian College of Agriculture
and Horticulture
Glenormiston Campus
Glenormiston South, Vic. 3265
(055) 92 5303

Associate Diploma in Farm Management
Associate Diploma in Horse Management
Certificate of Business (Ag. secretary)

Marcus Oldham Farm
Management Centre
PMB 116 Mail Centre
Geelong, Vic. 3221
(052) 43 3533

Further Certificate in Farming (part time)
Associate Diploma in Farm Management
Certificate in Horse Management

II) Colleges, Institutes etc. (continued)

<i>Name of Institution Address</i>	<i>Course</i>
Phillip Institute of Technology Alva Grove Coburg Vic. 3058 (03) 468 2200	Bachelor of Business (Data Processing) (Accounting) (Personnel and Industrial Relations) Graduate Diploma in – Public Accounting – Industrial Relations
Royal Melbourne Institute of Technology G.P.O. Box 2476V Melbourne, Vic. 3001 (03) 345 2822	Master of Business Administration Bachelor of Business in – Local Government – Business Administration • 5 streams, one of which includes Public Sector Management Graduate Diploma in Management
Faculty of Business Victoria College of Advanced Education, Prahran Campus 142 High Street Prahran, Vic. 3181 (03) 529 7788 and/or	Bachelor of Business (Accounting) (Accounting Bridging Program) Graduate Diploma in Accounting
Faculty of Business Victoria College of Advanced Education, Burwood Campus 221 Burwood Highway Burwood, Vic. 3125 (03) 285 0444	Bachelor of Business (Credit Management) Bachelor of Business Accounting (Data processing) Graduate Diploma in Data Processing (Part time) Bachelor of Business (Insurance) Graduate Diploma in Corporate Risk Management (Part time) Bachelor of Business (Public Finance) Associate Diploma in Personnel Administration (Part time) Bachelor of Business (Personnel Administration) Graduate Diploma in Personnel Administration (Part time) Graduate Diploma in Human Resources Development
Victorian College of Agriculture and Horticulture Dookie Campus Dookie, Vic. 3647 (058) 28 6371	Bachelor of Applied Science (Horticulture) Graduate Diploma in Horticulture Diploma of Applied Science (Agriculture) Diploma of Applied Science (Horticulture) Associate Diploma in – Farm Management – Horse Management – Horticulture

Warrnambool Institute of
Advanced Education
Box 423
Warrnambool, Vic. 3280
(055) 64 0111

Bachelor of Business
(Accounting)
(Applied Economics)
(Computing)
Graduate Diploma in Accounting
Bachelor of Arts (Management Communication)
Graduate Diploma in Decentralization and Regional
Administration

QLD

Capricornia Institute of
Advanced Education
Rockhampton, Qld 4700
(079) 36 1177

Associate Diploma in Business
(Full time, Part time and External)
Bachelor of Business (Full time and Part time)
Graduate Diploma in Management (External Only)

Darling Downs
Institute of Advanced Education
Darling Heights P.O.
Toowoomba, Qld 4350
(076) 30 1300

Bachelor of Business
(Accounting)
(Computing)
(Operations Management)
(Marketing)
(Economics)
(Local Government)
(Information Systems)
(Applied Economics)
(Marketing)
(Human Resource Management)

Queensland Agricultural College
Lawes, Qld 4343
(075) 62 1011
(075) 62 0391 (A/H)

Bachelor of Applied Science
(Rural Management)
Bachelor of Business
(Hospitality Management)
Diploma of Business in Real Property Valuation
Associate Diploma in Hotel and Catering Services
Associate Diploma in Farm Management

Queensland Institute of
Technology
School of Business Studies
Box 2434
Brisbane, Qld 4001
(07) 223 2111

Master of Business
Bachelor of Business
(Accounting)
(Management)
(Health Administration)
(Public Administration)
(Medical Records)
Graduate Diploma in Business Administration
Associate Diploma in Business

S.A.

Roseworthy
Agricultural College
Roseworthy, S.A. 5371
(085) 24 8057

Bachelor of Applied Science
(Natural Resource Management)
(Agriculture)
(Oenology)
Graduate Diploma in
– Natural Resources
– Agriculture
– Wine

II) Colleges, Institutes etc. (continued)

South Australian Institute of
Technology
North Terrace
Adelaide, S.A. 5000
(08) 223 5114

Associate Diploma in Wine Marketing
Associate Diploma in Farm Management
Associate Diploma in Ag. Production
Associate Diploma in Horse Husbandry and
Management

Master of Business Administration
Master of Public Sector Management
Graduate Diploma in
– Arts Administration
– Public Sector Management
– Business Administration
– Occupational Health and Safety Management
– Health Administration

Bachelor of Business
(Marketing)
(Materials Management)
(Personnel/Industrial Relations)
(Health Administration)
(Public Administration)
(Local Government)

Associate Diploma in Business
(Health Administration)
(Industrial Engineering)
(Management)
(Marketing)
(Personnel/Industrial Relations)
(Justice Administration)
(Credit Management)

W.A.

Western Australia Institute of
Technology
Kent Street
Bentley, W.A. 6102
(09) 350 7700

Master of Business
(Accounting)
(Business Management)
(Education Administration)
(Public Administration)
(Financial Management and Economics)
(Business Law)
(Human Resource Management)

Bachelor of Business
(Business Law)
(Financial Management)
(Accounting)
(Local Government)
(Secretarial Administration)
(Information Processing)
(Business Systems)
(Valuation and Land Administration)
(Financial Management and Economics)
(Public Administration)
(Personnel and Industrial Relations)
(Marketing)

II) Colleges, Institutes etc. (continued)

Graduate Diploma in
– Accounting
– Business and Administration
– Business
 (Business Law)
 (Business Systems)
 (Financial Management and Economics)
 (Human Resource Management)
 (Public Administration)
– Educational Administration
– Business Computing in Information Systems
– Public Administration
– Information Systems
Diploma in Educational Administration
Associate Diploma in Accounting

N.T.

Darwin Institute of Technology
Box 40146
Casuarina, N.T. 5792
(089) 20 4211

Bachelor of Business
 (Accounting)
 (Data Processing)
 (Economic Finance)
 (Computing)
Certificate in Administrative Studies
Certificate in Commerce
Certificate in Legal Studies
Associate Diploma in Public Administration

A.C.T.

Canberra College of Advanced
Education
Box 1
Belconnen, A.C.T. 2616
(062) 52 2111

Masters Degree in Resource Management
Master of Arts in Administration
Masters Degree in Public Administration
Bachelor of Arts
 (Accounting)
 (Administration)
 (Management Sciences)
 (Banking and Finance)
Graduate Diploma in
– Applied Economics
– Policy Studies
– Professional Accounting
– Administration
– Business Administration

TAS.

Tasmanian State Institute
of Technology
Newnham Drive
Newnham, Tas. 7250
(003) 26 0201

Bachelor of Business
 (Accounting)
 (Business Administration)
 (Business Data Processing)
 (Personnel Management and Industrial Relations)
Graduate Diploma in Professional Management
Associate Diploma in Agricultural Business
Management

TAFE COLLEGES

<i>Name of Institution</i>	<i>Course</i>
TAFE N.S.W. The TAFE Information Centre Railway Square Broadway, N.S.W. 2007 (02) 211 3588	Business Administrative Studies – Associate Diploma – Certificate – Post-Certificate Courses – Special Courses
TAFE VIC. Vocational Orientation Centre 42 Cardigan Street Carlton, Vic. 3053 (03) 663 5800	Certificate of Business Studies Basic Vocational Courses Preparatory Courses Adult Education Courses
TAFE QLD TAFE Curriculum Branch Peel Street South Brisbane, Qld (07) 840 4688	Business and Administrative Studies – Certificate and Diploma Courses
TAFE W.A. TAFE Information Centre Cable House 401 Hay Street Perth, W.A. 6000 (09) 325 3544	Management Studies – Diploma/Certificates/Other Courses Business Studies – Diploma/Certificate/Commercial Studies – Diploma/Certificate
TAFE TAS. Division of TAFE Equity House 110 Murray Street Hobart, Tas. 7000	Management Studies – Certificate Courses – Part-time courses e.g. Women in Management Women Entering Business Studies
TAFE S.A. TAFE Information Centre 31 Flinders Street Adelaide, S.A. 5000 (08) 227 4766	Business and Administrative Courses – Certificate
TAFE A.C.T. Canberra College of TAFE Constitution Avenue Reid, A.C.T. 2600 (062) 45 1777	Business Studies – Associate Diploma Courses – Certificate Courses

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